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Analysis of Organizational Performance: Predictors of Transformational Leadership Style, Services Leadership Style and Organizational Learning (Studies in Jakarta Government)

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

¹Lecturer of Krisnadwipayana University, Jakarta Indonesia

²Professor of Postgraduate Mercu Buana University, Jakarta Indonesia.

Abstract: Jakarta Provincial Government's performance is affected by many factors. This study analyzes the influence of Transformational Leadership Style, Service Leadership Style and Organizational Learning to Organizational Performance. The research method is quantitative, the population consists of the elements of leadership SKPD (SKPD) in Jakarta Provincial Government, consisting of the Department and the Agency which provide services directly to the public. The sample was Head of Department and Head of the Agency and all as many as 163 respondents. Sampling method is done by census. The analytical tool used linear regression, hypothesis testing continued with partially (t test) and simultaneous (F test) with alpha 5 percent. Data Analysis tools with SPSS applications 21:00. Results of the study is that the Transformational Leadership Style, Service Leadership Style and Organizational Learning positive and significant impact on Organizational Performance either partially or simultaneously. From the analysis of determination there are other factors that affect performance in addition to the variable Organization Transformational Leadership Style, Style of Leadership and Organizational Learning Services. The better the Transformational Leadership Style, Style of Leadership and Organizational Learning will be better the Organization Performance on SKPD in Jakarta Provincial Government.

Keywords: Transformational Leadership Style, Service Leadership Style, Organizational Learning, Organizational Performance.

1. INTRODUCTION

The purpose of human resources in general is 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.

Human resource management 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.

Leader has a strategic role as a 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 (Fauzan, 2010).

1970, Greenleaf introduced the servant leadership style of research in the United States in the company AT & T (American Telegraph and Telephone). Theories about servant leadership emerged from research results Greenleaf associated with different types of leadership in the company AT & T USA. According to Greenleaf (1977), servant leadership is: "a concept of ethical leadership that is leadership that is based on the wishes and sincere feelings that Arise from the heart and will to serve both employees, customers and society". Style leader in the service feel obliged to engage and form the followers to be fully human by creating a conducive environment (Russell and Stone, 2004). The main focus of the model of servant leadership is empowerment and development of subordinates, forming internal and external communities not to be selfish (Greenleaf, 1977). The theory of servant leadership style introduced by Greenleaf can be applied to non-profit organizations that have a long-term orientation of such organizations in government.

Leadership style Care upholds personal accountability. Leaders who serve gladly accepted the responsibility imposed and used to account for the performance of the organization as a leader want to ensure the satisfaction of the followers who served. Expressed by Kaplan (2000) and Patterson (2003) that the style of servant leadership is an act of sincerely helping others to generate performance for the followers.

Research and study of leadership theory continues to evolve preceded by Trait Theories, Group and Exchanges Theories, contingency theory, Path-Goal Leadership Theory, Charismatic Leadership Theories, Transformational Leadership Theory (Luthans, 2002: 579-589) and keeps popping up various types of leadership to follow development era.

Transformational leadership is raising awareness about the subordinate is so important in the achievement of organizational goals. Leaders also motivate subordinates to carry out the vision and mission of the organization (Timothy et al. , 2011). Yukl (2010; 18) 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 (Yukl, 2010; 228). Mentioned by Bass (1990) 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 empower followers / subordinates to achieve this common goal.

Government Regulation on public services has been regulated by the Decree of the Minister and the State Apparatus reforms (KEPMENPAN) No. 63 of 2003 on general guidelines for the implementation

of public services. In addition, it is written in the article Samsara (2013) 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 service. 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 citizens in 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 (DKI Population Survey Center, 2015). 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 (Senge, 1990). Learning activities undertaken by people in the organization known as the Leadership Style Services (organizational learning).

The definition of a learning organization continues to evolve with changing times, of some existing definitions are complementary to one another (Winarno, 2012). At first, Argyris (1976) 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 (1985) definitions were developed that: "organizational learning is a process improvement actions through a better knowledge and understanding". Winarno research results (2012) on private universities in the region Kopertis V proves 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 (2003); Khandekar and Sharma (2006). This suggests that learning organizations are still closely linked to the performance of the organization.

Mittal (2012) examines the servant leadership on a variety of cross-cultural in Asia and Europe. The research proves that servant leadership is effective leadership. Mirkamali (2011) examined the influence of leadership style transformational to organizational learning. Related to these findings, Mirkamali (2011) suggested to the researchers that tested the Learning Organization concerned with issues other leadership styles. During this time, a search result link between servant leadership style and organizational learning has never been found. Therefore, testing the servant leadership style to the learning organization is some think new in this study.

The above theoretical study of the interrelationships Transformational and waiters to organizational performance through organizational learning, it is possible to set up a modeling. Based on the achievement of organizational performance DKI Jakarta, especially in terms of public services is still trusted by the public, then placed as a learning organization mediating variables. Placement of a learning organization as a mediation variable aims to determine the type of transformational leadership, servant leadership Transformational or which one is able to improve the performance of organizations in Jakarta provincial government.

Hood (1991) introduced the New Public Management (NPM), which aims to make public organizations in order to become an organization that is responsible to the public and become organizational best practice.

By Matei and Chesaru (2014), NPM development capable of developing public sector organizational. Related to KEPMENPAN No. 63 of 2003 on general guidelines for the implementation of public service needs effective leadership style for employees to provide services to citizens / communities. Therefore, it should be studied more in depth about the influence of Transformational Leadership Style and Leadership Style on Organizational Learning waitress on Organizational Performance in Jakarta Provincial Government.

Research purposes

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

- 1) To analyze the influence of Transformational Leadership Style on Organizational Performance partially.
- 2) to analyze the influence of Leadership Style on Organizational Performance Services partially.
- 3) to analyze the influence of Organizational Learning to Organizational Performance partially.
- 4) to analyze the influence of Transformational Leadership Style, Service and Leadership Style on Organizational Performance Organizational Learning partially. Simultaneously in Jakarta Provincial Government.

2. LITERATURE REVIEW

Organizational performance

Performance of the organization has several meanings, but the author is adapting one of the theories of organizational performance Garvin (2008) 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 the extent to which 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 (2011) 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 (2009) is the result of the quality and quantity of work accomplished by an employee in performing its duties in accordance with the responsibilities given.

Besides Mathis and Jackson, (2009: 109) states that the factors that affect performance are:

- a) The ability of the individual to do the work that is talent, enthusiasm and personality factors.

- b) The level of effort that is poured out is the motivation of, the work ethic, attendance, task design.
- c) organizational support: training and development, equipment and technology, standards of performance, management and co-workers.

From the definition above 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 maunpun externally set by an organization and be implemented within a certain period.

Furthermore Wibowo (2011: 229) 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 as expected. To perform the necessary proficiency level assessment capability to measure their performance so that necessary performance measures. Dessler (2013: 182) 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.

In essence Leadership is different from management (Sashkin and Sashkin, 2011: 5). 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 (Sashkin and Sashkin, 2011: 18).

Implementation 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 (Sashkin and Sashkin, 2011: 24) In other words there is an increase in self-confidence or belief that subordinates will affect the organizational performance improvement.

On 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 (Sashkin and Sashkin, 2011: 12)

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:

- 1) Having a big vision and trusting intuition;
- 2) Placing themselves as the motor of change;
- 3) Dare to take risks with careful consideration;
- 4) Provide awareness on the importance of the work of subordinates;
- 5) Have confidence in the ability of subordinates;
- 6) Be flexible and open to new experiences;
- 7) Trying to boost higher motivation than just motivation is material;
- 8) To encourage subordinates to put the interests of the organization above personal or group interests;
- 9) Ability to articulate the core values (culture / traditions) to guide the behavior of members of the organization (Setiawan and Muhith, 2013: 26).

Dimensions of Organizational Performance is: Productivity; Quality of service; Responsiveness; Responsibility and Accountability, Pasolong (2003: 178).

Services Leadership Style

Servant leadership as a process of mutual relations between the leaders and the led where in the process the lead first to appear as a party that serves the needs of the people being led so that the leader is recognized and accepted as a leader. The concept of servant leadership is already applied by the leaders of the world leaders for a long time. Or it can also mean servant leader is a person with a high sense of humanity. Not the fate of the leader to be served, but it was a privilege to serve. There must be some element or an understanding of life in the leadership of a high quality because without this servant leader's character, leadership can be looked into and become self-motivated to serve their own self-interest.

Poly (2011: 258) defines servant leadership as: "reciprocal relationship between the leader and the led roomates in the process of leading first Appeared as the party serving the needs of members who led that the caused the leaders Recognized and accepted as a leader".

According to Aurora (2009: 9), servant leaders are people with a high sense of humanity. Not the fate of the leader to be served, but it was a privilege to serve. There must be some element or an understanding of life in the leadership of a high quality because without this servant leader's character, leadership can be looked into and actually become self-motivated to serve their own self-interest.

Here is the Servant Leadership indicator proposed by Dennis and Bocarnea (2005) which consists of:

- 1) Love. Leadership that love with love or affection. Love is meant is doing yag right at the right time for the best of reasons and decisions
- 2) Empowerment. The emphasis on collaboration is to give authority to others, and listen to the advice of the people being led.
- 3) Vision. The future direction of the organization that will be taken by a leader, Vision will inspire action and help shape the future.
- 4) Humility. Maintain humility by showing respect for employees and recognize employee contributions to the team.
- 5) Trust. Servant-leader is the option selected by an excess which caused the leaders gain confidence.

learning Organization

Organizational learning is a process improvement actions through knowledge and a better understanding (Fiol and Lyles, 1985). Kloot (1997) 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.”

Robbins (2011: 112) states Organizational learning is: “aprocess development is ongoing performance improved ability to face the challenges of individuals within the organization”.

Watkins and Marsick (2003) used seven dimensions to measure the Learning Organization, namely:

- 1) Continuous Learning. Learning designed into jobs so that people can learn on the job opportunities are provided for educational and sustainable growth.
- 2) 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.
- 3) 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.
- 4) Embedded Systems. Both high- and low-tech system for shared learning created and integrated with the work provided access to the system is maintained.
- 5) 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.
- 6) System Connection. The members of the organization helps to see the effect of the work being done in all parts of the company.
- 7) Provide Leadership. Model leader, champion, and support learning. Leadership uses strategic learning to business results.

In this study Organizational Learning variables measured by three indicators of Yashoglu et al. (2014) consisting of: internal practice, shared visionand play process.

Concetual Framework

Organizational Performance Measurement influenced by the three exogenous variables is Transformational Leadership Style, Service Leadership Style and Organizational Learning.

Results of research Correa et al. (2005) shows that there are positive influence between organizational learning on Organizational Performance. Nazem and Pileroud (2014) who studied at some university in Iran with the results of research that there are significant syle leadership that is transformational and transactional learning-research Organization. Study of Correa et al. (2005); Nazem and Pileroud (2014) provide a theoretical foundation for the path Transformational Leadership Style, Service to the Organizational Performance through Organizational Learning.

Mirkamali (2011) suggested to the researchers that tested the Organizational Learning is influenced by issues related to leadership style. During this time, a search result link between leadership style waitress

and Organizational Learning has never been found. Therefore, testing the servant leadership style to the learning organization is a novelty in this study. Additionally, Yashoglu et al. (2014) recommends for future researchers to use three indicators of internal practices, shared values and main processes to measure variables Organizational Learning. In this study, using the indicators suggested by Yashoglu et al. (2014).

Based on the above explanation of the flow of thought between the study variables with reference to the results of previous studies and expert opinion, it can be described through the framework research models such as the following image:

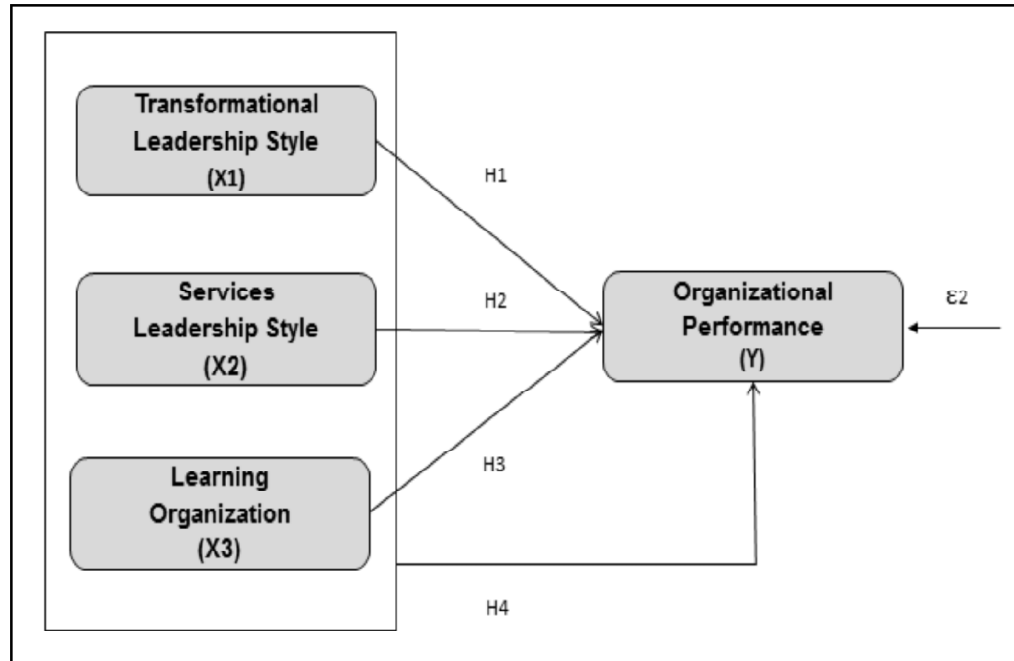


Figure 1: Concetual Framework

Research hypothesis

Based on the research hypothesis research objectives are:

The effect on the Transformational Leadership Style Organizational Performance partially.

- 1) Services Leadership Styles affect the performance partially Organization.
- 2) Organizational Learning Organization affect the performance partially.
- 3) Transformational Leadership Style, Style of Leadership and Organizational Learning Services affect the organization performance simultaneously in Jakarta Provincial Government.

3. 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 data analysis with linear regression multiple, equation $Y = \alpha + \beta_1 x_1 + \beta_2 X_2 + \beta_3 X_3 + e$, where Y is the Performance variable Organization, β_1 , β_2 and β_3 coefficient variable Transformational Leader

(X1), Services Leader (X2) and Organizational Learning (X3). Data analysis tool application program SPSS version 21. 0.

Then process with the analysis in analytical 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 the classical assumption (normality test, autocorrelation and other analysis).

4. RESULT

Generally responden this research that environment officials in Jakarta Government gives a good perception of questionnaires distributed and responded ranging from agreed and until very amenable to the items of the questionnaire. This indicates that the Leadership Style Transformational, Leadership Style and Organizational Learning Services have been applied in DKI Jakarta Government and in line with expectations perception of respondents.

Based on the results of the analysis obtained:

General survey respondents namely Jakarta Government environment officials give a good perception of questionnaires distributed and responded well from the answers agree to strongly agree with the items of the questionnaire. This indicates that the Transformational Leadership Style, Style of Leadership and Organizational Learning Services have been applied in the Government of DKI Jakarta, as well as the organization with performance. Has obtained results in line with the perception of respondents.

Interpretation of the results of the model summary, Coefficients, and Anova of quantitative analysis output Linear Regression as below.

A 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

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
1 (Constant)	4.005	.780		5.133	.000
X1_Transformational_Leader	.176	.043	.284	4.089	.000
X2_Services_Leader	.130	.039	.237	3.360	.001
X3_Learning_Organization	.295	.067	.321	4.421	.000

a. Dependent Variable: Y_Organizational Performance

Source: Output SPSS under 21. 00

From table 2 above the results obtained multiple linear regression equation: $Y = \alpha + \beta_1 x_1 + \beta_2 X_2 + \beta_3 X_3 + e = 4.005 + 176X_1 + 0.0130 + 0.295 X_2 X_2 + e$. Description: Y = KinerjaOrganisasi; X1 = TransformationalLeader, and X2 = Services Leader; X3 = Organizational Learning. From this equation can be interpreted: 1) variable Transformational Leader, Services Leader and Organizational Learning has a positive coefficient on the direction of Organizational Performance; 2) Constant value shows the effect of variable X, X2 and X3 when X1, it will affect the unit of one unit in the variable Y.

Analysis results of determination (R2)

To see the total effect of variable Transformational Leader (X1), Services Leader (X2), and the Learning Organization (X3) on the Performance of society together 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	.692	.479	.469	1.12182

a. Predictors: (Constant), X3_Learning_Organization, X1_Transformational_Leader, X2_Services_Leader

Source: Output SPSS under 21.00

The R value of 0.6921 indicates a double correlation Transformational Leader (X1), Services Leader (X2) and the Learning Organization with Organizational Performance. Taking into account the variations in the value of R Square of 0.479 that shows the magnitude of the role or contribution of variable Transformational Leader, Service Leader and Learning Organization is able to explain the variable Organizational Performance amounted to 47.9 percent and the remaining 52.1 percent is influenced by other variables.

Other variables or other factors that affect performance such organization is the competence and motivation of employees. While other studies explain that the competence and motivation Employees also positive and significant impact on employee performance, either partially or simultaneously, Aima, H., and Ali, H., et al., 2017.

Besides, Work Motivation and Job Satisfaction positive and significant impact on Organizational Commitment and impact on employee performance, (Masydzulhak and Ali, H., et al., 2016). Once the results of other studies 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 or in a situation, (Ali, H., and Lima, N., 2013: 72). 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)	4.089	.000
2	Service_Organization (X ₂)	3.360	.001
3	Learning_Organization (X ₃)	4.421	.000

Source: Output SPSS under 21.00

From Table 3 above the figures obtained t count variable X1 for 3861, due to the value of $t > t$ table (4,089 > 1.96), then Ho is rejected and H1 accepted, meaning partially Transformational Leader significant effect on Organizational Performance. 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 of < 0.05 (0.000 < 0.05), it can be concluded that Transformational Leader positive and significant impact on the Organization Performance in Local Government of DKI Jakarta. Thus the first hypothesis is proven and can be accepted.

Furthermore, in Table 1 above figures obtained t Services Leader variable (X2) of 3360, due to the value of $t > t$ table (3.360 > 1.96), then Ho is rejected, meaning a partial no significant effect Services Leader of the Organization Performance. 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 Services Leader positive and significant impact on the Organization Performance in Local Government of DKI Jakarta. Thus the second hypothesis is proven and can be accepted.

Furthermore, in Table 1 above figures obtained t arithmetic variable Organization Learning (X3) of 4421, due to the value of $t > t$ table (4,421 > 1.96), then Ho is rejected, meaning a partial no significant effect on the Organizational Learning Performance 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 number level of significance is much more > 0.05 (0.000 < 0.05), it can be concluded that the Learning Organization is positive and significant impact on the Organization Performance in Local Government of DKI Jakarta. Thus the second hypothesis is proven and can be accepted.

To answer the fourth hypothesis that the Transformational Leader, Service and Learning Organization Leader affect the Organization 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	183.765	3	61.255	48.674	.000 ^b
	Residual	200.100	159	1.258		
	Total	383.865	162			

a. Dependent Variable: Y_Organizational Performance

b. Predictors: (Constant), X3_Learning Organization, X1_Transformational_Leader, X3_Services_Leader

Source: Output SPSS under 21.00

From Table 4 above (ANOVA table) obtained Fhitung 42 919 greater than Ftabel 3. 10 (48. 67448. 674 > 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 hypothesis alternative (H1) is accepted, meaning that there are positive and significant influence variable Transformational Leader (X1), Service Leader (X2) and Organizational Learning (X3) against the Organization Performance (Y) together (simultaneously) at the Jakarta City Administration. Thus, the third hypothesis can be accepted.

From the interpretation of the data above, it can be argued that:

- 1) transformational leadership style can be explained by the challenging process indicators, enabling others, exemplary, encouraging (Sashkin and Sashkin 2011; 25). The largest contribution to the variables of transformational leadership style is a challenging process indicators that this result means that for improving organizational learning on the Jakarta Government needed Transformational Leadership Style-oriented effort to complete a better job and dare to take risks in order to improve the Organization pembelajaran. Transformational Leadership Style positive and significant impact on Organizational Performance. Dimensions of Organizational Performance is: Productivity; Quality of service; Responsiveness; Responsibility and Accountability, Pasolong (2003: 178), the Government of DKI Jakarta.
- 2) Services Leadership Style has five indicators namely: compassion, empowerment, vision, humility and confidence. Five indicators able to describe a style of servant leadership, where the indicator is an indicator of the dominant vision in shaping the style of servant leadership. Services Leadership Style positive and significant impact on Organizational Performance, with dimensions of productivity; Quality of service; Responsiveness; Responsibility and Accountability, Pasolong (2003: 178). These findings suggest that the Jakarta Government needs to implement Leadership Style Waitress with attention indicators that make up the Service Leadership Style, especially vision and confidence indicators, Yashogluet al. (2014) and Correa et al (2005).
- 3) Learning Organizations with Internal dimensions practices; shared values and processes play a positive and significant effect on the performance partially Organization. Dimensions of Organizational Performance is: Productivity; Quality of service; Responsiveness; Responsibility and Accountability, Pasolong (2003: 178), the Government of DKI Jakarta.
- 4) Organizational Performance measured on 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. Transformational Leadership Style, Style Services and Organizational Learning positive and significant impact on Organizational Performance.

5. CONSLUSSION AND SUGESTION

Conclusion

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

- 1) Transformational Leadership Style positive and significant impact on Organizational Performance partially. Transformational Leadership style consists with dimensions: a challenging process, enabling others, exemplary and encouraging. The better the Transformational Leadership Style, the better it is with Organizational Performance in Jakarta Provincial Government.
- 2) Services Leadership Style positive and significant effect on the performance partially Organization. Leadership Style pelayana d built by dimensions: the love of love, empowerment, empowerment, vision, humility and trust. The better the performance leadership style, the better it is with Organizational Performance in Jakarta Provincial Government.
- 3) Organizational Learning effect positive and significant impact on Organizational Performance partially. Learning Organizations are made up of dimensions: Internal practices, shared values and main processes. The better the Organizational Learning Styles, the better it is with Organizational Performance in Jakarta Provincial Government.
- 4) Transformational Leadership Style, Style of Leadership and Organizational Learning Services positively and significantly affect the organization performance simultaneously in Jakarta Provincial Government. Organizational Performance is measured on the productivity, quality of service, responsiveness, responsibility and trust. Responsiveness indicator is an indicator of dominant in shaping the performance variables Organization at Jakarta Provincial Government

Suggestion

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:

- 1) That the performance of the organization in the Government of DKI Jakarta still be improved, by implementing the Transformational Leadership Style and Leadership Style waitress was good for the organization is to balance the rewards and sanctions are balanced, in order to perform better. In addition to the application of Organizational Learning models with a shared vision and a good working relationship and building values based organizations will be able to improve performance in Government Organizations Jakarta.
- 2) Transformational leadership style and leadership style waitress oriented towards improvement of quality of their work to be an advantage to be able to improve performance in implementing the Organization of services to the community more vibrant. It is based on responses from respondents gave high marks to the indicator style Transformational Leadership and Leadership Styles waitress.
- 3) 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.
- 4) Need to consider other variables in shaping the Organizational Performance in addition to the indicators in Transformational Leadership Style, Waitress Leadership Style and Organizational Learning. For instance variable of organizational culture, organizational commitment in order to improve the performance of public organizations.

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