

Organizational Performance: Analysis of Transformational Leadership Style and Organizational Learning

(Studies on the Government of DKI Jakarta)

Djoko Setyo Widodo¹, P. Eddy Sanusi Silitonga¹, and Hapzi Ali²

¹Lecturer of Krisnadwipayana University, Jakarta Indonesia

²Professor of Mercu Buana University, Jakarta Indonesia

*Corresponding Author:

Djoko Setyo Widodo

Email: prof.hapzi@gmail.com

Abstract: This study aimed to analyze the influence of Transformational Leadership Style and Organizational Learning. This study was a quantitative survey method. The population of this research is the elements of leadership SKPD (SKPD) in Jakarta Provincial Government, consisting of offices and agencies that provide services directly to the public. SKPD in Jakarta Provincial Government a number of 29. The target population in this study is the Head of Department and Head of the Agency with all the head of the entire SKPD in Jakarta Provincial Government. The sample was Head of Department and Head of the Agency and all as many as 163 people. Sampling method is done by census. This study uses linear regression analysis techniques Bergnada. SPSS analysis tools 20.00. The results of this study is that the Transformational Leadership Style and Organizational Learning positive and significant impact on Organizational Performance. There are other factors that affect the performance of the organization in addition to the two variables Transformational Leadership Style and Organizational Learning.

Keywords: Transformational Leadership, Organizational Learning, Organizational Performance

INTRODUCTION

Human resources in general serve to ensure that the organization is able to achieve success through people. The organization is a collection of people who work together to achieve individual and organizational objectives. Thus both the organization of private and public organizations together to move people within the organization to achieve the goal. The achievement of these goals can be seen from the achievement of the organization's performance. Strategic leadership role as one determinant of the success of an organization. To realize the performance of public organizations that service to the public will require a reliable leader capable of bringing the organization in achieving its vision, mission and goals of the organization [1].

Some studies theory on leadership is still associated with the performance of the organization [2]. Leadership is the overall activity / activities affect the willingness of others to achieve a common goal [3]. By improving the quality of human resources is expected to maintain the survival of the organization and improve organizational performance [4]. On the situation is always changing due to the changing political and economic globalization, the theoretical development of leadership interesting to be back on the performance and viability of the organization so that organizational goals can be achieved efficiently.

At first, Stogdill and Coons [5], defines leadership is: "an individual behavior that guide a group of people to Achieve Goals" (the behavior of individuals who lead a group of people to achieve a goal). By Timothy et al. [2] identified leadership as a study field of organizational behavior and leadership is a force in the interaction of the organization. Lee and Chuang [6] explain that the superior leadership not only emerge from the subordinate but has become a necessity for organizations to achieve the goal. Thus, leadership is the behavior of individuals within the organization who have the desire to influence others to reach our objectives.

The study on leadership theory continues to evolve preceded by theory trait (Trait Theories), the theory of groups and exchange (Group and Exchanges Theories), the theory of contingency, the theory of path and destination (Path-Goal Leadership Theory), the theory of charismatic leadership (Charismatic Leadership Theories), the theory of transformational leadership (transformational leadership theory) [7] and keeps popping up various types of leadership changing times.

Transformational leadership is working to raise awareness about the subordinate is so important in

achieving organizational goals. Leaders also motivate subordinates to carry out the vision and mission of the organization [2]. Yukl [8] state that transformational leadership is the type of leadership that focuses on understanding how the follower / subordinate amazed, loyal, confident, salute the leaders and motivated to realize the goals of the organization. In transformational leadership, leadership behaviors to build commitment to the follower / subordinate to the goal of the organization through an empowerment [8]. Mentioned by Bass [9] that the common interest is more important than the interests of individuals, therefore transformational leadership is the process of building a commitment to a common goal and then empowers followers / subordinates to achieve this common goal.

Regulations on public services has been regulated by the Decree of the Minister and the State Apparatus Perdayagunaan (KEPMENPAN) No. 63 of 2003 on general guidelines for the implementation of public services. In addition, it is written in the article Samsara [43] that the public service based on Law No.25 of 2009 is an activity in order to meet the needs of the service in accordance with the laws of every citizen and resident in the goods, services or administrative services supplied by public service providers. This indicates that the State apparatus such as Jakarta provincial government employee is required to fully serve the people who need public services. So important role of public service, it is necessary that the leadership in the organization is a key success factor to realize administrative services for residents who need public services. Therefore, need to be studied in depth about the impact of leadership style to the performance of the organization in the Office of the Provincial Government of Jakarta. Researchers chose Government Office in Jakarta is the center of economy and government as well as international trade city which has a population of solid which many residents who need public services.

Results of a survey of service to the community of Jakarta showed the satisfaction index is still above average [45]. This indicates that the process of detecting and fixing of errors made by the organization's members still proceed well. Organizations can develop when people within the organization continue to expand the capacity to create the desired results through new patterns and people continue to learn how to work together [10]. Learning activities undertaken by people in the organization known as organizational learning.

The definition of a learning organization continues to evolve with changing times, of some existing definitions are complementary to one another [4]. At first, Argyris [11] revealed the results of a study on the organizational learning process to detect and

correct errors committed by members of the organization. By Fiol and Lyles [12] definitions were developed that: "organizational learning is a process improvement actions through a better knowledge and understanding" (organizational learning is a process improvement actions through knowledge and a better understanding). Winarno research results [4] on private universities in the region Kopertis V prove that there is a direct effect of organizational learning on organizational performance. The findings of this study support previous research conducted by Wang and Lo [13]; Khandekar and Sharma [14]. This suggests that learning organizations are still closely linked to the performance of the organization.

Based on the background and issues the objectives of this study are:

- To analyze the influence of Transformational Leadership Style on Organizational Performance partially.
- to analyze the influence of Organizational Learning to Organizational Performance partially.
- to analyze the influence of Transformational Leadership Style and Organizational Learning to Organizational Performance simultaneously in Jakarta Provincial Government.

LITERATURE REVIEW

Organizational performance

Performance of the organization has many kinds of insights, but the author is adapting one of the theories of organizational performance Garvin [15] which defines the performance of the organization, as follows: Corporate performance is the final result of all activities. In evaluating performance the emphasis is on assessing the current behavior of the organization in respect to its efficiency and effectiveness. The appropriate performance measurement tool should be: Relevant to the strategic goals of the organization and accountable to the individuals concerned, focus on measurable outputs, verifiable.

The performance of the organization explained that the performance is emphasized in the outcome of the whole process of the activity. Organizational performance is directed at the current condition of an organization to determine how far the organization has been at the level that is effective and efficient. Therefore, when organizations conduct performance measurement, then it should prioritize the fulfillment aspect of the relevance of performance measures with organizational strategy, focus on output and can diferivikasi.

Robbin [16] describes the performance is a measure of an outcome. Performance measurement is absolutely necessary to conform to the objectives and targets to be achieved. Through measurements will also

be taken into account the level of effectiveness and efficiency. However, the performance has a broader meaning, not only the work, but including how the work progresses. Meanwhile, according Mangkunagara Performance [17] is the result of the quality and quantity of work accomplished by an employee in performing its duties in accordance with the responsibilities given.

Factors that affect the organization's performance

Performance within the scope of the organization is the result of work that has been achieved by an organization to do a job can be evaluated level of performance. Success or failure of the goals and ideals of the organization's performance depends on how the process was implemented. Organizational performance can not be separated from the factors that can affect.

According to Gibson, [18] factors affecting performance are:

- factors of the individual variables that consists of abilities and skills, background, and demographic
- factors of psychological variables consisting of perceptions, attitudes, personality, motivation, job satisfaction and job stress.
- organizational factors consist of leadership, compensation, conflicts, power, organizational structure, job design, organizational design, and career.

Besides Mathis and Jackson, [19] states that the factors that affect performance are:

- The ability of the individual to do the work that is talent, enthusiasm and personality factors.
- The level of effort that is poured out is the motivation of, the work ethic, attendance, task design.
- organizational support: training and development, equipment and technology, standards of performance, management and co-workers.

Based on the above understanding that an organization's performance can be affected by several factors supporting and inhibiting the passage of a maximum performance achievement that these factors include those derived from internal maupun externally set by an organization and be implemented within a certain period. Indrayanto [20] to conduct a study in more depth about the factors that influence the effectiveness of performance appraisal in Indonesia, it is necessary to look at some important factors as follows:

- Clarity lawsuits or legislation to assess correctly and appropriately. In reality, people do judge subjectively and full of bias, but there is no rule of law that governs or mengendaikan such actions.
- Management of human resources applicable functions and processes that determine the effectiveness of performance appraisal. The rules

regarding who should assess, when to assess, what criteria are used in the performance appraisal system is actually set in the human resource management. Thus the management of human resources is also a major key to the success of the performance appraisal system.

- Correspondence between the paradigm adopted by the management of an organization with the goal of performance appraisal. If the paradigm adopted is oriented mainly to classic management, the valuation is always biased to a measurement of the nature or character of the parties assessed, so that the achievement should be the main focus less attention.
- The commitment of leaders or managers of public organizations of the importance of a performance appraisal. When leaders always give a high commitment to the effectiveness of performance assessment, the assessors who, under the leadership will always try melakukan assessment appropriately and correctly.

Furthermore, Wibowo [21] explains that the measurement of the performance needs to be done to determine whether during the implementation of performance deviations from predetermined plan, or whether performance can be carried out according to the schedule prescribed time, or whether the results of performance has been achieved in accordance with the expected. To perform the necessary proficiency level assessment capability to measure their performance so that necessary performance measures. Dessler [22] states that performance appraisal is a systematic attempt to compare what someone achieves in comparison with existing standards. The goal, which is to encourage the performance of a person in order to be above average.

From the opinions can be concluded that the performance measurement is to assess the work of a public organization. The performance assessment to see whether the results achieved by a public organization in accordance with the vision and mission that has been set by the public organizations.

Pasolong [23] to measure the performance of public bureaucracies with several indicators, described as follows:

- Productivity. The concept of productivity is not simply measure the level of efficiency, but also the effectiveness of services. Productivity is generally understood as the ratio of input to output. The concept of productivity is too narrow and then the General Accounting Office (GAO) to try to develop a broader measure of productivity by entering how much the public services that have the expected results as one of the important performance indicators.

- **Quality of Service.** The issue of Transformational Leadership increasingly become important in explaining the performance of public service organizations. Many formed negative views about public organizations arise because community dissatisfaction with Transformational Leadership yang received from public organizations.
- **Responsiveness.** Responsiveness is the ability of organizations to identify community needs, sets the agenda and priorities of service, developing public service programs according to the needs and aspirations of the community. Briefly responsivity here refers to the alignment of the program and service activities with the needs and aspirations of the community. Responsiveness is included as one of the performance indicators for the responsiveness directly illustrates the ability of public organizations in carrying out the mission and goals of the organization, especially to meet the needs of the community. Low responsiveness demonstrated by the unconformity between the service and the needs of the community. It clearly shows the failure of the organization in realizing the mission and goals of public organizations. Organizations that have a low responsiveness by itself has a bad performance anyway.
- **Responsibility.** Responsibility clarify whether the activities of public organizations was conducted in accordance with the principles of correct administration or in accordance with the policy of the organization, either explicitly or implicitly. Therefore, responsibility could have been at some point collide with responsiveness.
- **Accountability.** Public Accountability refers to how much the policies and activities of public organizations is subject to public officials elected by the people. The assumption is that political officials such as elected by the people, by itself will always represent the interests of the people. In this context, the basic concept of public accountability can be used to see how much the policies and activities of public organizations that are consistent with the will of society. The performance of public organizations can not only be seen from an internal measure developed by a public or governmental organizations, such as the achievement of the target. Performance should be assessed from external measures, such as values and norms in society. An activity of public organizations have a high degree of accountability if the activities were considered correct and in accordance with the values and norms that develop in society.

Learning Organization

Organizational learning is a process by which individuals acquire new knowledge and insight to change the behavior and actions of the members of the

organization. Thus, organizational learning means the process improvement actions through knowledge and a better understanding [12]. Kloot [44] suggest that organizational learning is: "one process of identifying problems, the process of Determining the best solution, and how companies can quickly intervening respond to changes in the business environment roomates will affect the company's improved performance." (One of the processes identifies the problem, the process of determining the best solution, and how companies can quickly respond to changes in the business environment which will affect the increased performance of the company).

Robbins [16] states Organizational learning is: "a process development is ongoing performance improved ability to face the challenges of individuals within the organization" (a process that is both sustainable development performance enhances the ability to face the challenges of the individual within the organization).

Besides learning organization according to Lopez et al. [24] is: "a dynamic process of creating, retrieving, and integrating knowledge to develop the resources and capabilities in contributing to better organizational performance". (A process dinamisdalam create, retrieve and integrate knowledge to develop the resources and capabilities to contribute to the better performance of the organization).

Further by Khandekar dan Sharma [14], organizational learning is: "process of gaining knowledge by individuals and groups that are willing to be applied to the work in making decisions and influence each other as a dynamic capability as a source of competitive advantage". (Process of acquiring knowledge by individuals and groups that are willing to be applied to the work in making decisions and influence each other as a dynamic capability as a source of competitive advantage).

While Ellitan and anatan [25] states that organizational learning occurs through the sharing of knowledge, knowledge of mental dan model built on knowledge and past experiences. Fiol and Lyles [12] define organizational learning as "a process improvement through knowledge and a better understanding." (A process improvement through knowledge and a better understanding).

According to Garvin [15], organizational learning process includes five important activities that show the organization's ability to build and develop other sources of knowledge dayaberbasis. The fifth of these activities include:

- Activities searasistimatis problem solving,

- Use of pendekatan in the process of organizational learning,
- Learning from past experience,
- Learning from the experiences and practices of other parties
- Transfer of knowledge appropriately and efficiently through the organization.

While Watkins and Marsick [26] used seven dimensions to measure the Learning Organization, namely:

- Continuous Learning. Learning designed into jobs so that people can learn on the job opportunities are provided for educational and sustainable growth.
- Dialogue and Inquiry. Related to the effort in creating an appropriate environment that makes people become much more open minded, organizational learning which are now creating an environment in which the experience knowledge learned through dialogue and interaction day by day.
- Team Learning. Work is designed to use the group to access a way of thinking which is expected to be studied together and work together in collaboration assessed by culture and appreciated.
- Embedded Systems. Both high- and low-tech system for shared learning created and integrated with the work provided access to the system is maintained.
- Empowerment. Indicates the organizing process to create and share a collective vision and to get feedback from members about the gap between the current status and a new vision.
- System Connection. The members of the organization helps to see the effect of the work being done in all parts of the company.
- Provide Leadership. Model leader, champion, and support learning. Leadership uses strategic learning to business results. Dalam penelitian ini variabel pembelajaran organisasi diukur dengan tiga indikator dari Yashoglu *et al.* [27] yang terdiri atas praktek internal (*internal practice*), visi bersama (*shared vision*) dan proses utama (*main process*).

Transformational Leadership Style

Leadership is essentially different from the management [28]. Management better define a clear work objectives, while leadership involves not only the definition of the job but also an explanation of why the work had to be settled. In past studies, the term leadership and management are used interchangeably to describe the completion of the work [28].

Application of leadership style will determine the organization's reputation to distinguish between transactional leadership and transformational kepemimpinan. Transformational leadership is a leadership style that is used by the leader when the

group widened beyond the performance limits and have a status quo or achieve a series of objectives of the organization are entirely new. Transformational leadership in principle motivate subordinates to do better than what could be done [28] In other words there is an increase in self-confidence or belief that subordinates will affect the organizational performance improvement.

In transformational leadership, not only changing organizational structures and processes. But the leader of transformational leadership to transform and develop people. Based on this, these studies have tended to use the transformational leadership style to determine the change of style kepemimpinan on government institutions in Indonesia. Transformational leadership is applied because it is able to change individuals, including leaders for the better [28].

Transformational Leadership adalah: "leadership develops confidence followers to achieve the organization's mission." [29]. Transformational Leadership lies in the ability of leaders to inspire trust, loyalty, and pride of followers who then subordinate their individual interests for the benefit of the group [30].

Furthermore Bass [31] Transformational Leadership is defined as: "the ability of the leader to change the working ability, motivation, and work patterns, and the values of work perceived subordinates so used to optimize performance in Achieving organizational goals". (The ability of a leader to change the work ability, work motivation and work patterns, and work values are perceived subordinates so used to optimize performance in achieving the goals of the organization).

According Lensufiie [32] that transformational leadership has a sense of leadership that aims to change (change). Change is assumed as changes lebihbaik challenge the status quo and active. Leadership Transformasionaljuga interpreted as a leadership approach that creates positive change and valuable to an organization (<http://id.wikipedia.org>). The same thing was also put forward by Sashkin and Sashkin [28], transformational leadership or significant leadership is an attempt to create a certain culture that enable organizations and people within the organization to achieve outstanding performance. According to Setiawan and Muhith [33] lexical term transformational leadership consists of two words, namely leadership and transformational. The word refers to the transfiguration (shape, nature, function, etc.) and even some that claim that the word transformational berinduk of the word "to transform" which has the meaning mentransformasikan vision to become reality, the

heat into energy, the potential to be factual, latent becomes manifest, etc.

Comez [34] mengatakan bahwa perilaku *transformational leadership* ditemukan affecting more positive performance. Especially in a dynamic environment, visionary and very charismatic plays an important role in the success of an organization. Transformational leadership is the last approach is much talked about during the last two decades. According Luthan [7] says that the transformational leadership included in the theory of modern leadership that the initial idea was developed by Burns [35], that explicitly raised a theory that transformational leadership is: "a process where the chief and his subordinates tried to reach the level of morality and motivation higher "(a process where the chief and his subordinates tried to reach the level of morality and a higher motivation).

According Sedarmayanti [36], an expert in world-class leadership argued that transformational leadership is capable and implement changes as transformational leadership provides a clear vision for change Further stated the leader has a clear objective to guide the organization toward a new direction, leaders stressed the importance of looking at new possibilities and promote the vision of an exciting future.

From the above opinion concluded that transformational leaders are measured by the level of trust, obedience, admiration, loyalty and respect the followers. Behaviors that appear transformational leadership can be drawn several characteristics that became the hallmark of transformational leadership, among others:

- Having a big vision and trusting intuition;
- Placing themselves as the motor of change;
- Dare to take risks with careful consideration;
- Provide awareness on the importance of the work of subordinates;
- Have confidence in the ability of subordinates;
- Be flexible and open to new experiences;
- Trying to boost higher motivation than just motivation is material;
- To encourage subordinates to put the interests of the organization above personal or group interests;
- Ability to articulate the core values (culture / traditions) untuk membimbing behavior of organizational members [33].

Some studies that discuss leadership styles associated with the performance of the organization in general are more focused on transformational leadership style [42]. Most research on transformational leadership using factors charisma, vision, inspirational motivation, intellectual stimulation, individualized consideration. In line with the research Sashkin and Sashkin [28] identify indicators variables of transformational leadership is challenging the process, inspiring a shared vision, enabling others to act, giving an example and encourage the heart.

Conceptual Framework

Yukl [8] menjelaskan that transformational leadership style that is leaders behave build commitment to the follower / subordinate to the goal of the organization through an empowerment. In addition Sashkin and Sashkin [28] define transformational leadership or significant leadership is an attempt to create a certain culture that enables organizations and people within the organization to achieve outstanding performance. Transformational Leadership Style still plays an important role in every sector and various organizations to increase performance [29].

Correa *et al.* [37] found the Learning Organization becomes important when the organization requires the participation and activities of the individual / employee to improve performance. While the level of participation and activities of individuals can be obtained when there is a leader who has the capacity both in the lead. Organizational Learning so placed as mediating variables.

Results of research Correa *et al.* [37] show that there is positive influence between organizational learning on Organizational Performance. Nazem and Pileroud [38] who studied at some university in Iran with the results of research that there is significant style leadership that is transformational and transactional against Organizational Learning. Research studies Correa *et al.* [37]; Nazem and Pileroud [31] provide a theoretical foundation for the path Transformational Leadership Style on Organizational Performance through Organizational Learning.

Based on the background, theory study and relevant research, the conceptual framework of this study is as Figure 1 below.

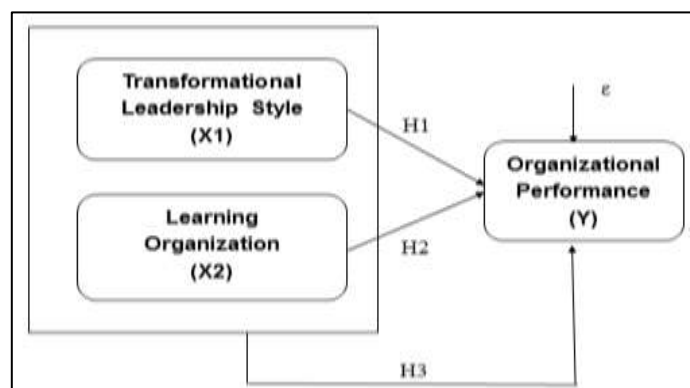


Fig-1: Conceptual Framework

Research hypothesis

Based on the research hypothesis research objectives are:

- The effect on the Transformational Leadership Style Organizational Performance partially.
- The effect on the Organizational Learning Organizational Performance partially.
- Transformational Leadership Style and Organizational Learning Organization effect on performance simultaneously in Jakarta Provincial Government.

METHODS

The unit of analysis of this research is the Head of Department and the Agency with all the Head of the Jakarta administration, his sample was 163 respondents. Quantitative analysis method, by means of analysis with multiple linear regression, the equation $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$, where Y is the variable Organizational Performance, β_1 and β_2 Transformational Leader variable coefficient (X1) and Learning Organization (X2). Data analysis tool application program SPSS version 21.0.

Once analyzed with multiple linear regression, followed by analysis test of determination (R Square), testing the hypothesis partially (t test) and simultaneous (test F) the error tolerance level of 5 percent. Before the process of multiple linear regression test beforehand in research instruments (questionnaire) to test the validity and reliability as well as classical assumptions.

RESULT AND DISCUSSION

Result

In general the selection of respondents to the questionnaire distributed in the neighborhood of Jakarta Government responded to agree and strongly agree to the items of the questionnaire. This shows that transformational leadership style, transactional and servant leadership style has been applied in the Government of DKI Jakarta. Organizational performance and organizational learning have also been run in accordance with the perception of respondents.

Based on the analysis we find that:

- 1) Transformational leadership style can be explained by the challenging process indicators, enabling others, exemplary, encouraging [28]. The largest contribution to the variables of transformational leadership style is an indicator of a challenging process this result means that for improving organizational learning and organizational performance Government of DKI Jakarta needed transformational leadership style oriented businesses to complete a better job and dare to take risks in order to improve organizational performance.
- 2) Learning organization has three indicators, namely internal practices, shared value, and main processes. All three indicators are capable explaining organizational learning and indicators shared value is an indicator of dominant in explaining organizational learning. That is a shared vision between superiors and subordinates build organizational values together will contribute to the establishment of organizational learning good organization, especially in Jakarta Capital City Government. Learning organizations significant effect on organizational performance. And able to mediate the transformational leadership style, transactional leadership style and leadership style waitress in affecting organizational performance, meaning that the organization's performance can be improved when it has woken up as a model of organizational learning together in carrying out and completing the work.
- 3) Performance is measured organization of productivity, quality of service, responsiveness, responsibility and trust. Indicator responsiveness is an indicator of the dominant variable in shaping the organization's performance. This shows that during the performance of the organization in Jakarta Capital City Government is determined more by the ability of employees to recognize the needs of the community, develop a program of public services and the ability of employees Jakarta

government in developing programs of public services according to the needs of society.

The results of the interpretation of the model summary, Coefficients, and Anova of quantitative analysis output Linear Regression as below. Multiple linear regression model is good and can be forwarded to the next analysis is eligible classical assumptions, include all the normal distribution of data, the model should be free of heterokedastisitas. From the previous

analysis has proven that the model equations are proposed in this study meets the requirements of the classical assumption that the model equations in this study is considered good. Multiple linear regression analysis was used to test the hypothesis partially and simultaneously influence the independent variable on the dependent variable. Based on the multiple linear regression coefficients using SPSS 21.0 was obtained the results as Table 1 below:

Table 1. Coefficients
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.019	.742		6.762	.000
	X1_Transformational_Leader	.214	.043	.346	5.007	.000
	X2_Learning_Organization	.382	.063	.416	6.029	.000

a. Dependent Variable: Y_Organizational_Performance

Source: Output SPSS under 21.00

From table 2 above the results obtained multiple linear regression equation: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e = 5019 + 0214 X_1 + 0382 X_2 + e$. Description: Y = Organizational_Performance (loyalty); X1 = Transformational_Leader, and X2 = Learning_Organization. From this equation can be interpreted: 1) variable Transformational_Leader and Learning_Organization have coefficients marked positive direction towards Organizational_Performance; 2) Constant value shows the influence of variables X1 and X2 (Transformational_Leader and Learning_Organization), if the variable Transformational_Leader up one unit it will affect by one unit in the variable Organizational_Performance. This means that the variable Organizational_Performance will rise or fulfilled by the variable unit Transformational_Leader and Learning_Organization; 3) The value of the regression coefficient Transformational_Leader variable to

variable Organizational_Performance amounted to 0214 pales Transformational_Leadermengalami increase of 1 unit, then Organizational_Performance will increase by constant = 5,019. The coefficient is positive, it means between Transformational_Leader and Organizational_Performance positive effect; 4) The value of the regression coefficient Learning_Organization variable to variable Organizational_Performance is equal to + 0.382 pales Learning_Organization rose 1 point, then Organizational_Performance will increase by constant = 5,019.

Determination Analysis Results (R²).

To see the total effect of variable Transformational_Leader (X1) and Learning Organization (X2) to Organizational Performance (Y) can be seen from the coefficient of determination R2 as shown in Table 2 below:

Table 2. Model Summary
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665 ^a	.442	.435	1.15733

a. Predictors: (Constant), Y1_Learning_Organization, X1_Transformational_Leader

Source: Output SPSS under 21.00

The R value of 0.665 indicates a double correlation (Transformational_Leader and Learning_Organization) with Transformational_Leader. Taking into account the variations in the value of R Square of 0, 442 indicating the magnitude of the role or contribution of variable Transformational_Leader and

Learning_Organization able to explain the variable Transformational_Leader amounted to 44.2 percent and the remaining 55.8 percent is influenced by other variables.

Kinerjas employees based on the analysis derterminasi still influenced by other factors besides of Transformational Leadership Style and Organizational Learning. Other factors that influence the Kierja employees of which are competence and motivation of employees. Competency and Employee Motivation also positive and significant impact on employee performance, either partially or simultaneously, Aima, H., and Ali, H., et al., [39]. Besides, Work Motivation and Job Satisfaction positive and significant impact on Organizational Commitment and impact on employee performance [40]. So from hail another study that

Organizational Culture, Organizational Climate and Leadership Style positive and significant

impact on Organizational Commitment, either partially or simultaneously and have a positive impact also on Employee Performance, (Nandan, Zulki, Ali, H.,).

Test Results Effect of Partial (t test) and Simultaneous Effect (Test F)

Testing the hypothesis aims to explain the characteristics of certain relationships or differences between groups or the independence of the two factors ataul ore in a situation, [41]. Assessment of the effect of partial aims to examine whether each of the independent variables significantly influence the dependent variable partially with $\alpha = 0.05$ and also the acceptance or rejection of the hypothesis. Partial test (t test) to answer a hypothetical one and two of this study.

Table-3: T Test Results (Partial)

No.	Variabel Bebas	t hitung	Sig. t
1	Transformational_Leader (X ₁)	5.007	0.000
2	Learning_Organization (X ₂)	6.029	0.000

Source: Output SPSS under 21.00

From Table 3 above the figures obtained t count variable X1 for 5007, due to the value of $t > t$ table ($5,007 > 1.96$), then Ho is rejected and H1 accepted, meaning partially significant effect on Organizational_Performance Transformational_Leader. In addition, also for the test based on significance testing, can be seen from the output of significance of 0.000, due to number more significance level <0.05 ($0.000 < 0.05$), it can be concluded that Transformational_Leader Organizational_Performance effect on the local government of Jakarta. Thus the first hypothesis is proven and accepted.

Furthermore, in Table 4 above figures obtained t Learning_Organization variable (X2) of 6029, due to

the value of $t > t$ table ($6,029 > 1.96$), then Ho is rejected, meaning a partial no significant effect on Organizational_Performance Learning_Organization. In addition, also for the test based on significance testing, can be seen from the output of significance of 0.000, due to the significance level figures much of <0.05 ($0.000 < 0.05$), it can be concluded that the effect on Organizational_Performance Learning_Organization the local government of Jakarta. Thus the second hypothesis is proven and accepted daapt.

To answer the third hypothesis bahwa Transformational_Leader and Learning Organization effect on Organizational_Performance simultaneously can be seen from Table 4 below.

Table 4. Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	169.557	2	84.779	63.295	.000 ^b
	Residual	214.308	160	1.339		
	Total	383.865	162			
a. Dependent Variable: Y2_Organizational_Performance						
b. Predictors: (Constant), Y1_Learning_Organization, X1_Transformational_Leader						

Source: Output SPSS under 21.00

From Table 4 above (ANOVA table) obtained Fhitung 63 295 greater than Ftable 3:10 ($63\ 295 > 3.10$) and a significant value of 0.000 is less than 5 percent ($0.000 < 0.05$). Then the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted, meaning that there is significant influence Transformational Leader variable (X1) and Learning_Organization (X2) to Organizational

Performance (Y) together (simultaneously) at the Jakarta City Administration. Thus, the third hypothesis is proven and can be accepted.

DISCUSSION

Based on the research results can be followed by discussion as the next.

Transformational Leadership Style with the dimensions of a challenging process; Enabling others; Emboldened example and influence on Organizational Performance Productivity partially with dimensions; Quality of service; Responsiveness; Responsibility and Accountability The better the Transformational Leadership Style, the better it is with Organizational Performance, and vice versa.

Learning Organizations with Internal dimensions practices; shared values and main processes influence on Organizational Performance Productivity partially with dimensions; Quality of service; Responsiveness; Responsibility and Accountability The better the Learning Organization, the better it is with Organizational Performance.

Transformational Leadership Style with the dimensions of a challenging process; Enabling others; Modeling and Emboldened and Organizational Learning with Internal dimensions practices; shared values and main processes affect the performance simultaneously with dimensions Organization Productivity; Quality of service; Responsiveness; Responsibility and Accountability The better the Transformational Leadership Style and Organizational Learning, the better it is with Organizational Performance, and vice versa, at the Jakarta Provincial Government.

The results are consistent with research Correa *et al.* [37] that there is a positive effect of organizational learning on Organizational Performance. Nazem and Pileroud [38] who studied at some university in Iran with the results of research that there is significant style leadership that is transformational and transactional against Organizational Learning. Research studies Correa *et al.* [37]; Nazem and Pileroud [38] provide a theoretical foundation for the path Transformational Leadership Style on Organizational Performance through Organizational Learning.

CONSLUSSION AND SUGESTION

Conclusion

Based on the results and discussion of the conclusions of this study are:

- Transformational Leadership Style with the dimensions of a challenging process; Enabling others; Emboldened example and influence on Organizational Performance Productivity partially with dimensions; Quality of service; Responsiveness; Responsibility and Accountability The better the Transformational Leadership Style, the better it is with Organizational Performance, and vice versa, the Provincial Government of Jakarta.
- Organizational Learning with Internal dimensions practices; shared values and main processes

influence on Organizational Performance Productivity partially with dimensions; Quality of service; Responsiveness; Responsibility and Accountability The better the Learning Organization, the better it is with Organizational Performance, the Provincial Government of Jakarta.

- Transformational Leadership Style with the dimensions of a challenging process; Enabling others; Modeling and Emboldened and Organizational Learning with Internal dimensions practices; shared values and main processes affect the performance simultaneously with dimensions Organization Productivity; Quality of service; Responsiveness; Responsibility and Accountability The better the Transformational Leadership Style and Organizational Learning, the better it is with Organizational Performance, and vice versa, the Provincial Government of Jakarta.

Sugestion

Based on data analysis, statistical calculation process, the testing model of empirical research and discussion of the results of studies conducted, proposed some suggestions as follows:

- Based on the results of empirical studies of the results of this study that the performance of the organization in Jakarta Capital City Government could still be improved, by implementing the transformational leadership style and leadership style good stewards of the organization is to balance the rewards and sanctions are balanced, in order to perform better. In addition to the application of organizational learning model with a shared vision and a good working relationship and building values based organizations will be able to improve the Government's performance in Jakarta.
- transformational leadership style is oriented on improving the quality of their work to be an advantage to be able to improve the performance of the organization in carrying out the service to the community more vibrant. It is based on responses from respondents gave high marks to the indicator transformational leadership style and the style of servant leadership.
- Need to do research with a larger sample relative involving organizations from other Government which could be used as a benchmark, so that the generalization of research could represents the state administration in general in Indonesia.
- It is necessary to consider other variables in shaping the organization's performance in addition to the indicators in transformational leadership, transactional leadership style, the style of servant leadership and organizational learning. For instance variable of organizational culture, organizational commitment in order to improve the performance of public organizations

REFERENCES

1. Baihaqi, M. F., & Suharnomo, S. (2010). *Pengaruh Gaya Kepemimpinan terhadap Kepuasan Kerja dan Kinerja dengan Komitmen Organisasi sebagai Variabel Intervening (Studi pada PT. Yudhistira Ghalia Indonesia area Yogyakarta)* (Doctoral dissertation, Universitas Diponegoro).
2. Obiwuru, T. C., Okwu, A. T., Akpa, V. O., & Nwankwere, I. A. (2011). Effects of leadership style on organizational performance: A survey of selected small scale enterprises in Ikosi-Ketu council development area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, 1(7), 100.
3. Siagian, S. P. (1984). *Pengembangan sumber daya insani*. Gunung Agung.
4. Winarno, W., & Widiastuti, S. W. (2015). Pengaruh modal manusia dan pembelajaran organisasi terhadap kinerja yang dimediasi oleh kompetensi organisasi. *Buletin Ekonomi*, 14(1), 97-108.
5. Stogdill, R. M., & Coons, A. E. (1957). Leader behavior: Its description and measurement.
6. Lee, H. C., & Chuang, T. H. (2009). The impact of leadership styles on job stress and turnover intention: Taiwan insurance industry as an example. *Effects of Leadership Style on Organizational Performance: A Survey of Selected Small Scale Enterprises in Ikosi-Ketu Council Development Area of Lagos State, Nigeria*. *Australian Journal of Business and Management Research*, 1(7), 100-111.
7. Kreitner, R., Kinicki, A., & Buelens, M. (2002). *Organizational behaviour*. New York: McGraw Hill.
8. Yukl, G., & Mahsud, R. (2010). Why flexible and adaptive leadership is essential. *Consulting Psychology Journal: Practice and Research*, 62(2), 81.
9. SALE, F. (1991). Bass and stogdills handbook of leadership-theory, research, and managerial applications, -bass, bm.
10. Senge, P.M. (1990). The leader's New York: Building Organizational Learning. *Sloan Management Review*. Vol 31.No.1. pp 7-23
11. Argyris, C. (1996). Actionable knowledge: Design causality in the service of consequential theory. *The Journal of Applied Behavioral Science*, 32(4), 390-406.
12. Fiol, C.M dan M.A. Lyies. (1985). Organizational Learning. *Academy of Management Review*. 10(4), 803-813
13. Wang dan Lo. (2003). Customer-focused Performance and Dynamic Model for Competence Building and Leveraging: A Resource-based View, *Journal of Management Development*. Vol 22. No.6.
14. Khandekar dan Sharma. (2006). Organizational Learning and Performance: Understanding Indian Scenario in Present Global Context. *Employee Responsibilities and Right Journal*. Vo.6.pp 209-225
15. Garvin.(2008). Power, mastery and organizational learning. *Journal of management studies*. Vol.37. pp 833-851
16. Robbins, P. Stephen. (2011). *Perilaku Organisasi, Konsep, Kontroversi, Aplikasi* Jilid I.PT Prehall Prenhalindo. Jakarta
17. Mangkunegara. (2009). *Evaluasi Kinerja Sumber Daya Manusia*. Eresco. Jakarta.
18. Gibson, Ivan Cevich dan Donnelly. (2009). *Organizational Behavior Structure Processes*. New York: McGraw-Hill /Irwin
19. Mathis dan Jackson. (2009). *Manajemen Sumber Daya Manusia*. Salemba. Jakarta.
20. Indrayanto, Adi. (2012). Pengaruh Kepemimpinan Transformasional pada Kinerja dengan Kepercayaan, Pemberdayaan dan Komitmen sebagai Variabel Pemediasi. *Disertasi*. Universitas Brawijaya Malang.
21. Wibowo.(2011). *Manajemen Kinerja*. Rajawali Press.Jakarta.
22. Dessler, Gary. (2013). *Manajemen Sumber Daya Manusia*.(Diterjemahkan oleh Budi Supriyanto). PT. Indeks Kelompok Gramedia. Jakarta.
23. Pasolong. (2013). *Kepemimpinan Birokrasi*. CV Alfabeta. Bandung
24. López, S. P., José, M. M. P., dan Ordás, C. J. V. (2005). Organizational learning as a determining factor in business performance. *The learning organization*, Vol.12 pp 25-46
25. Ellitan, Anatan dan Anatan, Lina. (2009). *Manajemen Inovasi dan Transformasi Menuju Organisasi Kelas Dunia*. Bandung: CV Alfabeta.
26. Watkins, K.E. and Marsick, V.J. (2003). *Dimensions of the learning organization*. Warwick, RI: Partnersfor the Learning Organization.
27. Yashoglu, M. Murat, Omer Sap dan Duygu Toplu. (2014). An investigation of the characteristics of organizational learning in Turkish Companies: Scale Validation. *Procedia-Social and Behavioral Sciences*. No. 7 150 pp. 726-734
28. Sashkin, Marshal dan Molly G. Sashkin. (2011). *Leadership That Matters*, Penerjemah Rudolf Hutauruk. Penerbit Erlangga.Jakarta.
29. Avolio, B.J dan Yammarino, F.J. (2002). *Transformational and charismatic leadership: The road ahead*. Oxford. Elsevier Science. UK:
30. Zagoršek. (2009). Transactional and transformational leadership impacts on organizational learning, *Global Journal of Management and Business Research*. 21, 146-165.
31. Bass, M. Bernard dan Riggio, E. Ronald. (2006). *Transformational Leadership*. Second Edition. New Jersey.

32. Lensufiie, Tikno. (2010). *Leadership Untuk Profesional & Mahasiswa*. Penerbit Erlangga
33. Setiawan, Bahar Agus dan Abd.Muhith. 2013. *Transformasional Leadership: Ilustrasi di Bidang Organisasi Pendidikan*. Rajawali Pers. Jakarta.
34. Gmez et al., (2013). *Servant Leadership: A journey into the nature of legitimate power and greatness*. LC. Spears. USA.
35. Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
36. Sedarmayanti. (2014). *Manajemen Sumber Daya Manusia*. Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil. Refika Aditama. Bandung.
37. Correa, J. Albert Aragon, Victor J. Garcia-Morales dan Eulogio Cordon-Pozo. (2005). Leadership and organizational learning's role on innovation and performance: Lesson from Spain. *Industrial Marketing Management*. 36, 349-359.
38. Nazem, Fattah dan Roghieh Nezhadi Pileroud. (2014). Prediction of employee organizational learning based on the leadership styles (transformational and transactional) and social capital at Islamic azad university. *Indian Journal of Fundamental and Applied Life Sciences*. 4 (S4). pp. 3270-3276
39. Aima, H., and Ali, H., A., et al., (2017). Model of Employee Performance: Competence Analysis and Motivation (Case Study at PT. Bank Bukopin, Tbk Center). *Quest Journals Journal of Research in Business and Management*, 4(11), 49-59.
40. Masydzulhak, Ali, H., & Leni, (2016). The Influence of Work Motivation and Job Satisfaction on Employee Performance and Organizational Commitment as an Satisfaction as an Intervening Variable, in PT. Asian Isuzu Casting Center. *Quest Journal of Research in Business and Management*. 4(10), 1-10.
41. Collis, J., & Hussey, R. (2013). *Business research: A practical guide for undergraduate and postgraduate students*. Palgrave macmillan.
42. Choudhary, A. I., Akhtar, S. A., & Zaheer, A. (2013). Impact of transformational and servant leadership on organizational performance: A comparative analysis. *Journal of Business Ethics*, 116(2), 433-440.
43. Gobe, E. (2013). Of Lawyers and Samsars: The Legal Services Market and the Authoritarian State in Ben'Ali's Tunisia (1987–2011). *The Middle East Journal*, 67(1), 44-62.
44. Kloot, L. (1997). Organizational learning and management control systems: responding to environmental change. *Management Accounting Research*, 8(1), 47-73.
45. Vermonte, P. (2015). Indonesia's 2014 elections: Practical innovations and optimistic outcomes. *Asian Politics & Policy*, 7(2), 303-312.