



THE EFFECT OF LEARNING ORGANIZATION AND ORGANIZATIONAL CULTURE ON THE COMMITMENT OF BANTEN PROVINCE LPMP PERSONNEL

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Abstract:

The purpose of this research is to see the influence of (1) learning organization, (2) organizational culture, (3) commitment of LPMP Banten Province employees. This research uses an associative quantitative approach with survey methods and correlational techniques. The survey was conducted from August to October 2018, involving 75 LPMP Banten Province employees with ASN status. Determination of the research sample is done by the method *Purposive Sampling*. The findings of this research indicate first, a meaningful positive relationship between *Learning Organizations* and employee commitment. This means that the higher the *Learning Organization*, the higher the employee commitment. In other words, high employee commitment can be created by improving *Learning Organization* a better. Second, there is a significant positive relationship between organizational culture and employee commitment. This means that high employee commitment can be created by improving building a good organizational culture. Third, there is a significant positive relationship between *learning organizations* organizational and culture together with employee commitment. This means that the higher the *learning organization* organizational and culture, the higher the employee commitment.

Keyword: learning organization, organizational culture, organizational commitment

INTRODUCTION

Human resources always play an active role in every activity of an organization. The existence of human resources in an organization is very very important because they initiated the formation of the organization because it has the role of making decisions for all functions and determining the survival and running of an organization.

Employee commitment to the institution as the organization in which it is based is basically a condition that is felt by employees that can lead to a variety of strong positive behaviors towards the work organization that it has. Commitment to the organization relates to identification and loyalty to the organization and its goals. Organizational commitment is related to achieving organizational empowerment.

Commitment of employees (ASN) in LPMP Banten Province, there are still many gaps in commitment between the real conditions and the expected conditions, where many employees are late for work or just fill in the attendance list and then leave the workplace, carry out work only as a condition of failure, playing games during work hours, and other forms of behavior that illustrate weak commitment from employees.

Relating to internal reform efforts, in order to provide quality services and be able to compete with the outside world. The Quality Assurance Agency is expected to be able to increase the work productivity of the human resources involved in the institution so that the LPMP is able to carry out its duties and functions according to the demands of the Ministry of Education and Culture and in general the LPMP is able to provide the best service for primary and secondary education in an effort to guarantee the quality of basic and in the province of Banten.

Meanwhile, to become a *Learning Organization* (LO) is a necessity to face the rapidly changing global competition. Learning organizations are organizations where people develop their capacity continuously to create the results they want, when a broad and new mindset is nurtured and collective aspirations polished, then when people learn endlessly to see things together.

Learning Organization starts from individual learning which is then applied to all levels of work units in the organization. An organization will change if the individuals in it become better at carrying out their roles.

Organizations that want to learn powerfully and collectively and are continuously improving themselves to acquire, organize, and use knowledge for mutual success. Learning organizations facilitate learning and capacity development of human resources in the organization constantly, and ensure all human resources involved in it get opportunities and access to learning to increase their capacity.

Likewise, employee commitment is influenced by organizational culture, strong organizational culture will affect every behavior. This will not only have an impact on the overall benefits of the organization, but will also have an impact on the development of the ability and effectiveness of the employee's work itself.

Cultural values that are instilled by the leadership will be able to increase willingness, loyalty, and pride and further create work effectiveness. As the world situation changes, organizations facing various challenges can adopt organizational cultures that are not only flexible but must also be sensitive to cultural differences.

Based on the background and identification of the problems that have been described, it can be seen that employee commitment is related to learning organization and organizational culture. Therefore, this study is divided into two variables. First, the independent variable is learning organization and organizational culture, and the dependent variable is employee commitment.

1 Commitment

Commitment is often used to express a definite ability to do or not do something consistently. Newstorm and Davis state that commitment commonly referred to as employee loyalty is a level or degree of employee self-identification with the organization and its desires to continue its active participation in the organization.

Commitment, according to DeJoy et al, is the psychological bond of employees to the organization; the value placed as an affiliation with the organization, and the degree to which employees are willing to improve on behalf of the organization. In this sense view that one's commitment can be identified from the presence or absence of psychological attachment to the group where the individual is located, so as to be able to increase their role and contribution to the organization.

According to Porter (1982: 219-229) Employee commitment is a relative strength of the individual in identifying his involvement in the organization. This can be characterized by three things, namely (1) Acceptance of the values and goals of the organization. (2) Readiness and willingness to strive earnestly on behalf of the organization. (3) Desire to maintain membership in the organization. Furthermore according to Richard M. Steers employee commitment is a sense of identification that is trust in the values of the organization, involvement that is the willingness to do their best for the interests of the organization concerned, loyalty is the desire to remain a member of the organization.

Employee commitment is more than just formal membership, because it includes an attitude of liking the organization and a willingness to strive for a high level of effort for the interests of the organization for the achievement of objectives. So employee commitment includes elements [loyalty to the organization](#), involvement in work, and identification of organizational values and goals. Basically carrying out a commitment is tantamount to carrying out obligations, responsibilities, and promises that limit a person's freedom to do something. So because he already has a commitment, he must prioritize what has been promised for his organization rather than for his own sake. Employee commitment is employee loyalty, with tangible contributions to efforts to achieve organizational goals, have psychological ties to the organization that illustrates the positive, high employee involvement, high orientation and alignments towards the organization, as well as a strong desire to implement goals, plans, and organizational decisions in the form of work.

2 *Learning Organization (LO)*

All organizations can be called learning, but some organizations cannot learn fast enough to survive. Organizations that are not responsive and adaptive to the development of complex and uncertain environments are certainly not beneficial to the organization in the face of increasingly fierce competition. Espejo *et al.* states "*the competitive landscape is changing, and new models of competitiveness are needed to deal with challenges a head*". This means that organizations are required to develop and improve their abilities so as to be able to provide quality products and services to their customers, remembering that at any time the level of competition will increase.

According to the marquardt "*A Learning Organization is an organization which learns powerfully and collectively and is continuously transforming it self to better collect, manage and use knowledge for corporate success. It empowers people within and outside the company to learn as they work.*" An organization that learns seriously and together and continuously transforms itself to be better at gathering, managing, and using knowledge for organizational success.

According to Taylor learning organization is an opportunity given to employees so that the organization becomes more efficient. Furthermore, Garvin stated that learning organizations are based on the basic principles of learning, namely receiving and collecting information, interpret it, and act on the interpretation of that information. *Learning Organization* can also be described as a set of organizational behavior that shows a commitment to learning and continuing to make improvements.

According to Peter Senge *Learning Organizations* are: "... organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together ". Learning organizations are organizations where people develop their capacity continuously to create the results they want, when a broad and new mindset is nurtured and collective aspirations polished, then when people learn endlessly to see things together.

As stated by Senge, that learning organizations have a strong orientation to human resources, stating: *People continually expand their capacity to create the results they desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together.* In other words, *Learning Organization* is the behavior of every member of the organization regarding the availability of leadership that facilitates learning opportunities, the creation of curiosity and the desire to learn from each other, the creation of cooperation and teamwork, the creation of an atmosphere of staff empowerment to improve themselves, and the creation of organizational relationships with the environment

3. Organizational Culture

According to Jerald Greenberg and Robert A. Baron (1995: 539), *organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms, and expectations shared by organizational members.* Organizational culture is a framework of shared understanding consisting of attitudes, values, norms of behavior, and expectations shared by members of the organization. It can be ascertained that the beliefs, expectations, and values adopted, become relatively stable and further strengthen its effects on the growth of organizational culture.

According to Robert G. Owen organizational culture can be seen as: *The norm that information is acceptable and what is not, the dominant value that the organization cherishes above others, the basic assumptions and beliefs that are shared by members of the organization, the rules of the game that must be observed if one is to get along and be accepted as a member, the philosophy that guides the organization in dealing with its employees and its clients.*

Based on the quote, it can be explained that culture is the norm that becomes a reference about what is acceptable and what is not, dominant values are used as references, basic assumptions and beliefs held by members of the organization, rules that must be learned by new members when accepted at organization, and become a philosophy that is a reference in dealing with problems both inside and outside the organization.

Kreitner and Kinicki stated that: *The system of shared norms, beliefs and assumptions which binds people together creating and habits meaning. This system is manifested by customs and habits that exemplify the values and beliefs of the organization.* This explanation shows that organizational culture is a system of norms, beliefs, and assumptions of shared meaning. This system is realized by the customs and habits that provide examples of organizational values and beliefs.

According to Jerald Greenberg and Robert A. Baron, the contents of an organizational culture mainly come from three sources, namely: *"First, organizational culture may be traced,*

at least in part, to the founders of the company ..., Second," organizational culture often develops out of an organization experience with the external environment ..., and third, "organizational culture develops out of contact between groups of individuals within an organization ... The founder of an organization is often called having a dynamic personality, strong values, and a clear vision of how an organization should be. The founder has a key role in attracting employees. Attitudes and values are ready to be passed on to new employees. His views are accepted by employees in the organization, and remain as long as the founder is in the organization, or even after the founder leaves the organization.

Another opinion expressed by West-Burham, "*the product of the shared values, beliefs, priorities, expectations and norms that serve to inform that way in which an organization manifests it self to the world*". Culture is a product that is associated with values, beliefs, priorities, expectations, and norms relating to service in an organization and realize them in society Observing these definitions, culture is formed from a combination of values, beliefs, norms, and expectations that are used as an unwritten provision that is obeyed and adhered to by a certain group Violation of values, beliefs and norms can have certain consequences Robbins believes that culture is a standard pattern of behavior that is acceptable in a group of people This figure also suggests that culture is a mutually agreed system. therefore, culture can integrate individuals who mem have different backgrounds and positions or status in a community group.

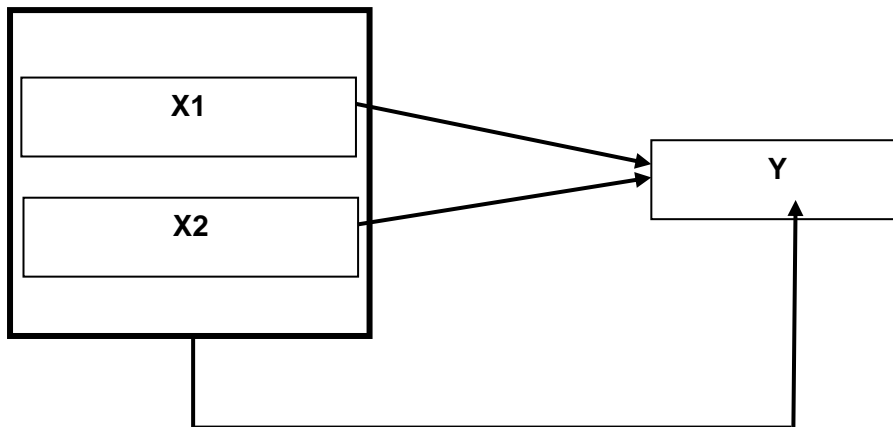
Based on the study of the theory of organizational culture above, it can be concluded that what is meant by organizational culture in this study is a system of shared meanings (attitudes, values, beliefs, norms of behavior, and expectations), which are adhered to and held firmly by members of the organization so that it becomes distinguishing from other organizations, which include characteristics; innovation and risk taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability.

RESEARCH METHODOLOGY

This research uses an associative quantitative approach, using survey methods and correlational techniques. Correlation or correlational research is a study to find out the relationship and the level of relationship between two or more variables without any attempt to influence these variables so that there is no manipulation of variables.

This research is correlational because the research seeks to investigate the relationship between several research variables, namely the variable *Learning Organization* and organizational culture as a predictor variable and organizational commitment as a criterion variable. In this study there are two independent variables, namely *Learning Organization* (X1) and Organizational Culture (X2), and one dependent variable, namely Commitment (Y). The two independent variables (X1 and X2) are associated with the dependent variable (Y) with a pattern of relationships: (1) The relationship between the X1 variable and the Y variable, (2) The relationship between the X2 variable and the Y variable, and (3) The relationship between the X1 and the variables variable X2 together with variable Y. The three patterns of relationship of these variables are constellation problems in this study. The pattern of relationships between research variables can be seen in the following figure.

Figure 1. Research constellation



Note:

X_1 = *Learning Organization*

X_2 = *Organizational Culture*

Y = *Commitment*

Constellation of the relationship between variables of the study can be explained that this study will answer whether there is a relationship between the variables X_1 with a variable Y, between the variables X_2 with Y, and between the variables X_1 and X_2 together with variable Y.

Population This study is a total of 75 LPMP Banten Province employees where the number is the LPMP Banten Province employee status as ASN, the determination of the study sample is done by the method *Purposive Sampling*, where researchers have consideration in determining the selected sample criteria. *Purposive Sampling* is a sampling technique that uses criteria that have been selected by researchers in selecting samples.

RESEARCH RESULTS AND DISCUSSION

1. The Relationship of *Learning Organizations* with Employee Commitments

The first hypothesis tested in this study was "There is a positive relationship between *Learning Organizations* and Employee Commitments". Statistically the hypothesis can be formulated as follows:

$$H_0: r_{y1} = 0$$

$$H_i: r_{y1} > 0$$

Description:

r_{y1} = The correlation coefficient of the relationship between *Learning Organizations* and Employee Commitments.

Based on the results of simple regression calculations on the pair of research data *Learning Organization* with Employee Commitments, a constant (a) of 92,924 and a regression coefficient (b) of 0.551 were obtained. Thus the relationship between *Learning Organization* and Employee Commitment obtained a regression equation = $92,924 + 0,551X_1 + e$. The results of the calculation of significance and linearity test for the regression equation are presented in appendix 3.

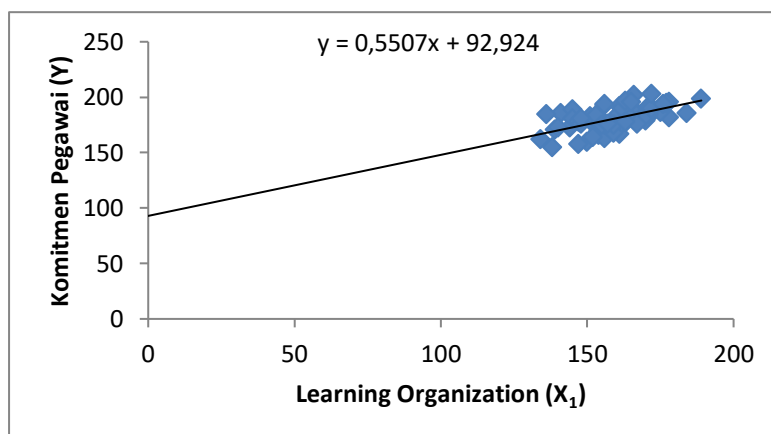
The calculation results show that the relationship between *Learning Organization* and Employee Commitments as indicated by the regression equation = $92,924 + 0,551X_1 + e$ is very significant this can be seen from the ANOVA table and the table *coefficients* namely the significance value of $0,000 < 0.05$ which means significant. The regression equation means that each increase in one score *Learning Organization* will be followed by an increase in the Employee Commitment score of 0.551 at a constant 92.924.

The strength of the relationship between *Learning Organizations* and Employee Commitments can be seen from the correlation coefficient. The results of the calculation of the correlation coefficient can be seen in the table in the appendix.

The results of the calculation of the significant correlation coefficient can thus be concluded the correlation coefficient between *Learning Organization* (X_1) with Employee Commitment (Y) r_{y1} of 0.581 is very significant where the significant value of $0,000 < 0.05$, which means significant. This means that there is a positive relationship between *Learning Organization* (X_1) and Employee Commitment (Y). Or in other words, the better the *Learning Organization*, the higher the Employee Commitment.

The magnitude of the correlation between *Learning Organization* (X_1) with Employee Commitment (Y) r_{y1} of 0.581 with the results of the coefficient of determination $r_{y1}^2 = (0.581)^2 = 0.338$ or variations in the coefficient of determination of 33.8%. This means that 33.8% of the variation Employee Commitment (Y) is influenced by a variety of *Learning Organization* (X_1) through regression equation = $92.924 + 0,551X_1 + e$ remaining 66.2% influenced by other factors. Visually regression employee commitment to Learning Organization is described as follows:

Figure 2. Graph of the regression equation Y against X_1 , $Y = 92,924 + 0.551$



2 Relationship between Organizational Culture and Employee Commitment

The second hypothesis tested in this study is "There is a positive relationship between Organizational Culture and Employee Commitment". Statistically the hypothesis can be formulated as follows:

$$H_0: r_{y2} = 0$$

Hi: $r_{y2} > 0$

Description:

r_{y2} = The correlation coefficient of the relationship between Organizational Culture and Employee Commitment.

Based on the results of simple regression calculations on the pair of Organizational Culture research data the Employee Commitment obtained a constant (a) of 121,585 and a regression coefficient (b) of 0.390. Thus the relationship between Organizational Culture with Employee Commitment obtained a regression equation = $121,585 + 0,390X_1 + e$.

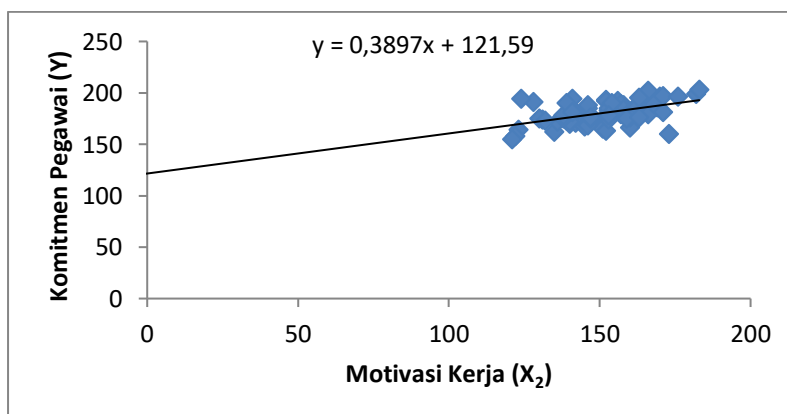
The calculation results show that the relationship between Organizational Culture and Employee Commitments as indicated by the regression equation = $121.585 + 0.390X_1 + e$ is very significant, this can be seen from the ANOVA table and table, *coeffisients* which is a significance value of $0,000 < 0.05$, which means significant. The regression equation means that each increase in one Organizational Culture score will be followed by an increase in the Employee Commitment score of 0.390 on the 121.585 constant.

The strength of the relationship between Organizational Culture and Employee Commitment can be seen from the correlation coefficient. The results of the calculation of the correlation coefficient can be seen in the appendix table.

As seen in table 23, the results of the calculation of the significant correlation coefficient can thus be concluded the correlation coefficient between Organizational Culture (X_2) with Employee Commitment (Y) r_{y2} of 0.581 is very significant where the significance value is $0,000 < 0.05$ which means significant. This means there is a positive relationship between Organizational Culture (X_2) with Employee Commitment (Y). Or in other words, the better the Organizational Culture, the higher the Employee Commitment.

The magnitude of the correlation between Organizational Culture (X_2) with Employee Commitment (Y) r_{y2} of 0.515 with the results of the coefficient of determination $r_{y2}^2 = (0.515)^2 = 0.266$ or variations in the coefficient of determination of 26.6%. This means that 26.6% variation in Employee Commitment (Y) is influenced by variations in Organizational Culture (X_2) through the regression equation = $121.585 + 0.390X_2 + e$ the remaining 77.4% is influenced by other factors. Visually regression employee commitment to Learning Organization is described as follows:

Figure 3. Graph of the regression equation Y against X2, $Y = 121.585 + 0.390X_2$



3 Relationship of *Learning Organization* and *Organizational Culture* Together with Employee Commitments.

The third hypothesis tested in this study is "There is a positive relationship between *Learning Organization* and *Culture of Employee Commitment Organizations* together with *Employee Commitments*". Statistically the hypothesis can be formulated as follows:

$$H_0: R_{y,1,2} = 0$$

$$H_1: R_{y,1,2} > 0$$

Description:

$R_{y,1,2}$ = Coefficient of correlation between the *Learning Organization* and the *Culture of Employee Commitments* together with *Employee Commitments*

Based on multiple regression analysis of the research data pairs *Learning Organization* and *Organizational Culture* with *Employee Commitments* produces a constant (a) of 76,727 and a regression direction coefficient for *Learning Organization* (b_1) 0.418 and a regression direction coefficient for *Organizational Culture* (b_2) 0.246. Thus the relationship between *Learning Organization* and *Organizational Culture* together with *Employee Commitments* obtained a regression equation = $76.727 + 0.418X_1 + 0.246X_2 + e$.

Based on the regression equation significance testing table above, it can be concluded that the multiple regression equation = $76.727 + 0,418X_1 + 0,246X_2 + e$ is very significant. The conclusion is based on a significance value of $0,000 < 0.05$. This means that there is a positive relationship between *Learning Organization* (X_1) and *Organizational Culture* (X_2) together with *Employee Commitments* (Y).

The strength of the relationship between *Learning Organization* (X_1) and *Organizational Culture* (X_2) together with *Employee Commitments* (Y) is shown by $R_{y,12} = 0.651$. The multiple correlation coefficient turned out to be very significant. The significance test of the multiple correlation coefficient can be seen in the appendix.

From the calculation results of the significance of the multiple correlation coefficient test where the significance value $0.00 < 0.05$ which means that the correlation coefficient between *Learning Organization* (X_1) and *Organizational Culture* (X_2) together with the *Commitment of Employees* (Y) who have the correlation coefficient ($R_{y,12}$) = 0.651 is significant. Then from the correlation coefficient can be seen the coefficient of determination: $R_{y,12}^2 = (0.651)^2$, which is equal to 0.424 or a variation of the coefficient of determination of 42.4%. This means that 42.4% variation in *Employee Commitment* can be explained by *Learning Organization* (X_1) and *Organizational Culture* (X_2) through a regression equation = $76.727 + 0.418X_1 + 0.246X_2 + e$ and the remaining 57.6% is explained by factors other.

The ranking of the effect of each independent variable on the dependent variable can be seen in the order of the magnitude of the correlation coefficient as shown in the following table:

Table 1. Ranking of ranks according to magnitude of correlation coefficient

No.	Information	Correlation	Rank Rank
1	<i>Learning Organization</i> for the Commitment of Employees	0.581	First
2	Organizational Culture of the Commitment of Employees	0.515	Second

From the table above it appears that the highest correlation coefficient is the variable *Learning Organization* (X_1) with $r_{y1} = 0.581$ and the lowest correlation coefficient is the Organizational Culture variable (X_2) with $r_{y2} = 0.515$.

In addition to the factors *Learning Organization* and Organizational Culture that have a positive relationship with Employee Commitments, there are still other factors that influence them. This is evidenced by the coefficient of determination of the relationship between *Learning Organization* and Organizational Culture together with the Commitment of Employees that have not reached 100%, which is equal to 42.4%. Thus there are still 57.6% contribution (contribution) of other factors to the Employee Commitment, which can be in the form of employee motivation, educational background, attitude and integrity of employees and others.

Based on the results of hypothesis testing it is known that *Learning Organization* and Organizational Culture, both individually and together, have a positive relationship (positive correlation) with Employee Commitment. This finding means that the higher the *Learning Organization* and the higher the Organizational Culture, the significantly better the Employee Commitment. Conversely the lower the *Learning Organization* and the lower the Organizational Culture, it will result in decreased Employee Commitment.

From the results of the analysis explained that the magnitude of the effect of *Learning Organization* on employee commitment amounted to 0.581 and the magnitude of the influence of Organizational Culture on employee commitment amounted to 0.515 then together the magnitude of influence of *Learning Organization* and Organizational Culture on employee commitment amounted to 0.651. Both of these variables namely *Learning Organization* and Organizational Culture partially or jointly have a positive influence on employee commitment.

Associated with a relationship between *Learning Organization* and Organizational Culture with Employee Commitment, this is closely related to the condition of organizational culture created in the environment of LPMP Banten. *Learning Organization* and Organizational Culture A strong organization in LPMP Banten will greatly help the organization's success by guiding employee behavior and giving meaning to its activities to have a high commitment to work.

Learning Organization illustrates that *learning* (learning) can make a change for those who do it. Then learning can also improve capabilities and also the quality of those who do it. Related to the effect on employee commitment, *Learning Organization* has a very positive influence on employee commitment where in this study *Learning Organization* has an influence of 0.581. There is a positive influence of *Learning Organizations* towards employee commitment such as Ozlem Yenidogan and Huner Sencan stated the same thing that in their research found a positive correlation between *Learning Organization* of employee commitment where the tendency to develop and enhance *Learning Organization* can increase employee commitment in an organization.

Every person who works in an organization, must have a commitment to work because if an organization's employees do not have a commitment to work, then the goals of the

organization will not be achieved. But sometimes an organization pays little attention to the commitment of its employees, so that the impact on performance decreases on employee performance and loyalty is reduced. Commitment to every employee is very important because with a commitment an employee can be more responsible for his work compared to employees who do not have a commitment. One of the factors that influence employee commitment is Organizational Culture in this study organizational culture has a fairly strong influence that is equal to 0.515. The study is in line with the statement expressed by Robin and Judge (2008) which says that organizational culture has a positive influence on employee commitment of an organization. One specific outcome of a strong organizational culture is the harmony of goals achieved between employees and the organization through organizational culture will build a commitment in employees.

When referring to the results of hypothesis testing as a whole it turns out there are still contributions (influence) of other variables on the teacher's perception of individual learning abilities. This is known from the calculation results which show that the coefficient of determination of the relationship between the variable *Learning Organization* and *Organizational Culture* together with the Employee Commitment of 42.4%. thus there are still 57.6% contributions from other variables on teachers' perceptions of individual learning abilities. These factors can be employee motivation, educational background, employee attitudes and integrity and others.

CONCLUSION

The results obtained in this study can be concluded as follows: First, there is a significant positive relationship between *Learning Organization* and employee commitment. This means that the higher the *Learning Organization*, the higher the Employee Commitment. And conversely, the lower the *Learning Organization*, the lower the employee commitment. Thus that high employee commitment can be created by improving *Learning Organization* a better.

Second, there is a significant positive relationship between Organizational Culture and employee Commitment. This means that the higher the Organizational Culture, the higher the Employee Commitment. And conversely, the lower the Organizational Culture, the lower the commitment of employees. Thus that high employee commitment can be created by improving building a good organizational culture.

Third, there is a significant positive relationship between *Learning Organization* and *Organizational Culture* together with employee commitment. This means that the higher the *Learning Organization* and *Organizational Culture*, the higher the Employee Commitment. And conversely, the lower the *Learning Organization* and *Organizational Culture*, the lower the commitment of employees. Thus that high employee commitment can be created by enhancing *Learning Organization* and building a good organizational culture.

The results of the research that have been presented in the above conclusions will have an impact on several things as a form of its implications, namely (1) There will be efforts that can be made by LPMP to increase employee commitment through one of them is *Learning Organization* and *Organizational Culture*. This is because it has been proven that there is a significant positive relationship between *Learning Organization* and *Organizational Culture* (2) Becoming a new study and insight for LPMP Banten in increasing employee commitment and knowing the factors that influence it. (3) Can have a positive impact on the emergence of cooperative efforts among employees to jointly build a *learning organization* and good organizational culture.

Referring to some of the implications (impacts) that have been stated above, the following are a few suggestions that can be used as a reference in following up on the implications. Efforts to develop employee commitment and also build a good organizational culture can be described as follows: (1) Efforts to Improve the development of employee competencies in improving their skills or expertise so that employees work according to their abilities (2) Conducting information disclosure and creating organizations that effective and efficient (3) Building strong commitments for employees such as making statements of integrity pacts for each employee.

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