

FINAL PAPER

**THE EFFECT OF ORGANIZATIONAL CULTURE IN SHAPING
LEARNING ORGANIZATION IN COMPANY X**

Submitted as a final requirement to obtain the degree of
Sarjana Ekonomi Strata Satu

By:

NAME : HUTOMO MANDALA PUTRA SUSANTO

NPM : 01120090008



**Program Studi Manajemen
Fakultas Ekonomi
Universitas Pelita Harapan
Surabaya
2012**



UNIVERSITAS PELITA HARAPAN SURABAYA
STATEMENT OF ORIGINALITY OF FINAL PAPER

I, a student of the Jurusan Manajemen, Fakultas Ekonomi, Universitas Pelita Harapan Surabaya,

Student Name : Hutomo Mandala Putra Susanto
NPM : 01120090002
Department : Management

Hereby declare that the Final Paper I have written entitled **“The Effect Of Organizational Culture In Shaping Learning Organization In Company X”** is:

- 1) Written and completed by myself using lecture materials, field research, textbooks, and journals listed in the references section of this Final Paper;
- 2) Not a duplication of published final paper or thesis used for obtaining the Bachelor's degree from other universities, except for the review of literature with proper reference citation; and
- 3) Not a translation of a book or journal listed in the references section of this Final Paper.

If I am proven for not being truthful, this Final paper will be invalid and cancelled.

Surabaya, 03 december 2012
Declared by,



Hutomo Mandala PutraSusanto



UNIVERSITAS PELITA HARAPAN SURABAYA
FAKULTAS EKONOMI

AGREEMENT OF MENTORING GUIDANCE FOR FINAL PAPER

**The Effect of Organizational Culture In Shaping Learning
Organization In Company X**

By:

Name : Hutomo Mandala Putra Susanto
NPM : 01120090002
Department : Management

Has been checked and recommended for final and comprehensive oral defense in order to obtain the degree of *Sarjana Ekonomi* at the Fakultas Ekonomi, Universitas Pelita Harapan Surabaya.

Surabaya, 03/december/2012

Agreed:

Advisor

Prof. Maria Rochelle G.
Divinagracia, M.Sc., DBA

Co-Advisor

Liza A. M. Nelloh, S.E., M.M.

Head
Program Studi Manajemen

Ronald S.T., M.M.

Dean

Fakultas Ekonomi

Prof. Louie A. Divinagracia, M.Sc., DBA



UNIVERSITAS PELITA HARAPAN SURABAYA
FAKULTAS EKONOMI

FINAL PAPER EXAMINATION COMMITTEE

On Monday, 3rd December 2012, this Final Paper has been examined in a comprehensive oral presentation to fulfill one of the academic requirements to obtain the degree of *Sarjana Ekonomi* at the Fakultas Ekonomi, Universitas Pelita Harapan Surabaya:

Name : Hutomo Mandala Putra Susanto
NPM : 01120090002
Department : Management

The members of the Examination Committee involved in the comprehensive oral examination of this Final Paper entitled “**The Effect Of Organizational Culture In Shaping Learning Organization In Company X**” were the following:

Name	Status	Signature
1. Prof. Maria Rochelle G. Divinagracia, M.Sc., DBA	as Head of the Committee and Thesis Advisor	
2. Ronald, S.T., M.M.	as the Member of the Committee	
3. Yanuar Dananjaya B.Sc, M.M.	as the Member of the Committee	

ACKNOWLEDGEMENT

Praise to Lord Jesus Christ who has blessed the author with grace and love to finish the thesis. This thesis is the final assignment of Universitas Pelita Harapan Surabaya in order to obtain Sarjana Ekonomi Strata Satu in Universitas Pelita Harapan Surabaya.

This thesis can be accomplished with the support and kind assistance provided by various individuals who dedicated their time and effort in assisting the author. A simple thank you would not have been sufficed. Therefore, the author would like to sincerely thank you deeply for all those who provided assistance and support in the completion of this thesis is as follows:

1. Prof. Louie Divinagracia, Msc., DBA as the Dean of UPH Surabaya Business School, Head of the MM study program of Universitas Pelita Harapan Surabaya for his support in Management Program throughout these years.
2. Ronald, S.T., M.M as the Head of Management study program of Universitas Pelita Harapan Surabaya for his support and assistance in completing this thesis, and as a panelist for his discretion during the Final Defense.
3. Prof. Maria Rochelle G. Divinagracia, M.Sc., DBA as the thesis adviser and academic adviser of the international class students of Universitas Pelita Harapan Surabaya who has provided patience, motivation, direction, and support to the author in order to be able to finish Sarjana Strata Satu and particularly this thesis.
4. Liza Nelloh, S.E, M.M as the thesis Co-Adviser who kindly provided guidance for the completion of this thesis.
5. Yanuar Dananjaya B.Sc, M.M. and as a panelist for their discretion during the Final Defense.
6. All Business School lecturers of Universitas Pelita Harapan Surabaya who have shared their knowledge during the academic years.

7. Achmad Susanto and Imelda Susanto who endlessly provide support motiation and sincere prayers
8. Each friend represent a world in us, a world possibly not born until they arrive -Anais Nin-. Alexander Flemming Goh, Johanes Abdi Mulia, Chrissandi Yeriko Pandu'u who endlessly provide support and suggestion during the whole course in UPH. Evelyn Hansen who helped the author finish this study from start to completion.
9. General Manager of Company X for his kind permission to conduct study at his company.

TABLE OF CONTENTS

TITLE PAGE

STATEMENT OF ORIGINALITY OF FINAL PAPER

AGREEMENT OF MENTORING GUIDANCE FOR FINAL PAPER

FINAL PAPER EXAMINATION COMMITTEE

ABSTRACT	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	viii
LIST OF FIGURES	ix
LIST OF APPENDICES	x
CHAPTER I INTRODUCTION	1
1.1 Background of the Study	1
1.2 Research Problems.....	2
1.3 Research Objectives.....	3
1.4 Research Contribution	3
1.5 Research Limitation.....	3
1.6 Research Outline.....	3
CHAPTER II REVIEW OF RELATED LITERATURE	5
2.1 Organizational Culture.....	5
2.2 Learning Organization	8
2.3 Theoretical Framework.....	10
2.4 Hypothesis of the Study.....	11
2.5 Operational Framework.....	11
CHAPTER III RESEARCH METHODOLOGY	13
3.1 Research Design	13
3.2 Research Variable.....	13
3.2.1 Operational Definition.....	13
3.2.2 Variables to be Tested	16
3.2.3 Levels of Measurement and scaling techniques	16
3.3 Data Collection Method.....	17
3.3.1 Sources of Data	17
3.3.2 Sample and Sampling Plan.....	17
3.3.3 Research Instruments	18

3.4 Methods of Data Analysis	18
3.4.1 Descriptive Analysis of Demographic of Respondents.....	18
3.4.2 Linear Regression Analysis.....	19

CHAPTER IV RESULTS AND DISCUSSION 21

4.1 Research Object Description	21
4.1.1 Company Description.....	21
4.2 Respondent Description.....	22
4.2.1 Age	22
4.2.2 Gender	23
4.2.1 Position.....	23
4.2.1 Years of Employment.....	24
4.2.1 Educational Background	24
4.2.1 Prior Work Experience.....	25
4.3 Mean Rating and Standard Deviation.....	27
4.3.1 Mean Rating and Standard Deviation of Organizational Culture	26
4.3.2 Mean Rating and Standard Deviation of Each Indicator of Learning Organization	27
4.4 Data Analysis.....	29
4.4.1 Pretest.....	30
4.4.2 Classical Assumption Test	31
4.4.3 Regression Analysis	33
4.4.4 Coefficient of Determination and R2 Analysis	34
4.5 Discussion.....	35

CHAPTER V SUMMARY, CONCLUSION AND RECOMMENDATION..... 37

5.1 Summary.....	37
5.2 Conclusion	38
5.3 Recommendation	38

REFERENCES

APPENDICES

LIST OF TABLES

Table 1 List of Operational Variables	15
Table 2 Likert Scale Representations for Organizational Culture	16
Table 3 Likert Scale Representations for Learning Organization	17
Table 4 Correlation Coefficient Interpretation	20
Table 5 Composition of Respondents	22
Table 6 Respondent based on age	23
Table 7 Respondent based on gender	23
Table 8 Respondent based on position	24
Table 9 Respondent based on years of employment	24
Table 10 Respondent based on educational background	25
Table 11 Respondent based on prior work experience	25
Table 12 Categories of respondents' answer	26
Table 13 Mean Rating and Standard Deviation of Each Dimension of Organizational Culture	26
Table 14 Mean Rating and Standard Deviation of Each Indicator of Learning Culture	27
Table 15 Mean Rating and Standard Deviation of Each Indicator of Learning Organization	28
Table 16 Validity test result on learning culture variable	29
Table 17 Validity test result on learning organization	30
Table 18 Reliability test result on the research variables	31
Table 19 Normality test result	32
Table 20 Homoscedasticity test result	32
Table 21 Linearity test result	33
Table 22 Autocorrelation test	33
Table 23 Regression analysis result	34

LIST OF FIGURES

Figure 1 Four Types of Organizational Culture.....	7
Figure 2 Theoretical Framework.....	10
Figure 3 Operational Framework.....	12

LIST OF APPENDICES

APPENDIX A: Permission Letter to Conduct Study	A-1
APPENDIX B: Questionnaire	B-1
APPENDIX C: SPSS Output	C-1
APPENDIX D: Organization Structure	D-1