

Strategy for Forming a Learning Organizational Culture at Bank Syariah Indonesia Branch Offices Jakarta Bendungan Hilir

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Keywords	Abstract. The purpose of this study is to identify the approach taken by PT Bank Syariah Indonesia Jakarta Bendungan Hilir Branch Office in order to cultivate a culture of learning throughout the company. The method of surveying, in which data are obtained from the outcomes of data collection using a questionnaire, was selected as the methodology for this research project. According to the findings of this study, learning organizations are affected by knowledge management. On the other hand, entrepreneurial orientation, transformational leadership, and management control systems do not have an effect on learning organizations. Knowledge management is the only factor that was found to have an effect on learning organizations. Consequently, the findings of the research simultaneously demonstrate that control management systems, entrepreneurial orientation, knowledge management, and transformational leadership each have a significant influence on the development of a learning organizational culture, which accounts for 71.9% of the total.
Learning Organization, Knowledge Management, Entrepreneurial Orientation, Transformational Leadership, Control Management Systems.	

1. INTRODUCTION

Human needs for technology are increasing rapidly because the Covid-19 pandemic has made changes in ecosystems and changes in people's habitual behavior (Rosita, 2020). Marpaung (2021) states that the growth of Islamic banks is greatly influenced by the development of their ability to collect funds from the public, both on a small and large scale and channel them into financing with good quality. Islamic banks are intermediary financial institutions and financial service providers that operate on the basis of sharia principles and regulations that uphold Islamic values, which are primarily free from interest (usury), free from unproductive speculative activities such as gambling (maysir), and free from things that are unclear and doubtful (gharar), uphold the principles of justice, and can only be used to fund lawful and legitimate commercial activities (Nizar, 2016).

On February 1, 2021, Himbara will unite three Islamic banks, including PT. Indonesian Sharia Bank. Alhusain (2021) noted that from the outset of its operations, BSI was able to attract business players and investors on the stock exchange, and he had high hopes for the financial institution's ability to propel the national economy. Moreover, according to Alhusain (2021), this initial achievement must be followed by success in responding to BSI's difficulties, such as through continual business transformation initiatives, the production of competitive financial service products, and the expansion of financing facilities for MSMEs.

The COVID -19 epidemic has had a significant effect on the sharia banking sector. Substantial company cutbacks in nearly all industries have resulted in weak demand for financing and other financial services, negatively affecting the profitability performance of banks. Moreover, the challenges posed by HR issues following the merger of the three Islamic banks will have a clear impact on the merging of human resources, the division of new tasks, and the placement of HR personnel with diverse backgrounds in new positions for each of the three members of the merged bank (Wicaksono & Maunah, 2021). According to Thohuri (2020), the number of BSI workers will experience a reduction due to redundancies such as office networks, management functions, technology, accounting and others. If there is no reduction in the number of workers, it will actually result in inefficient BSI.

BSI implements corporate values including Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative or commonly abbreviated as AKHLAK. Hendrawan et al. (2018) stated that many brilliant organizations have failed and cannot maintain their existence because these organizations have stopped learning and cannot adapt to changing times and technology. To be able to continue to maintain the existence and performance of the organization, a learning organization process is needed (Srimulatsih, 2017).

Knowledge management, transformational leadership, an entrepreneurial mindset, and control management systems are a few of the characteristics that influence learning companies. Numerous studies believe that knowledge management is a crucial aspect of a business. Information is crucial to a company's success since it provides a competitive edge (Farooq, 2018). Knowledge management is defined by Wang and Ahmed (2003) as the ability of an organization to maintain an institutional memory, share information, and foster a culture of continuous learning.

A second component that may influence learning companies is transformational leadership. Since a company's performance hinges on its leader, Rianto et al. (2021) argue that leadership is an essential part of doing business. Strong leadership styles help companies thrive in the face of today's fast-paced commercial competition. Today, transformational leadership is viewed as a necessity by many organizations. In today's fast-paced business world, a leader's ability to inspire and motivate his team members is more important than ever. "(Ritawati, 2013).

Furthermore, the thing that can affect learning organizations is entrepreneurial orientation . According to Rauch, *et al* . (2009) that in companies an entrepreneurial mindset will create an entrepreneurial orientation, namely a company strategy that has a tendency to act innovatively, proactively, and take risks. Entrepreneurial orientation initially involves the process of making strategies, policies and practices that underlie actions and decisions in entrepreneurship. According to Wijaya and Dharmayanti (2016), entrepreneurial orientation aids businesses in recognizing quick market changes and heightens their sensitivity to market demands. The entrepreneurial orientation enables businesses to implement product improvements and make decisions with confidence and fortitude.

Besides that there is another thing learning organizations are control management systems. Mangoting & Soengkono (2017) state that the control management system is one of the most important parts of an organization because this system is related to company leaders in planning, developing, managing and controlling strategy within a company. The management control system provides a means to collect and process information that can assist management in planning, controlling & evaluating the performance of all units within an organization. A challenge for a company after the three-bank merger is to unite employees with different backgrounds to be able to work based on the same goals of the company. Therefore companies need a control management system that can direct these employees to be able to work according to the goals to be achieved by the company. In this study, researchers focused on four factors that influence learning organizations, namely knowledge management , transformational leadership , entrepreneurial orientation and control management systems.

2. METHODS

The method that the researchers utilize is quantitative, and it employs an explanatory design with an emphasis on hypothesis testing. All 71 individuals who worked at the PT Bank Syariah Indonesia Jakarta Bendungan Hilir Branch Office constituted the population that was going to be investigated for the purpose of this study. Saturated sampling is going to be utilized here for the purpose of the investigation (census). According to Sugiyono (2019), the saturation sampling approach is a sampling method in which all members of the population are employed as samples. This method is described as being used when conducting research. As a result, the researcher decided to use a saturation sampling strategy to select a sample because the population size was not particularly large. As a result, the researcher selected 71 persons to use as the sample for this study. In this particular investigation, the categories of knowledge management, entrepreneurial orientation, transformational leadership, and control management systems were included as independent variables. A questionnaire was used in the process of collecting the data for this study. After that, the information was examined with the help of the analysis software that had been chosen, which was SPSS 25, using the analytical methods of the coefficient of determination and the testing of the hypothesis both partially and concurrently.

3. RESULTS AND DISCUSSION

A. Validity test

The validity test in this study was conducted to find out whether the questionnaire used was a valid measurement tool. If the correlation value is above the R-table value for a significance level of

5% and the number of samples (N) is 71, namely > 0.235 , then the item is said to be valid. Based on measurements to test the validity of the four variables, it can be seen that the Pearson correlation (r-count) results are greater than r-table 0.235, so it can be declared valid.

B. Reliability Test

In Table 1 you can see the results of the statistical reliability tests performed on each variable in this study:

Table 1 Reliability Test Results

Variable	Reliability Test Results	Cronbach's alpha (a)	Information
Knowledge Management (X1)	0.778	≥ 0.60	Reliable
Entrepreneurship Orientation (X2)	0.852	≥ 0.60	Reliable
Transformational Leadership (X3)	0.955	≥ 0.60	Reliable
Control Management System (X4)	0.898	≥ 0.60	Reliable
Learning Organization (Y)	0.831	≥ 0.60	Reliable

All variables in the study were found to have Cronbach's alpha (a) values above the threshold, namely 0.60, indicating that they were dependable in representing the research.

C. Analysis of the Coefficient of Determination

In the multiple linear regression analysis, the size of the R Squared coefficient of determination is also analyzed. An independent variable's impact on a dependent variable is quantified by its coefficient of determination, a number between 0 and 1 that ranges from a weak to a strong relationship. It is desirable if the coefficient of determination is close to 1. The results of the diagnosis are summarized in Table 2.

Table 2. Coefficient of determination test results

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.857 ^a	.735	.719	2.275

a. Predictors: (Constant), X1, X2, X3, X4

The results of the coefficient of determination test are displayed in Table 2, where a value of 0.857 is found between the respondents' perceptions of knowledge management, entrepreneurial orientation, transformational leadership, and management control systems for learning companies. Furthermore, the value of Adjusted R Square is 0.719, which shows that the variables used to measure a learning business are affected by knowledge management, entrepreneurial orientation, transformational leadership, and control management systems. The remaining 28.1% of the variables were ignored during our analysis.

D. f Test Analysis (Simultaneous Test)

The F test was used to determine whether or not all of the independent factors in the study model had a significant impact on the dependent variable. The research hypotheses can only be evaluated using this F statistic test. The significance levels from the F test are shown in the ANOVA table's Sig column. Statistical results from the F test are presented in Table 3:

Table 3 F Test Results

ANOVA ^a						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	947.916	4	236.979	45.789	.000 ^b
	residual	341.577	66	5.175		

Total	1289.493	70
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- a. Dependent Variable: learning organization
 b. Predictors: (Constant), knowledge management, entrepreneurial orientation, transformational leadership, control management systems

In Table 3 of the F test results, we see that the computed F value is 45.789, and that the Sig value in the ANOVA table is 0.000. These numbers can be compared to the standard deviation of one thousand. With a Sig value below the predetermined 0.05 threshold, we can conclude that knowledge management, entrepreneurial orientation, transformational leadership, and management control systems all interact to affect the learning organization characteristics.

E. t test results (partial test)

The goal of the t test is to determine the extent to which knowledge management, entrepreneurial orientation, transformational leadership, and management control systems influence learning companies. When making a decision, it is possible to use either the probability value or the significance of the situation as a basis for making the decision.

Table 4. Test Results t
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	7.216	2095		3.444	.001
	Knowledge management (X1)	.375	.098	.403	3.842	.000
	Entrepreneurial orientation (X2)	.187	.107	.212	1.738	.087
	Transformational leadership (X3)	.067	.081	.092	.836	.406
	Control management system (X4)	.361	.189	.246	1.906	.061

a. Dependent Variable: Learning Organization

From the output data of the t test above, the researcher can conclude that the results of the hypothesis test are as follows:

- Analyze the impact of knowledge management on learning organizations Based on Table 4.1 8's finding that the Sig probability of 0.000 is less than the threshold value (0.05), so H₀ is rejected and H_a is allowed, it can be claimed that knowledge management has a positive impact on learning companies to a limited extent.
- Assess the influence of entrepreneurial orientation on learning organizations On the basis of Table 4.18, where the Sig probability of 0.087 is greater than the criteria value of 0.05, H₀ is accepted and H_a is rejected, and it can be claimed that the entrepreneurial orientation variable partially has no effect on learning companies.
- Assess the influence of transformative leadership on learning organizations On the basis of Table 4.18, where the Sig probability of 0.406 is greater than the criteria value of 0.05, H₀ is accepted and H_a is rejected, and it can be claimed that the transformational leadership variable partially has no influence on learning organizations.
- Assess the influence of management control systems on learning organizations On the basis of Table 4.18, where the Sig probability of 0.061 is greater than the criterion value (0.05), H₀ is accepted and H_a is rejected, and it can be concluded that the control management system variables partially have no effect on the learning organization.

Discussion

Based on the processed data analysis, significant results of 0.000, which is less than 0.05, were obtained; consequently, it can be inferred that Knowledge Management has a moderately substantial impact on Learning Organizations. This study's findings indicate that the implementation of good

knowledge management inside an organization will contribute to the growth of a learning organizational culture. This is congruent with recent research by Muis and Isyanto (2022), which indicated that knowledge management has a positive effect on learning businesses, since it promotes the expansion of employee knowledge by offering access to open repositories in the form of e-books and e-journals. Moreover, study by Rianto et al. (2021) reveals that knowledge management has a positive effect on learning firms. Knowledge management has a partial effect on learning organizations, consistent with this study's findings and bolstered by previous research.

Since the p-value for the processed data analysis was greater than 0.05 (0.087), we may conclude that Entrepreneurial Orientation has a minimal impact on Learning Organizations. This research shows that an entrepreneurial mindset doesn't matter much when it comes to fostering a culture of learning within an organization. This is probably owing to the fact that employees' levels of entrepreneurial orientation are usually low and insufficient to establish a learning organizational culture within the business. This runs counter to what Reswanda (2012) found about SMBs in the leather-crafting industry and the effect of an entrepreneurial orientation on learning organizations.

We may infer that Transformational Leadership has a limited impact on Learning Organizations because the processed data analysis produced a significant result of 0.406 (a value larger than 0.05). According to the results, transformational leadership has no bearing on creating a culture of learning within firms. This is probably due to the fact that transformational leadership is often ineffective and insufficient to create a learning organizational culture within a company. These results are in line with those found by Abd Rahim (2019), who concluded that transformative leadership at Imtiaz High School did not influence the school's learning organization.

We may infer that the Management Control System has no effect on Learning Organizations because the p-value for the processed data analysis was 0.061, which is more than 0.05. The findings of this research show that traditional methods of management control do nothing to foster an environment where employees are encouraged to share their knowledge and grow as a team. This is probably because most companies' implementations of control management systems fall short of ideally fostering a culture of organizational learning.

4. CONCLUSION

On the basis of the results of the study, the testing of the hypothesis, and the debate, the researchers are able to arrive to the following conclusions: Knowledge management has a positive and significant influence on the formation of the learning organizational culture at PT. Bank Syariah Indonesia Jakarta Bendungan Hilir Branch Office; entrepreneurial orientation has no effect on the formation of a learning organization culture at PT. Bank Syariah Indonesia Jakarta Bendungan Hilir Branch Office; and transformational leadership has no effect on the formation of a learning organization culture at PT. Bank Syariah Indonesia Knowledge management has a positive and significant influence on the formation of the learning organizational culture At the PT. Bank Syariah Indonesia Jakarta Bendungan Hilir Branch Office, the control management system does not have an effect on the formation of the learning organizational culture; however, knowledge management, entrepreneurial orientation, transformational leadership, and control management systems all have a significant effect on the formation of a learning organizational culture simultaneously.

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