



The Influence of Bureaucracy Culture to Servant Leadership, Organizational Learning and Performance of ASN Residency Service and Civil Registration in the Province of East Kalimantan

Sulastin

Doctoral Candidate University,
August 17, 1945, Surabaya, Indonesia

Brahmasari

University lecturer,
August 17, 1945, Surabaya, Indonesia

Brahma Ratih

University lecturer,
August 17, 1945, Surabaya, Indonesia

ABSTRACT

The Ministry is the main task of a substantial apparatus, as a man of the State and of society. This task has been clearly outlined in the Preamble 1945 alenia fourth, which included four aspects of service to the Community apparatus subject matter, namely protecting Nations Indonesia and all the spilled blood of Indonesia, promote the general welfare, the intellectual life of the nation and implementing a world order based on freedom, lasting peace and social justice. Government officials are acting as the administrator of the public solely working for the benefit of the public, the public administration has the role of special obligations, namely the public role and responsibilities of the public (served on the public interest or as Royal Society). This research aims to examine and analyze the influence of the culture of the bureaucracy, to servant leadership, organizational learning and performance of ASN Department of civil registration and Residency of East Kalimantan province. The population in the study totaled 623 Echelon IV officials and employees of the Department of population and implementing civil registry of East Kalimantan province which includes 10 cities/counties and the number of samples as much as 244. Technique of data analysis using SEM with SPSS and AMOS 23 18. The research was carried out using the method of case studies where data retrieved through the dissemination of the questionnaire. Techniques in sampling is purposive sampling is a technique of determining the sample with a particular consideration and data collection methods used in this study is a questionnaire, interviews and studies library. The results of this research it can be concluded that Bureaucratic culture effect significantly to servant leadership, Bureaucratic culture effect significantly to organizational learning, Bureaucratic culture effect significantly to performance of ASN, Servant leadership does not effect significantly to Organizational learning, Servant leadership effect significantly to performance of ASN and organization learning effect significantly to performance of ASN.

Keywords: Bureaucratic culture, servant leadership, organizational learning, and performance of ASN

INTRODUCTION

One of the tasks of government agencies was improving just and equitable service to the community. Various community interests that want to obtain the services in accordance with its rights is a task for government agencies to provide for the interests of the community, the

Office of population and the civil registry is one of the institutions of local government who developed the duty and obligation to provide administarsi to the occupation on the community. In accordance with the Organization's vision and mission then it should be the service of the population and the civil registry was able to provide a satisfactory public services to the community. Government agencies, special service should reflect the essence of public services i.e. tasks and functions reflecting the Government serve the public and not ask served.

A growing phenomena in the society that the performance of the ASN is low, it can be proven through the service is lacking or not in accordance with the expectations of the community. Service of population and the civil registry is one of the Organization's Regional Device (ORD) in the process of implementing its services interact directly with the community. The performance of the apparatus of the Government can be influenced by several factors, among others, the cultural bureaucracy, bear the leadership, work environment, organizational learning, competency and quality of work life.

Bureaucratic culture became one of the factors in the performance of the Government apparatus. Bureaucratic culture shows the personality of an organization which includes beliefs, values and behavior-behavior that is shared by all members of the organization. Organizational culture/the bureaucracy greatly influenced by people in it and the culture that flourished in the area. In general the bureaucratic culture in developing countries including Indonesia have characteristics appropriate to the image of the concept described by the existence of heterogeneity, formalism and overlapping.

Servant leadership is also one of the factors that affect the performance of the Government apparatus. Wong and Davey (2007, in Wirayanti, 2011) suggested the focus should be shifted from the leadership process and results to the people and the future. The focus of leadership in the workplace be the future and allow the workers get the meaning of his life in the job they do. This was confirmed research done by Muhtasom Rahman, Mus, Bijang and Latief (2017) which concluded that servant leadership has a significant and positive impact on performance of employees.

The learning bureaucracy also affect the performance of the Government apparatus. A learning organization is the organization that is constantly improving its capacity for change (Kurniasari, 2014). Organizational learning in the form of existence of the Act of an individual or group that may affect the organization. The results of the research conducted by Vasenska (2013) concluded that the learning organization a significant effect on performance of employees. The results of this research also supported research conducted by Sareen and Joshi (2016) that concluded that the learning organization a significant positive effect on performance of employees.

Based on the above description, then the researcher is interested in researching the title "The Influence of Bureaucracy Culture to Servant Leadership, Organizational Learning and Performance of ASN Residency Service and Civil Registration in the Province of East". Whereas the purpose of this research is to examine and analyze the influence of the Bureaucracy Cultural against servant Leadership, Organizational Learning and performance of ASN Residency Service and civil registration in the province of East Kalimantan.

REVIEW OF THE LITERATURE

Bureaucratic Culture

The Bureaucratic Culture comes from the word Sanksekerta "buddhayah", which is plural of buddhi which means favor or intellect (Koentjaraningrat, 1990:180). Culture is the power of gratitude in the form of copyright, karsa and flavor, while the culture is the result of inventive, flavor and intention. Culture as a part of the mind and power begets copyright sense and intention of shaping the beliefs and values that shape a person's attitude is reflected in daily living behavior in freedom in a society.

The bureaucracy comes from the word which means the bureau Office or desk, kiasi which comes from the word kratia meaning the Government. Thus, according to Kartasapoetra (1989:2), the bureaucracy is the implementation of government orders in organisatoris that should be implemented in such a way and is fully on the implementation of the Government through agencies or institutions the offices. Castles (1993:20), suggested blurb about bureaucratic red tape as follows: "I am referring to as salaried people who run the functions of Government. Santoso (1993:14), the bureaucracy is the entire State officials under political officials, or the entirety of State officials in the Executive Branch, or bureaucracy also could be interpreted as any large scale organization.

Based on the notion of culture expressed, then the culture of bureaucracy associated with bureaucracy as the dominant institution in the life of modern society, the fact is the bearer of values and serve to preserve cultural values. Key (in Abdullah (1991), asserts that the function of the Organization's bureaucracy, is shaping the values of a culture. Terms of the purpose, procedures, ceremony, the views and habits of the bureaucracy created by traditional culture value.

Bureaucratic culture indicators according to Robbins (2008:171), are as follows: (1) the norm of working are kept and maintained within the organization. This means that the appearance of norma's work is determined by an awareness of the values (cognitive model) based on the knowledge, the experiences that influenced the structure of the organization, the procedure and the flow of work, attitude and behaviour in operational strategies reached in management achieve organizational wisdom (Abdulah, 1991) and (2) the realization of the mutual agreement about the value of shared values in the life of the organization and to bind all people within the organization are concerned.

Servant Leadership

Servant leadership is a leadership style that comes from genuine feelings that arise from within the heart that wanted to serve, that became the first party who serve (Lantu, 2007). The difference is apparent in the concern shown by a servant-first to make sure that awareness of the needs of others becomes a priority to be served (Spears and the Lawrence, 2004). Winston in Vondey (2011) added that the Ministry leader to his followers followers services to produce leaders. To be a bear-leader, one must have the quality to listen, the commitment to growth, build community, and vision far into the future.

Spears (2002) servant leadership as the main serving the leadership and encourage a good relationship by developing the atmosphere of dignity (human dignity) and respect, community building and team work, and listen to your colleagues and employees. Application of servant leadership in your organization basically to improve the performance of subordinates or employees, in accordance with the results of the research conducted by Tatilu (2014) mention that the application servant leadership have influence on performance of employees with a

description of the main characteristics that distinguish between leadership serving with other leadership model is the desire to serve the present before a desire to lead.

Organizational Learning

Meggison and Pedler in Dale (2003) the concept of the learning organization: An idea or metaphor that can act as a pointer. It can help people to think and act together according to what the meaning of this kind of idea for them now and in the future. As with all his vision, he could help create conditions where most organizational characteristics of learners can be generated.

A learning organization is one important source of sustainable competitive advantage, owned by the company (de Geus in 1988 Hugo et al. 2009), and became an important corporate performance controller (Stata in 1989 Hugo et al. 2009). On the turbulent environment places the organization operates, continuous learning is becoming key to control the company's ability to remain flexible and adaptive, meaning that to stay afloat and compete effectively (Burke et al. 2006 in Hugo et al. 2009). A learning organization is based on the basic principles of learning i.e. receive and gather information, interpret, and act on the interpretation of that information (Garvin 2000).

The learning organization provides the principles and fundamentals that enable organizational learning (Cleveland and Plastrik 1995). Organizational learning can also be described as a set of organizational behavior that demonstrates a commitment to learn and continue to make improvements. A learning organization is the kind of activity in the organization where a learning organization (Ortenblad, 2001). A learning organization is the organization that can motivate people in it in a sustainable way, improving the capacity of achieving what it aspired to, develop a new mindset, expresses the collective aspirations freely and the members of the organization learn together sustainable (Marlikan, 2011).

Performance of ASN

Sulistyani (2009) one's Performance is a combination of ability, effort, and the opportunities that can be judged from his work. Mathis-Jackson (2006) mentions that employee performance indicators include the quantity, quality, timeliness, the presence and ability of cooperation. The performance is often defined as the achievement of the tasks, where employees in work must be in accordance with the work programme of the Organization in order to demonstrate the level of performance of the Organization in achieving the vision, mission, and goals of the Organization's performance is a function of the results the work of an individual or group within an organization on a specific time period that reflects how well a person or group that meets the requirements of a job in the achievement of the objectives of the Organization (Bernardin and Russel, 2002).

Mathis (2006:113) factors that affect the performance of employees, namely the ability of the employee to the work, the level of effort that was poured out, and support organizations that he received. With respect to any other management function, activities of human resource management should be developed, evaluated, and modified if necessary so that they can contribute to the competitive performance of organizations and individuals in the workplace. Factors that affect employees in work, namely the ability of the employee to perform the job, the level of effort that was poured out, and support organizations.

Mangkunegara (2009:67) performance is the result of work in the quality and quantity is achieved by an officer in carrying out his duties in accordance with the responsibilities given to him. Laswiyati (2005:5) understanding performance is doing an activity and perfected in

accordance with the responsibilities with the results as expected by a person or group of people in an organization in accordance with the authority and responsibility each of these efforts in order to achieve the objectives of the Organization in question legally, does not violate the law and in accordance with the moral and ethical.

Gomes (2005:195) renders the definition of employee performance as an expression of such output, efficiency and effectiveness are often linked to productivity. While according to Robbins (2006:260) performance of the universal concept that operational effectiveness is an organization, part of the Organization and the employees based on the standards and criteria that have been set. Dharmawan (2011), performance indicators measured as follows. 1. Quality of work 2. The quantity of Work 3. Knowledge 4. Cooperation.

Conceptual Framework

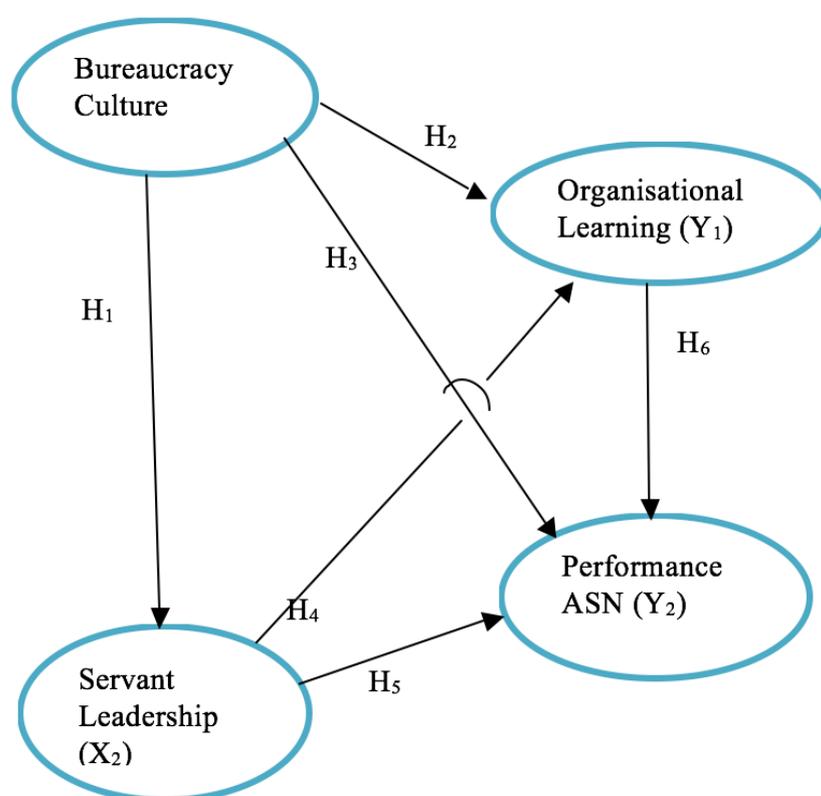


Figure 1 Conceptual Framework

Research Hypothesis

The conceptual framework is based on the Research hypothesis, then the hypothesis in this study are:

1. Bureaucracy culture effect significantly to servant leadership
2. Bureaucratic culture significant influential on learning organization
3. Bureaucracy culture significant influential on performance of ASN.
4. Servant_leadership effect significantly to learning organization.
5. Servant_leadership significant effect on performance of ASN
6. Learning Organization significant effect on performance of

RESEARCH METHODS

Data analysis techniques based on the conceptual framework and the design of the research, then this study uses the SEM analysis techniques (Structural Equation Modeling) with the

program SPSS version 23 and AMOS 18. Structural Equation Modeling is statistical techniques, allowing to test a series of relatively complicated relationships and simultaneous. Ferdinand (2006) Structural Equation Modeling (SEM) requires a minimum sample in SEM is: between 100 to 200 samples so that a sample of research above meets the requirements of both the sample and the minimum requirements to use the techniques of analysis of the complicated relationship of SEM. It can be built from one or several variables bound and free variables or multiple. The population in the study totaled 623 Echelon IV officials and employees of the Department of population and implementing civil registry of East Kalimantan province which includes 10 cities/counties and the number of samples as much as 244.

The Results of the Tests of Goodness of Fit

A model is said to be good if the hypothetical development conceptually and theoretically supported by empirical data, structural equation model test results are shown on the following picture:

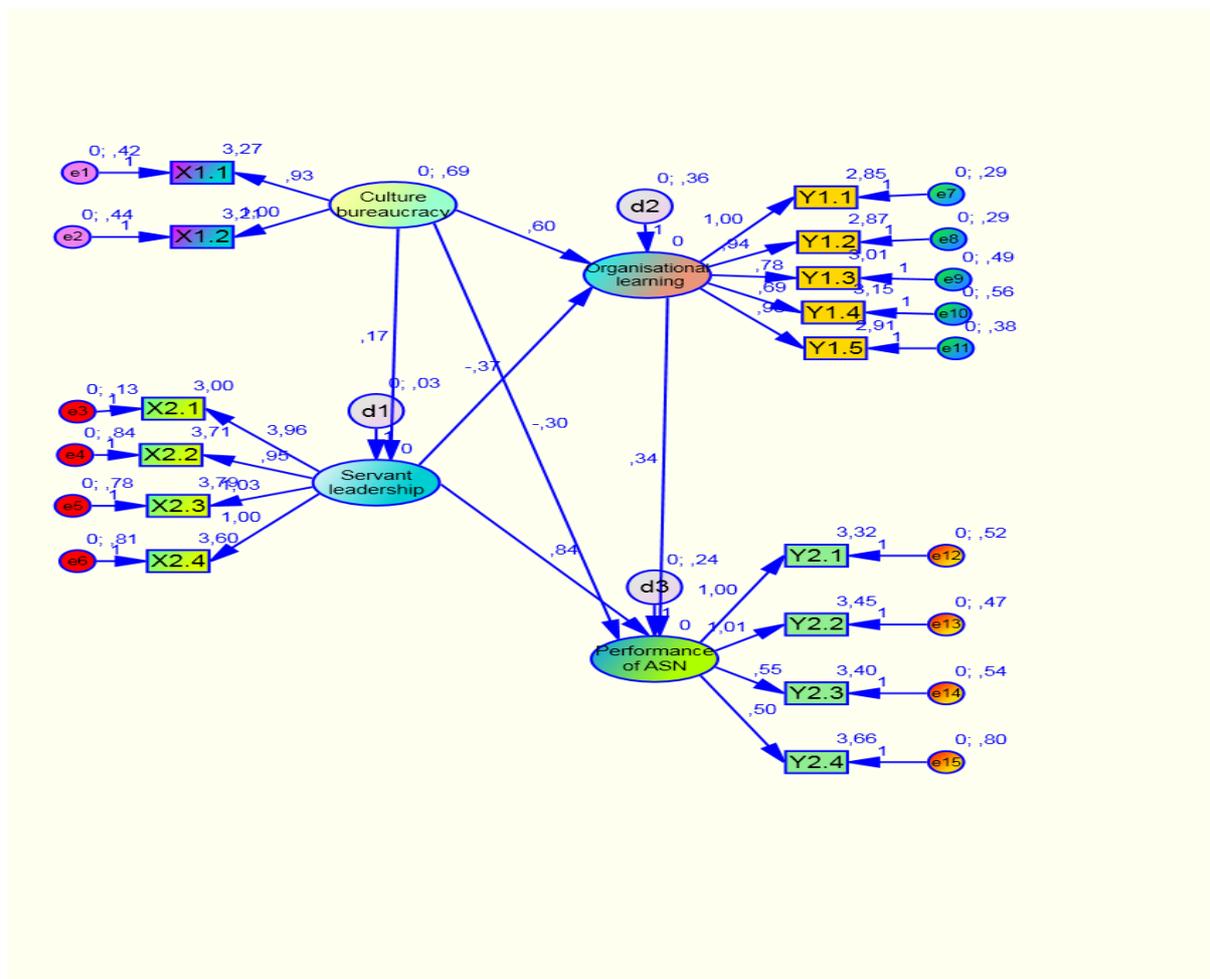


Figure 1. Structural Equation model

In the table below is a table of the results of tests of Goodness of Fit of the model taken from the last modified or the results of the development model of the best mods. SEM analysis of the results of the model of the complete test results can be some Goodness of Fit long-sleeved Model can be seen in the table below:

Table 3. Index Of Suitability Model In Structural Models

Goodness of Fit Measure	Indeks	Cut off	Description
<i>Chi-square of estimate model</i>	244,299		No fit model
<i>Probability Level</i>	0,000	> 0,05	No fit model
<i>Goodness of Index (GFI)</i>	0,929	≥ 0,9	Fit model
<i>Adjusted Goodness of Index (AGFI)</i>	0,912	≥ 0,9	Fit model
RMSEA	0,089	≤ 0,08	No fit model
RMR	0,041	≤ 0,05	Fit model
<i>Tucker-Lewis Index (TLI)</i>	0,790	≥ 0,9	No fit model
<i>Comparative Fit Index (CFI)</i>	0,832	≥ 0,9	No fit model

The table above shows the criteria for a model is said to be fit or in other words of Goodness of Fit Overall. From the results of testing goodness of fit against model proposed as in the table above of the eight criteria used by SEM analysis to show a good model there are 5 (five) of them shows excellent condition and 3 (three) other criteria indicating conditions unfavourable. This shows that the model already created meets the elements of the feasibility of the design model. The results illustrate that design or design of research studies already fit and proper according to the criteria of research and testing.

Hypothesis testing

Models that already ascertained fit then the next step is to test the hypothesis that test the relationship causal, i.e. testing whether endogenous or exogenous variables between effect on endogenous variables appropriate reference in the hypothesis. At the stage of testing this hypothesis can also note the value of the coefficient of the respective relationships between variables. The value of the coefficient of relationship is to know the direction of the relationship is positive or negative and big changes in endogenous variables exogenous variables if the change or changes in the endogenous variable (the dependent) if endogenous variables (intervening) changed.

Following are the results of the calculation the relationship between direct influence variable:

Table 4. Test Causality Regression Weight

The relationship of Causality			Std. estimate	SE	CR calculate	levels of Sig.	Description
Servant_leadership	<---	Bureaucracy culture	,173	,061	2,839	,005	significant
learning organization	<---	Bureaucracy culture	,596	,109	5,459	***	significant
learning organization	<---	Servant_leadership	-,366	,341	-1,074	,283	No significant
performance of ASN	<---	Bureaucracy culture	-,295	,134	-2,207	,027	significant
performance of ASN	<---	Servant_leadership	,835	,409	2,040	,041	significant
performance of ASN	<---	learning organization	,339	,102	3,309	***	significant

Hypothesis 1: Bureaucracy culture effect significantly servant leadership

Results of parameter estimation variable of cultural bureaucracy to servant leadership based on indicators-indicators will show significant results with a value of CR 2.839. This value is greater than 1.96, moreover gained significance level value of 0.005 (p < 0.05). The culture of the bureaucracy that exists in the service of being able to give positive influence towards the

Servan leadership ASN. Then it can be inferred that the first hypothesis stating the influential bureaucracy culture significantly to servant leadership received.

The results of this study support the theory by Robbins (2008:171), a bureaucratic culture as the norm of working (working norms) are kept and maintained in the Organization, realization of mutual agreement about the value of shared values in the life of the Organization and bind all people within the Organization are concerned. The opinion reinforced by Santoso (1993:14), the bureaucracy is the entire State officials under political officials, or the entirety of State officials in the Executive Branch, or the bureaucracy can also be defined as any organization that large-scale.

Hypothesis 2: Bureaucratic culture significant influential on learning organization

Results of parameter estimation variable of cultural bureaucracy to learning organization based on indicators-indicators will show significant results with a value of CR 5.489. This value is greater than 1.96, moreover obtained value 0.000 significance level ($p < 0.05$). The culture of the bureaucracy that exists in the service of being able to give positive influence towards a learning organization employees ASN. Then it can be inferred that the second hypothesis stated influential bureaucracy culture significantly to learning organizations accepted.

The results of this study support the theory by Robbins (2008:171), a bureaucratic culture as the norm of working (working norms) are kept and maintained in the Organization, realization of mutual agreement about the value of shared values in the life of the Organization and bind all people within the Organization are concerned. The opinion reinforced by Siagian (1995) a bureaucratic organization culture can determine what should and should not be performed by the members of the Organization, i.e. normative limits on the behavior of a member, the nature and form of control and the oversight organization, managerial style that can be accepted by the Member, the right way of working, and so on.

Hypothesis 3. Bureaucracy culture significant influential on performance of ASN.

Results of parameter estimation variable of cultural bureaucracy to performance of ASN based on indicators-indicators will show significant results with a value of CR-2.207. This value is greater than 1.96, moreover gained 0.027 significance level ($p < 0.05$). The culture of the bureaucracy that exists in the service was able to provide a positive influence on performance employees ASN. Then it can be inferred that the third hypothesis stating the influential bureaucracy culture significantly to performance of ASN received.

The results of this study support the theory Siagian (1995) stated that the culture of the bureaucracy will determine what should and should not be performed by the members of the Organization, i.e. normative limits on the behavior of a member, the nature and form of control and the oversight organization, managerial style that can be accepted by the Member, the right way of working, and so on. In addition the opinion of Sjamassuddin (1991:243-244) stated that the merger of traditional and modern values, reflected in the behaviour of the bureaucracy or the apparatus of Government in Indonesia.

Hypothesis 4. Servant leadership effect significantly to learning organization

Results of parameter estimation variable of servant leadership to learning organization based on indicators-indicators will show that are not significant results with a value of CR-1.074. This value is smaller than the significance level value of 1.96 0.284 ($p > 0.05$). Bear the leadership cannot afford to give influence on the learning organization of ASN. Then it can be inferred that the fourth hypothesis stating servant_leadership influential significantly to learning organization rejected.

The results of this study support the penilitian performed by Muhtasom, Ali, Mus, Rahman, Bijang, Jamal, Latief, Bj (2017) which concluded that servant_leadership effect significantly to learning organizations. This research supports the theory of Winston (2003; in Vondey, 2011) added that the Ministry leader to his followers followers services to produce leaders.

Hypothesis 5. Servant leadership significant effect on performance of ASN

Results of parameter estimation variable of servant leadership to performance of ASN based on indicators-indicators will show significant results with a value of CR 2.040. This value is greater than 1.96, moreover gained 0.041 significance level ($p < 0.05$). Bear the leadership capable of providing a positive influence towards a learning organization employees ASN. Then it can be inferred that the fifth hypothesis stating the influential working environment significantly to learning organization received.

The results of this study support the research conducted Setyaningrum, Surachman and Setiawan (2017) concluded that a significant effect on performance servant_leadership ASN. The results of this study support the research conducted Muhtasom, Mus, Bijang, and Latief (2017), concluded that the servant_leadership do not affect performance significantly to ASN. This research supports the theory that Winston, Dennis (2004; in Irving, 2005) says that bear the leader should have a concern to members of the work team, so the team feel important and needed in the continuity of the organization.

Hypothesis 6. Learning Organization significant effect on performance of ASN

Results of parameter estimation variable of learning organization to performance of ASN based on indicators-indicators will show significant results with a value of CR 3.309. This value is greater than 1.96, moreover obtained value 0.000 significance level ($p < 0.05$). A learning organization capable of providing a positive influence on performance employees ASN. Then it can be inferred that the sixth organizational learning which reveals significant effect on performance ASN received.

The results of this research support with research conducted by Sindhwani, Goel and Pathak (2012) and Ratna, Khanna, Jogishwar, Khattar and Agarwal (2014) that conclude the learning organization a significant effect on performance of employees. The results of this study supports the theory of Burke et al. in 2006 Hugo et al. (2009) stating that in the turbulent environment places the organization operates, continuous learning is becoming key to control the company's ability to remain flexible and adaptive.

CONCLUSIONS AND SUGGESTIONS

Based on the analysis and discussion of it can be made a summary as follows:

1. Bureaucratic culture effect significantly to servant leadership.
2. Bureaucratic culture effect significantly to organizational learning.
3. Bureaucratic culture effect significantly to performance of ASN.
4. Servant leadership does not effect significantly to organizational learning.
5. Servant leadership effect significantly to performance of ASN.
6. Learning organization effect significantly to performance of ASN.

Suggestions

For research that perfection will come to do as follows:

1. The need plus intervening variables in the hope of giving a more complete results about the performance of ASN, e.g. plus motivation.

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