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The Role of Organization Learning and Smart Working in Improving HR Performance inRiau Islands Police Human Resources Bureau

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Abstract. *This study aims to examine the effects of Organizational Learning, Smart Work, and Human Resource Performance at the Human Resources Bureau of the Riau Islands Police. The type of research used is Explanatory Research, which focuses on testing the relationships between the variables under study. The population in this study is all human resources at the Human Resources Bureau of the Riau Islands Police, consisting of 73 personnel. Given the limited sample size, the technique used is census sampling, meaning the entire population is used as the sample for the study. Data was collected through questionnaires using a Likert scale from 1 to 5, with interval measurement. The data analysis was conducted using the Partial Least Squares (PLS) method to test the hypothesis. The results of the study show that Organizational Learning has a positive and significant effect on Smart Work, Organizational Learning also has a positive and significant effect on Human Resource Performance, and Smart Work has a positive and significant effect on Human Resource Performance. These findings provide valuable insights into the importance of organizational learning and the implementation of smart work in improving human resource performance in government institutions.*

Keywords*: Human; Learning; Organizational; Performance.*

1. Introduction

The development of technology and the dynamics of the modern work environment have encouraged organizations to continue to adapt and develop innovative strategies to improve human resource (HR) performance. Amidst the challenges of globalization and rapid technological change, organizations are not only required to produce quality output but also to ensure the sustainability of their operations. In this context, organizational learning and the implementation of smart working patterns are key elements to support the improvement of HR performance.

*Organizational learning*plays an important role in helping organizations adapt to change by creating a culture of continuous learning. Through organizational learning, HR can develop their ability to identify opportunities, solve problems, and create innovations that are relevant

to market needs. Well-integrated learning in the organization also helps create synergy between individuals, teams, and organizational systems, so that HR performance can continue to be improved.

The organizational learning process carried out aims to create, maintain and transfer knowledge within an organization.(Adi Sismanto & Ade Tiara Yulinda, 2020). An organization improves over time as it gains experience and is able to create knowledge.(Brix, 2019). The ability of an organization to compete and follow developments in technology, information, and communication certainly requires support from individuals within the organization.(Hutchins, 2020).

The rapid development of science and technology today means that organizations are faced with challenges in facing competition.(Bratianu, 2015). The quality of human resources is one of the key factors in organizational competitiveness.(Vargas-Hernández et al., 2010). Every organization is required to have a competitive advantage in order to survive, supported by organizational intelligence to manage knowledge through a continuous learning process.(Name, 2019). With the problems and progress that exist, it means that every organization is required to be able to compete and increase its competitiveness in order to be able to follow the developments of the times and survive in an increasingly sophisticated era with advances in technology, information, and communication.(Makabila & Iravo, 2017).

Previous research results related to the role of organizational learning on performance still leave gaps. Among them are research results stating that organizational learning has a significant effect on organizational performance.(Budi Santoso et al., 2020; Kordab et al., 2020; Shafique et al., 2020)However, these results are in contrast to the results which state that organizational learning does not have a positive effect on performance.(Arraniri et al., 2021). Thus, smart work is proposed as a mediating variable to bridge the gap.

Facing the development of technology, information and communication, it encourages human resources to be able to work intelligently, not only relying on physical strength or strength but also emphasizing the role of the brain in thinking to take action or activities more efficiently and effectively.(Angelici & Profeta, 2020). Smart work shifts the fulcrum so that the results obtained are more optimal with energy expended efficiently.(Neri et al., 2017). When someone does smart work, then he will save more energy. So that excess energy can be allocated to other activities more optimally.(McEwan, 2016).

On the other hand, the concept of smart working is a new paradigm in HR management that prioritizes efficiency, flexibility, and productivity through the use of digital technology and innovative work approaches. Smart working not only helps HR to work more efficiently, but also provides a balance between work and personal life. This is very relevant in the modern work era, where work demands are often dynamic and require high flexibility.

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2. Research Methods

The research method used in this study is associative explanatory research, aimed at determining the relationship between two or more variables, in this case Organizational Learning, smart work, and HR performance1. The research population was all HR in the HR Bureau of the Riau Islands Regional Police, totaling 73 personnel, and the sampling technique used the census method, so that all members of the population were used as research samples. The data used consisted of primary data, which were obtained directly through closed questionnaires with an interval scale of 1-5 to respondents related to the research variables, as well as secondary data taken from journals and other supporting literature1. The operational definition of the variables and their measurement indicators refer to relevant theories, such as HR performance indicators according to Bernardin & Russel, Organizational Learning indicators according to Sinkula et al., and smart work indicators according to Decastri et al1. Data analysis was carried out descriptively to describe the characteristics and development of variables, and using the Partial Least Square (PLS) method to test the structural relationship between latent variables in the research model. Validity and reliability tests were conducted through convergent validity, discriminant validity, composite reliability, and Cronbach's alpha tests, while the evaluation of the structural model (inner model) was conducted by looking at the R-square, Q-square, and t-test values for the significance of the path coefficient. Thus, this research method was designed systematically to test the hypothesis regarding the influence of Organizational Learning and smart work on HR performance in the HR Bureau of the Riau Islands Regional Police.

3. Results and Discussion

Data analysis in this study was conducted using PLS (Partial Least Square) and the data was processed using the Smart PLS 4.1.0 program. According to Ghozali and Latan (2015:7) the PLS measurement model consists of a measurement model (outer model), Goodness of fit (GoF) criteria and a structural model (inner model). PLS aims to test the predictive relationship between constructs by seeing whether there is an influence or relationship between the constructs.

Evaluation of convergent validity on each latent variable can be presented in the outer loading value section which describes the strength of the indicator in explaining the latent variable. The results of the convergent validity test can be presented as follows:

Table of Estimation Results of Factor Loading Values

Code	Indicator	*Outer loading*	Information
X11	*Commitment to learning*	0.839	Valid
X12	*Open-mindedness*	0.865	Valid
X13	*Shared vision*	0.879	Valid
Code	Indicator	*Outer loading*	Information
Y11	Work planning	0.862	Valid
Y12	Compliance of planning with the program	0.950	Valid

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Y13	Priority scale	0.960	Valid
Y14	New ideas in carrying out work	0.949	Valid
Code	Indicator	*Outer loading*	Information
Y21	Quality	0.763	Valid
Y22	Quantity	0.879	Valid
Y23	Timeliness	0.879	Valid
Y24	Cost effectiveness	0.823	Valid
Y25	Interpersonal relationships (interpersonal impact)	0.828	Valid

Based on the results of the convergent validity test on each variable, it can be said that all indicators used in this research model are declared valid, so they can be used as a measure for the variables used in this study.

For discriminant validity testing is done in three ways, namely: 1) looking at the Fornell Lacker Criterion criteria which are known from the size of the square root of average variance extracted (AVE) or the root of AVE, 2) looking at the Heterotrait-Monotrait Ratio (HTMT) value, and 3) checking the cross loading. The test results on each variable can be explained as follows:

Table 2 ValuesFornell Lacker Criterion

	Smart work	**HR Performance**	***Organizational Learning***
Smart work	**0.931**		
HR Performance	0.585	**0.835**	
Organizational Learning	0.424	0.555	**0.861**

The Fornell-Larcker Criterion test can be considered qualified if the root of the Average Variance Extracted (AVE) is greater than the correlation between constructs. Table 2 shows that the AVE root value is higher than the correlation value between other constructs. This indicates that the constructs in the estimated model meet the criteria for high discriminant validity, which means that the results of the data analysis can be accepted because the values that describe the relationship between constructs develop, and the AVE root value has a greater value than the correlation value between constructs. This shows that all constructs have good discriminant validity. Thus, the research instrument used to measure all constructs or latent variables in this study has met the criteria for discriminant validity

Validity testing using the Heterotrait-monotrait ratio (HTMT) criteria is carried out by looking at the HTMT matrix. The accepted HTMT criteria are below 0.9 which indicates that the evaluation of discriminant validity is accepted.

Value TableDiscriminant Validity Test with Heterotrait-monotrait ratio (HTMT) criteria

	HTML
HR Performance <-> Smart work	0.627
Organizational Learning <-> Smart work	0.446

Organizational Learning <-> HR Performance	0.597

The table shows that none of the values in the HTMT matrix exceed 0.9. This means that the model shows that the evaluation of discriminant validity is acceptable. From the results of the discriminant validity test, it can be seen that the requirements for the Heterotrait-Monotrait Ratio (HTMT) test have been met so that all constructs in the estimated model meet the criteria for good discriminant validity, meaning that the results of the data analysis can be accepted.

The composite reliability, Cronbach's alpha, and AVE values for each construct of this study are presented in their entirety in the table below:

Reliability Test Results Table

	Cronbach's alpha	***Composite reliability***	***AVE***
Smart work	0.948	0.963	0.867
HR Performance	0.891	0.920	0.698
Organizational Learning	0.837	0.896	0.742

shows that the cronbach alpha value of each construct is more than 0.7, then the composite reliability value of each construct is more than 0.7, and the AVE value of each construct is more than 0.5. Based on the results of the reliability test, it can be concluded that the research instrument has high reliability.

Based on the results of the convergent validity, discriminant validity, and reliability tests of the research variables, the conclusion that can be drawn is that the indicators used in measuring latent variables can all be stated as valid and reliable measurement indicators.

The table below shows the results of calculating the coefficient of determination (R2) for both endogenous variables.

Table of Determination Coefficient Values (R-Square)

	R-square
Smart work	0.180
HR Performance	0.457

The table above shows the determination coefficient value (R-square) obtained in the HR Performance variable model of 0.457. This value can be interpreted that the HR Performance variable can be explained by the Organizational Learning and Smart Work variables of 45.7%, while the remaining 54.3% is obtained from the influence of other variables not included in this research model.

The coefficient of determination (R-square) in the Smart Work variable model is 0.180. This means that Smart Work can be influenced by Organizational Learning by 18.0% and the remaining 82.0% is obtained by the influence of other variables that are not included in this research model.

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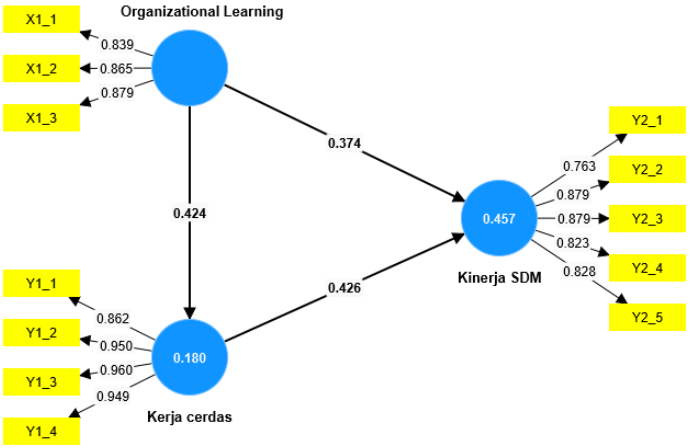
The last analysis in PLS is the structural model analysis or inner model. In the structural model analysis, hypothesis testing can be carried out through the t-statistic test (T Statistics). In this case, data processing is used with the help of SmartPLS v4.1.0 software. The results of the data processing are shown in the following image:



SEM-PLS Inner Model Image

Hypothesis testing of the research is conducted to see whether the hypothesis is accepted or not. The testing procedure is carried out by comparing the t-count with the t-table, assuming that the t-count is greater than the t-table. The t-table value for a significance level of 5% is 1.96. The following table shows the results of the influence test between variables using Partial Least Square analysis.

Path Coefficients Table

	Original sample	Sample mean	STDEV	T statistics	P values
Smart work -> HR performance	0.426	0.430	0.091	4.684	0.000
Organizational Learning -> Smart work	0.424	0.427	0.089	4,784	0.000
Organizational Learning -> HR Performance	0.374	0.378	0.107	3.494	0.000

Based on the results of the hypothesis testing that has been carried out, it can be concluded that all hypotheses in this study are empirically proven and accepted. First, effective organizational learning has been proven to positively and significantly encourage smart work, as indicated by the influence coefficient value of 0.424, t-count of 4.784 which is greater than t-table 1.96, and p-value of 0.000 which is smaller than 0.05. Second, Organizational Learning has also been proven to positively and significantly improve HR performance, with an influence coefficient value of 0.374, t-count of 3.494, and p-value of 0.000. Third, smart work has a positive and significant influence on improving HR performance, with an influence coefficient value of 0.426, t-count of 4.684, and p-value of 0.000. Thus, the results of this study confirm that efforts to improve Organizational Learning and smart work simultaneously will have a real impact on improving HR performance in the HR Bureau of the Riau Islands

Police. These findings provide important implications for organizations to continue developing organizational learning and encouraging a smart work culture to achieve optimal HR performance.

4. Conclusion

Based on the results of the research that has been conducted, it can be concluded that organizational learning has a very important role in improving human resource (HR) performance through smart work mechanisms as a mediating variable. An effective and sustainable learning process in an organization not only encourages individuals to develop smarter, more efficient, and more innovative ways of working, but also directly improves the quality and effectiveness of their performance. In addition, organizational learning directly contributes positively to improving HR performance, which is reflected in the ability of individuals to increase productivity and quality of work output. Furthermore, smart work as a result of good organizational learning has also been shown to have a significant influence on HR performance, where individuals who are able to plan, prioritize, and carry out tasks wisely will provide a more optimal contribution to the organization. Thus, the development of a sustainable learning culture and the implementation of smart work are the main keys for organizations in improving HR performance as a whole, which will ultimately support the achievement of organizational goals effectively and efficiently.

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