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# PROCEEDING

The 13<sup>th</sup> Malaysia-Indonesia International Conference on Economics,  
Management and Accounting (MIICEMA) 2012

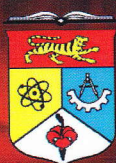
**"ASIA EMERGING ECONOMY TOWARD  
GLOBAL ECONOMIC INTEGRATION"**

Organized by

Faculty of Economics  
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Palembang, October 18-20, 2012

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## *Greetings from Dean of Faculty of Economics, Sriwijaya University*

Dear participants of the Miicema 13th - 2012 Conference,

On behalf of the Faculty of Economics, Sriwijaya University, we would like to welcome you to Palembang, Indonesia for the Miicema 13th Conference, 18th-20th October 2012.

We are excited organize our thirteenth Miicema conference in Palembang at Sriwijaya University. Sriwijaya University is States University in South Sumatera, has 10 faculties and 2 campuses. One is located at Bukit Besar in Palembang and another campus is located on 712 ha area of Indralaya, Ogan Ilir. This conference is really support us to be a “world class university”.

The conference bring together scholars and practitioners who interested to present theirs papers in area of economics, management and accounting. Participants found an excellent opportunity for presenting new research, exchanging information and discussing current issues. We believe that this conferences will improve further the development of knowledge in our fields. This opportunity could be used as a way to broadening their international networks.

We regret that we were unable to accept more paper than we have. In this conference, 163 papers were presented. In addition, based on the contribution of the paper to the field, the Miicema Committee has selected three papers for the best paper award.

Finally, I would like to thank our sponsors for their generous financial support and valuable collaboration. I would also thank all of the presenters, participant, board members, and keynote speakers.

I hope you enjoy the conference and wish a pleasant and memorable stay in Palembang.

Best Regards,  
Dean of Economic Faculty,  
Sriwijaya University

Prof. Syamsurijal AK, Ph.D

## **MESSAGE FROM CONFERENCE CHAIR**

Welcome to The 13<sup>th</sup> Malaysia-Indonesia International Conference on Economics, Management and Accounting (MIICEMA) 2012

The Malaysia-Indonesia International Conference on Economics, Management and Accounting (MIICEMA) aims to stimulate interest in economics, management and accounting research and to encourage discussion on those related issues with special reference to ASEAN countries. The conference has been held for 13 times in this year. As time goes on, the number of MIICEMA members increase and it also tries to broaden the scope of collaboration to include academic matters amongst others.

The 13<sup>th</sup> MIICEMA 2012 is hosted by Faculty of Economics, Sriwijaya University in collaboration with UKM, IPB, UNPAD, UNSYIAH, UNIB, UMS, UNJ, UNILA, UPI (YAI) AND STIE (YAI). of MIICEMA and. The association aims to play supportive role in promoting Palembang as an international city.

MIICEMA has been successfully organizing annual conferences in collaboration with those higher learning institutions mentioned. The support from academicians, researchers and business practitioners is clearly evident from the increasing number of papers received by organizers this year. This year a total of more than 220 abstract and 163 full papers were received and most of them will be presented.

I would like to thank and congratulate the Rector of Sriwijaya University, Dean of Faculty of Economics for their support, Ministry of Finance of Republic of Indonesia for their support financially, South Sumatera Government, Palembang City Municipal and other sponsors i.e PT. BUKIT ASAM, PT. SEMEN BATURAJA, PT. PUSRI, BANK MANDIRI, BANK SUMSELBABEL, BANK BNI, MITRA ADIGUNA, AJB BUMIPUTERA, for their finance support. Last but not least I would like to thank to paper writers, participants and organizing committee for your support.

Isnurhadi, Ph.D  
Conference Chair  
October, 2012

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## **The Effect of Leadership, Organization Culture and Employee Empowerment to Learning Organization (case Study at Institution of Society Empowerment Province of Bengkulu)“**

**Praningrum**

**Lecture at Faculty of Economic University of Bengkulu**

### **Abstract**

The purpose of this study was to determine the effect of leadership, organizational culture and employee empowerment to learning organization in the Badan Pemberdayaan Masyarakat Desa (BPMD) Province of Bengkulu. Type of this research is descriptive quantitative research, with the survey method. Sampling using cluster random sampling method, with 30% of the total population (150 people). Data gathering by interviews and questionnaires method. Data were analyzed with multiple linear regression method using of SPSS software version 18.0 for windows.

From the research knew that leadership, organizational culture and employee empowerment have effect to learning organization in the BPMD Province of Bengkulu, neither simultantly or partially. Together the three variables have positive and significant effect to learning organization. Partially leadership has positive but insignificant, organizational culture and employee empowerment respectively positive and significant effect. BPMD can increase organizations learning to be able to increase customer acceptance (community) of the proposed programs, and also can solve the existing problems.

Key words: leadership, organizational culture, and learning organization.

## **I. INTRODUCTION**

### **1.1. Research Background**

The successes of an organization today are very depending on the ability of the organization to learn and respond to the changes that occur quickly. The successful leader of organizations are able to effectively use policy, managing the knowledge-based organizations, and make the necessary changes, so they need of learning organization. Learning organization is the development of organizational capacity to continuously learn, adapt and change.

There are at least four important reasons why organizations need to continue to learn, first, the existence of an increasingly tight competition among the various organizations, in order to win the competition required a continuous learning process. Secondly, there is synergy between team members, where each person's learning and brings the learning to support each other and strengthen the team. Third, there is very fast change in the business world. Something could be a trend for sometimes and suddenly replaced by other trends. To deal with changes of course required the ability to learn from the situation to deal with all the changes with confidence. Fourth, to be able to anticipate uncertainty at the future. Organizational learning, more readily and openly deal with whatever happens in the future (Daft, 1998).

There are several variables that affect the learning organization, Su and Ming (2007) found that organizational learning is influenced by the leadership and organizational culture. Daft (1998) suggested that organizational learning is influenced by the leadership, organizational culture and employee empowerment.

Bengkulu province has an institution that is expected to apply the learning organization as well. The institution has an essential function for the progress of Bengkulu Province. The institution is a Community Empowerment Board and the Village Administration (hereinafter called BPMD). BPMD, which was established by Government Regulation No. 41 of 2007 and Provincial Regulation No. 8 of 2008 Bengkulu dated October 10, 2008, on the Organization and Work of the Inspectorate, the Regional Development Planning Institution and the Regional Technical Institution.

As a new government organization which has the responsibility to develop and promote the village and its people, BPMD trying to find an appropriate pattern for all components in organization to have a vision. Through preliminary observations, it is known that BPMD trying to build a learning organization where there is a correlation and interdependence among all organizational functions. Everything is working in a unit in a single system. Having a vision is not enforced by the leadership organization but a vision that can be translated in every level so that it can be recognized as a common vision. Every person has a unique special ability. These individual skills will become apparent when every individual in the organization gives a high commitment in the learning process itself so that it becomes an expert in his field which will bring great benefits in the organization, that dimension is a dimension of a learning organization.

But the reality of BPMD still young, organizational culture has not developed well. Sometimes each individual maintain the culture from where he comes or from the culture of the organization before being placed in BPMD. Employee empowerment has not been fully implemented and is not always demonstrated leadership by serving/dedicated himself to others and to the vision of the organization.

### **1.2. Research Problem**

The problem in this study is, how the influence of leadership, organizational culture and employee empowerment to BPMD learning organization in the province of Bengkulu, simultaneously or partially.

### **1.3. Research Objectives**

The purpose in this research is to investigate the influence of leadership, organizational culture and employee empowerment to BPMD learning organization in the province of Bengkulu, simultaneously or partially.

### **1.4. Benefits of Research**

Benefits that can be expected from the research is that the research results can provide input for BPMD leadership and for leaders government institutions in general as continuous improvement efforts in leadership, organizational culture and employee empowerment in the learning organization.



## **II. LITERATURE REVIEW**

### **2.1. Learning Organization**

Pedler, et al. (Dale, 2003) a learning organization is an organization that:

1. Have an atmosphere where individual members are encouraged to learn and develop their full potential.
2. Extending this learning culture to the customers, suppliers and other significant stakeholders.
3. Making human resource development strategy as the center of business policy.
4. Organizational transformation process continuously.

Peter Senge (1999) in The Fifth Discipline says there are five components that must exist in a Learning Organization, namely:

1. System Thinking - there is a correlation and interdependence among all organizational functions, so everything is working in a unit in one system.
2. Shared Vision - a vision shared by all people within the organization. This vision is not something imposed by the leadership but rather a vision that can be translated in every level so it can be recognized as a common vision. This vision will create a focus and energy in the learning process.
3. Personal Mastery - every person has a unique special ability. These individual skills will become apparent when every individual in the organization gives a high commitment in the learning process itself so that it becomes an expert in his field which will bring great benefits in the organization.
4. Mental Models - which is a mental process that is shared by all members of the organization to learn the values that are in line with the needs and developments of organizational values and discard the irrelevant and hampers?
5. Team Learning - the accumulated knowledge of the learning of each individual which is then shared with members of other organizations so that a knowledge of the team.

### **2.2. Factors Affecting Learning Organization**

Daft (1998) states that learning organization is influenced by:

1. Leadership.

Learning organization starts from the thought of its leaders, employees who understand can

help others to succeed. Leader in the learning organization has three important roles that can influence the course of a learning organization, namely a) the social architecture design, which plays an important role in influencing attitudes and behavior, b) create a shared vision of creating a future picture of the ideal organization. c) Servant leadership, which was built by the learning organization leader who devoted himself to serving others and to the vision of the organization.

Leadership is the ability to influence and motivate others to do things according to common goals. Leadership involves influencing the process of setting organizational goals, motivate followers to achieve the goals of behavior, and affect to improve the group and its culture (Robbins, 2001). Leadership by definition Tead; Terry; Hoyt (in Munandar, 2003) is an art activity or influence others to cooperate based on a person's ability to guide others in achieving the desired goals of the group. Leadership according to Young (Munandar, 2003) is a form of domination based on personal abilities that could encourage or invite other people to do something that is based on acceptance by the group, and has special expertise appropriate for specific situations. According to Bass (1997) a special leader are, the first is the ability to inspire a shared or a leader as inspirational motivation, which gives an overview into the future and help others. Second, is the ability to create a model for solving (idealized influence), which gives example and planning small successes.

## 2. Cultural Organization

Culture Organizations which 1) organization learner emphasize the organizations as a system a whole. 2) The people have a sense of belonging with each other, and the learning organization creates a mutual relationship network to guide and develop each other in the organization. People learn and experiment as part of a team and part of the wider community.

Organizational culture is concerned with how employees understand the cultural characteristics of an organization, and not related to whether the employee likes it or not. Organizational culture is a descriptive manner, rather than as job satisfaction that more evaluative organizational culture represents a shared perception of the members of the organization, in other words, culture is a system of shared meaning. Therefore, expectations are built from this is that individuals who have different backgrounds or are

not the same level in the organization will understand the culture of the organization with a similar meaning (Robbins. 2008). Daft (1998), wrote that to be a good learning organization, the organization must have the organizational culture.

### **3. Empowerment employee**

In the field of cross-organizational team learning becomes fundamental. People working together to identify needs and solve problems. Research to be conducted using a variable leadership, organizational culture, and empowering employees (Daft, 1998).

Noe et.al (1994) empowerment is giving responsibility and authority for the work to take decisions on all product development and decision making. According to Khan (1997) empowerment is an ongoing personal relationships to build trust between employees and management.

### **2.3. Previous research**

Heru (2011) examined with the objective to 1) Examine and analyzing the influence of organizational culture and leadership directly towards learning organization. These results indicate that the Cultural Organization and the leadership has a role supporting the learning organization.

Kenny (2011), examined the influence of Leadership and Organizational Culture on Organizational Learning in BPMD province of Bengkulu. The results obtained show that the leadership and organizational culture affect the learning organization. This study has the same location as the research Kenny (2011), with the same variable but with a different indicator the variables added with employee empowerment.

### **2.4. Analysis framework**

Analytical framework used in this study are as follows:



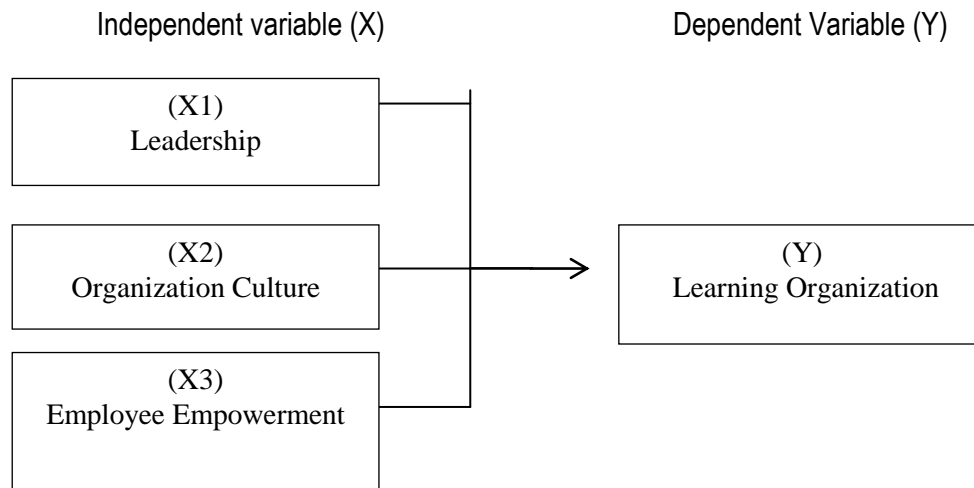


Figure 2.1. Analysis framework

This study investigated the influence of independent variables, leadership (X1), the organizational culture (X2) and employee empowerment (X3), towards the dependent variable (Y) learning organization

## 2.5. Hypothesis

Presumably there is the influence leadership, organizational culture and employee empowerment towards BPMD learning organization in the province of Bengkulu, simultaneously or partially.

## III. RESEARCH METHOD

### 3.1. Research Types

The type of the research is descriptive quantitative research, with the survey method.

### 3.2. Operational definition

1. Learning Organization is a learning organization that exists in the BPMD of Province Bengkulu, which individual members are encouraged to learn and develop their potential as well as possible, with indicators:
  - a. Systems thinking, that there is a correlation and interdependent among all the organizational functions BPMD Province of Bengkulu, which everything is working in a unity in one system.

- b. Shared Vision - a vision shared by all people within the organization BPMD. Vision that exists in employees is not something imposed by the head of the organization but rather a vision that can be translated in every level so that it can be recognized as a common vision all employees at BPMD. This vision will create a focus and the energy in the learning process performed by employees BPMD Province of Bengkulu.
  - c. Personal Mastery - every person in the organization BPMD has special abilities unique. These individual skills will become apparent when every individual in the organization BPMD provide a high commitment in the learning process itself so that it becomes an expert in his field which will bring huge benefits in Bengkulu Province BPMD organization.
  - d. Mental Models - that is a mentally process that are shared by all members of the organization BPMD to learn the values that is consistent with the needs of and development of organizational values and the throw the irrelevant and hinder the progress of BPMD province of Bengkulu.
  - e. Team Learning - the accumulated knowledge of the learning of each individual then shared with members of other organizations to become knowledge for all employees BPMD Provinve of Bengkulu.
- 2. Leadership is the leadership behavior that can influence the behavior of employees BPMD Province of Bengkulu to do something for achieve common goals, with indicators:
  - a. Design the social architecture, is the a leader who behind the scenes play a role to influence attitudes and behavior of employees BPMD.
  - b. Create a shared vision, the ability of the leadership to produces the future of an ideal BPMD organizations. With a shared vision of a harmonious unity of mind and will obtain employee actions that are not fragmented and moving in the same direction to achieve the vision BPMD Province of Bengkulu.
  - c. The servant leadership is the leader of the BPMD province of Bengkulu who serves others and dedicated himself to the other person.
- 3. Organizational culture in which employees understand the habits and distribution of meaning in Bengkulu Province BPMD with indicators:
  - a. The hole is more valuable than a part. BPMD apply for organizational learning organization which BPMD emphasized as one whole system that has a vision that is understood all.

- b. The culture values are a sense of community, compassion and caring for one another. Organizational culture in BPMD shown by the people who have a sense with each other, and BPMD to create a mutually guide and develop each other. BPMD employees learn and experiment as part of a team and part of the wider community.
4. Empowerment is power sharing, delegation of power or authority of BPMD leadership to employees. That means giving power to others in the agency BPMD so employees can act more freely to get the job done, with the indicator
  - a. Desire, which is the desire of the leadership BPMD Province of Bengkulu to provide opportunities for employees to participate in policy making..
  - b. Confident, self-confidence is causing employees to appreciate the capabilities of the employees, is shown with respect to the ability of employees BPMD Province of Bengkulu by way of their own ideas and suggestions from employees.
  - c. Credibility is to appreciate and develop a work environment that encourages healthy competition and the chance to build networks between agencies and departments for civil BPMD Province of Bengkulu.
  - d. Accountability is an employee's liability BPMD Province of Bengkulu in the authorization given, indicated by a clear work instruction and encouraged to finish the job properly.
  - e. Communication is the existence of open communication to create mutual understanding between employees and the leadership in BPMD province of Bengkulu, which is realized by providing a time for exchanging information openly.

### 3.3. Sample

The number of employees a whole totaled 150 people. Determination of the respondents in this study was cluster random sampling at 30% of the total population. Thus, the number of samples used in this study as many as 45 people.

To interview key informants with purposive sampling as many as 4 people, consisting of 3 persons the head of the field, and one staff person.

**Tabel 3.2 Population and Sample**

No	Section	Number of Population	Number of Sample
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		(person)	(person)
1	Section Village Government and Village	20	6
2	Section Village and Village Institutional	20	6
3	Section Acceleration Economic Enterprises	25	8
	Community	15	4
4	Section Acceleration Village SDA and TTG	20	6
5	Sub Division General	30	9
6	Sub Division Planning and Reporting	20	6
7	Sub Division finance		
Jumlah		150	45

Sources: Division of Administration BPMD Province of Bengkulu, 2011

### 3.4. Data Collection Method

Methods of data collection conducted by interviews on four employees, and provides directly questionnaire for all respondents selected as the sample in this study. Each question in the questionnaire had five alternative answers according to the Likert Scale. Each answer will be given a score of 5 for the answers strongly agree, agree a score of 4 for the answer, score 3 for an answer quite agree, score 2 for an answer does not agree and a score of 1 for strongly disagree answers.

### 3.5. Feasibility Test Questionnaire

To find out the feasible or not, reliable or not a questionnaire, it has tested the validity and reliability. Validity test performed by using statistical software SPSS (Statistical Package for Social Science) version 18.0 for windows. Calculation results show that all the variables X and Y are valid on a significant level of 0.05%, as shown by the figures above 95% significance. And the variables used are reliable with Cronbach's alpha coefficient value was greater than 0.6.

### 3.6. Data Analysis Methods

Data were analyzed with multiple linear regression method using statistical software SPSS (Statistical package for social sciences) version 18.0 for windows. To know how big the influence variables of leadership, organizational culture, and empowering employees towards learning organization.

### 3.7. The Hypothesis Test

The hypothesis test used is the F test, which is used to test the whole effect of independent variables are real or not. t test used to look at the partial or independently the influence

independent variables towards the dependent variable. The results of F test and t test carried out by looking at its significance on 95% confidence level or  $\alpha = 0,05$ .

#### IV. RESEARCH RESULT

##### 4.1. Overview BPMD Province of Bengkulu

One of the existing institution in Province of Bengkulu is BPMD that has the task of helping to organize the administration of Governor in the Province in the field of community and village administration.

##### 4.2. Characteristics of Respondents

Characteristics of respondents can be seen in Table 4.1

**Tabel 4.1. Characteristics of Respondents**

No	Sex	Frequency	Percentage (%)
1	Men	23	51
2	Women	22	49
	Amount	45	100
No	Employees Age	Frequency	Percentage (%)
1	< 25 Years	0	0
2	26 – 30 Years	7	16
3	31 – 35 Years	9	28
4	36 – 40 Years	8	18
5	> 40 Years	21	46
	Amount	45	100
No	Level of Education	Frequency	Percentage (%)
1	Magister	4	9
2	Undergraduate	20	45
3	Bachelor Degree	11	24
4	High School	10	22
	Amount	45	100
No	Priod of Working	Frequency	Percentage (%)
1	< 5 Tahun	10	22
2	5 – 10 Tahun	10	22
3	11 – 15 Tahun	6	13
4	> 15 Tahun	19	43
	TOTAL	45	100

Source: Results from the research 2011.

The number of male employees in BPMD nearly as much as female employees. The majority of employees (46%) aged over 40 years, and the rest aged between 26 to 40 years. With the majority of employee education level is Undergraduate (S-1). All employee working lives of more than 5 years, with the majority of employees has tenure of 15 years.

##### 4.3. Respondents perception towards Research Variables

To find out respondents' perceptions of variables and indicators of research used descriptive analysis by calculating the frequency and the average value of the respondent's answer to the question posed in the questionnaires. Score 5 for strongly agree, score 4 for the answer agree, score 3 for an answer quite agree, score 2 for an answer disagree and a score of 1 for strongly disagree answers.

The following addressed respondents' perceptions of the research variables.

#### 4.3.1. Respondents Perceptions of Variable Learning Organization

BPMD employees perceptions of the learning organization based on the answers to the questionnaire that asked respondents can be seen in table 4.2, the following:

**Table 4.2. Respondents Perceptions of Variable Learning Organization**

No	Statement	SA	A	QA	D	SD	Total score	Average
1.	The work that you do have relevance to other jobs within the organization	7	18	14	6	-	167	3,71
2.	You understand very well the organization's vision, so that all work is directed to achieving the vision.	6	22	8	9	-	160	3,55
3.	You have special skills that are different from other employees	6	17	15	7	-	157	3,48
4.	In the work you always menngutamakan values there is in the organization, and throw the conflicting values.	10	24	10	1	-	178	3,95
5.	In carrying out the work you always learn from the work/mistakes you might make a correct and teach it to others.	16	23	4	2	-	190	4,22
	Average							3,78

Source: Results of Research 2011

4.20 -5.00 = Very Good, 3.40 - 4.19 = good, 2.60 - 3.39 = Fair, 1.80 -2.59 = No Good, 1.00 - 1.79 = Very Not Good

From table 4, 2 note that the respondents' perceptions of the learning organization variables have average value of 3.78 (good). This indicates that the learning organization well conducted at the BPMD Province of Bengkulu.

#### 4.3.2. Respondents Perceptions of Leadership Variables

Employees perception of Leadership Variable can be seen in Table 4.3.

**Table 4.3. Respondents Perceptions of Leadership Variables**

.No	Statement	SA	A	QA	D	SD	Total score	Average
1.	Your Leaders is the one who is always able to influence employees attitudes and behavior.	1	12	9	2 3	-	126	2.8
2.	Your Leaders always expressed his the vision of to achieve organizational objectives as well	6	29	8	2	-	179	3,91
3.	Your leaders are people who serve others	6	22	8	9	-	169	3,75
4.	Your leaders are people who dedicated themselves to others.	6	22	8	9	-	169	3,75
	Average							3,55

Source: Results of Research 2011

4.20 -5.00 = Very Good, 3.40 - 4.19 = good, 2.60 - 3.39 = Fair, 1.80 -2.59 = No Good, 1.00 - 1.79 = Very Not Good

From table 4.3 is based on respondents' perceptions of the leadership variable has an average value of 3.55 (good). This suggests that employees' perceptions of leadership in the BPMD Province of Bengkulu are good.

#### **4.3.3. Respondents Perceptions of Organizational Culture Variables**

Respondents' perceptions of organizational culture variables are listed in Table 4.4.

**Table 4.4. Respondents Perceptions of Organizational Culture Variables**

No	Statement	SA	A	QA	D	SD	Total score	Average
1.	In your institutions, have the vision and values that are understood by everyone.	4	24	16	1	-	181	4,02
2..	You feel close to another employee, and there is a sense of belonging.	5	32	8	-	-	189	4,20

3.	Your workplace is a good place to create a good relationship between co-workers	5	26	14	-	-	171	3,80
4.	Your workplace is a place where each employee guide and develop each other.	8	21	15	1	-	193	4,28
5.	Civil was always studying and working as part of a team	11	26	7	1	-	183	4,06
Average								4,07

Source: Results of Research 2011

4.20 -5.00 = Very Good, 3.40 - 4.19 = good, 2.60 - 3.39 = Fair, 1.80 -2.59 = No Good, 1.00 - 1.79 = Very Not Good

From table 4.4 show that organizational culture has an average value of 4.07 (good). This suggests that employee perceptions of organizational culture in BPMD Province of Bengkulu is good.

#### 4.3.4. Respondents Perceptions of Employee Empowerment Variables

employee perceptions BPMD Province of Bengkulu on employee empowerment variables are listed in Table 4.5.

**Table 4.5. Respondents Perceptions of Employee Empowerment Variables**

No	Statement	SA	A	QA	D	SD	Total score	Average
1.	In the place you work, employees are given the opportunity to participate in policy making	3	23	12	7	-	164	3,64
2.	In the place you work, you always appreciate the differences between employees and appreciate the success achieved by other employees.	3	17	23	2	-	158	3,51
3.	In the place you work, you are always their own ideas and suggestions from employees	2	19	21	3	-	158	3,51
4.	Organizations giving more tasks to employees and the opportunity to build networks between offices or departments.	3	9	23	9	1	140	3,11
5.	In the place you work, there have clarity, work instructions and encouraged to finish the job properly	5	21	16	3	-	158	3,51
6.	In the place you work, established a policy of open communication by providing time for exchanging information openly	1	14	12	17	1	132	2,93
Average								3,36

Source: Results of Research 2011

4.20 -5.00 = Very Good, 3.40 - 4.19 = good, 2.60 - 3.39 = Fair, 1.80 -2.59 = No Good, 1.00 - 1.79 = Very Not Good



From Table 4, 5, note that the respondents' perceptions towards employee empowerment variables has average value of 3.56 (fairly good). This suggests that employee perceptions toward employee empowerment in the BPMD Province of Bengkulu are enough good.

#### 4.4 Multiple Linear Regression

To analyze the influence of leadership, organizational culture and employee empowerment, calculations used multiple linear regression with the following results:

$$Y = 0,45 X_1 + 0.282 X_2 + 0.513 X_3$$

#### 4.5. Tests of Hypotheses

Hypothesis testing performed included the F test (simultaneous) or t test (partially). F test shows that: F-counted value of 12 867 with significant number 0.000 is smaller than  $\alpha$  0, 05, which means that the variables of leadership, organizational culture and employees empowerment simultaneously significant effect at learning organization BPMD Province of Bengkulu. t test results showed that the calculated t-value leadership variables of 0.329 ( $\alpha$ , 0.744), organizational culture 2199 ( $\alpha$ , 0, 34) and empowerment of employees 3892 ( $\alpha$ , 0.000) this means that the partial variables had no significant leadership toward learning organization at BPMD Province of Bengkulu. Tthe organizational culture and employees empowerment significantly influence at learning organization BPMD Province of Bengkulu.

#### 4.6. Discussion

The characteristics that exist an employee at a government institution is already mature enough to implement a learning organization, where each individual encouraged to always learn and develop their own potentials as well as possible. Employee perceptions towards learning organization have average value of 3.78 (good), for leadership has a average value of 3.55 (good). The variable organizational culture has an average value of 4.07 (good). While the perception of employees towards the empowerment of employees have an average value of 3.56 (fairly good). This means that the learning organization, leadership, and organizational culture on BPMD well conducted the province of Bengkulu. Employees empowerment was pretty good implementation.

According to Daft (1998) that the learning organization is influenced by the leadership, organizational culture and employee empowerment. In the case BPMD, leadership was not

statistically significant. From the interviews, the leadership has no effect probably because of the leadership to support the creation of a learning organization lack on organization. This can be seen from the results of interviews, suggests that the leadership does not affect the employees to do what is desired by the leader, does not affect employees to carry out the vision of the leadership, but rather to motivate and supervise employees so that employees want to work in accordance with the existing job descriptions.

The most dominant variable effect on a learning organization is the organization culture variables, because it has the most number of regression coefficients. While the most significant variables affecting the a learning organization in the province of Bengkulu BPMD employees empowerment is a variable with a significance of 0.000.

Statistical calculations that the dominant organizational culture supported by the fact that employees understand the habits BPMD Bengkulu province and division BPMD significance in the province of Bengkulu, where BPMD emphasized as a whole system that has a vision that is understood all, as indicated by the results of interviews that all employees know the vision BPMD. Organizational culture in BPMD shown by the people who have a sense of belonging with each other, and BPMD become place to create a mutually guide and develop each other.

Empowerment is also significant because of the division of powers, delegation of power or authority of the leadership tupoksinya BPMD according to employees. That means giving power to others in the institutions BPMD so employees can act more freely to get the job done, with results of interviews stating the desire of the leadership BPMD Bengkulu Province to provide opportunities for employees to participate in policy making, especially related to policy employee work areas.

Correlation coefficient (R) of 0.543 indicates that the relationship of leadership, organizational culture and employee empowerment has a moderate relationship with the learning organization. This means that all three variables in this study with a case study in BPMD Province of Bengkulu do not be too strong or moderate. The coefficient of determination ( $R^2$ ) 0.295 have the understanding that leadership, organizational culture and empowerment contributed only by 29, 5% toward BPMD learning organization in the Province of Bengkulu, the remaining 70, 5% influenced by other variables. Learning organization with the mean is 18, 67 show that average application of learning organization in the BPMD Province of Bengkulu of only 18.67. Standard deviation of 2.909, where the figure is larger than the standard error

2.163, indicating that multiple linear regression models were used as a predictive model that can influence leadership and organizational culture toward learning organization especially in the BPMD Province of Bengkulu.

#### **4.7. Implications of Research Findings**

Learning organization is needed by the organization to deal with globalization. The importance of learning organization according to Daft (1998), is solving a problem where employees is emphasized in order to identify and solve problems, allowing employees to continuously experiment, improve and enhance capability. In contrast to traditional organizations that are designed for efficiency, the learning organization, employees identified the problem, which means understanding customer needs, solve problems to put something together in a unique way to meet customer needs. Learning organization has been implemented on BPMD organizations with a good, according to the perception of employees who give good averages (3, 78). Forward learning organization in BPMD Province of Bengkulu activities should be improved. That is because BPMD activity should accommodate the needs of diverse, culturally society diverse, the character of the community also varied, and natural resource conditions are different, the problems facing the people of the village with the other villages also differ, the differences should be addressed differently by employee BPMD. Fostering BPMD 1379 villages in the Province of Bengkulu should be able to sit together with the villagers on the each village to identify existing problems in the village, solve problems together, and find a solution to the problem. BPMD also be able to implement programs in accordance with the wishes of the people and actually needed by the villagers.

There are many variables that can affect the growth of learning organization within the organization. In this study only taken three variables namely leadership, organizational culture and empowerment, all three have a positive and significant but had no significant leadership. For the future, organizational culture can be reinforced by strengthening and empowering organizational culture. However, because the contribution of these three variables is small (29, 5%) toward learning organization, it must find other variables that can really make a major contribution to the growth and blossoms BPMD learning organization in the province of Bengkulu and at other institutions.

## V. CONCLUSIONS AND RECOMMENDATIONS

### 5.1. Conclusion

From the survey results revealed there is influence of leadership, organizational culture and employee empowerment toward BPMD learning organization in the province of Bengkulu, simultaneously or partially. Together the three variables are positive and significant effect. Partially leadership has positive but not significant. Organizational culture and employee empowerment each has positive and significant.

### 5.2. Suggestion

Learning organizations can be more grown to develop in order to improve customer acceptance (the community) toward the proposed programs, and also can solve the problem.

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