

## Organizational Change Capability and Performance A Social Enterprise at Lazismu Cilacap

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### Abstract

This research analyses how the Learning and Innovation Capability and Managerial Cognitive Capability affect Organizational Change Capability and how Organizational Change Capability affects Financial Performance at Lazismu Cilacap. Based on the report on the realization of the zakat collection by Lazismu Nasional, which was recorded in 2019 until mid-2020, it was IDR 239.003 billion. Of the total 2020 national zakat potential of IDR 233.84 trillion, only IDR 8 trillion or 3.5 percent has been collected. OCC at Lazismu Cilacap represents a broad and dynamic organizational capability that allows companies to adapt legacy capabilities to new threats and opportunities to create new capabilities. This research uses a quantitative approach using a survey. Data was collected by conducting a questionnaire to 31 amil at Lazismu Cilacap and analyzed by SPSS 26. The results showed that Learning, Innovation Capability and Managerial Cognitive Capabilities significantly affect organizational change capability. Future research is expected to be able to reach a wider social enterprise not only at the Lazismu Cilacap institution but can expand coverage to the province and national level.

**Keywords** *Organizational Change Capability, Financial Performance, Lazismu*

### INTRODUCTION

Statistical data for 2009 (BPS, 2009) shows that the Muslim population in Indonesia reached 86.1% of 240,271,522. It is conceivable that if zakat management runs properly, the poverty rate in Indonesia should not reach 33.7 million people, neglected children can be minimized, and of course, this will also affect economic dynamics in Indonesia (Baznas, 2019). Based on the report on the realization of the zakat collection by Lazismu Nasional, which was recorded in 2019 until mid-2020, it was IDR 239.003 billion. Of the total 2020 national zakat potential of IDR 233.84 trillion, only IDR 8 trillion or 3.5 percent has been collected. Organization Capability for Change (OCC) is a concept used to describe an organization's ability, including zakat institutions, to manage and deal with change. To fulfil the zakat's potential in Indonesia, Lazismu needs OCC. OCC covers various aspects, including organizational structure, organizational culture, leadership, human resources, technology, and the management system that is in it. In the context of zakat institutions, OCC is very important because they must continue to adapt to social, economic and political dynamics to effectively carry out their mission (Sacchetti, 2022).

The social, economic, and political environment is constantly changing. Zakat institutions must have good OCC in order to be able to deal with these changes quickly and efficiently. Without a strong organizational capacity, zakat institutions may have difficulty adjusting to new circumstances and influencing the surrounding environment in a positive way (Xiao-min et al, 2022). In the context of zakat institutions, OCC can help improve efficiency and effectiveness in the collection, management and distribution of zakat. These innovations can include using more sophisticated technology, developing new programs that are more relevant to society's needs, and improving marketing and communication strategies (Westley, 2014).

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OCC is also related to the sustainability of zakat institutions and their growth. When an institution can adapt and innovate, they are more likely to survive and thrive over time. Zakat institutions with good OCC tend to be more respected and trusted by the community. Their ability to manage change well will give donors and beneficiaries confidence that zakat that is well managed will be used for the right purposes. People are also more likely to trust Zakat institutions with strong OCC. This trust is important to ensure the active participation of the community in giving zakat and supporting the programs of zakat institutions (Newton, 2001). With a good OCC, zakat institutions can achieve their mission more effectively. They can be more responsive to needs and societal changes and more able to create positive impacts through the programs they run.

The Amil Zakat, Infak and Shodaqoh Muhammadiyah (Lazismu) Cilacap Institution is a district-level non-profit organization dedicated to community empowerment through the productive use of zakat, infak, waqf and other religious funds from both individuals and institutions. Lazismu Cilacap was established on August 1 2018, which was marked by the launching of the decree determination. This institution is a network of National Lazismu which was founded by the Muhammadiyah Central Executive since 2002 (Lazismu Cilacap, 2018)

Lazismu Cilacap stands as a zakat management institution at the regional level with modern management, which is expected to deliver zakat to be a part and problem solver of the ever-evolving societal conditions. With a trustworthy, professional and transparent work culture, Lazismu Cilacap is trying to develop itself to become a trusted zakat institution. In operating the program, Lazismu Cilacap is supported by Service Offices, which are spread across all sub-districts and villages in the Cilacap district, which makes Lazismu empowerment programs able to reach remote areas in Cilacap district in a focused and targeted manner. Lazismu Cilacap is in the area of the largest oil refinery in Indonesia, as well as the most complete facilities. This oil refinery in Central Java Province has the largest production capacity, reaching 348,000 barrels per day (Kompas, 2022). Of course, as an area that is in the area of the largest oil refinery in Indonesia, it is hoped that the community will have good welfare. Lazismu needs to create a program that can support government programs from Pertamina in Cilacap to increase zakat's income. OCC at Lazismu Cilacap is expected to be the reason for this organization to improve organizational performance to adapt to changes in the surrounding environment. This research analyses how the Learning and Innovation Capability and Managerial Cognitive Capability affect Organizational Change Capability and how Organizational Change Capability affects Financial Performance at Lazismu Cilacap.

## **LITERATURE REVIEW**

### **Organizational Change Capability**

Zakat management requires an organizational ability to continuously adapt to change. Organizational change capability (OCC) is known generically from other dynamic capabilities or Dynamic Capabilities (DC) that are embedded in an organization (Oxtoby et al., 2002). OCC represents broad and dynamic organizational capabilities that enable companies to adapt inherited capabilities to new threats and opportunities to create new capabilities (Judge & Elenkov, 2005). In their research, Supriharyanti and Sukoco (2023) mentioned that one of the main causes of this failure is the lack of reliable and valid diagnostic instruments to assess and track organizational change capacity. Employee readiness for change and organizational change capacity (OCC) are substantially different constructs (Judge & Douglas, 2009; Sukoco, 2022). Change readiness is a mental state that typically focuses on the extent to which organizational members' beliefs, attitudes, and intentions reflect and recognize the need for a particular change at a particular point in time.

Furthermore, previous research suggests that there are two perspectives on OCC. The first is capability, a combination of managerial and organizational capabilities that allow organizations to

adjust competencies more quickly and effectively to survive and thrive (Judge & Elenkov, 2005; Judge & Douglas, 2009; Supriharyanti & Sukoco, 2023). The second perspective explains not only an organization's ability to learn and adapt its competencies to a changing environment but also its ability to implement those changes (Soparnot, 2011; Supriharyanti & Sukoco, 2023).

### **Managerial Cognitive Capabilities**

The capacity of an individual manager for a social enterprise to perform one or more mental activities that consist of cognition is referred to as "managerial cognitive ability" (Helfat & Peteraf, 2015). The cognitive aspect is underpinned by embedding dynamic managerial abilities (Helfat & Peteraf, 2015) related to dynamic abilities (Teece, 2007). Change creation, as well as reaction to it, are encompassed by dynamic capabilities (Eisenhardt & Martin, 2000); the sensory components of dynamic capabilities include awareness and process discovery (Gaglio & Katz, 2001; Kirzner, 1997). At least two cognitive abilities—perception and attention (Helfat & Peteraf, 2015)—are typically used in this sensing activity. Differences between managers in sensing can affect strategic changes contributing to OCC. Differences in implementing the change process, the daily routines that characterize the organization, and the learning will be observed. Sensing is related to adaptiveness (Cools & Van DenBroeck, 2007) for the implementation of new strategies, recognition of patterns that appear in the environment (Helfat & Peteraf, 2015) to shape organizational characteristics, and acquiring relevant information in learning tasks and performance (Cools & VanDen Broeck, 2007; Hayes & Allinson, 1994). The foundation for dynamic managerial abilities concerning seizing opportunities and responding to emerging threats is provided by cognitive abilities. Problem-solving (Helfat & Peteraf, 2015) is related to seizing, enabling a greater potential to design a more effective business model.

### **Learning and Innovation Capability**

Innovation is an organizational system with activities for renewal and creativity in creating services, new products, new ideas or processes (Ellitan & Anatan, 2009). Zakat Instutuion needs to continuously innovate. Innovation, which is one of the business functions, is also defined by Drucker in Ellitan and Anatan (2009) as a change in business that can encourage the creation of a new performance dimension in the company. The study (De Jong & Hartog, 2010) summarizes four dimensions considered ideal for measurement. These four dimensions comprise idea generation, which encompasses a readiness to observe and address emerging issues and a desire to enhance aspects within the workplace. Idea exploration involves the capability to discover novel work methods and techniques, the aptitude to generate appropriate solutions for problems, and the proficiency to identify innovative approaches to accomplish tasks. Advocacy for ideas is described as the ability to inspire others to be enthusiastic about innovation and the skill to persuade individuals to support inventive concepts. Implementation of ideas, as gauged by the willingness to systematically introduce innovative ideas into practical work, contributing to the execution of novel concepts and the development of new initiatives.

### **Financial Performance**

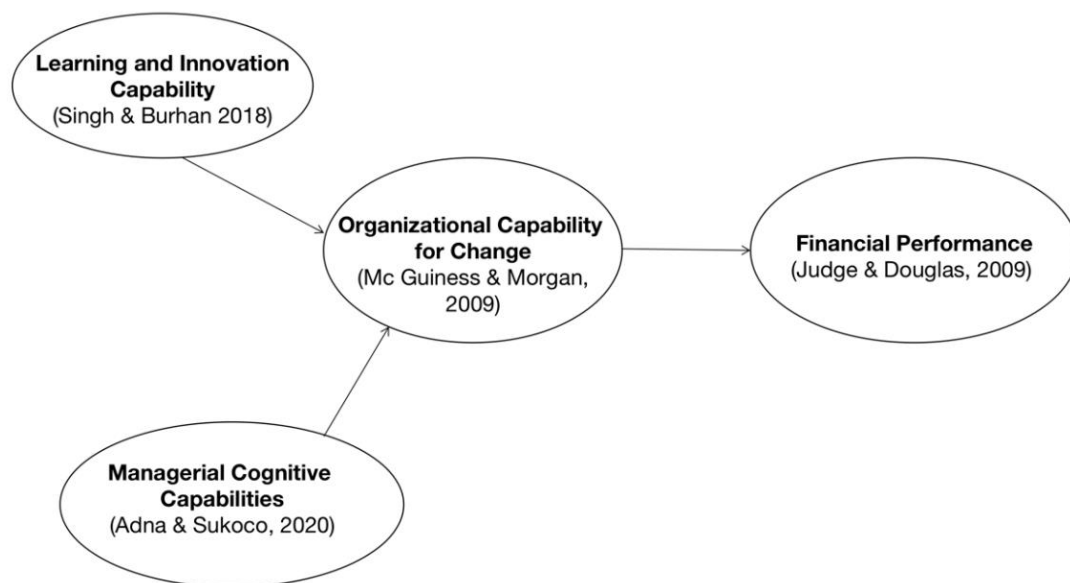
Financial Performance The organization's current development and potential growth are assessed using the company's financial performance as a tool. Numerous indicators exist for estimating financial performance, but selecting the appropriate ratio depends on the characteristics of the object under study and the research objectives. In research studies, ROE (Return on Equity) and ROS (Return on Sales) emerge as the two most commonly utilized ratios to gauge financial performance (Walsh, 1987). For instance, Waddock and Graves (1997) employ ROA (Return on Assets), ROE and ROS to assess a company's financial performance, while Ruf et al. (2001) opt for

ROE, ROS, and sales growth when studying the determinants of financial performance. Researchers widely agree that these financial ratios provide valuable insights into a company's financial performance. ROE signifies the efficiency of equity utilization, whereas ROS reflects the effectiveness of a company's cost management. In other words, ROE relates to the ability to utilize capital (input of capital), while ROS pertains to the ability to manage operating costs (output of capital).

Consequently, incorporating these two financial indicators assists researchers in drawing more comprehensive conclusions about the company's financial performance. Financial performance in a social enterprise is a measure of the organization's financial success in achieving its social goals while maintaining financial sustainability. Even though a social enterprise has social objectives as its main focus, it is still important to maintain financial soundness so that the organization can operate effectively and sustainably.

## RESEARCH METHOD

This study aims to analyze Organizational Capability For Change, Managerial Cognitive Capability, Learning and Innovation capability for Financial Performance at Lazismu Cilacap. This study uses a quantitative approach. Survey methods are techniques used to gather data and information from a sample of individuals or groups to conclude a larger population. Sampling was carried out by purposive sampling by providing a questionnaire survey via Google form to 31 staff members of Lazismu Cilacap. The test equipment in this study uses SPSS 26.



**Figure 1.** Research Model

## Research Hypothesis

H1: Does learning and innovation capability have a positive effect on organizational capacity for change?

H2: Does Managerial Cognitive Capabilities have a positive effect on organizational capacity for change?

H3: Does organizational Capability for change have a positive effect on Financial Performance

**FINDINGS AND DISCUSSION**

The results of the survey conducted in this study are as follows.

Model	Dependent Var	T-Statistic	Significant	Decision
Model 1	Managerial Cognitive Capability	0.299	0.006	Significant
Model 2	Learning and Innovation Capability	0.2606	0.014	Significant
Model 3	Organizational Capacity For Change	0.3276	0.03	Significant

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.163	.522		-.313	.756
	LIC	.503	.193	.412	2.606	.014
	MCC	.508	.169	.475	2.999	.006

a. Dependent Variable: OCC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.870	.574		3.256	.003
	OCC	.468	.143	.513	3.276	.003

a. Dependent Variable: FP

**Figure 2.** The statistical result

- H1: Learning and Innovation Capability significantly affect the organizational change capability
- H2: Managerial Cognitive Capability significantly affect the organizational change capability
- H3: Organizational Capacity For Change significantly affect the Financial Performance

Managerial cognitive capability positively impacts organizational Capability for change (organizational Capability for change). Managerial cognitive capability refers to the ability of managers or leaders to understand, analyze, and use information effectively in decision-making. The following are some of the ways in which managerial cognitive capability has a positive impact on organizational Capability for change, managers who have high cognitive abilities tend to have a deep understanding of change and the complexities associated with it. They can recognize and analyze trends, opportunities and challenges in the organization's external and internal environment. This understanding enables them to identify change needs, develop appropriate strategies, and manage change effectively. Mental Flexibility, namely Managerial cognitive capability also involves mental flexibility to adopt different perspectives, think creatively, and consider various options in dealing with change.

The positive relationship between Learning and Innovation Capability (learning and innovation ability) and Organization Capability For Change (organizational Capability for change) means a positive relationship exists between the two constructs. The higher the organizational ability to learn and innovate, the greater the organizational capacity to deal with and manage change. Learning and Innovation Capability refers to an organization's ability to acquire new knowledge, adapt to environmental changes, and generate innovations. Organizations that have good learning and innovation skills tend to perform better in the long term. Meanwhile, Organizational Capacity For Change refers to an organization's ability to anticipate, manage, and adapt to external and internal changes. Organizational capacity for change involves flexibility, adaptability, strong leadership, effective communication, employee engagement, and managing change efficiently.

These two constructs are interrelated because strong learning and innovation capabilities in organizations can help increase the organization's capacity to deal with change. When an organization can learn from experience, apply new knowledge, and innovate in various operational aspects, they tend to be better prepared to face and manage changes in the business environment. In addition, strong learning and innovation skills can also create an organizational culture that supports change. When an organization has a culture open to learning, takes risks, and encourages creativity, employees will feel more motivated to adapt to change and make innovative

contributions. There is a positive relationship between Organizational Capability for Change (organizational Capability for change) and Financial Performance (financial performance) in an organization. Organizations that have the ability to change and adapt themselves are more likely to encourage creativity, new ideas, and innovation in terms of the products or services provided. This can increase market attractiveness, better meet customer needs, and generate significant revenue growth. Efficiency and Productivity, i.e. Organizations with a good capacity for change often optimize their operations by improving processes, using the right technology, and adopting best practices. Organizations can reduce production costs, improve quality, and generate greater profits by increasing efficiency and productivity. This has a positive impact on overall financial performance.

Institutions responsible for zakat management are categorized as public entities due to their management of public funds. These public bodies must demonstrate accountability and transparency in their fund management practices. As a result, each zakat management organization should prioritize building a reputation of reliability. The success of zakat management is not solely determined by the quantity of collected zakat funds but also by the positive effects of zakat distribution and utilization in advancing societal well-being and fairness. To attain this, zakat management entities should concentrate on elevating the calibre of their programs and services to achieve a broader and more noteworthy influence. However, the performance of several zakat management establishments, including Lazismu Cilacap, is perceived to fall short of optimal. These institutions often encounter three primary challenges. First, there are organizational matters that necessitate attention. Second, there is a human resources predicament, as many zakat administrators lack the requisite proficiency and dedication, regarding zakat management as merely a part-time or retirement-related pursuit. Third, obstacles linked to systems persist, with numerous establishments failing to acknowledge the significance of implementing efficient organizational systems to enhance their effectiveness. To effectively carry out their pivotal role in addressing issues related to poverty, it is imperative for zakat management institutions to proactively confront these issues. Enhancing the organizational framework, investing in the development of human resources, and adopting efficient systems will play a pivotal role in augmenting the overall effectiveness and influence of zakat management endeavours.

Capacity and Trust Building involves four main areas of focus in zakat management institutions, which should adhere to standard operating procedures. These areas include fundraising management, financial and back office management, human resource management, and the management of zakat fund utilization or distribution. Implementing a standard performance management system aims to ensure that the functions of zakat management within an amil institution are well-planned and adequately controlled. The prioritization of standardization in zakat management is essential. While a professional and modern organizational management approach is adopted, it must not deviate from the rules and principles of sharia law. Enhancing accountability and transparency is crucial to improving internal governance and increasing credibility among zakat constituents and the public. To achieve this, zakat management institutions need to implement a self-regulation mechanism. This starts with adhering to the amil zakat code of ethics and may extend to obtaining institutional certification and accreditation. The self-regulation mechanisms can take two forms: firstly, each amil zakat institution can regulate its organization through its constitution (AD/ART) and standard operating procedures (SOP). Secondly, a group of amil zakat institutions, such as those in the Zakat Forum (FOZ), can collaborate to establish common rules and practices that govern interactions within the zakat community and with external parties such as donors, the government, and the wider community. In Lazismu Cilacap, certification and accreditation of zakat management institutions is a necessary step to be undertaken. This

mechanism involves third-party assessment based on specific criteria, including financial accountability, transparency, internal management, and more. Implementing such measures will ensure that zakat management institutions operate effectively and with high trustworthiness and integrity.

### CONCLUSIONS

1. Learning and Innovation Capability significantly affect the organizational capacity for change at Lazismu Cilacap. This refers to an organization's capacity to continuously learn, adapt, and innovate. It involves the ability to acquire new knowledge, skills, and insights, as well as the willingness to experiment and implement new ideas to improve processes, products, or services. Organization's ability to effectively manage and handle change. It encompasses various aspects, such as the flexibility to adapt to new circumstances, the readiness to embrace change initiatives, the ability to overcome resistance, and the overall agility to respond to evolving internal and external conditions.
2. Managerial Cognitive Capability significantly affects the organizational capacity for change at Lazismu Cilacap. This refers to managers' cognitive abilities, skills, and decision-making processes within an organization. It includes their problem-solving skills, analytical thinking, strategic planning, creativity, and overall cognitive capacity to process information and make decisions. Organization's ability to effectively handle and manage change. It involves the organization's readiness, adaptability, flexibility, and ability to successfully embrace and implement change initiatives.
3. Organizational Capability For Change significantly affects the Financial Performance at Lazismu Cilacap. Organization's ability to successfully manage and adapt to change. It encompasses various aspects, such as the organization's readiness for change, its ability to implement change initiatives, the agility to respond to market dynamics, and the capacity to overcome challenges during periods of change. It includes various financial metrics such as revenue, profitability, return on investment (ROI), earnings per share (EPS), and other indicators that assess the organization's financial well-being and efficiency.

### LIMITATION & FURTHER RESEARCH

OCC's research on social entrepreneurship is limited to the Lazismu region in Cilacap. Future research is expected to be able to examine other zakat institutions that have almost the same characteristics as Lazismu but have a larger number of staff than Lazismu Cilacap. The method used in this study is a survey method, which is limited to 31 respondents, so it is hoped that in future studies, the number of respondents can be more numerous and represent social enterprises with different backgrounds from Lazismu.

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