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## The Effect Of Learning Organization And Leadership On Organizational Commitment And Its Impact On Personnel Performance Of Kodam Im Operation Assistant

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### Abstract

This study was conducted to examine the influence model of learning organization and leadership on organizational commitment and its impact on personnel performance of the Military Command of Iskandar Muda (Kodam IM) Operation Assistant. The population is all 132 personnel of Kodam IM Operation Assistant. The research sample took all population personnel (census method). The research model was tested using Structural Equation Modeling (SEM). The results of the study prove that there is an influence of the learning organization on the performance of the Kodam IM Operation Assistant, there is a leadership influence on the personnel performance of the Kodam IM Operation Assistant, there is an influence of learning organization on the organizational commitment of the Kodam IM Operation Assistant, there is an influence of organizational commitment on personnel performance of Kodam IM Operation Assistant, there is no indirect influence of learning organization on personnel performance through the organizational commitment of Kodam IM Operation Assistant, there is no indirect influence of leadership on personnel performance through the organizational commitment of Kodam IM Operation Assistant. All of these test results explain that organizational learning, leadership, and organizational commitment are predictors for improving the personnel performance of Kodam IM Operation Assistant. However, organizational commitment in the research model does not act as a mediating variable, so that the learning organization and leadership variables should directly affect performance. These findings contribute to the world of academia where it can become a new premise. The novelty lies in the form of a research model which is a combination of the findings of previous results. Academically, the results of this study also have implications for further model development. In the future, other researchers can complement or add variables to the research model that has been tested, such as the variable corporate citizenship behavior as a mediation.

**Keyword:** Learning Organization, Leadership, Organizational Commitment, Personnel Performance.

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### 1. Introduction

The Operation Assistant (Asops) of the Iskandar Muda Military Command (Kodam IM), located in Aceh Province, Indonesia, is an assistant to the Regional Military Commander (Pangdam) in carrying out / performing general staff functions in the field of operational

guidance, where each person is required to have the ability to carry out the function of guidance and also control "strength" which includes doctrinal guidance, training, quality improvement/quality combat units and the preparation of "forces" from the Kodam IM. The Kodam IM itself is a Regional Defense Command covering Aceh Province. The phenomenon that occurs in Kodam IM Operation Assistant is the low performance of organizational personnel in carrying out these functions of guidance and control. This means that the guidance and control of the intended forces are still not capable of being carried out by all personnel in the operation department, and in the future, it is feared that upheavals will arise that can disrupt security stability.

One of the reasons for the low personnel performance is the low organizational commitment of personnel to the organization. To improve the performance of personnel in an organization, it is necessary to have an organizational commitment from the personnel themselves, where organizational commitment does not only mean more than passive loyalty but also involves active relationships and the desire of its personnel to make a meaningful contribution to the organization. With the organizational commitment of the personnel to each task and responsibility they carry, it will have an impact on improving personnel performance for the better. The problem of violating rules, such as attendance levels, leading to dismissal and resignation, is a form of disgruntled personnel who do not have a strong commitment to the organization. In fact, in an organization, of course, personnel commitment to the organization is a very important attitude. Even the organization certainly includes an element of "strong commitment" as one of the requirements for employees to be able to occupy a position in the organization.

To be able to increase the organizational commitment of personnel in an organization, it can be done by implementing several strategies, among others, by creating a "learning organization" and also creating job satisfaction of organizational personnel in carrying out their duties and functions. Learning organization is a characteristic of the relationship between the individual and the organization, where the individual has self-belief in the values and goals of the organization, which is marked by a willingness to use his efforts seriously for the benefit of the organization and has a strong desire to remain part of the organization. This is certainly very possible to affect the high or low performance of personnel.

The essence of the learning organization form lies in the organization's ability to always learn from changes which of course can occur at any time. All human resources involved in the organization are required to make continuous improvements and continue to adapt to their environment. Learning can guide organizational personnel and other resources together to build a process by which competencies can be formed, and personnel can continuously apply their existing knowledge and expertise to solve strategic and operational problems. Furthermore, deeper knowledge is built with the increasing experience and will continue to improve competence and answer tougher challenges in the future. The abilities possessed by personnel can make it different from other personnel. Personnel who have good level abilities tend to have higher performance than personnel who have abilities at ordinary levels.

Another factor that can affect organizational commitment is the leadership applied by the direct superior of each personnel where the leadership factor can also determine the success or performance produced by each personnel. The level of success of a leader in his efforts to move others to achieve a target that has been targeted is highly dependent on the level of authority and the form of leadership skills, especially in implementing good communication to stakeholders.

The leader must be able to create and maintain enthusiasm in the subordinates, colleagues, and superiors of the leader himself.

Based on the above phenomena, the authors are interested in conducting comprehensive research on the influence of learning organization and leadership on organizational commitment and its impact on the personnel performance of the Kodam IM Operation Assistant.

## **2. Literature Study**

### **Personnel Performance**

According to (Mathis & Jackson, 2011) the concept of performance is an acronym for work energy kinetics. (Uddin, Luva, & Hossian, 2013) stated that employee performance is performance on the other hand refers to the ability (both physical & psychological) to carry out certain tasks in a certain way which can be measured as high, medium, or low scale. While (Mowday, Porter, & Steers, 2013) tend to identify two dimensions of performance: the action dimension (i.e. the behavioral aspect) and the outcome dimension (i.e. the performance aspect). Here, the behavioral aspects of performance are assumed to match the job situation and job specifications.

Based on the definitions that have been explained, it can be concluded that performance, or what is often called work performance is the quality and quantity of individual work results in an activity, according to the measurements made for the related job. This measure is set by the organization in the form of a target in a certain period. Measuring performance should be an obligation for the organization. When faced with changes in certain situations, performance measures can change as the organization's strategy changes in solving problems that arise because of these changes. Very often performance measurement indicators are not appropriate in measuring an organization's performance. The hope is to measure whether the target has been achieved or not, both from a qualitative and quantitative perspective. In this research, personnel performance measurement indicators use indicators as stated by (Mathis & Jackson, 2011) namely: 1) Quality of work; 2) Work quantity; 3) Timeliness; 4) Effectiveness; 5) Independence; and 6) Commitment. This indicator was taken because it was more in line with the conditions in the Kodam IM Operation Assistant.

### **Organizational Commitment**

(Anik & Arifuddin, 2003) mentioned that organizational personnel who have a strong commitment to their organization will develop a more positive perspective on the organization and are happy to spend extra energy without being forced to carry out organizational interests. This shows that organizational commitment means more than just passive loyalty, but also involves active relationships and the desire of employees to make a meaningful contribution to the organization. According to (Greenberg & Baron, 2018) employees who have high organizational commitment are employees who are more stable and more productive at work so that in the end it will be more profitable for the organization. (Mowday et al., 2013) revealed the characteristics of employees who have the organizational commitment, namely: (1) strong belief and acceptance of organizational goals and values; (2) readiness to work hard; and (3) a strong desire to stay in the organization. (Mathis & Jackson, 2011) explained organizational commitment is a form of work commitment that arises not only in passive loyalty but also involves active relationships.

Based on the description above, organizational commitment is revealed as an important factor that must be instilled in organizational personnel. A strong commitment will make

organizational personnel work harder to achieve their work targets. This commitment must also be measured so that it can describe the position of personnel commitment within the organization. In this study, the authors tend to use the opinion of (Mathis & Jackson, 2011), because it is following the circumstances and conditions at the Kodam IM Operation Assistant office. The indicators are (1) training, (2) work standards, (3) equipment and technology, (4) expectation level, (5) productive work team.

### **Learning Organization**

(Neefe, 2001) collected some explanations of organizational learning theory and concluded some elements that must exist, namely: The learning process, Knowledge acquisition or generation, Individual Learning, Teams Learning, and Organizational knowledge. (Stata, 1989) revealed that organizational learning occurs through the sharing of insights, knowledge, and mental models built on past knowledge and experiences. (Khandekar & Sharma, 2006) described organizational learning as an organization that facilitates learning for all of its organizational personnel so that they can continuously transform themselves. Organizational learning is the process of acquiring knowledge individually and in groups and being willing to apply it to their work to make decisions, influencing each other as a dynamic capability, and as a source of competitive advantage. Besides, according to (Ramya, 2016) organizational learning is a dynamic process of creating, retrieving, and integrating knowledge to develop resources and capabilities in contributing to better organizational performance.

From the description above, it can be concluded that learning organization is a form of a trait that must be applied to the organization. The successful implementation will lead to the ability of an organization (a group of employees) to continue learning and have reliable core competencies. The achievement of this form of a learning organization can of course be measured. The learning organization in this study refers to opinion (Senge, 1990) which stated organizational learning as organizational expertise in creating, obtaining, interpreting, transferring, and sharing knowledge, to modify the behavior of its personnel to develop new knowledge and insights. The measurement of learning organization in this study also uses indicators according (Senge, 2010) namely: 1) Thinking Systems, 2) Mental Models, 3) Personal Skills, 4) Teamwork, 5) Shared vision.

### **Leadership**

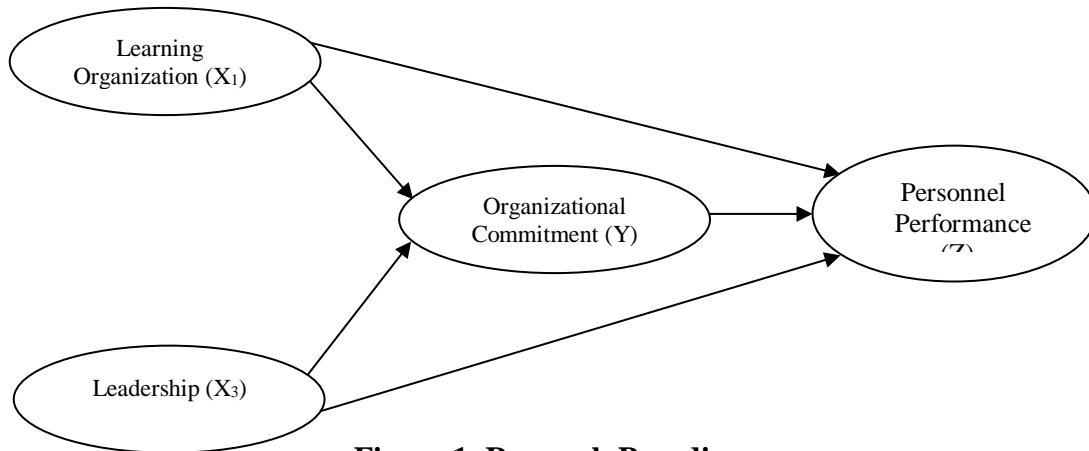
Leadership is the art of a leader who can influence the behavior of subordinates so that they are willing to cooperate and work productively to achieve organizational goals (Yessy P, 2015). Without a leader or some guidance, the relationship between individual goals or organizational goals is tenuous (Robbins, Coulter, & Cenzo, 2019). Leadership is also concerned with the process of influencing others so that they can achieve goals in certain circumstances. According to (Robbins et al., 2019) leadership, namely the ability to influence a group towards the achievement of goals.

From the several definitions that have been explained, it can be concluded that leadership is the process of influencing, motivating, directing, and communicating the activities of a person or group to achieve goals that are already determined in certain situations. Leadership is an important factor to move the organization according to the ideal direction. Leadership needs to be measured to find out how leadership is applied in an organization. The indicators used in this study are according to (Wahjosumidjo, 2010) include: (1) the ability to read the situation that is owned by a leader, (2) The award given by the leader to employees, (3) the creativity of a leader,

(4) the leader can create work discipline and (5) the leader is capable guide organizational personnel.

### Research paradigm

Based on the discussion of the problems and research literature, the researcher formulates the research paradigm and hypothesis as follows.



**Figure 1. Research Paradigm**

- H1: There is an influence of the learning organization on the personnel performance of the Kodam IM Operation Assistant.
- H2: There is a leadership influence on the personnel performance of the Kodam IM Operation Assistant.
- H3: There is an influence of the learning organization on the organizational commitment of the Kodam IM Operation Assistant.
- H4: There is a leadership influence on the organizational commitment of the Kodam IM Operation Assistant.
- H5: There is an effect of organizational commitment on the personnel performance of the Kodam IM Operation Assistant.
- H6: There is an influence of the learning organization on the personnel performance of the Kodam IM Operation Assistant through personnel organizational commitment.
- H7: There is a leadership influence on the personnel performance of the Kodam IM Operation Assistant through personnel organizational commitment.

### 3. Research Methods

This research was conducted at the Kodam IM Operation Assistant. The variables in the study were the learning organization, leadership, organizational commitment, and personnel performance, and the object of the research was the personnel of Kodam IM Operation Assistant, where the sample was determined by the census method to produce a sample size equal to the population of 132 people. (Arikunto, 2014) explained that the greater the number of samples or the closer to the population, the smaller the chances of errors that occur in generalizing, and vice versa.

Data were collected using a questionnaire method. Respondents are required to choose one of the answer options, where the list of questions posed provides answers using a Likert scale. Data were tested and analyzed using Structural Equation Modeling (SEM) techniques. The SEM

equation model is a set of statistical techniques that allows testing a series of relatively complex relationships simultaneously (Ferdinand, 2002). SEM can include latent variables in the analysis (Ghozali, 2018). Then mathematically the causality relationship between the constructs in the study can be stated as follows:

$$\eta = \gamma_{1.1}\xi_1 + \gamma_{1.2}\xi_2 + \zeta_1$$

$$\eta = \gamma_{2.1}\xi_1 + \gamma_{2.2}\xi_2 + \beta_{21}\eta_2 + \zeta_2$$

or:

$$\text{Organizational commitment} = \gamma_{11} \text{ learning organization} + \gamma_{12} \text{ leadership} + \gamma_{13} \text{ job satisfaction} + \zeta_1$$

$$\text{Personnel performance} = \gamma_{21} \text{ learning organization} + \gamma_{22} \text{ leadership} + \gamma_{23} \text{ organizational commitment} + \zeta_2$$

Information:

$\gamma$ : The coefficient of influence of exogenous latent variables on endogenous latent variables

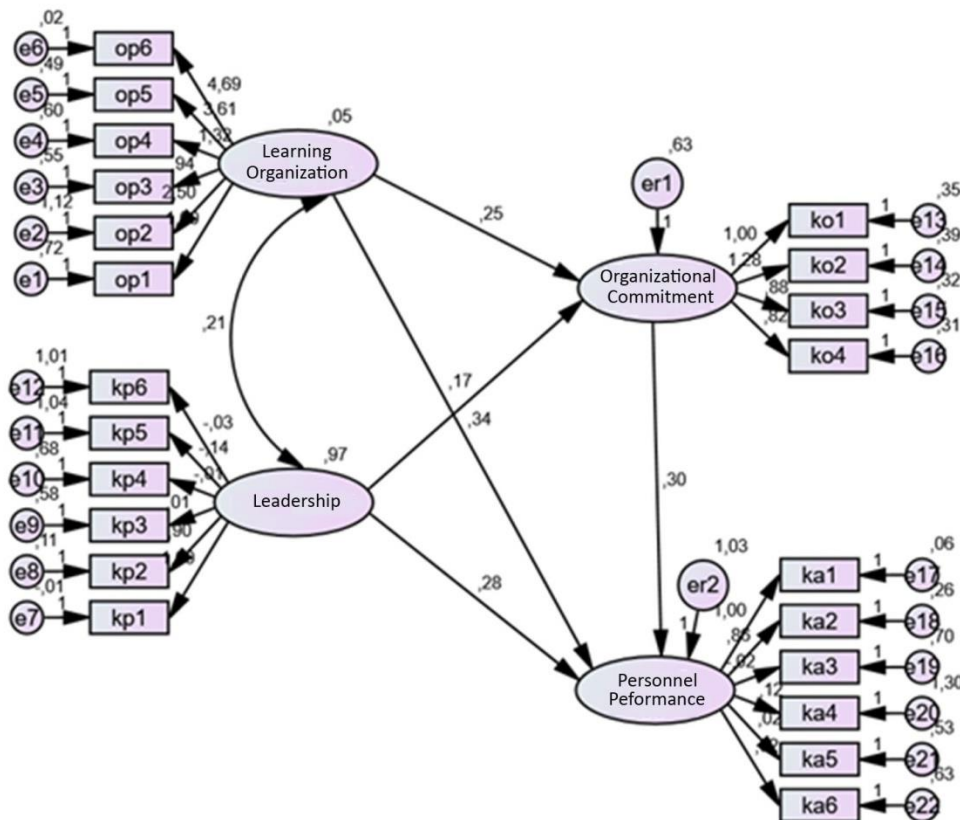
$\beta$ : The coefficient of influence of endogenous latent variables on endogenous latent variables

$\zeta$ : The magnitude of the error vector in the structural relationship between variables

The mediation hypothesis is tested by the formula developed by (Sobel, 1982) and is known as the Sobel test (Sobel test). This Sobel test function is to test the significance of the indirect effect of the independent variable (X) on the dependent variable (Z) through the mediating variable (Y).

#### **4. Results and Discussion**

The structural model analysis that explains the effect test between variables is presented in the following path diagram:



**Figure 2. Structural Equation Model (SEM) Testing Results**

The test results of the full model for testing the direct effect hypothesis after fulfilling the SEM assumptions are more clearly shown in the following table:

**Table 1. Hypothesis Testing Results**

Endogenous		Exogenous	Estimate	S.E.	C.R.	P
Personnel Performance	<---	Learning Organization	0,343	0,087	4,368	***
Personnel Performance	<---	Leadership	0,280	0,038	6,053	***
Organizational commitment	<---	Learning Organization	0,250	0,088	3,068	***
Organizational commitment	<---	Leadership	0,174	0,118	3,220	***
Personnel Performance	<---	Organizational commitment	0,305	0,080	6,125	***

Sumber : Data PLS 3.0 (2020) (diolah)

By looking at the test results in table 1, the analysis can be explained as follows:

1. H1: Testing the influence of the learning organization on personnel performance resulted in a CR value of 4.368 and a value (p-value) of 0.000. The resulting value appears to be able to meet the requirements to accept H1, namely with the CR value of 4.368, it is already higher than the limit value of 1.96 and the probability value is already lower than 0.05. So

it has been proven that the learning organization owned by each operational assistant personnel of the Kodam IM Operation Assistant has a significant effect on personnel performance. The magnitude of the influence of the learning organization on personnel performance is following the coefficient value which is equal to 0.343. This evidence reveals that the better an organization implements a learning organization, it will have an effect in a positive direction on improving the performance of the Kodam IM Operation Assistant. The results of this study are following and in line with the results of previous studies stated by (Yousefi, Taherkhani, & Ghardashkhani, 2014)

2. H2: Testing the influence of the personnel leadership variable on personnel performance resulted in a CR value of 6.053 and a probability value (p-value) of 0.000. The resulting value appears to be able to meet the requirements to receive H2, that is, with the CR value of 6,053 it is already higher than the limit value of 1.96 and the probability is already lower than the value of 0.05. So it has been proven that the leadership possessed by the Kodam IM Operation Assistant affects the personnel performance of the Kodam IM Operation Assistant. The amount of leadership influence on personnel performance is following the coefficient value, which is equal to 0.280. This proves that the better the leadership of the Kodam IM Operation Assistant the higher the personnel performance. The results of this study are consistent with the research conducted by (Taurisa & Ratnawati, 2012).
3. H3: The influence of the learning organization on organizational commitment results in a CR value of 3.068 and a probability value (p-value) of 0.000. The resulting value appears to be able to meet the requirements for receiving H3, with the CR value of 3.068 which is higher than the limit value of 1.96, and the probability value which is already lower than the value of 0.05. So it has been proven that the learning organization influences the organizational commitment of the Kodam IM Operation Assistant personnel. The magnitude of the influence of the learning organization on personnel performance can be seen from the coefficient value of 0.250. This proves that with the increasing implementation of the form of learning organization for the personnel of the Kodam IM Operation Assistant, it will have a positive impact on increasing the organizational commitment of the Kodam IM Operation Assistant personnel, especially in improving the work results of all personnel within the organization. The results of the research are also following the findings of the research conducted by (Rose, Kumar, & Pak, 2009).
4. H4:
5. Testing the influence of the personnel leadership variable on personnel performance resulted in a CR value of 3,220 and a probability value (p-value) of 0.000. The resulting value appears to be able to meet the requirements for receiving H4, that is, with the CR value of 3.220 it is already higher than the limit value of 1.96 and the probability value is already lower than the value of 0.05. The magnitude of the influence of leadership on organizational commitment can be seen from the coefficient value of 0.174. This proves that the leadership of the Kodam IM Operation Assistant influences on increasing organizational commitment, especially in providing community satisfaction as service recipients. The results of this study are also in line with the findings of research conducted by (Yousefi et al., 2014).
6. H5: Testing the effect of organizational commitment on personnel performance resulted in a CR value of 6.125 and a probability (p-value) of 0.000. The resulting value appears to be able to meet the requirements for receiving H5, with a CR value of 6.125 which is higher than the limit value of 1.96 and the probability value is already lower than the value of 0.05. So this proves that the organizational commitment of the personnel of the Kodam IM Operation



Assistant affects the personnel performance of the Kodam IM Operation Assistant. The magnitude of the influence of organizational commitment on personnel performance is also generated from the coefficient value of 0.305. This proves that the higher the level of organizational commitment felt by the Kodam IM Operation Assistant will further improve personnel performance because each personnel already feels the organizational commitment they feel, especially the satisfaction in carrying out the mandate given by the leadership. The results of this study are following the research conducted by (Luthans, 2013).

7. H6: The significant value of the indirect effect of learning organizational variables on personnel performance through Organizational Commitment is obtained through the Sobel test by producing a z value of 1.298 ( $<1.96$ ). Based on the test results, it shows that the influence of learning organizations on personnel performance through organizational commitment is not significant. This evidence explains that organizational commitment does not function as a mediating variable in the research model H7.
8. H7: The significant value of the indirect effect between the leadership variable on personnel performance through organizational commitment is obtained through the Sobel test, resulting in a z value of 1.549 ( $<1.96$ ). Based on the test results, it shows that the influence of leadership on personnel performance through organizational commitment is not significant. This evidence explains that organizational commitment does not function as a mediating variable in the research model H7.

## **5. Conclusion**

The results of the study prove that there is an influence of the learning organization on the personnel performance of the Kodam IM Operation Assistant, there is a leadership influence on the personnel performance of the Kodam IM Operation Assistant, there is an influence of learning organization on the organizational commitment of the Kodam IM Operation Assistant, there is an influence of organizational commitment on personnel performance of Kodam IM Operation Assistant, there is no indirect influence of learning organization on personnel performance through organizational commitment of Kodam IM Operation Assistant, there is no indirect influence of leadership on personnel performance through organizational commitment of Kodam IM Operation Assistant. All of these test results explain that organizational learning, leadership, and organizational commitment are predictors for improving the personnel performance of the Kodam IM Operation Assistant. However, organizational commitment in the research model does not act as a mediating variable, so that the learning organization and leadership variables should directly affect performance. These findings contribute to the world of academia where it can become a new premise. The novelty lies in the form of a research model which is a combination of the findings of previous results. Academically, the results of this study also have implications for further model development. In the future, other researchers can complement or add variables to the research model that has been tested, such as the variable corporate citizenship behavior as a mediation.

The results of this study also provide a practical creation that learning organizations contribute to improving the personnel performance of the Kodam IM Operation Assistant. This can be done by optimizing each personnel to try to think systematically in solving problems, trying to improve mental models that exist in themselves, trying to improve personal abilities, trying to improve cooperation in a team and trying to improve abilities with various visions and trying personnel. to improve my ability to engage in dialogue.

Besides, with good leadership, it is also able to improve personnel performance. This can be done by increasing the clarity of a leader in providing input and criticism of each personnel job, creating leaders who give awards to their personnel, creating leaders who give warnings and examinations to personnel, creating creative leaders in carrying out their duties, creating leaders who provide an example of discipline for every employee at work, creating a leader who is always willing to guide each person in doing work, so that any obstacles in the field can be resolved properly.

Furthermore, creating a strong organizational commitment can be a predictor for achieving personnel performance. This also definitely implies improving organization performance. This can be done by stimulating personnel service by getting awards from the leadership, stimulating personnel to always try to improve the performance set by the leadership, creating conditions so that person has a high willingness to realize leadership orders, increase the ability of personnel to achieve work targets expected by the organization, and improve the quality of personnel capabilities to be able to achieve organizational goals properly.

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