LEARNING ORGANIZATION, THE ORGANIZATIONAL COMMITMENT, JOB SATISFACTION, ISO SYSTEM IMPLEMENTATION EFFECTIVENESS AND IMPACT ON PERFORMANCE ORGANIZATION

Farida Hariyani[1]

Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui pelaksanaan ISO dan dampaknya terhadap organisasi. Metode yang digunakan dalam penelitian ini adalah deskriptif kuantitatif. Sampel dari penelitian ini adalah FKIP Unbari staf administrasi. Berdasarkan kesimpulan analisis data yang diperoleh adalah kepuasan kerja terbentuk karena administrasi staf suasana kerja, rekan kerja dan pekerjaan sendiri. Berarti, staf administrasi merasa senang melakukan tugasnya Menjadi tanggung jawab ketika suasana dan hubungan kerja dengan rekan kerja Menurut apa yang mereka harapkan, dalam persepsi staf administrasi UKP, Pelaksanaan Efektivitas sistem ISO Disajikan dengan adanya kualitas dikendalikan kerja, bekerja secara konsisten dan kemudahan melakukan audit internal dan mendorong penyelesaian masalah.

Kata kunci: *Pembelajaran, Komitmen Organisasi, Kepuasan Kerja, Efektivitas, Iso.*

INTRODUCTION

Becoming a Learning Organization (LO) is a must face the global competition that is changing very rapidly. Learning organization is more focused on the process of education (learning how to learn); and is part of the job (a part of everybody's job description). Shiba and Walden (2001) explains that the LO starting from individual learning which then are applied at all levels in the organization of work units. An organization will evolve when individuals in becoming better run role-its. Applications LO concept in business organization has been done in developed countries (Marsick and Watkins, 2003), and various studies have been done to look at the relationship between LO and the impact on various aspects of organizational behavior such as job satisfaction, job commitment and performance ganizations .

The research described above, has been conducted at the business organization, and still a few who do it on educational organization. So it may be necessary to test these models in higher education institutions. Object retrieval research into Petra Christian University (UKP) Surabaya, with the consideration that the higher education institution that strives to improve the quality of the academic flourish. This is evident from the acquisition of a predicate accreditation from the National Accreditation Board (BAN-PT) in Indonesia. In addition, the administration bureau UKP consistent conduct training to improve the competence of the administrative staff, have even apply the ISO 9000 system as a system of quality assurance services. As an institution of higher education UKP manage two operations, namely academy and non-academic.

UKP as a growing organization on an ongoing basis, and consistent in improving the quality of the product. Learning organization includes five dimensions, namely the existence of personal mastery, mental models for studying the formation, their shared vision of learning, team learning occurs Amend-the system thinking of each individual involved in the organization's operational processes (Watkins and Marsick, 1997; Argyris and Schon , 1996). The learning elements are generally more an impact on the academic field compared with the non-academic fields. Therefore, this research focuses on non-academic fields that have implemented ISO 9000 system.

RESEARCH METHODOLOGY

This research is a quantitative research for the collection of data, drawing conclusions, and the resulting data is numeric data that were gathered through questionnaires and processed using

[1] Dosen FKIP Universitas Batanghari

statistical tools. Referring have now (1994) about the type of research design, this study is causal because researchers conduct research to find a link between existing variables and verifying the data through questionnaires to obtain data that support and prove the hypothesis.

Population is the generalization region consisting of objects or subjects that have quality and certain characteristics defined by the researchers to learn and then be deduced. While the sample is part of the number and characteristics possessed by this population. In this study population is the entire administrative staff who have applied SOP UKP-ISO. The sample is of Administrative staff that perform the function of management, not the field staff and technicians; and has been working on the unit for at least one (1) year.

Learning organization is the behavior of each member of the organization regarding the availability of leadership that facilitates learning opportunities, creating curiosity and desire to learn from each other, the creation of cooperation and teamwork, the creation of the atmosphere empowering staff to improve themselves, and the creation of the organization's relationship with its environment. Job satisfaction is a condition associated with appraisal of the job as a whole in relation to whether there is an opportunity to meet the expectations and needs. Assessment of job satisfaction on research refer to the Job Descriptive Index theory that includes 5 dimensions own job , promotion, atmosphere and co-workers, supervision and rewards.

Effectiveness of the implementation of ISO, ISO is a documented set of procedures as a standard practice for management systems with the aim of ensuring conformity procedures and results have been determined. ISO provides guidelines for staff to implement, evaluate, and undertake continuous improvement in order to achieve a better work. Commitment to the Organization or Organizational commitment (OC) by Colquitt, JA, Lepine, JA, and Wessen, MJ (2013) is the employee's desire to remain a part of an organization. Mowday et al. (1982); Allen & Meyer, (1990); Colquitt et al. (2013) wrote that the employee wishes to remain a part of an organization is based on three dimensions, namely: affective, continuance or cost based or calculative, and normative, moral or based. Organizational Performance. Organizational performance is measured based on the Balanced Scorecard approach (Norton & Kaplan, 1993). The fourth dimension of the BSC, namely financial perspective, customer perspective, learning and growth perspective and internal business process perspective, it will not wear it all.

This study will focus on the dimension of the Internal Business Process course, due to limited access to information. Variable research is a latent variable that is measured through indicators by following the measurement scale Likert scale. Likert scale is 1 = Strongly disagree, 2 = Disagree, 3 = neutral, 4 = Agree, 5 = Strongly agree. Latent variables used are Learning Organization (LO), job satisfaction, commitment to the organization, effectiveness of implementation of ISO and Organizational Performance. Remembering to be able to analyze the model using SEM, indicators each construct should have a significant factor loading of the construct being measured, then in this study the validity of the instruments used of Confirmatory Factor Analysis (SFA) with SPSS version 13, where each item of question must has a loading factor of more than 0.40. Dalan CFA should be seen also the output of the rotated component matrix must extract perfectly. If each item in question is not perfect extract, then the process of testing the validity of the factor analysis should be repeated by counting the items of questions that have multiple values.

Reliability test to determine whether the instrument has good confidence index when tested repeatedly. In other words, the reliability test is the degree of inaccuracy , thoroughness or accuracy

demonstrated by the measurement instrument. This analysis aims to measure the consistency of each question on the questionnaire items. Test reliability in research into using formula Cornbach benatuan Alpha with SPSS version 13. The size is used to indicate a reliable instrument is Cornbach Alpha value> 0.6. Bilitas relia- measurement indicators according Sekaran (2000, p. 312) that divides the level of reliability with the following criteria: if alpha Cornbach 0.8-1.0 = good reliability; 0.6- 0799 = acceptable reliability; less than 0.6 = relia-Bilitas unfavorable.

FINDING AND DISCUSSION

These findings are inconsistent with previous research in the areas of business, such as research Chen, T. (2006) in his thesis wrote that "LO is seen as a powerful tool to gather all levels of knowledge and continuously transform them into administrative units as units for academic activities should be able to escort and adapts to the dynamics of academic work. Therefore, the effectiveness of the implementation of ISO limit the expected flexibility in completing the work. Standard Operating Procedure (SOP) in the ISO system can be perceived as an additional burden and extend finishing track of the work and reduce satisfaction with working conditions that it calls. In addition, most of the senior administrative staff UKP enough with an average service life of 15.42 years. In general, senior staff doing routine work mechanistically while the change management system is felt to be an additional burden. Analysis showed that the adoption of the ISO system is influential on Organizational Performance. These results sup- results of previous studies such as, among others, research Hoang et al., (2006) and Iwaro & Mwasha (2012) which states that employees of organizations that have received ISO certification indicates better performance and always make improvements compared with the organization that do not have ISO certification (Iwaro & Mwasha, 2012).

Furthermore Iwaro & Mwasha (2012) confirms that the company has received ISO certification indicates the average value which is higher in HR trend towards quality. Thus, it can be concluded that the effectiveness of ISO System Implementation at UKP conditions positively affect the performance of internal business processes on Organizational Commitment significant positive effect on Effectiveness of Implementation of the ISO system. In UKP condition is affective organizational commitment and normative. Respondents were delighted to be part of the UKP, felt that the problems faced by the university also the problems that must be faced and solved jointly by employees. Employees also feel a personal values are aligned with the values of this university. In general, these conditions make into a cooperative administrative staff in the implementation of ISO.

CONCLUSION & SUGGESTION

This research can provide the following conclusions:

1. The pattern of organizational learning that occurs at Petra Christian University reflects the existence of continuous learning, inqiry and dialogue and team learning (Watkins and Marsick, 1993). In other words Teams, groups and networks can become a media happening organizational learning. In the perception of administrative staff UKP, empowerment aspects not seem strong enough.
2. Job satisfaction is formed because of the administrative staff working atmosphere, co-workers and the own work. Meant, administrative staff feel happy doing his job becomes responsibility when working atmosphere and relationships with co-workers according to what they expect.
3. In the administrative staff perceptions UKP, Effectiveness Implementation of ISO system is expressed in the presence of a controlled quality of work, work consistently and ease of

doing internal audits and encourage the completion of the problem.

4. In view of the administrative staff of the Organization UKP commitment expressed in the form of affective and normative commitment, which was formed because of the emotional bond between the staff concerned with the institution; their the balancing value (value) with the value of the private institution.
5. organizational performance (internal business process) occurs perceived through their passion to always provide good quality service, more responsive to the problems that arise on the job, a better understanding of the advantages and the role of his unit in achieving the university, as well as the balancing that the unit works reliable.
6. Positive Influence on Job Satisfaction LO showed that UKP conditions, atmospheric learning organization that is collaborative and open, not rigid, which allows happen- mutually-supporting (reinforcement) in learning, in accordance with the perceived expected for giving rise to a sense of happy and satisfied.
7. The positive influence of Job Satisfaction on Organizational Commitment in UKP showed that when employees are satisfied with their jobs, it will feel a part of the university and shall support the university.
8. The positive influence between variables Job Satisfaction on Organizational Performance shows that in UKP, internal business process be better if there is job satisfaction.
9. Type of affective and normative commitment to encourage staff to be positive and cooperative. This is evidenced by the positive direct effect relationship is quite strong and significant relationship between Organizational Commitment variable with variable effectiveness Implementation of ISO systems and the subsequent effect on Organizational Performance.

Recommendation

1. Considering the pattern of relationships influence toward performance LO happened Internal Business Process, if UKP want to do continuous improvement specifically in the areas of administration, UKP Leaders need to think about organizational learning program that is conducive to learning pattern that is expected by the administrative staff. Programs such as Training for Trainers, team coaching system that allows staff learn from each other in teams under the guidance of a designated team leader, seems to be suitable to be applied in UKP. Learning between peers and do while working will form a continuous learning. Training of employees in large quantities will be less effective, if not established learning in small groups.
2. Activity dynamic academic field often-times the force unit responded to the administration should support and fast response; but often there is a clash with predefined SOPs and raises the pressure of work on the administrative staff. To that end, consider a policy that can facilitate the administration of employee dissatisfaction towards the implementation of the ISO system, especially the policy of flexibility procedures implemented by administrative units as supporting the activities of the academic field.
3. To be able to resolve problems arising from the impact stiffness procedures (SOP) with the demand for a quick response, need representative clear authority for policy makers at the level of administrative work unit.
4. Respondents evaluate only the LO in sec Toral,, the administrative unit. The administrative staff tend to be open in answering questions regarding appreciation given university, even in their perception of the role of universities in supporting performance improvement is not visible. It is recommended that compiled a policies

and programs that can give you an appreciation for employees who excel in their work more concretely, for example, Best Employee Awards. Some kind of award that can motivate employees to improve the performance.

REFERENCES

Argyris, C. and Schön, D. (1996). ***Organizational learning II***: Theory, method and practice, Vol. 1. Boston: Addison-Wesley.

Allen, N.J. and Meyer, J.P. (1997). ***The Measurement and Antecedence of Affective, Continuance & Normative Commitment to Organization***. Jour- nal of Occupational Psychology, 63, 1–18.

Clark, A. E. (1996). ***Job satisfaction in Britain.British Journal of Industrial Relations, 34(2)***, 189-217.

Che Azlan, B.T. et al. (2009). ***The Impact of ISO 9000 in Academic Libraries in Malaysia:*** An Empirical Study.

Che Rose, R., Kumar, N. and Ong, G.P. (2009). The ***Effect of Organizational Learning on Organi- zational Commitment, Job Satisfaction and Working Performance.*** The Journal of Applied Business Research, 25(6).

Chen, Tzu-Hui (2006). ***The Relationship between Learning Organization and Balanced Scorecard: Some Empirical Evidences***. Thesis, University of South Australia.