



**Review Article**

**ANALYSIS OF THE ORGANIZATION LEARNING: PREDICTORS OF TRANSFORMATIONAL LEADERSHIP STYLE AND STYLE LEADERSHIP SERVICES (STUDIES IN JAKARTA GOVERNMENT)**

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**ABSTRACT**

This study aimed to analyze the influence of Transformational Leadership Style and Leadership Style on Organizational Learning Services. The research method is quantitative, the population 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 people. Sampling method is done by census. This study uses linear regression analysis techniques, followed by a partial hypothesis test (t test) and simultasn (F test) with alpha 5 percent. 21.00 SPSS analysis tools. The results of the research that Transformational Leadership Style and Service Leadership Style positive and significant impact on Organizational Learning either partially or simultaneously. From the analysis of determination there are other factors that affect the variables in addition to Organizational Learning and Transformational Leadership Style Leadership Style Services. The better the Transformational Leadership Style and Leadership Styles then it will be the better for Organizational Learning sectors in Jakarta Provincial Government.

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**INTRODUCTION**

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 these goals aim. The reach seen from the achievement of the organization's performance.

Leaders have 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). In 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". (A concept of ethical leadership that is leadership that is based on the wishes and sincere feelings arising from the heart and will to serve both employees, customers and the community). 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 pelayanyaitupemberdayaan leadership models and development of subordinates, forming internal and external communities not to be selfish (Greenleaf, 1977). The theory of leadership style introduced by Greenleaf services can be applied to non-profit organizations that have a long-term orientation of such organizations in government.

The style of servant leadership uphold 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 leadership style of service is an act of sincerely helping others to generate performance for the followers.

The study on 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 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 (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.

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 (2013) that the public service based on Law No. 25 in 2009 is the 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 provided 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 (DKI Populi 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" (organizational learning is a process improvement actions through knowledge and a better 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 kebaruan 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 variable pemediasi aims to determine the type of transformational leadership, or leadership Transformational Which services that can improve organizational performance in the 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 organizations. 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 Services 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 Learning partially.
2. To analyze the influence of Leadership Style on Organizational Learning Services partially.
3. To analyze the influence of Transformational Leadership Style and Leadership Style on Organizational Learning Services simultaneously in Jakarta Provincial Government.

## **LITERATURE REVIEW**

### **Learning Organization**

Organizational learning is a process improvement actions through knowledge and a better understanding (Fiol and Lyles, 1985). Kloot (1997) says that learning organizations are: "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 identify 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 (2011: 112) 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).

Khandekar and Sharma (2006) reported a learning organization 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".

Ellitan and anatan (2009: 142) states that organizational learning occurs through the sharing of knowledge, knowledge of mental danmodel built on knowledge and past experiences. Fiol and Lyles (1985) define organizational learning as "a process improvement through knowledge and a better understanding".

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

- A. Continuous Learning. Learning designed into jobs so that people can learn on the job opportunities are provided for educational and sustainable growth.
- B. 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.
- C. 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.
- D. Embedded Systems. Both high- and low-tech system for shared learning created and integrated with the work provided access to the system is maintained.
- E. 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.
- F. System Connection. The members of the organization help to see the effect of the work being done in all parts of the company.
- G. Provide Leadership. Model leader, champion, and support learning. Leadership uses strategic learning to business results.

In this research, organizational learning variables measured by three indicators of Yashoglu et al. (2014), which consists of internal practices, a shared vision and the main process.

### ***Transformational Leadership Style***

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)

Transformational Leadership is leadership develop confidence followers to achieve the organization's mission.,(AvoliodanYammarino, 2002). Transformational Leadership is the ability of leaders to inspire trust, loyalty, and pride of followers who then subordinate their individual interests for the benefit of the group (Zagorsek, 2009).

According to Bass (2006: 123) 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".

Furthermore Lensuffie (2010: 81) that transformational leadership has a sense of leadership that aims to change (change). Change is assumed to be a better change against the status quo and active. Transformational leadership is also defined 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 (2011: 12), 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.

Likewise with Comez (2013) says that transformational leadership behavior found to affect a 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 (2002) says that the transformational leadership included in the theory of modern leadership that the initial idea was developed by Burns (1978: 128), 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".

Sedarmayanti (2014) states that the expert 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:

- A. Having a big vision and trusting intuition;
- B. Placing themselves as the motor of change;
- C. Dare to take risks with careful consideration;
- D. Provide awareness on the importance of the work of subordinates;
- E. Have confidence in the ability of subordinates;
- F. Be flexible and open to new experiences;
- G. Trying to boost higher motivation than just motivation is material;
- H. h)To encourage subordinates to put the interests of the organization above personal or group interests;
- I. Ability to articulate the core values (culture/traditions) untuk membimbing behavior of organizational members (Setiawan and Muhith, 2013: 26).

### ***Servant 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 people led sehingga pemimpin 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.

The characteristics of servant leadership that can be used as indicators, among others:

- A. Listen. The leader has a deep commitment to listening intently to others.
- B. Empathy. Trying to understand and empathize with others.
- C. Solving Problems. Learning to solve problems is a powerful force for transformation and integration. One of the great strengths of servant leadership is the potential to solve the problem yourself and others.
- D. Awareness. Public awareness and especially self-awareness, strengthen the waiter leader.
- E. Persuasive. A servant leader prioritizes actions persuasive than using one's positional authority.
- F. Conceptual. Servant leaders are trying to cultivate the ability of members of the organization to big dream. Ability to see the problem (or an organization) from a conceptual perspective means that leaders must think beyond everyday reality.
- G. Vision. The ability to understand the lessons of the past, present reality, and the likely consequences of decisions for the future.
- H. Stewardship. Commitments for the trust of others.

- I. Commitment to the Development of Individual. Servant leader is a leader who is committed to develop each individual in the organization.
- J. Build a team. Build unity within the team led organizations is one of the goals of a servant leader.

Poli(2011:258) defines servant leadership as: "reciprocal relationship between the leader and the led which in the process of leading first appeared as the party serving the needs of members who led that 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.

Some experts and practitioners in the field of leadership has other indicators than those already developed by previous studies about the characteristics of Servant Leadership. If extracted, there are some important things that is characterized by experts as gaya kepemimpinan waiter true, as follows (Lantu, 2007: 52):

1. Humility. The basic characteristic of servant leader is humility owned. A person can be said to be a servant leader if and only if it has a humble nature. Humility coupled with love of neighbor is what enables to conduct sincere service activity.
2. Love one another. A servant is an individual who really cares about other people. Sensitive to the problems faced by the followers and are willing to take the time and effort, even material help. And the most important characteristics of love of neighbor is a leader trying to develop followers to be able to further develop and grow into a better person in the future. The servant leader is ready to become a mentor, a teacher, even a personal coach for the betterment of the organization. Developing others is the highest priority is carried by servant leaders. Although it can sometimes be interpreted otherwise by a follower, servant leaders is a genuine members. Leaders do not ask pamrih on what has been done. The leader was very pleased and happy if they see people who are nearby can develop into a better human being, to then also be able to grow and develop into a new servant leader in institutions and communities.
3. Having a hope for the future. The servant leader has great expectations to achieve a better future for leaders, companies, and others. Hope it will not go away despite facing a difficult situation and are unlikely to give up hope altogether. Therefore, persistence and belief in the hope that better this continues to be held, and are shown either perpetually directly or indirectly, will make others think to create such expectations into self-leadership. And obviously in order to overcome the difficulties that exist in the courage required to undergo the process with a variety of challenges to get the right solution to the problems faced. The search process not only provides the ultimate solution, but also shape the character of the leader.
4. Discipline. Enforcing discipline is the responsibility of a leader is a heavy responsibility and often unpopular. In

resolving an issue that requires disciplinary action, should keep in mind the following five things: First, this action should only be taken after a thorough investigation conducted and impartially. Secondly, this action should only be taken for the good of the whole work and private life is concerned. Third, this action must always be based on pure love and done keeping in mind the interests of others. Fourth, this action must always be accompanied by the intention to provide aid to the guilty party and that has been restored.

5. Guiding and directing followers. A servant leader is one who is willing to guide and direct his followers, for the main purpose of a servant leader is the independence of followers.
6. to initiate and take the initiative. Initiating an important function in the office of a leader. A true leader must be a pioneer and not just those who maintain. But a leader must always be willing to take calculated risks / disconnected.
7. Be responsible. Taking responsibility and perform with great eagerness are other important features that are fundamental to a servant leader.
8. Greenleaf (1977) stated that the philosophy of servant leadership to be effective for all social institutions, both the pursuit of profit or otherwise. As an expert who has experience consulting and teaching across a broad variety of organizations such as universities, businesses, foundations, religious, health organizations (hospitals), professional associations in various countries, Greenleaf believes that the philosophy and practice of servant leadership can be applied and give effect positive for all institutions in various countries. Graham even added that the minister of the leadership can be applied to a variety of organizational settings, both of workers and supervisors to the top management of the company.

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.

Dennis and Bocarnea (2005) mentions three things that affect Servant Leadership, namely Context and Culture, Attributes Leader and Follower Receptivity. Context and Culture is a condition that is manifested by the organizational context and the cultural dimension in the organization. Leader Attributes, influence the character with the ability to be applied in Servant Leadership (moral dan include the development of emotional intelligence) and Follower Receptivity is the receptivity of the employees, the conditions in accordance with the expectations of employees, the Servant Leadership will give a positive effect on performance.

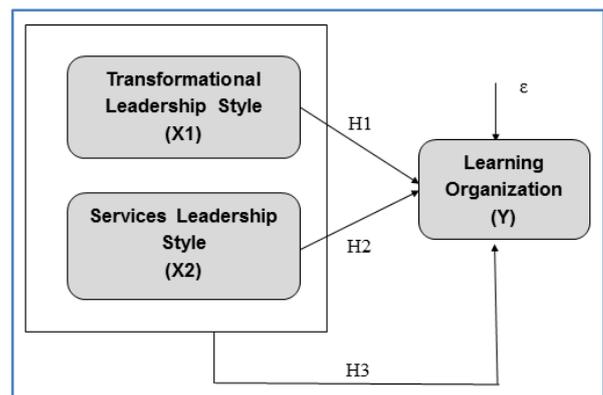
Farling et al. (1999) also mentions 3 results (outcomes) of Servant Leadership. The outcomes namely follower performance and growth, organizational performance and societal impact. Servant Leadership can improve the performance of employees, by recognizing the contributions of employees and help employees to believe in your own potential, and gives the impression of fun. Next is organizational performance, that there is a positive correlation between Servant Leadership and Organizational Learning in improving organizational performance. Servant Leadership fosters an open mind and give the opportunity to develop themselves. Improved capabilities will improve performance and supports organizational effectiveness. Societal impact, that Servant Leadership brings a positive influence to the society. Open-minded, caring, and wise long-term thinking in decision making will build the confidence of people and society.

**Concetual Framework**

Correa et al. (2005) found Organizational Learning 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. (2005) shows that there is positive influence between Leadership Styles on Organizational Learning. Nazem and Pileroud (2014) who studied at some university in Iran with the result that there is significant research leadership syle the Transformational Leadership Style and Service Leadership Style positive effect on Organizational Learning.

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



**Figure 1** Concetual Framework

**Research hypothesis**

Based on the research hypothesis research objectives are:

1. The effect on the Transformational Leadership Style Organizational Learning partially.
2. Leadership Styles effect on Organizational Learning Services partially.
3. Transformational Leadership Style and Leadership Style Organizational Learning Services influential on 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 analisis with multiple linear regression, persamaannya  $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$ , where Y is the variable Learning Organization,  $\beta_1$  and variable coefficients  $\beta_2$  Transformational Leader (X1) and Leader Services (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**

General responden give a good perception of the questionnaire distributed in the neighborhood of Jakarta Government responded to agree and strongly agree to the items of the questionnaire. This shows that Transformaional leadership style and leadership style has been applied in the Government Services Jakarta. Learning organizations have also been run in accordance with the perception of respondents. Interpretation of the results 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 was good considered. multiple analysis linear regression 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

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	3.968	.869		4.567	.000
1 X1_Transformational_Leader	.230	.048	.341	4.826	.000
X2_Services_Leader	.225	.042	.377	5.346	.000

Source: Output SPSS under 21.00

From table 2 above the results obtained multiple linear regression equation:  $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e = 3.665 + 0.218 X_1 + X_2 0246 + e$ . Description: Y = Learning Organization; X1 = Transformational Leader, and X2 = Services Leader. From this equation can be interpreted: 1) variable Transformational Leader and Leader Services has a positive coefficient direction of the Learning Organization; 2) Constant value shows the influence of variables X1 and X2 when the variable Transformational Leader rose one unit it will affect by one unit in variable Learning Organization. This

means that the variable Learning Organization will rise or fulfilled by the variable unit Transformational Leader and Leader Services; 3) The value of the regression coefficient X1 variable to variable Y is equal to 0. 218 pales X1 increase of 1 unit, then Y will increase by constant = 3,665. The coefficient is positive, it means between X1 and Y a positive effect; 4) The value of the regression coefficient X2 variable to variable Y is equal to 0. 246 pales X2 rose 1 point, then Y will increase by constant = 3,665.

**Analysis results of determination (R2)**

To see the total effect of variable Transformational Leader (X1) and Leader Services (X2) of the Learning Organization (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	.616 <sup>a</sup>	.379	.371	1.32834

a. Predictors: (Constant), X2\_Services\_Leader, X1\_Transformational\_Leader

Source: Output SPSS under 21.00

Rated R for 0591 showed a correlation double Transformational Leader (X1) and Leader Services (X2) with the Learning Organization. Taking into account the variations in the value of R Square of 0.349 which indicates the magnitude of the role or contribution of Transformational Leader and Transformational Leader is able to explain the variable Learning Organization amounted to 34.9 percent and the remaining 65.1 percent is influenced by other variables.

Other variables or other factors that affect Learning Organization including 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 independence of two or more factors 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.

From Table 1 above with figures obtained t count variable X1 for 3861, due to the value of  $t > t$  table ( $3,861 > 1.96$ ), then Ho is rejected and H1 accepted, meaning partially significant

effect Transformational Leader of the 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 number more significance level of  $<0.05$  ( $0.000 < 0.05$ ), it can be concluded that Transformational Leader positive and significant effect on the Learning Organization at the local government of Jakarta. Thus the first hypothesis is proven and accepted.

Furthermore, in Table 1 above figures obtained t count variables Services Leader (X2) of 5754, due to the value of  $t > t$  table ( $5754 > 1.96$ ), then  $H_0$  is rejected, meaning a partial no significant effect on the Learning Organization Services Leader. 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 effect on the Learning Organization pada local government of Jakarta. Thus the second hypothesis is proven and can be accepted.

To answer the third hypothesis that the Transformational Leader and Learning Organization effect on Learning Organization simultaneously can be seen from Table 3, below.

**Table 3** Anova

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	172.248	2	86.124	48.810	.000 <sup>b</sup>
Residual	282.317	160	1.764		
Total	454.564	162			

a. Dependent Variable: Y\_Learning\_Organization  
 b. Predictors: (Constant), X2\_Services\_Leader, X1\_Transformational\_Leader

Source: Output SPSS under 21.00

From Table 3 above (ANOVA table) obtained Fhitung greater than  $F_{table} 3.10$  ( $42.919 > 3.10$ ) and a significant value of 0.000 is less than 5 percent ( $0.000 < 0.05$ ). Then the null hypothesis ( $H_0$ ) is rejected and the hypothesis alternative ( $H_1$ ) is accepted, meaning that there are positive and significant influence variable Transformational Leader (X1) and Services Leader (X2) of the Learning Organization (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 discussed that:

1. Organizational Learning with Internal dimensions practices; shared values and main processes influence the Organizational Learning partially with dimensions Productivity; Quality of service; Responsiveness; Responsibility and Accountability Yashoglu et al. (2014) and Correa et al (2005).
2. 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 the learning dimension Organisasidengan Productivity; Quality of service; Responsiveness; Responsibility and Accountability Yashoglu et al. (2014) and Correa et al (2005) to the Government of DKI Jakarta.

3. Leadership Style waitress has five indicators of 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. Leadership style waitress positive and significant impact on Organizational Learning. These findings suggest that the Jakarta Government needs to implement Leadership Style Waitress with attention indicators that make up the leadership style waitress, especially indicators visi Yashoglu et al. (2014) and Correa et al (2005).

## 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: exemplary and encouraging positive and significant impact on Organizational Learning partially with dimensions Internal practices; shared values and main processes Transformational Leadership Style The better it will be better anyway with Organizational Learning in Jakarta Provincial Government.

1. Service Leadership Style with the form of dimensional love love; empowerment; empowerment; vision; humility and trust positive and significant impact on Organizational Learning partially with dimensions Internal practices; shared values and main processes Transformational Leadership Style The better it will be better anyway with Organizational Learning in Jakarta Provincial Government.
2. Transformational Leadership Style with the dimensions of a challenging process, enabling others, exemplary and encouraging and Leadership Style pelayana to be built by the dimensions of the love of love, empowerment, empowerment; vision, humility and trust positive and significant impact on Organizational Learning partially with dimensions Internal practices; shared values and main processes Transformational Leadership Style The better it will be better anyway with Organizational Learning in 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. 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.

2. It is necessary to consider other variables in shaping the learning organization other indicators in Transformational Leadership Style and Style Leadership And Organizational Learning waitress. For instance variable of organizational culture, organizational commitment in order to improve public Organizational Learning.

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