



The Influence of Organizational Learning and Job Characteristic on Organizational Commitment and Employee Performance of Clinical Laboratory, type B Regional General Hospital in East Java

Didik Agus Santoso

Faculty of Economic and Business,
17 Agustus 1945 Surabaya University,
Surabaya, Indonesia

Ida Aju Brahmasari

Faculty of Economic and Business,
17 Agustus 1945 Surabaya University,
Surabaya, Indonesia

Ida Aju Brahmaratih

Faculty of Economic and Business,
17 Agustus 1945 Surabaya University,
Surabaya, Indonesia

ABSTRACT

This study aimed to investigate the influence of organizational learning and job characteristic on organizational commitment and employee performance of Clinical laboratory, type B Regional General Hospital in East Java. This study is a causal explanatory research. The populations are 300 employees and using simple random sampling, 220 respondents were selected. The analysis data with the Structural Equation Modeling (SEM). Organizational learning has significant influence on organizational commitment; organizational learning has significant influence on employee performance, job characteristic has significant influence to organizational commitment, job characteristic has significant influence to employee performance. and organizational commitment has no significant influence on employee performance of Clinical laboratory, type B Regional General Hospital in East Java. The results of this study indicate that our of five hypotheses were accepted, namely: organizational learning and job characteristic on organizational commitment; organizational commitment and job characteristic on employee performance.

Keywords: organizational learning, job characteristic, organizational commitment, employee performance.

INTRODUCTION

Organizational behavior is a field of study that studies the behavioral impacts of individuals, groups, and structures within organizations, with the intent of applying knowledge to improve organizational effectiveness (Robbins SP, Judge TA, 2013: 10). Organizational behavior is a field of study that is interdisciplinary, dedicated to better understand and manage people in the workforce (Keitner R, Kinicki A, 2014: 5). Organizational behavior is the study of what people think, feel, and do in and around the organization (McShane, Von Glinow, 2010: 4).

LITERATURE REVIEW

Employee performance is what individual employees have produced. The other term is human output that can be measured from productivity, absence, and turn over, citizenship, and satisfaction (Robbins SP, Judge TA, 2013: 27). Employee performance is the result of the employee's efforts. Employee performance is measurable behavior, behavior and results, which employees are bound or employed and connected to the organization's goals and contribute to organizational goals. Employee performance can be measured by quantity, quality, efficiency, professional standards, ability, assessment, accuracy, knowledge, and creativity (Kristianto D, Suharnomo, Ratnawati I, 2011: 2).

Clinical laboratory is a health laboratory organization that conducts clinical specimen examination service to get information about health, especially to support disease diagnosis, disease travel monitoring, therapy, disease cure, and prognosis and health restoration. The clinical laboratory conducts examinations in the field of hematology, clinical chemistry, clinical microbiology, clinical parasitology, clinical immunology, and other fields related to the health interests of individuals and communities. This is stated in Permenkes (Regulation of the Minister of Health RI) number 411 of 2010 on Clinical Laboratory.

Permenkes number 56, year 2014 on Hospital Classification and Licensing, mentioned that clinical laboratory service is one of the supporting services that must be owned by all hospitals. Based on Permenkes number 129 of 2008 on Minimum Service Standards Hospital, clinical laboratory services is one of the minimum support services that must be owned by a hospital. Clinical laboratory of the General Hospital of General Hospital (RSUD) class B in East Java is a clinical laboratory located within Type B Regional General Hospital, which belongs to the Regional Government in East Java.

The phenomenon that the pace of development and economic growth at this time, causing the greater demand of society in getting better health services. The reality is that the higher the level of education and welfare of the community, the demand for quality health services is also increasing. Be in accordance with the above, and then the diagnostic services organized by clinical laboratories become increasingly important (Riyono, 2007: 172).

Current facts show that clinical laboratories not only serve to help diagnose and manage patients, but also serve as a means of ensuring the diagnosis of the patient, so. Clinical laboratories in hospitals occupy a central position, so that the responsibility of clinical laboratories is growing, both professional responsibilities (professional responsibilities), technical responsibility (responsibilities) and management responsibilities.

Initial survey conducted at several clinical laboratories of type B Regional General Hospital in East Java, conducted at 4 (four) clinical laboratory of type B Regional General Hospital in East Java, obtained performance data during the period of 2014-2016. Data performance achievement of several clinical laboratories of general hospital type B in East Java, during the period 2014-2016 has not reached the target set. This illustrates that until now the performance of employees in the clinical laboratory of general hospital type B in East Java still needs to be improved again, among others by: enhance organizational learning, job characteristics, and enhance organizational commitment.

Achieving optimal employee performance based on performance target standards set by the organization will be realized if there is a high organizational commitment (Khan MR, Ziaudin,

Ramay MI, 2010: 293). Organizational commitment is the power of a person's identification of an organization and involvement in the organization and its value (Warsi S, Fatima N, Sahibzada SA, 2009: 401). Employees with high organizational commitment are needed in achieving organizational goals and have a greater impact on employment. Organizational commitment affects work convenience, improves work productivity, and enhances the sense of ownership of the organization, resulting in superior employee performance and organizational performance (Boon OK, Arumugam V, 2006: 2). Organizational commitment is required to improve employee performance. Organizational commitment will encourage employee habits that support organizations to work more effectively. Employees with high organizational commitment will be job oriented. Employees feel close to organizations and organizations as a place to meet their personal needs. Employees are willing to exert every effort for the organization and will improve employee performance (Djastuti I, 2010: 6).

Organizational commitment can be achieved if supported by the characteristics of the work that is a design employee work activities are prepared on the basis of the desires and abilities of employees, and know the performance of feedback from the organization on employee performance. Employee performance and employee competence can be improved on condition the organization should be able to improve its organizational learning capacity. Building and developing competencies can only be done through organizational learning, so that the process of acquisition, integration, and application of new and unique knowledge will be run on internal activity through experimentation, improvement effort, and innovation (Resya R, 2008: 5).

Employee performance and employee competency can be improved on the condition that the organization should be able to increase its organizational learning capacity. Building and developing competencies can only be done through organizational learning, so that the process of acquisition, integration, and application of new and unique knowledge will be run on internal activity through experimentation, improvement effort, and innovation (Resya R, 2008: 5)

This study aims to prove and analyze the influence of organizational learning and job characteristics on organizational commitment and employee performance in clinical laboratory of type B Regional General Hospital in East Java.

RESEARCH METHODS

The research method used in this study is causal explanatory research. The population of this research is employees in clinical laboratory of type B Regional General Hospital in East Java of 300 people. The distribution of survey questionnaires is using simple random sampling. The number of samples obtained there are 220 respondents Data analysis techniques using Structural Equation Modeling (SEM) Amos 22.

RESULTS AND DISCUSSIONS

Data in this research is primary data that is quantitative data from respondent, which is contained in questionnaire. Respondents of the object of research in this study consisted of employees at clinical laboratories of general hospital type B in East Java and obtained a sample of 220 people. The population in this research is 300 employees in clinical laboratory of Type B Regional General Hospital in East Java.

The number of samples obtained as many as 220 people has been filled in completely and collect the questionnaire, which consists of employees in clinical laboratories Type B Regional General Hospital in East Java. The samples of 220 researches are all included in the analysis of

the research, with the reasons: 1) the questionnaire of 220 samples has been completed by the respondent and deserve to be included in the research. 2) Statistically will be more meaningful because it has exceeded the minimum sample amount required in this research. 3) The greater the number of samples, of course, the data obtained will be more representative of the studied pupils.

Respondents who have completed and returned the research questionnaire came from 9 (nine) clinical laboratories of Type B Regional General Hospital in East Java. The majority of respondents with the highest number is from the clinic laboratory of RSUD IbnuSina Gresik by 17%, and the lowest of BlambanganBanyuwangi Hospital is 5%. All respondents are employees at the clinical laboratory of Type B Regional General Hospital in East Java, so respondents are very clear on the questions contained in the questionnaire, and can answer it in accordance with the perception of the question. Description of respondents based on the origin of clinical laboratory workshops, can be seen in table 1.

Tabel 1
Description of Respondents Based on the Origin of Workplace Clinical Laboratory

No	Name of hospital	Frequency	Percent (%)
1	RSUD dr. HardjonoPonorogo	23	10%
2	RSUD dr. Soewandhie Surabaya	33	15%
3	RSUD IbnuSina Gresik	37	17%
4	RSUD dr. Soebandijember	26	12%
5	RSUD dr. SudonoMadiun	15	7%
6	RSUD Gambirankota Kediri	25	11%
7	RSUD BlambanganBanyuwangi	11	5%
8	RSUD dr. SlametMartodirjoPamekasan	20	9%
9	RSUD dr. IshakTulungagung	30	14%
	Total Respondent	220	100%

Source: Primary data processed

The respondents' gender consisted of: 69 respondents (31%), while women consisted of 151 respondents (69%). This indicates female sex respondents are more dominant than male gender. This is in accordance with the reality in the field that the majority of employees in clinical laboratories of type B Regional General Hospitals in East Java are women.

In this study, the respondents mostly in the age group 25-40 years (60%) or at the age of adults. This indicates that the respondents taken as the sample are the age group included in the productive age group and are very able to fill out the questionnaire.

Most of the respondents (75%) were those with a Diploma-3 Health Analyst. This shows that the respondents taken as a sample are the group of employees who have been educated, and in accordance with the competence, so that respondents have very understood of the questions contained in the questionnaire and can answer it in accordance with the perception of respondents.

Description of respondents by working period, the percentage of most respondents is those who work \leq 5 years, and the least percentage is those who work \geq 21 years.

Validity test conducted in this study using SPSS program, by Pearson product moment correlation method, and the validity test results of the variables in this study. The result of

validity test in this research shows significant, for all indicator or item statement or question. This means that the indicator or question item for each of the variables contained in the questionnaire has met the validity requirements. The result of Pearson product moment correlation in this research, it is known that all items statement / question on questionnaire have a significant correlation at the error rate of <5% (** <0.05), so it can be said that all items of question in this research is valid and can be processed furthermore.

The results of reliability testing with Cronbach Alpha test in this study indicate that all research variables are reliable, because all the alpha coefficient value of each research variable is larger than standardized (0.6), so that each question item on the measurement instrument can used. The value of corrected total correlation items of all question items is greater than 0.3. The tendency and variation of the respondent's answer to the research variables is determined based on the frequency distribution, where the interval value can be determined first to determine the answer category. Given the value scores for each alternative answer for each variable is a minimum of 1 and a maximum of 5, while the variation of indicators for each variable is also different, then the frequency distribution can be categorized as follows:

- 1.00 - 1.80 = Very bad / very unsuitable / very low
- 1.81 - 2.60 = Not good / not appropriate / low
- 2.61 - 3.40 = Good / moderate / neutral
- 3.41 - 4.20 = Good / appropriate / high
- 4.21 - 5.00 = Very good / very appropriate / very high

The results of this study indicate that the average score of respondents' answers to organizational learning variables is good with an average of 4,192. The indicator with the highest average score is teamwork, followed by: dialogue between members, shared vision, thinking system, mental model and lowest is personal skill. This means that the current condition of respondents prioritize teamwork on organizational learning in clinical laboratory of type B Regional General Hospital in East Java, can be seen in table 2.

Tabel 2
Average Scores of Organizational Learning Variables

No	Organizational learning	average	information
1	Using system thinking in completing work.	4,141	good
2	A mental model (an inherent assumption) is required in doing the work.	4,114	good
3	Having personal skills (proficiency) in doing the job.	4,032	good
4	Teamwork is required in completing the work.	4,345	very good
5	The shared vision of sharing is necessary in doing the work	4,191	good
6	Dialogue between members of an organization is required in a job	4,327	very good
	Average Organizational Learning	4,192	good

Source: The results of the descriptive test data is processed

The results of this study indicate that the average score of respondents' answers to job characteristics variable is good with an average of 3.969, can be seen in table 3.

Table 3
Average Characteristics of Work Score

No	job character	average	information
1	Requires a lot of skills in completing the job.	4,032	good
2	Work can be identified by looking at engagement in performing the work.	3,995	good
3	The significance of task (importance) of work affects the organization.	3,995	good
4	Given the autonomy of duty (freedom) in carrying out the work.	3,864	good
5	Get clear feedback from the work done.	3,959	good
	Average Job Characteristics	3,969	good

Source: The results of the descriptive test data is processed

Indicators with the highest average value of work characteristic variables are skill diversity, followed by: job identity, task significance, job feedback, and lowest is task autonomy. This means that the current condition of respondents prioritizes the diversity of skills in the characteristics of the work at clinical laboratories Type B Regional General Hospital in East Java.

The results of this study indicate that the average score of respondents' answers to organizational commitment variable is high with an average of 4,038. The indicator with the highest average score is to comply with all the rules, followed by: proud to be part of the organization, willing to be part of the organization, and the lowest is to work beyond working hours. That is, the respondent's current condition prioritizes compliance with all organizational commitment in the clinic laboratory of Type B Regional General Hospital in East Java, can be seen in table 4.

Table 4
Organizational Commitment Variables

No	Organizational commitment	average	Information
1	Be able to be part in running the mission of this organization.	4,077	high
2	Be able to work beyond working hours for the sake of service.	3,723	high
3	Be able to comply with all existing work rules.	4,186	high
4	Proud to be part of this organization.	4,164	high
	Average organizational commitment	4,038	high

Source: The results of the descriptive test data is processed

The results of this study indicate that the average score of respondents' answers to employee performance variables is very high with an average of 4.211, can be seen in table 5.

Table 5
Average Employee Performance Score

No	Employee	Average	Discription
1	Have a good idea about your work	4,291	Very Good
2	Focusing care in working to get good quality work.	4,318	Very Good
3	Produce productivity in the field of tasks.	4,164	Good
4	Can accomplish the timely worker with the maximum results.	4,114	Good
5	Work effectiveness according to established working hours.	4,132	Good
6	Have the ability to work in maintaining work relationships.	4,250	Very Good
	Average employee	4,211	Very Good

Source: The results of the descriptive test data is processed

This research data is processed using SEM statistic test in AMOS 22, before studying the measurement model of each variable in this research, will be analyzed first dimension of indicator that make up each variable. Based on the nature of the numbers, the closer of value of number to the zeros, the smaller the value of number. The amount of regression value that exists between the dimensions with the indicator, or between the variable of the indicator (loading factor) with the construct variable, is as follows:

≤0.40: The relationship is weak

0.41 - 0.55: Moderate relationship

0.56 - 0.69: Strong relationship

≥0.70: The relationship is very strong.

The results of this study indicate that the dominant factors that make up organizational learning are indicators of teamwork, followed by: dialogue between members, shared vision, mental models, thinking systems and personal skills. This means that the future expectation of the respondent will give priority to teamwork on organizational learning in clinical laboratory of type B Regional General Hospital in East Java.

The results of this study indicate that the dominant factors that shape job characteristics are job identity, followed by: task significance, job feedback, and task autonomy and skill diversity. It means that the future expectation of the respondent will give priority to the worker's identity on organizational learning in clinical laboratory of Type B Regional General Hospital in East Java. This indicates that job identity becomes an important part, as the basis for creating policies to create superior performance for employees.

The results of this study indicate that the dominant factors that make up organizational commitment are proud indicators of being part of the organization, followed by: complying with all rules, willing to be part of the organization, and working beyond working hours. This means that the future expectation of the respondents will be more prioritized to be part of the organization organization in clinical laboratory of type B Regional General Hospital in East Java,

The results of this study indicate that the dominant factors that shape employee performance, namely indicators of ability to cooperate, followed by: quality of work, knowledge of work, effectiveness, timeliness and work productivity. It means that the future expectation of the respondent will give priority to the ability to cooperate in maintaining the working relationship in clinical laboratory of Type B Regional General Hospital in East Java.

The model structure is used to describe the causality models of research with tiered relationships. The initial model of research(proposed model) that has been made, analyzed by SEM (structural equation model) with the help of software AMOS 22. Therefore, to meet the more complete relationship between the variables in this study, no modification of the model but only the index modification like seen in figure 1

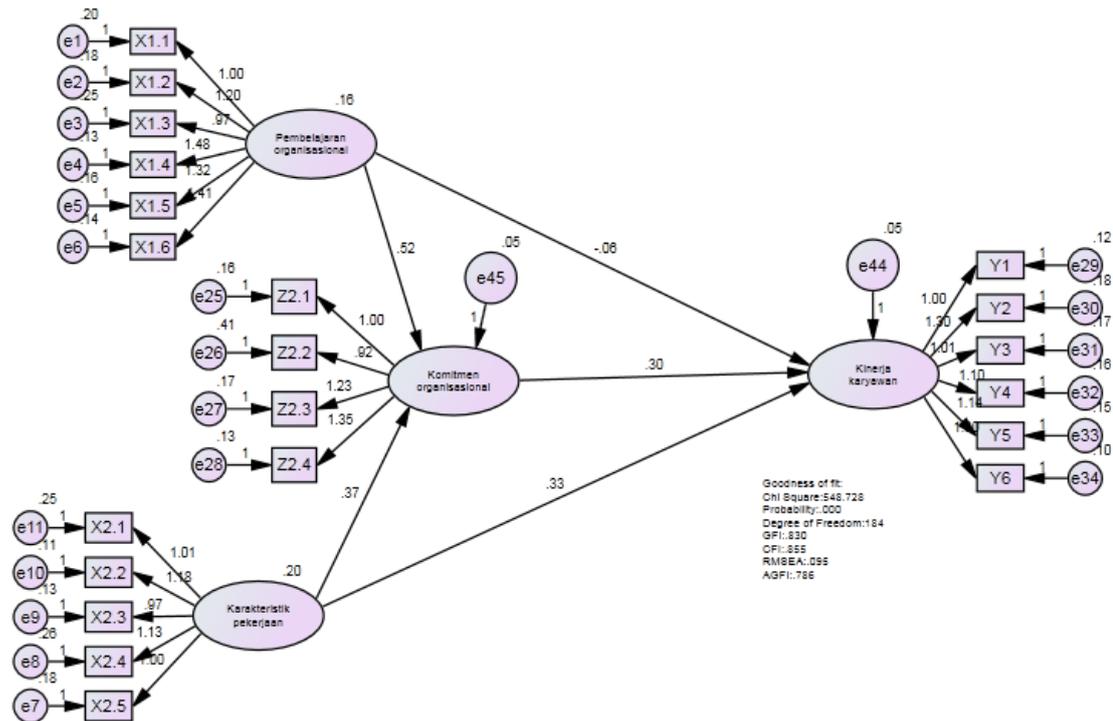


Figure 1
Structural Equation Research Model (Final Model)
 Source: The results of the researchers with SEM Amos 22

This research model can be explained as follows:

- 1) There are 4 (four) latent variables on the model to be tested are: organizational learning (X1), (X2) job characteristics, (Z2) organizational commitment and (Y) employee performance
- 2) Organizational learning is formed by 6 indicators: (X1.1) thinking system, (X1.2) mental model, (X1.3) personal skills, (X1.4) teamwork, (X1.5) together, and (X1.6) dialog between members.
- 3) Job characteristics are formed by 5 indicators: (X2.1) diversity of skills, (X2.2) job identity, (X2.3) task significance, (X2.4) task autonomy, and (X2.5) feedback work.
- 4) Organizational commitment is formed by 4 indicators: (Z2.1) is willing to be part of the organization, (Z2.2) works over hours, (Z2.3) complies with all rules), and (Z2.4) is proud to be part of the organization.
- 5) Employee performance is formed by 6 indicators: (Y1) knowledge of work, (Y2) quality of work, (Y3) work productivity, (Y4) punctuality, (Y5) effectiveness, and (Y6) ability to cooperate.

To test the hypothesis and to know the relation of causality between each variable, tested to the zero hypothesis which states that the regression coefficient between the relation is equal to zero through t test which is prevalent in regression model. Considering the result of the regression test in this study it is known that the critical ratio (CR) value which is identical with the t test in the regression analysis, shows that all regression coefficients are not significantly equal to zero. Therefore the zero hypothesis that the regression weight is equal to zero can be rejected, to accept the alternative hypothesis that each hypothesis about the causality relationship presented in the model is acceptable. The results of the regression test in this study can be seen in table 6.

**Table 6`
Interagency Regression Test Result**

No	Influence between Variables		Estimate	S.E.	C.R.	P	Label	Significance
1	Organizational commitment	←- Organizational learning	.523	.096	5.476	***	par_21	Significant
2	Organizational commitment	<--- Job Characteristics	.368	.080	4.607	***	par_22	Significant
3	Employee performance	<--- Organizational commitment	.305	.121	2.525	.012	par_18	Significant
4	Employee performance	<--- Organizational learning	-.056	.098	-.569	.570	par_19	Not significant
5	Employee performance	<--- Job Characteristics	.326	.086	3.781	***	par_20	Significant

Source: The results of the researchers with SEM Amos 22

The amount of regression between organizational learning variable with organizational commitment is 0,523, CR = 5,476 and p value = 0,000 means: organizational learning variable has significant influence to organizational commitment in clinical laboratory of Type B Regional General Hospital in East Java.

The amount of regression between organizational learning variables with employee performance of -0.056, CR = -0.569 and p = 0,507 means: organizational learning variable has no significant influence on the work performance of clinical laboratories Type B Regional General Hospital in East Java.

Level of regression between job characteristic variable with organizational commitment variable equal to 0,368, value of CR = 4,607 and p = 0,000, meaning: job characteristic variable significantly influence organizational commitment at clinical laboratory of Type B Regional General Hospital in East Java.

The amount of regression between work characteristic variable with employee performance variable equal to 0,326, value of CR = 3,781 and p = 0,000, meaning: job characteristic variable have significant influence to the performance of the worker of clinic of Type B Regional General Hospital in East Java. . .

From the results of the analysis that has been done, then the details of hypothesis test results in this study can be presented in Table 7.

Table 7
Research Hypothesis Test Results

HIPO TESIS	STATEMENT	RESULT
1	Organizational learning has a significant influence on organizational commitment in Clinical Laboratory of Type B Regional General Hospital in East Java.	Accepted
2	Organizational learning has no significant influence on employee performance in Clinical Laboratory of Type B Regional General Hospital in East Java.	Rejected
3	Job characteristics have significant influence on organizational commitment in Clinical Laboratory of Type B Regional General Hospital in East Java.	Accepted
4	Job characteristics have a significant influence on employee performance in Clinical Laboratory of Type B Regional General Hospital in East Java.	Accepted
5	Organizational commitment has a significant influence on employee performance in Clinical Laboratory of Type B Regional General Hospital in East Java.	Accepted

Source: The results of processed researchers

Influence among the most dominant variables is the influence of organizational Learning variables on organizational commitment, where the CR value is the highest. The amount of regression between Organizational learning variables with organizational organizational variables of 0.523, CR = 5.476 and p = 0,000, meaning: Organizational learning variables have a significant influence on organizational commitment. This suggests that organizational learning has the greatest influence on organizational commitment.

CONCLUSIONS AND SUGGESTIONS

This study concludes that there are four out of five accepted hypotheses: organizational learning and job characteristics have a significant influence on organizational commitment; Organizational commitment and job characteristics have a significant influence on employee performance in Type B clinic laboratory in East Java. Influence among the most dominant variable is organizational learning variable has significant influence on organizational commitment in clinical laboratory of type B Regional General Hospital in East Java.

The study recommends that clinical laboratory organizations should pay attention to organizational learning, organizational commitment, to improve employee performance in clinical laboratories.

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