



## International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournal.com>

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Volume 15 • Number 17 • 2017

## Endogeneous and Extranous Factors that Affect on Human Behaviour Organzational and Knowledge Management Practices

Dewi Puspaningtyas Faeni<sup>1</sup>

<sup>1</sup>Lecturer of Universitas Budi Lubur. Email: [dewifaeni@budilubur.ac.id](mailto:dewifaeni@budilubur.ac.id)  
Jl. Ciledug Raya, Petukangan Utara, Jakarta Selatan-Indonesia

### ABSTRACT

Every institutional objectives are going concern and develop growth An institution and institution must want an increase and growth in the development of its life cycle. It can not be denied that internal factors and external factors are the key to the life of the institution. Moreover in the modern era today where the development of technology has dominated human life and resulted in more and more information generated. This makes the rapid shift of information into Knowledge that causes each individual to have a diverse Knowledge and constantly follow the changes that exist. If Knowledge obtained from the information is processed so as to have more value, it will give birth to new ideas or innovations that can be applied to institutions or institutions shelter. Banking is required to continue to improve Knowledge with the development of the times, in order to sustain the life of institutions or institutions. So it is necessary to manage Knowledge in order to be a strategy to make changes in improving the development of institutions or institutions.

**Keyword:** Bank, extraneous factor, endogenous factor, Knowledge.

### 1. BACKGROUND

The economic crisis that hit Asian countries in 1997, affecting the companies in Indonesia. Data from the Indonesian Capital Market Directory in 2000 showed that most of the company's financial performance had a noticeable change. This phenomena indicated the economic crisis is one of the factors that affect the performance of companies in particular in Indonesian Banking System.

There are many factors that affect the working culture such as extraneous business environment factors such as government regulation, legitimate and political influence, innovation, assets, competition, and management. The extraneous business environment is an environment outside the organization, but is effected in business decision making.

The business environment can be distinguished from the external environment and the internal environment (Wheelen & Hunger: 2000; 9). Pearce and Robinson (2000: 71) distinguishes the business environment over distant environments, industrial environments and operational environments. The external environment consists of the macro environment and the industrial environment. The endogenous environment consists of structure, culture, resources and assets (Wheelen & Hunger: 2000; 10).

Other than It is also the company needs to be able to continue to improve Knowledge Managementnya so that institutions or institutions can survive. Among the institutions that implement Knowledge Management is PT. XYZ. We know that PT. XYZ is one of the successful banks in the country, whose services are in great demand by the public. And PT. XYZ can maintain its existence from the first established to date.

From the point of view on the analysis of XYZ bank then in this study the authors want to do research on whether there is influence between the internal factors of the company and external factors companies to the improvement of corporate culture to support Knowledge Management Practice in XYZ bank environment?

## **2. ENDOGENEOUS FACTORS INFLUENCES**

### **(a) Organization Vision and Mission**

Organization vision commonly provides a clear indication of the overall purpose of the organization. It will describe the main activities of the organization and the position or standing that it wishes to achieve in the future. Organization vision may related to the cost management and service given by employee toward customers. Sometimes, the strategies can deliver strong organic growth through offering the lowest cost to reach profit. It is important that the vision stretches the organization but it must be realistic.

### **(b) Organizational Structure**

The structure of an organization refers to the patterns of relationships among positions in the organization and between individual members of the organization. Its will help to define the tasks that people do, the allocation of the responsibility and authority, the roles that people play and the relationships between them. The organization structure and principal operation of organization especially to manage the operations, commercials and people. The manager may contributed to the quality of service and also the performance monitoring in order to improve the people responsible for the operation from the product development to the product marketing. They may include floorshop employee till sales and brokers which responsible to improve the quality of service and manufacturing.

### **(c) Organization Policy**

The main organization policy in organization is to provide reliable services to its customers through its various divisions, according to the requirement of customers and in compliance with statutory regulations and industry norms. Therefore, it's emphasized in leanest cost structure; maximize shareholders' value; safety; passion for guests' satisfaction; transparency and human capital development. in addition, the company

may needs to do divisions to achieve the policy goal and improve the quality of service by periodically upgrading the knowledge and skills of its personnel.

#### **(d) Business Strengths**

One of the best known frameworks done by organization is offering the low airfares in the region. This concept is main focus to lower cost perpetually. As business environments become more competitive and in some cases more volatile, business organization have become more concerned about the “price”. No matter how clearly history we know, the organization have to engage in a price war. Therefore, the company must know the impact of cost strategy and how lower cost can evade and fend off any sort of irrational competition.

### **3. EXTRANUOUS FACTORS INFLUENCES**

#### **(a) Political**

Som expert consider that the success of an organization is dependent on the way in which the organization manages its interaction with its external environment (Pugh, et. al., 1990). The environment presents the organization with series of challenges, risks and opportunities. Such a business would clearly be affected by changes in the political environment. One of the most obvious aspects is some governments attempt to control the industry sector and may impose conditions to protect the local industry for barriers to new entrants. Therefore, in order to ensure smooth growing, organization must analysis and aware the local political stability and governmental function.

#### **(b) Economic**

Economic trends such as changes in net disposable income levels could also influence the business performance. If disposable income declines the clearly the effective demand is likely to go down. Since the economic crisis in ASEAN on 1997, an individual cannot afford to pay a higher rate had ever traveled in a plane. However, bringing low cost service may save customer time and money. However, the tight margin will impact on the business profitability and the business survival toward cost fluctuation.

#### **(c) Socio-Cultural**

Socio-Cultural changes are often long term in the impact but should be monitored all the same. Shift in values may for example affect audience attitudes towards travel and tourism. These factors are potentially change the business environment that audience can find the best choose of tourism products in other countries. Attitude and demographic trends will change the market as well. Therefore, organization must promote their staffs to deliver strong performance and behavior to reach market share (Braha, et. al., 2007).

#### **(d) Technological**

Technological change may affect the business outcomes in many ways. Simple issues such as the development of internet online booking system in recent year will change the audience perception toward the company and its products. This made the company can offer various products and then bring audience as potential market to travel to other countries. Increasing access to the internet may change how customers can

booking the air ticket immediately, neither to wait long queue in the counter (Fried, et. al., April 2011). Potential customers may also have changed expectations as a result of experiencing new technology. As a result, improved channel distribution can drive customers are exposed to, and aware of the products in other parts of the world.

#### **(e) Legal**

The legal framework of a country influences organization strategy through its laws regarding such areas as industry regulation, employment conditions and so forth. However, in today business world, Organization needs to take into the consideration in an environment of complex law and regulation. Similarly any general legislation that affected taxation or employment would affect the business outcomes and could affect profitability. Moreover, government bailouts for competitors may lead to unfair competition (Grant, 2008).

#### **(f) Environment**

Changes in the physical environment, roughly viewed as comprising the natural and man- made environment, affect our daily lives and the functioning of the organizations. In western countries, pollution has become an important political issue and legislators are elected as member of green parties (Media 2008). Indeed, in many countries, the strength of the environmental movement has led to strong legislation affecting organizational production system and products (Media 2008). Organization needs to consider the environmental impacts of its strategies and take into account a broader range of interest group. For Example, reduce fuel consumption and energy. In addition, high utilization of resources is enforced to minimize wastages (Gratton, L., 2004).

### **4. KNOWLEDGE MANAGEMENT AND THE LEARNING ORGANIZATION**

#### **(a) Training and Development**

It is ensured that the employee has the skilled, motivated and committed in the future. Organization must prioritize the training and development of the staff to keep with business trends. The normal one week on the job training is given to new employees. Training is ongoing for three months within the period of probation. The training will help the employee to facilitate change in the external and internal environments, in which they are trained to learn new skills and develop new abilities, to respond to these changes in the organization. The trained employee has risen customer satisfaction and customer believe that Organization is competence.

#### **(b) Decision Making – Developing Human Capital**

Organization will partners with others consulting and expert to build training centre of excellence and build partnership for mutual benefits where the other experts may provide training for all of Organization current and future pilot in the region (Grey et. al., 2001). These will demonstration of excellence in improving the training quality and human capital development within Organization. organization needs to develop high quality manpower in ensuring seamless business growth.

### **(c) Human Resource Management**

In order to remain high quality manpower in ensure seamless business growth. Organization needs to revamp and rethink conventional recruitment strategies to achieve and sustain a competitive advantage. Attracting the right people has never been harder. Organization needs to have the right people for the role, and then to build those into a strength and knowledge, in which to lead the organization becomes a major market player (Gummesson,, 2002).

### **(d) Decision Making - Recruitment**

Organization believes that investing in people ultimately brings the greatest return. It continued to recruit the overwhelming majority of its talent internally. With over 5,000 employees across eleven countries, Organization is blessed with a multi-pool talent and dedicated to hiring and maintaining a workforce of well trained, reliable and safety focused employees at all level of the organization (Hansen, et. al,, 2004).

### **(e) Information System**

The information system has had a greater impact to display the products that can be seen worldwide especially useful for linking Organization with customers or business partners. It provides a worldwide distribution channel for information and ability to link market demand to production planning, and helps the management to communicate quickly with those at lower level. Organization have become the first in the world to introduce SMS social media to help customer buying the products and obtain the latest promotional announcements through their mobile phones (Idris, 2007).

### **(f) Decision Making – Technology**

Organization keeps introducing innovative ways for online booking and ticket sales. It has locked a partnership with its IT vendors for mutual benefits where Organization can constantly improve the system while IT vendor learns to create innovative products according to customer requirements. It offers a wide and innovative range of distribution channels to make booking and traveling easier for its guests (Hedberg, et. al., 1999).

### **(g) Management Policies**

Policies are fundamentally statements of an organization's intentions relative to their strategic aims. Organization mission is to continue to be the lowest cost short-haul tourism in every market its serve, delivering strong organic growth through offering the lowest airfares at a profit (AirAsia.com 2008). In order to strive to achievement of the mission and values, the following core value have been a guide for their action, extracted from (Kogut, et. al., 2007).

### **(h) Effectiveness of Chosen Strategy**

According to Organization Annual Report (2007), Organization today has indeed highlighted by robust growth, record profits, industry leading performance and award winning standards. It humble beginning took flight six years ago, and after 24 consecutive profitable quarters later, Organization are now the has highest profit margin is tourism organizations in the world. This can be seen in Figure 4.1. In recent times, the sales of Organization excess of Rp 1.6 billion, a presence in eleven countries and more than 5,000

employees. Earnings continued to improve thanks to robust passenger growth and improved margins in all business areas. Organization corporate strategy and strategic investments have yielded positive results. In year 2007, it unit cost is the lowest reported in the world and it profit margins are among the best (Mohr et. al., 1982). Just imagine what Organization can achieve in the future.

### **(i) Area of Improvement**

Policies and strategies effectiveness is a source of competitive advantage for Organization turn into their strength across a range of different product markets. A number of positions are normally can be improved to increase its competitive advantages and proficiency, in which enables Organization to achieve and maintain the business growth (O'Reilly, 2004).

### **(j) Service**

Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations. How customer expectations are the standard against which service is judge. understanding customer needs and expectations are the most obvious aspects of Organization may upgrade their online system and payment system to improve efficiency. This will enhance customer satisfaction, and achieve continual improvement of its performance in pursuit of organization objectives. But unfortunately, company must prepare for any risk from their product development to the final service of quality which not always fulfilled as intended. so company must have planned either in short period and minimize the risk in order to improve the quality of products and services provided to the customer (Butler Jr., J.K., 1986).

### **(k) Strategic Alliance**

Organization which has implemented B2B to its agents in Asia, through one of its strategic partners, Citibank will help the organization to make immediate order to compete on a global scale and at the same time maintain its independence, Organization must make alliances in partnership together with others countries to use facilities, produce components and distribution channels to meet a critical business need. Another approach is once business is established it has provided the Organization with the opportunity to gain new capacity and expertise (smallbusiness.chron.com).

### **(l) Product Improvement**

Product improvement is the result of consistent, deliberate effort to move the developing organization to a higher level of capability. Product improvement entails developing and launching new products for sale in existing markets (smallbusiness.chron.com). This means understanding and responding to customer needs is the key to success in the increasingly competitive advantages. Making our customers happy is important because it translates to an ongoing relationship, whether travel is business or pleasure, which in turn is loyalty (smallbusiness.chron.com)..

### ***Research Design***

According to E.A. Suchman, the design of the research is all the processes required in the planning and execution of the research. In a narrower sense, the research design is only about data collection and analysis



alone (Nazir, 2005). The study design also means a structured work plan in terms of relationships among variables comprehensively, in such a way that the results of his research can provide answers to research questions (Umar, 2008).

The research design used in this research is the design of causal and descriptive research. The design of causal research is used to measure the relationship between the firm's internal factors, and the firm's external factors to KNOWLEDGE MANAGEMENT AND THE LEARNING ORGANIZATION, as well as to analyze how the company's internal factor variables, and the company's external factors to KNOWLEDGE MANAGEMENT AND THE LEARNING ORGANIZATION. While, descriptive research design is used to describe or explain the variables studied and see the relationship and dependence of variables on sub-variables.

### *The Scope of Research*

The scope of this study is to examine the level of knowledge management and the learning organization in XYZ bank which is a national private bank in Indonesia. So with the existence of this research is expected to know the internal factors and external factors what is owned by XYZ bank that affect the knowledge management and the learning organization for the ranks of leaders and directors.

### *Research Sites*

The study was conducted at XYZ bank which is the largest private national bank in Jakarta. The results of internal factor and external factor factor XYZ bank survey conducted in May 2015 will show the result of the improvement of work situation that supports the improvement of knowledge management and the learning organization. Improvements and enhancements are made in terms of training activities and leadership competence practices of directors, technical training and transparency of skills and knowledge, flexibility for employees to manage their work, flexible working time, increased benefits, and employee activities (sponsored employee Activities).

### *Research Approach*

The approach in this research is quantitative approach, because this research is presented with numbers. This is in accordance with opinion (Arikunto 2006: 12) which suggests quantitative research is a research approach that many are required to use numbers, ranging from data collection, interpretation of the data, As well as the appearance of the results.

This study also uses a quantitative approach where it is based on causalistic, ie testing the relationship between the phenomenon of variables improvement of knowledge management and the learning organization by determining the causality of the variables are internal factors and external factors in Bank XYZ. In addition, this study of the work process is also concise, narrow, and reductionistic (reduction means doing surgery on something into parts that part can be tested quantitatively), which is a feature of quantitative research.

### *Population and Sample Research*

Population is a generalization region consisting of objects or subjects that have certain qualities and characteristics set by the researchers to be studied and then drawn conclusions. The population in this study

are employees, managers and directors of Bank XYZ in Jakarta Indonesia totaling 450 people consisting of 250 contract employees (certain time contract) and 200 permanent/permanent employees.

The sample is a part of a certain number or characteristic taken from a population to be studied in detail. Initial test This research to test the reliability and validity selected 30 people as sample by using purposive sampling technique. According to Margono (2004: 128), the selection of a group of subjects in purposive sampling, based on certain characteristics that are considered to have a close connection with the characteristics of the population that has been known previously. In other words, the sample units for test reliability and validity are adjusted according to certain criteria applied based on the research objectives of permanent/permanent employee, outsourcer employee, board of directors and directors in Bank XYZ.

The object of this study was selected by including all the employee population of the leadership and board of directors in Bank XYZ in the research object, where permanent/permanent member of the employee population was selected to be a member of the sample, then this process is called a census (saturated sample). The sample in this study is equal to the number of permanent employees that amounted to 160 people.

1. **Questionnaires:** This study uses questionnaires or questionnaires, the questionnaire is structured in the form of multiple choice questions and open question. This method is used to obtain data about the interior design perception of the respondents.

Instrument used to measure research variables by using Likert scale 5 points. This research uses a number of statements with a scale of 5 which indicates agree or disagree with the statement.

1 = strongly disagree

2 = disagree

3 = neutral (in doubt)

4 = agree

5 = strongly agree

This scale is easy to use for research that focuses on respondents and objects. So researchers can learn how different responses from each respondent.

2. **Interview:** Interviews are activities to collect data on the object of research by conducting question and answer directly on the object respondents.
3. **Documentation Study:** Information collected by collecting field data on emotional intelligence, organizational climate and work stress as well as performance and data relevant to research both from organizations and those from literature books.

### *Data Analysis Technique*

Regression equation in this research is to know how big influence of independent variable or free that is internal factor company (X1), factor external company (X2), to Knowledge Management And The Learning Organization (Y).



The mathematical formulas of multiple regression used in this study are:

$$Y = a + b_1X_1 + b_2X_2 + e \quad (2)$$

**Information:**

Y = Knowledge Management and the Learning Organization

A = Constanta

B1 = Regression coefficient between endogeneous factors company to Knowledge Management and the Learning Organization

B2 = Regression coefficient between exogenous factors company to Knowledge Management and the Learning Organization

X1 = Endogenous factor variable

X2 = Enterprise exogenous factor variable

E = Error disturbances

## 5. RESEARCH RESULT AND DISCUSSION

Reliability test is used to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if the respondent's answer to the question is consistent or stable over time. One method of reliability testing is to use the Alpha-Cronbach method. The standard used in determining the reliability and absence of a research variable is generally the ratio between *r*-count with *r*-table at 95% confidence level or 5% significance level. When testing reliability with Alpha-Cronbach method, the *r*-count value is represented By alpha value. According to Santoso (2001, p.227), if *cronbach's alpha* Count greater than the *r*-table and alpha count is positive, then a research instrument can be called reliabel.

After analyzing the items with the help of SPSS program ver.16.00 using reliability analysis, then obtained the scale of variables as follows:

Under the terms if the value of Cornbach's Alpha in the statistical realiability table is equal to or greater than 0.60 then the question is reliable. The reliability value obtained with the Cronbach's Alpha model is 0.815 and the critical point of acceptance is 0.60, because  $0.815 > 0.60$ , the questions on the internal factor factor of the proposed firm are reliable. The reliability value obtained with the Cronbach's Alpha model is 0.810 and the critical point of acceptance is 0.60, because  $0.815 > 0.60$ , the questions on the external factor factor of the proposed firm are reliable (reliable) and reliability value obtained with Cronbach's Alpha model of 0.810 and the critical tipping point area 0.60, since  $0.854 > 0.60$ , then the questions on the proposed Knowledge Management and The Learning Organization variable are reliable.

### Multicollinearity Test

Multicollinearity test on classical assumption aims to test whether the regression model found correlation between independent variables one with other independent variables. If there is a correlation between

independent variables in a given set of samples, if one independent variable changes, then the other independent variable will tend to change as well.

A good regression model is a regression model that does not have symptoms of multicollinearity meaning there is no correlation between independent variables with other independent variables. Symptoms of multicollinearity in a regression model can be seen from the value of Variance Inflation Factor (VIF) and tolerance values. The basis of the decision is if the value of  $VIF > 10$ , then the regression model has symptoms multicollinearity. Then if the tolerance value is less than 0.10 (tolerance  $< 0.10$ ), then the regression model has multicollinearity symptoms.

**Table 1**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.624	1.674		3.359	.001		
Endogenous factors	1.510	.079	.730	19.115	.000	.956	1.046
Exogenous factors	.599	.062	.369	9.654	.000	.956	1.046

<sup>a</sup>Dependent Variable: Knowledge Management And The Learning Organization

#### Classic Multicollinearity Assumption Test Results

#### Hypothesis Testing and Analysis Test t

The first research hypothesis states that:

T test results can be seen in Table 2 of the results of simple linear regression with the explanation as follows:

**H1:** There is an effect of endogenous factors on the improvement of knowledge management and the learning organization. Based on the result of simple linear regression analysis, endogenous factor variable obtained by regression coefficient equal to 1.670 and  $t$  value = 17.192 with significance level 0.000. By using the limit of significance 0.05, obtained  $t$  table of 0.676. This means  $t$  arithmetic greater than  $t$  table, ie 17.192 greater than 0.676, means  $H_0$  rejected and  $H_a$  accepted. Thus the first research hypothesis (H1) can be accepted or proven. The direction of the positive regression coefficient means that the endogenous factors of the firm have a significant positive effect on the improvement of knowledge management and the learning organization. In other words it can be concluded that endogenous factors are important and influential companies in improving the knowledge management and the learning organization.

The second research hypothesis states that:

T test results can be seen in Table 3 of the results of simple linear regression with the explanation as follows:

**H2:** There is an effect of external Factor company on improving knowledge Management And The Learning Organization.

Based on the results of simple linear regression analysis, the external factor variables obtained regression coefficient value of 0.849 and  $t$  count = 7.697 with a significance level of 0.000

By using the 0.05 significance limit, we get  $t$  table of 0.676. This means  $t$  arithmetic greater than  $t$  table, ie 7,697 greater than 0.676, means  $H_0$  is rejected and  $H_a$  accepted. Thus the second research hypothesis (H2) is acceptable or proven. The direction of positive regression coefficient means that the company's external Factor has a significant positive effect on the improvement of knowledge management and the learning organization. In other words, it can be concluded that the external factor of the company is important and influential in improving the wledge of Management and the Learning Organization.

Internal company Factor and external Factor company

To Knowledge Management And The Learning Organization.

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Internal company Factor and external Factor company

To Knowledge Management and the Learning Organization

Test F (ANOVA)

F test is to find out whether the internal Factor factor of the company and the Company's external Factor simultaneously have a significant influence on Knowledge Management and The Learning Organization. The results of F test analysis can be seen in Table 4.

Table 4: Test Result F

Source: SPSS processing results ver.22.00

The third research hypothesis states that:

**H3:** There is influence of interpersonal competence of leader and corporate culture simultaneously to employe engagement.

Based on table 4 above the results of hypothesis testing using SPSS Ver. 22.00 with a significance level of 5% then obtained F count of 280.632 and significance 0.000. While F table is seen at 5% significance level with the df of the numerator ( $k - 2$ ) and df denominator ( $n - k$ ) it is obtained Fyaitu  $F(1:157) = 3.90$ . Since F is greater than F, that is 280.632 is greater than 3.90 and the significance of 0.000 is less than 0.05, it means  $H_0$  is rejected and  $H_a$  is accepted. Thus, the third research hypothesis (H3) can be accepted or proven. Thus it can be concluded that internal Factor company, and Factor external company simultaneously (simultaneously) is considered important and significant effect in improving knowledge Management and The Learning Organization.

Test R2 (Coefficient of Determination)

Determination coefficient analysis aims to find out how big the ability of independent variables (internal Factor company, and Factor external company) together in explain the dependent variable (knowledge Management And The Learning Organization). From the analysis result using SPSS Ver program. 16.00 can be seen the value of R2 (Adjusted R Square) in Table 2 below:

**Table 2**  
**Coefficient of Determination Results**  
**Model Summary**

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.884 <sup>a</sup>	.781	.779	2.588

<sup>a</sup>Predictors: (Constant), Factor internal perusahaan, Factor eksternal perusahaan  
Sumber: Hasil pengolahan SPSS ver.16.00

From Table 2 above the correlation  $r$  of 0.884, this means that jointly the endogenous factor of the company, and exogenous Factor company with knowledge management and The Learning Organization has a positive relationship, direction, and very high. If the company's endogenous score, and the company's exogenous factors increases, then the value of the Knowledge Management And The Learning Organization will also rise. The value of coefficient of determination R2 (Adjusted R Square) of 0.781 or 78.1%. That is the contribution of independent variables together that is endogenous company, and exogenous factor company to Knowledge Management and The Learning Organization is equal to 78.1% while the rest Of 21, 9% is explained by another variable that is not researched.

## 6. CONCLUSION

Based on the above discussion concluded that:

There is a significant influence between the endogenous factors of the company (consisting of Organization Vision and Mission, Organizational Structure, Organization Policy, Business Strengths) on corporate culture in supporting knowledge management practice in XYZ bank environment.

There is significant influence between exogenous factor of company (consist of Political, Economic, Socio-Cultural, Technological, Legal, Environment) to company culture in supporting knowledge management practice in XYZ bank environment.

And simultaneously there is also a significant influence between the endogenous factors of the company and exogenous factors companies to corporate culture in support of knowledge management practice in XYZ bank environment. This is supported by the views of Fitrianty (2009), which states that the implementation of knowledge management in banking can be done with various variations, among others: (1) Centralize/ collect and store knowledge of each employee on Intellectual Capital; (2) Develop a program to share the important knowledge for employees that can be done directly through various media, for example through training; (3) Manage information especially in electronic format to facilitate the speed and distribution of its knowlege more accurately; (4) Gathering knowledge related to shareholders, customers who are used to support the decision-making process there are every part to achieve the corporate objectives of being a company that has competitive advantage; (5) Evaluate each individual employee to know the division capability for optimal knowledge management.

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