

Effect of Organizational Structure on Company Performance in Manufacturing Industry

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Abstract: - The manufacturing industry is the leading sector that contributes the most to Indonesia's economic growth. In 2016, the contribution of the manufacturing industry to Indonesia's Gross Domestic Product (GDP) was 20.51 percent, in 2017 the industry's contribution to the national Gross Domestic Product (GDP) was 20.16 percent based on these data, there was a decrease in contribution to national GDP. This research is to see the effect of complexity, formalization, nature of hierarchical and technology on company performance. Collect data using a questionnaire, in order to measure how much influence the organizational structure has on the firm performance. Data is processed using the SPSS program. The results of the analysis show that the organizational structure for complexity and nature of hierarchical variables has a positive but not significant effect while formalization and technology have a positive and significant effect on firm performance. Furthermore, adjusted R square obtained at 59.1% is influenced by the four variables, the other 40.9% is the contribution of other variables not included in this study.

Key Words: Complexity, Formalization, Nature of Hierarchical, Technology Firm Performance

I. INTRODUCTION

Batam Exploitation Agency (BP) is targeting Batam economic growth in 2019 to be above 7 percent, while the economic growth of Batam city in 2018 is targeted at 5%. Batam economic growth in June 2018 only reached 4.47% and this is better than the previous year. The low economic growth of the city of Batam is caused by a number of factors including industrial growth in which there was a negative contraction and a decline, especially in the computer industry, electronic goods, and optical goods which fell by 10.70% (BPS, Riau Islands 2018).

Manufacturing production growth in 2018 increased, for the classification of large and medium industries year-on-year growth has increased 6.64%, the largest growth is in the chemical industry and goods from chemicals while for the electrical equipment industry decreased by 4.47%. For the small micro industry, an increase of 17.65%, the biggest growth occurred in the furniture industry, and there was a negative growth in the manufacturing industry by 25.10% (BPS, 2018). Based on the above data it can be concluded that the growth of the manufacturing industry for electronics and computers has decreased especially in the cities of Batam and Riau Islands. It can be seen from the contribution of the manufacturing industry experiencing negative contradictions in 2017, and growth data for electronic and computer

manufacturing has decreased by 4.47% (BPS, 2018). Changes in management thinking over the past hundred years have made the subject of management one of the more dynamic sciences. However, this change is a consequence of the dynamic transformation taking place in the economic, technological, political, and social world. The management approach to organizational change reflects the circumstances in the future (Tran & Tian, 2013). (Shabbir, 2017) company performance is influenced by the organizational structure that exists within the company, within a few decades of research conducted to look at the factors that influence the organizational structure and its impact on organizational performance.

In 2014 there were 25 companies left and no longer operated in Batam, there were several reasons the company moved, including factors from the economy that were not conducive and some went bankrupt. In 2015, 54 companies were closed and moved on the grounds that the company had no orders, ended their work contracts, the company's performance was not good, and the investment climate was not conducive because of the many demonstrations conducted by employees through labor unions in response to the increase in the city minimum wage (MSE) which happened in the city of Batam. In 2016 there were 67 companies that came out of the city of Batam on the grounds that there was an internal conflict between the employees and management, marked by the termination of employment (PHK), another reason is the difficulty of importing raw materials into Batam due to regulations that have not so there is a lot of incoming goods being held at the immigration office, as well as no projects to be worked on. In 2017 there were 53 companies leaving Batam where some companies moved operations to other countries such as Vietnam and China (Disnaker City of Batam, 2018) also indicated that the company did not manage well so that the company did not achieve good performance and could not provide good profits. in accordance with the planning and other factors such as regulations and wage problems that are often a problem in the city of Batam.

Based on these data it can already be imagined the number of workers who lost their jobs, in 2015 there were 7 thousand workers lost their jobs, in 2016 workers were laid off approximately 500 workers. This has had an impact on the economy of Batam city from 5.4% in 2016 down below the 2% rate in 2017 (Batam City Manpower Office, 2018). The serious impact faced by unemployment due to companies closing down is that people's purchasing power is declining.

This can be marked by the economic growth of Batam City below 2% in 2016 so that many small businesses and home industries do not run and eventually become bankrupt, another impact is bad credit. At BPR banks and commercial banks in the city of Batam in 2017 the bad credit figure of 6.7% exceeded the BI prescribed 5%. Company performance is an important part in measuring management strategies in an industry or organization, various studies conduct tests to see the factors that determine company performance, there are several dimensions or variables measured to determine company performance including organizational structure (Complexity, Formality, Nature of hierarchical layer, technology)

Research Question

Based on the explanation from the background above, it can be concluded that the research problems are as follows:

1. Does complexity have a significant effect on company performance?
2. Does formality have a significant effect on company performance?
3. Does nature of hierarchical layer have a significant effect on company performance?
4. Does technology type have a significant effect on company performance?

II. LITERATURE REVIEW AND HYPOTHESIS

Company performance is a complete view of a company within a certain period, this shows the results or achievements of the company's operational activities. (Dessler, Paulo, & Town, 2015). Performance is a general term used for part or all of the actions or activities of an organization at a certain time with reference to standard amounts such as past or projected costs, on the basis of efficiency, accountability or accountability of management and the like (Srimindarti, 2004). Company performance is the work of a person or group of people in an organization or company based on the duties and authority and responsibilities given in an effort to achieve the goals set by the company legally and do not violate existing laws and norms, (Rivai, 2004). According to (Dessler et al., 2015), performance appraisal means evaluating employee performance at present and in the past based on performance standards, performance appraisal assumes that employees understand their performance standards, and there is feedback from subordinates to superiors. Performance appraisal refers to a formal and structured system used to measure, assess and influence traits related to work, behavior and results, including the level of absence, thus, performance appraisal is the work of employees within the scope of their responsibilities

Shabbir, (2017) assessed the effect of organizational structure on employee performance in brewing in Nigeria. Internal and external factors have a positive and significant influence on company performance, and the formalization of organizational structure is positively and significantly

influences employee performance. (Tran & Tian, 2013), evaluating the factors that influence organizational structure and the impact on company performance, in this case the organizational structure is divided into two groups, namely internal factors and external factors in influencing organizational structure. (Kalowski, 2015). Looking at changes in organizational structure in affecting the market, a group of organizations pay attention to internal factors (complexity, Technological, Qualification of Employees and Managers, Location, Organizational Culture, Type, Development, ineffective, Legal Form, control, size, age, and history) in influencing performance The company's main thing is to emphasize development strategies, types of activities and markets, as well as employee and manager qualifications in the organizational structure.

Research conducted of the hospitals in Makassar the effect of organizational structure on the effectiveness of employee work where the dimensions measured in the organizational structure are the complexity of employee work, second is job formality, third is job decentralization, the results show overall have a positive influence and significant to the effectiveness of employee performance, so that effectiveness will improve the performance of an organization or company, (Wahudi, 2017). (Muscalu, Iancu, & Halmaghi, 2016). The dynamics and complexity of the external environment causes changes in organizational activities. These dynamics cause disruption in the work to achieve maximum performance, with various implications, both internally and externally. The elements associated with the organization. The influence between the organization and its external environment is two-way or reciprocal. As a result, to improve the efficiency and competitiveness of the organization, management must consider the internal and external factors of the company. (Dragnić, 2014) there are 8 internal factors and five external factors that affect the performance and effectiveness of small and medium enterprises, some of which are significant and some of them significant small. The results confirm that eight internal factors (business entity size, life cycle stages, technology and product innovation, organizational autonomy, centralization and formalization, market role, and type / importance of objectives), three of the five external factors analyzed are economy, sector, and type of customer), has a significant impact on the performance / effectiveness of SMEs. Rizescu, & Tileaga, (2016), changes in an organization involve continuous adjustments to the external conditions of the organization in the corporate environment, in line with the growth of domestic stability. This process is a change-stability dilemma, which can be overcome through the company's vision and mission in the future, in other words the organization interacts with the environment with a flexible organizational structure, the use of advanced technology and the existence of a reward system to employees. which reflects the values and priorities of both, organizational norms and individual needs.

Rachmayanthi, (2017) there is a positive and significant effect between organizational structure and employee performance. And the indirect effect between organizational structure on performance through job satisfaction. Based on these findings, it can be concluded that any changes or variations that occur in performance are directly affected by job satisfaction, and indirectly have a significant effect on organizational structure. Eynali, Golshahi, Yazdi, & Rahimi, (2014). The purpose of this study is to find out the relationship between job satisfaction of personnel with the organizational structure of the education department in the province of Golestan. The organizational structure includes three components of complexity, formalization and centralization. The research was determined to be applied, the research objectives were through the descriptive-correlative method. The results show that there is a negative significant relationship between organizational structure and its aspects and job satisfaction of personnel, where the organizational structure explains 33% of job satisfaction changes.

Oyewobi, Windapo, & Rotimi, (2016) key strategic management researchers have paid attention to the causes of performance differences among organizations looking at the relationship between the environment, organizational characteristics, competitive strategies, and performance of construction organizations in the South African construction industry. The results reveal that organizational characteristics have a direct influence on organizational performance, while the relationship between the business environment and organizational performance is mediated by competitive strategies. Raia, Damiannah, & Maru, (2015) organizational structure and organizational effectiveness that the level of communication has a positive and significant effect on stability productivity and satisfaction and human resource development. It also emphasizes that organizational processes moderate the relationship between organizational structure and organizational effectiveness.

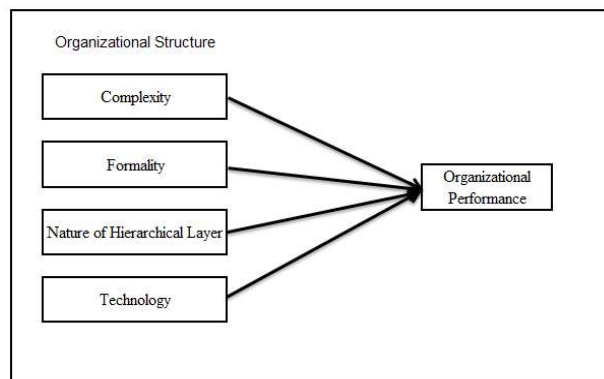
Conceptualization of organizational structure is a manifestation of the systematic thinking of organizations that consists of several elements in which there is a relationship between the elements in an organization so that it composes a unit (Ali et al., 2016). Structure is a high combination of relationships between organizational elements that form the philosophy of existence of organizational activities, the systematic view of the organization towards structure shows that the organizational structure consists of several people with their duties and responsibilities (Ali et al., 2016). The literature review looks at structural relationships from various aspects, organizational structure is the method by which organizational activities are shared, regulated and coordinated (Ali et al., 2016). The organizational structure has a strong influence on company performance and employee performance where the factors or dimensions of the organizational structure (Job Complexity, Job Formality, and Job Centralization) have a positive and significant effect on

employee effectiveness and indirectly influence on company performance, (Wahudi, 2017).

In the era of global competition, new product development is an important scientific issue, the company's organizational structure is a functional integration factor for analyzing the performance of new product development, a survey of the manufacturing industry and the hightech industry in China shows that the characteristics of the organizational structure have an impact on the performance of the new product development team. (Rzepka, 2017). (Rosenberg, 2018) in structural changes, efforts to improve company performance or organization need to be considered several things such as communication and organizational practices, in large structures there needs to be good and effective communication so as to make the work environment better. (Almatrooshi, Singh, & Farouk, 2016), looking at the factors that determine organizational performance and employee performance, the role of leader abilities is very important in achieving employee performance and organizational performance, the ability of leaders is seen from the emotional intelligence of leaders, such as cognitive abilities, intelligence abilities emotional, and social abilities. (Pang & Lu, 2018) to improve organizational performance can be done by increasing organizational motivation measured by using remuneration, job achievement, job security, and job environment and employee job satisfaction, the research results explain motivation, employee job satisfaction has a significant effect on organizational performance

The efficiency of an organization can be measured by how well the organizational structure in a company, one of the dimensions that determines company efficiency is complexity, formality, and centralization, (Estalaki, 2017). (Ogbo, Chibueze, Christopher, & Anthony, 2015) in his research entitled Impact of organizational structure performance of selected technical and service firms in Nigeria, the purpose of his research is to look at the impact of organizational structure on company performance, the results of his research indicate there is a significant influence between organizational structure on company performance, dimensions of the organizational structure measured is specialization, formality, centralization, and complexity.

Conceptual Framework



Based on the literature review above, conclusions can be drawn for the following hypotheses:

- 1 There is an influence between complexity on company performance
- 2 There is an influence between formality on company performance
- 3 There is an influence between nature of hierarchical layer on company performance
- 4 There is an influence between technology type on company performance

III. RESEARCH METHODOLOGY

The object of this research is companies in 24 industrial zones in Batam City (Haryati & Alfian, 2017). Sampling is done by the method of probability (Probability sampling method) which consists of methods: simple random sampling, systematic sampling, stratified random sampling, cluster sampling, and area sampling. The sampling technique by paying attention to each element of the population selected as a sample is done randomly (Indriantoro & Supomo, 2012). The research sample is using Hair et al, (2010) where the sample taken is a minimum of 5 times the number of instruments and the maximum is multiplied by 10 the number of instruments in the research questionnaire, there are two questionnaires that are invalid during the data quality test so that both questions are discarded, so the total questions in the questionnaire were 38 questions, based on the number of questionnaires in this study, the minimum respondents in this study were 190 respondents, while the maximum number of respondents was multiplied by 10 the number of questionnaires in the study as many as 380 respondents. Respondents taken in this study were 190 respondents and this is the minimum sample according to Hair et al (2010).

IV. RESULTS AND DISCUSSIONS

Collecting data in this study by distributing questionnaires to respondents in accordance with the minimum data that will be sampled in this study as many as 190 respondents, to anticipate the questionnaire is not returned, damaged and incomplete, the questionnaire distributed was as many as 200 copies.

Table 4.1 Questionnaire Statistics

Information	Total
Questionnaire distributed	200
Questionnaire not returned	5
Questionnaire not completed	5
Questionnaire used	190

Source: Primary data processed (2019).

Table 4.2 Respondent data by age

Age	Total	%
21-30Th	66	34,7
31- 40 Th	79	41,6

41-50 Th	41	21,6
>50 Th	4	2,1
Jumlah	190	100

Source: Primary data processed (2019).

Tabel 4.3 Respondent data according Gender

Gender	Total	%
Man	114	60
Woman	76	40
Total	190	100

Source : Primary data processed (2019).

Tabel 4. Respondent data according Education Clasification

Education	Total	%
Diploma	71	37,4
Bachelor Degree	104	54,7
Master	15	7,9
Total	190	100

Source : Primary data processed (2019).

Tabel 4.5 Respondent data according to Marital Status

Marital Status	Total	%
Single	64	33,7
Married	126	66,3
Total	190	100

Source : Primary data processed (2019).

Tabel 4.6 Respondent data according to Position

Position	Total	%
Supervisor/Engineer	36	18,9
Assistan Manager	43	22,6
Manager	94	49,5
General Manajer	15	7,9
Plant/BrandManager	2	1,1
Total	190	100

Source : Primary data processed (2019).

Tabel 4.7 Hypothesis test

Model	Uji t		Sig.	conclusion
	B	t		
(Constant)	4,785	1,784	0,076	
Complexity	0,103	1,088	0,278	Not Sig
Formalization	0,440	4,622	0,000	Sig
Nature of Hirarchical	0,135	1,377	0,170	Not Sig
Technology	0,347	7,771	0,000	Sig

Source : Primary data processed (2019).

The test results in Table 4.7 show the influence of complexity, formalization, nature of hierarchical and technology on firm performance. Complexity has a coefficient value of 0.103 at a significance level of 0.278. ($p < 0.05$). This means that there is a positive and insignificant influence between complexity and company performance. The results of the study are not in accordance with the hypothesis. Formality has a coefficient value of 0.440 with a significance of 0,000. The results support previous research which stated formality had a positive and significant effect on company performance

Based on Table 4.7 Nature of hierarchical has a positive and insignificant coefficient value with the performance of this company can be seen from the coefficient of 0.135 with a significance value of > 0.05 . The results of the study are not in line with previous studies. The results of the analysis show a positive and significant effect between technology and company performance, this can be seen in Table 4.10 where the value of technology coefficient is 0.347 with a significant value of 0.000. This means that technology is one of the variables that influence positively and significantly on company performance and this study supports previous research.

Tabel 4.8 F Test

Model	F	Sig.	Conclusion	
1	Regression	69,314	0,000	Signifikan

Source : Primary data processed (2019).

F test results showed a value of 69.314 with a significant level of 0.000 ($p < 0.05$). This shows that complicity, formalization, nature of hieratchical, and technology together have a significant influence on company performance, or in other words the regression model can be used to predict corporate performance

.Tabel 4.9 Determination Coefficient Calculation Results

Model	Adjusted R Square	Std. Error of the Estimate
1	0,519	2,32604

Source : Primary data processed (2019).

The results of the coefficient of determination test presented in Table 4.9 show that the coefficient of determination (Adjusted R2) has a value of 0.519, which means that the firm's performance variables can be explained by variable complexity, formalization, nature of hierarchical, and technology by 51.9% while the remaining 48.1% is influenced by factors other than this research variable).

V. CONCLUSIONS

Based on the discussion that has been described, it can be concluded that the complexity and nature of hierarchical have a positive influence on company performance and the results also show this effect is not significant. Formalization and technology have a positive and significant influence on company performance. The test results prove that there is a

positive and significant influence, the results of the study are in accordance with the hypothesis.

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