

# Leadership Culture Organizational Political (LCOP) Model: A strategy organizational capability to increase organization performance in Indonesia

## Modelo de Cultura Organizacional Política de Liderazgo (COPL): una estrategia de capacidad organizativa para aumentar el rendimiento de la organización en Indonesia

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#### ABSTRACT:

Organizational Capability is considered to be one of the most important issues in strategic management and human capital literature. Organizational Capability can be understood as the all elements that work efficiently and effectively to help organization create its strategy that fits to its industry level of turbulence and to achieve company performance. Previous research confirmed the identification of 9 (nine) elements as organizational capability. These are speed innovation, customer connectivity, seeks related, change, strategic responsiveness, international working environment, ready to strategic alliances, efficiency, and talent. Research confirmed that Organizational Capability has positive impact to Organizational Performance. Research shows the connection between the three variables –Leadership–Organizational Culture, and Political Behavior in creating Organizational Capability and its impact to Organizational Performance. Structural Equation

#### RESUMEN:

La capacidad organizativa se considera uno de los temas más importantes en la gestión estratégica y en la literatura sobre capital humano. La capacidad organizativa puede entenderse como todos los elementos que funcionan de manera eficiente y efectiva para ayudar a la organización a crear su estrategia que se ajuste a su nivel de turbulencia en la industria y para lograr el desempeño de la empresa. Investigaciones anteriores confirmaron la identificación de 9 (nueve) elementos como capacidad organizativa. Se trata de innovación de velocidad, conectividad con el cliente, búsqueda relacionada, cambio, capacidad de respuesta estratégica, entorno laboral internacional, listo para alianzas estratégicas, eficiencia y talento. La investigación confirmó que la Capacidad Organizativa tiene un impacto positivo en el Desempeño Organizacional. La investigación muestra la conexión entre las tres variables: liderazgo, cultura organizacional y comportamiento

modeling shows that Leadership and Organizational Culture do not have direct relationship with Organizational Performance. However, both have positive relationship with Organizational Capability. Organizational Performance is directly influenced positively by Organizational Capability and negatively impacted by Organizational Politics. Leadership positively impacts Organizational Capability and Organizational Culture. However, Leadership negatively impacts Organizational Politics.

**Keywords:** Strategic Management, Organizational Capability, Strategic Leadership, Culture, Organizational Politics, Government Owned Companies

político en la creación de capacidad organizativa y su impacto en el desempeño organizacional. El modelo de ecuación estructural muestra que el liderazgo y la cultura organizacional no tienen una relación directa con el desempeño organizacional. Sin embargo, ambos tienen una relación positiva con la capacidad organizativa. El desempeño organizacional está directamente influenciado positivamente por la capacidad organizativa y se ve afectado negativamente por la política organizacional. El liderazgo tiene un impacto positivo en la capacidad organizativa y en la cultura organizacional. Sin embargo, el liderazgo tiene un impacto negativo en la política organizacional.

**Palabras clave:** Gestión estratégica, Capacidad organizativa, Liderazgo estratégico, Cultura, Política organizacional, Empresas propiedad del gobierno

## 1. Introduction

It cannot be denied that the plantation sub-sector is an agribusiness sector that plays a major role in the Indonesian economy. Oil palm as a plantation crop becomes a commodity that grows rapidly compared to other plantation commodities such as rubber and coconut (Susila, Drajat, 2002). However, in further development, the plantation industry in general has experienced several obstacles, such as international price fluctuation. This price fluctuation is strongly influenced by several aspects such as natural factors (climate), biological factors (long period of immature crops), factor of the role of environmental observer actors, so that short-term supply becomes inelastic. While in the demand side, is also strongly influenced by several things that are the demand on certain plantation commodities due to rising price of world fuel oil.

Therefore, the plantation company must be "agile" (more flexible) in overcoming and reducing the impact of price fluctuation. Oil palm plantation in Indonesia is a source of foreign exchange that has grown from year to year. In 2007, Indonesia's CPO production reached 17.2 million tons from plantation area of nearly 7 million hectares. In line with the regulation of plantation ownership by the government at large companies, in the early 1980s through the PBSN program has made Indonesia the world's largest palm oil exporter country along with Malaysia. However, the development of the progress was also accompanied by the change that could be perceived as a threat to the industry's growth which is the constantly changing world CPO price, the change and interference of other parties such as environmental activists with the issue of oil palm plantations that do not pay attention to the environment, as well as other issues such as health issues.

On the other hand, international plantation companies from other countries looking for opportunities to own oil palm plantations can be a threat to influence the turbulence of the macro industry environment. The growth development of CPO industry is allegedly has not given performance as good as the neighbor Malaysia, both in terms of productivity and its derivative products diversification (Pakpahan A, 2000). The presence of private companies in oil palm plantations facilitated by the government since the late 1990s has given a positive impact on the growth of national production besides community-owned plantations. However, the performance of the state-owned oil palm plantations lags behind the performance of private oil palm plantations both in terms of productivity and profit growth performance (Djalil S, 2007).

The assumption that the state-owned oil palm company (PTPN), which is a history of interconnectedness with the colonial period, makes PTPN "considered relatively slow" in anticipating change. This is also related to the colonial period paradigm that Indonesia is a source of raw materials. Obviously this still requires further study whether this assumption is still relevant, or perhaps PTPN has undergone many transformations in its management. The high price of oil as a mineral fuel makes world demand for palm oil as bio fuel (green energy) makes the world's palm oil market vulnerable to the macroeconomic environment and other political aspects.

The CPO industry environment that is characterized as changing requires the company's readiness in observing and utilizing change to improve the company's performance. Therefore, oil palm plantation companies should ensure internal readiness in observing and utilizing these opportunities. Past research has pointed to the importance of a company to have an organizational capability to ensure that the company has a strategic fit between changing industry environment and its organizational capability.

## **1.1. Understanding of organizational capability**

Organizational capability is a response force or combination of components that are closely related to the organization's ability to adapt to its changing environment. So, the concept of organizational capability shows the flexibility and dynamic in organizational capability. Therefore, organizational capability may differ from one to another, or between firms in different industries.

Basic understanding of organizational capability theory has been widely articulated. But in this research will be used the definition of organizational capability that refers to the overall ability of an organization that if used optimally and accurately it can be believed to be a comparative advantage for the organization in achieving its goals. Initial research that has been conducted identified 9 elements / dimensions / indicators of organizational capability, namely: *speed innovation, customer connectivity, seeks related, change, strategic responsiveness, international working environment, ready to strategic alliances, efficiency, and talent.*

Previous research has learned a lot and concluded the relationship between leadership and organizational culture with organizational performance. However, there is still limited contextual research with changing industrial environment. Therefore, a further research is needed to find out the structural equation model which can explain the relationship between leader and culture in building the capability of the organization. Previous research has also shown that company performance is influenced by political behavior within the organization, and there is the difference in the intensity of political behavior between firms with different ownership status. Therefore, the researcher adds the aspect of organizational political behavior that allegedly has relationship with the organizational performance.

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## **2. Problem formulation**

Is it true that organizational capability acts as a predictor of company performance?

How is the relation between the elements of organizational capability to the performance of plantation companies in the state-owned and private oil palm plantation populations?

How is the relationship model of leadership - culture - political behavior in forming organizational capability (Leader - Culture - Organizational Politics / LCOP)?

Is there any difference in the role of LCOP in forming the organizational capability between the state-owned and private oil palm plantation group?

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## **3. Expected results**

From this research, it is expected to produce a structural equation model that can explain the relationship between the variable of Leadership - Organizational Culture - as well as Political Behavior (LCOP) with Organizational Capability and Performance. By finding the model, it is expected to obtain a contextual suggestion for a group of state-owned and private oil palm plantation companies in effort to improve its performance by strengthening specific organizational capability. Furthermore, this study is also expected to contribute the conceptual thinking about the relationship between the three LCOP variables for the scientific purpose of strategic and human resource management.

In Figure 1, the LCOP conceptual framework used is shown.

FIGURE 1. Conceptual framework of LCOP model '.

## 4. Research methodology

### 4.1. Place and Time of Research

This research was conducted in Indonesia with "purposive sampling" that is population of state-owned and private oil palm plantations. Research was conducted since the end of 2016 to April 2017.

### 4.2. Sampling Method and Respondents

The method used in taking the sample is purposive sampling method. That is setting some state-owned and private companies that have a "considered good" financial performance standard. Those plantation companies were asked for its willingness to be the respondent companies. While the respondents who become the target of research are the managers with the rank level of assistant manager, manager, or equivalent to the general manager or director (managerial function and specialist function). After the reliability and validity test, the LCOP questionnaires were distributed to the respondents in the two populations, the questionnaires were distributed through the HR, Production, and Finance Director of the companies.

### 4.3. Data Analysis Method

The data that have been collected through filled questionnaires then processed with analysis using SPSS 7 and AMOS 6. Analysis conducted includes: (1) Descriptive analysis; (2) ANOVA analysis for organizational capability and performance relationship analysis; (3) Construction reliability; (4) Modeling Process; (5) Model fit and significance test.

### 4.4. Modeling Process

In accordance with the objectives of this study, in developing the best model that describes the relationship between LCOP variables and their effect on organizational capability and company performance, there is a possibility that there is no match between the hypothesized model and the data. There can be a difference between the model and the data. This means there is a difference called discrepancy. So, it can be stated that data is an interrelationship theoretical model between observed variables with latent variables, and / or among latent variables. In this research, the theoretical model in question is the interrelationship theoretical model of leadership - organizational culture - political behavior perception - organizational capability, and company performance variables.

It is expected that the structural model built can explain the interrelationship. The researcher designed a theoretical model to do the respecification step of a model by still noticing the two important aspects in modeling, namely: (1) Substantive significance (weight of influence between variables); (2) Statistical accuracy. By considering the substantive significance and statistical accuracy, the researcher may decide to make further alternatives with respecification if there is a mismatch of model in this study.

This research was designed by using two populations of state-owned and private companies groups. The use of these two populations, besides provide benefits as a case study comparison between state-owned and private companies, also provide good benefits to improve the value of statistical research techniques. This means that this multi-sample research will assist the researcher in answering the modeling questions as follows: *are the hypothesized models exactly the same significantly and accurately or is there no significant difference in the two different population groups?*

In other words, the hypothesized model analogically occurs in both populations, or only in one population. In order to answer the above modeling question, Byrne (1998) suggested that a researcher should be able to perform one of the five necessary steps as follows: (1) Testing items on the overall measuring instrument used - whether applicable to the whole

sample or specifically only applicable to one population; (2) Conducting a factorial structure test of all measuring instruments used by looking at different loading factors, whether the relationship between hypothesized latent variables has the same relationship in both populations (state-owned and private companies); (3) Conducting test whether the path of the relationship between variables is applicable to all populations or to only one population; (4) Conducting median mean value test of a particular variable construct on the model for the two populations; (5) Conducting cross validation by performing a factorial structure test to see if it can be used in other samples in the same population. For example conducting cross validation with other state-owned companies, or other private plantation companies. After all the above steps done, then the researcher is more confident to have utilized SEM (AMOS 6) program to get the model in question.

## 5. Results and discussion

The results of this study indicate that there is a significant positive relationship to company performance in the two populations. Each organizational capability element has different correlation coefficient (elasticity) on performance factor. The following table shows the the elements that have significant positive correlation on the three performance indicators in both populations.

**Table 1**  
Items on Organizational Capability Variable relating to Organizational Performance on state-owned and private companies group

<b>Population Group</b>	<b>Capability Items on Financial Performance</b>	<b>Capability Items on Employee Satisfaction</b>	<b>Capability Items on Overall Performance</b>
State-owned companies	Speed Customer Connection Seeks Change Strategic Responsiveness International Working Environment Efficiency Talent	Speed Seeks Change Strategic Responsiveness International Working Environment Efficiency Talent	Innovation Seeks Change Efficiency Talent
Private Companies	Speed Customer Connection Seeks Change Strategic Responsiveness International Working Environment Efficiency Talent	Speed Innovation Strategic Responsiveness Efficiency Talent	Speed Innovation Seeks Change International Working Environment Efficiency

From table 1, it can be seen that each item on the organizational capacity has a specific correlation relation to the performance of a particular organization. There is also a difference of relationship between items of organizational capability to the company performance on state-owned and private companies. It can be recommended for state-owned companies who want to improve financial performance, so the most important as predictors are: *speed - customer connection - seeks change - strategic responsiveness - international working environment - efficiency - talent*. While in the private companies group, capability items that are the most important as predictors of financial performance are: *speed - innovation - customer connection - seeks change - strategic responsiveness - international working*

## The Loading Factors of Variables (LCOP) In The Modeling

This study provides an overview that the five variables (performance-capability-leadership-culture-political behavior) are perceived differently between group of state-owned and private oil palm plantation companies. Group of state-owned oil palm plantations has a different perception between the elements in organizational capability as table 2 below.

**Table 2**  
The dimension loading factor on latent variables of research

<b>Latent Variable</b>	<b>Indicator/Dimension</b>	<b>Combined Loading Factor</b>	<b>State-owned Companies Loading Factor</b>	<b>Private Companies Loading Factor</b>
Performance	ROA	1.00	1.00	1.00
	ROE	0.47*	0.45*	0.53
	Profitability	0.55	0.45*	0.53
	Employee Satisfaction	0.49	0.40	0.63
	Overall Performance	0.58	0.53	0.69
Organizational Capability	Speed	1.00	1.00	1.00
	Innovation	0.47*	0.50	0.49
	Customer Connection	0.59	0.61	0.57
	Seeks Change	1.27	1.21	1.28
	Strategic Responsiveness	0.83	0.72	0.84
	International Environment	0.9	0.82	0.97
	Strategic Alliances	0,85	0,91	0,74
	Efficiency	0.81	0.8	0.80
	Talent	0.92	0.89	0.95
Leadership	Transformational	1.00	1.00	1.00
	Transactional	0.69	0.76	0.55
	Laissez Faire	-0.64	-0.51	-0.68
	Strategic Behavior	1.3	1.13	1.39
	Following Factor	0.69	0.61	0.68
Culture	Adaptability	1.00	1.00	1.00
	Involvement	1.01	0.99	1.15
	Consistency	0.87	0.71	1.23
	Mission-Goal	0.92	0.76	1.25
Political Behavior	Power Challenge	1.00	1.00	1.00
	Favoritism	0.91	0.87	0.86
	Resistance to Change	1.11	1.46	0.97
	Self-serving Bias	1.11	1.40	1.08
	External Influences	0.59	0.42	0.66
	External Intervention	1.00	0.69	1.18

	Government Regulation	0.24*	0.2*	0.27
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### Modeling Process and Final Model

In the modeling process conducted by requiring several times of model respecification, obtained the model closest to model fit and significance test of relationship between LCOP variables as shown in Figure 2 below.

FIGURE 2. Model of LCOP on Organization Capability and Performance.

Figure 2 shows the relationship of each LCOP variable in detail showing the coefficient of influence between variables as follows in Table 3.

**Table 3**  
Comparison of influence between LCOP variables in population

Influence	Combined Population	State-owned Companies Population	Private Companies Population	Relationship
Leadership on Organizational Capability	1.03	1.44	1.58	Positive
Leadership on Organizational Culture	1.43	1.34	1.59	Positive
Leadership on Political Behavior	-1.37	-1.19	-1.47	Negative
Culture on Organizational Capability	0,52	0,60	0,06	Positive
Political Behavior on Performance	0.47	0.94	0.68	Negative
Capability on Performance	1.26	1.08	1.08	Positive

From Figure 2 and Table 3 above, it can be concluded that this research shows some findings that are: (1) Leadership has positive relationship with Organizational Culture ad with Organizational Capability in both populations, (2) Leadership has negative relationship with Political behavior; (3) Culture has positive relationship with Organizational Capability; (4) Organizational Capability has positive relationship with Performance; (5) Political Behavior has negative relationship with Performance; (6) Organizational Performance is a positive function of Organizational Capability and negative function of Political Behavior.

The findings of this study provide managerial implications that leaders in both populations become very important. Organizational capability that becomes positive predictor of organizational performance can be "set off" by adverse political behavior. This model applies to both populations.

### 5.1. The relationship between variables in the model

The statistical significance test of the loading factor on the LCOP model variables shows that although the model fit test is not very satisfactory (RMSEA 0.143 for state-owned companies, and 0.177 for private companies), but the significance of the loading factor

between the LCOP variables relationship shows the significance at  $p < 0,000$ .

## 5.2. Leadership variable

*Strategic and transformational leadership.* Research shows that leadership variable is significantly positively influenced the most by strategic and transformational leadership measuring instruments. Strategic leadership is characterized by a leader's behavior consisting of two aspects that are leader's behavior that is always sensitive and actively reading the industry's fluctuations and explaining it to his/her subordinates, always able to read the impact of changes that occur on the business, and always ready to run the happening situation.

This study shows that the leader's strategic behavior significantly influences the most the leadership variable in the state-owned and private-companies population. This gives the conclusion that what has been stated by Antonakis with instrumental leadership also occurs to the leader in the achievement of company performance. The palm oil industry's business environment in the previous chapter shows the level 2 and 3, demanding "seeks for change" and "strategic responsiveness" demanding strategic behavior on the leader.

Transformational leadership in the two populations gives the second largest influence on leadership variable (1.60 and 1.43). These findings confirm the research conducted by Hancott D, 2005 which studied the influence of transformational leadership on public companies in Canada, concluded that transformational leadership gives significant positive influence on stock price performance.

Transformational leadership characterized by leader behavior in accordance with the characteristics of leader who always builds trust, be a role model of moral values, always gives encouragement and challenge becomes very important. The transformational leadership in the state-owned companies is greater than the transformational leadership in the private-companies population.

This is understandable also because of the leadership of the state-owned-companies population, characterized by the importance of the existence of a boss-subordinates relationship in such a way that the subordinates are more likely to notice how their boss may or may not be their role model in terms of moral values embraced. The level of strategic leadership dimensions in the private-companies population is greater than the level of strategic leadership measuring instrument in the state-owned-companies population (1.93 and 1.87).

Transactional leadership gives a level of 1.24 to leadership variable in the state-owned-companies population compared with 0.81 in the private-companies population. Although there is no confirmation with prior research, but these findings provide an overview that transactional leadership contributes more to the leadership variable in state-owned companies than in the private-companies population.

Leadership that facilitates employees in both state-owned and private-companies populations gives the same positive influence on leadership (1.00). This means that leadership that facilitates employees is still important in the two populations. In contrast, the leadership of "laizes faire" turns out to give negative influence to the leadership variable. Leadership that tends to avoid decision-making should be avoided. So, in the CPO industry business conditions, leader's behavior that tends to be slow and avoid the decision-making process is not done by the leader.

## 5.3. Organizational culture variable

This study gives the result that organizational culture has a positive relationship to the organizational capability. Organizational culture has no direct relationship with performance, but affects the organizational capability. The most dominant loading factors of organizational culture in the state-owned-companies population are adaptability and involvement. This implies that the organizational capability of state-owned companies is very sensitive to the improvement of adaptability and involvement culture. While, the influence of culture in



private-companies population is not as sensitive as in state-owned companies population.

## 5.4. Political behavior in organization variable

Research shows that political behavior is found in both populations, state-owned and private companies. Hypothesis test of median proves that the intensity of political behavior is higher in the state-owned oil palm plantations population. The role of political behavior should be avoided because it has a negative relationship with performance. Political behavior in state-owned companies is the most colored (has the largest loading factors that respectively are *resistance to change, self-serving bias, power challenge, favoritism, external intervention, external influence, government regulation*, while in the private companies population are *external intervention, self-serving bias, power challenge, resistance to change, favoritism, external influences, government regulation*).

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## 6. Conclusions and suggestions

This study comes to the following conclusions:

This research can explain that organizational capability acts as a predictor of plantation-companies performance. Therefore, it can be suggested that companies have to pay attention to and seeks to have the organizational capability available to the organization, especially the organizational capability elements with the most powerful and positive influence on the desired organizational performance (financial performance, employee satisfaction performance and overall performance).

The structural equation model shows the relationship between variables that provide opportunities for oil palm plantation companies to pay attention to leadership variable, culture, and political behavior. Company leaders should develop efforts for the development of leadership and organizational culture that build organizational capability. Leaders are also asked to be sensitive and avoid political behavior that harms the company.

It can also be concluded that efforts in increasing organizational capability in state-owned oil palm plantations population will be more appropriate with the organizational culture changes, while efforts in increasing organizational capability in private oil palm plantations will be more appropriate with the attention to leadership development program.

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## 7. Managerial implication

The results of this study can provide more contextual suggestion for organization in developing its organizational capability. Private oil palm plantation companies should make measurements of how well the capability element has been owned. Even if it is necessary, the company can measure the structural equation model for individual companies using the LCOP questionnaire to find a specific relationship in its organization to find company performance predictors. By using the LCOP questionnaire, the company can compare with the model of this study and get an accurate and contextual overview to develop its organizational capability appropriately. State-owned oil palm plantations get an overview of how the relationship between LCOP variables and the size of these variables dimensions in private oil palm plantation companies, to obtain benchmarking.

This study provides an overview of the difference of leadership style - culture - as well as organizational political behavior that give impacts on the organizational capability of private and state-owned companies, especially in the oil palm industry in Indonesia. Therefore, this study may give an impact on the occurrence of allegation that there is also difference of LCOP in other state-owned companies with private companies. This hypothesis should be tested by conducting other research on other industry groups with comparison between private and state ownership.

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## 8. Suggestion

This study has a weakness because of using perception research, especially on the political behavior variable. Therefore, it is advisable to further research with the use of non-perception secondary data. Further research on other industries besides palm oil industry is suggested to get an overview of the relationship between the variable of leadership - organizational culture, and political behavior within the organization. Further research is also recommended to be conducted with other industries by comparing private and state-owned companies.

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