
Will Employer Branding Through Exploring Dynamics Between Organizational Learning, Organizational Culture and Employee Wellbeing?

Anita Maharani¹, Andi Maulana², Dovi Kurniawan³, Yozef⁴

Bina Nusantara University, Master Program,

Jakarta, Indonesia

anita.maharani@binus.edu, andi.maulana@binus.ac.id, dovi.kurniawan@binus.ac.id,
yozef@binus.ac.id

ABSTRACT

Purpose: This study aimed to see how well-formulated organizational learning, organizational culture, and employee well-being impact better employer branding. The literature used to help build this research model is through concepts related to the four aforementioned variables.

Design/methodology/approach: This study uses a quantitative research approach, distributing surveys for data collection and conducting analysis with a structural model approach

Findings: The results obtained from this study are that employer branding is driven by organizational culture and employee well-being, while organizational learning does not affect it.

Research limitations/implications: This research need more exploration due to the research object

Practical implications: The implication of this research may show insights from employee's perspectives on employer branding.

Originality/value: This paper was conducted based on research of organizational learning, organizational culture, and employer branding

Paper type: Research paper

Keyword: Employer Branding, Employee Wellbeing, Organizational Learning, Organizational Culture.

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I. INTRODUCTION

Entering the current competitive digital era and the dynamics of the business environment that continues to change, to maintain a competitive advantage amid the turbulence of technological disruption and uncertainty due to the current Covid-19 pandemic conditions, organizations need to improve themselves. Performance over time and one way are to encourage employees to improve themselves through learning. To maintain a good position in an agile environment and competitive market, companies need to focus on organizational learning and turn into learning organizations (Aamir Suhaib, 2011). Therefore, building a company into a knowledge-based organization is a strategic initiative to address these challenges.

The importance of organizational learning will lead to organizational competitiveness and not underestimating success. Organizational learning is one way to gain a competitive advantage (Hong, 1999). Organizational learning is a vision of how an organization can become an ideal organization (Senge, 1990). One of the organizational learning processes is developing awareness: listening and identifying situations of concern and opportunity about employee well-being (Allen, J. J., & Anderson, 2017). Organizations that promote and

maintain the commitment, job satisfaction, and well-being of their employees will gain maximum benefit from superior organizational results and productivity through establishing long-term support and trusting relationships with employees (Peccei, R., & Voorde, 2019)

Organizations follow specific strategies while promoting employee branding and presenting themselves as conducive and have a work culture, ensuring excellence in areas that attract talent and help deliver optimal performance. Learning organizations promote knowledge sharing among organizational members, thereby creating a broad knowledge workforce (Chawla, S, & Lenka, 2015). Learning organizations ensure that every employee is involved in improving quality excellence in various processes and systems (Chawla, S, & Lenka, 2015). If the organization can build a situation for workers who still want to be involved and involved in the company's growth, then the organization will have a positive reputation in the eyes of staff and society. The term that can be associated with organizational conditions is company branding (employer branding). Strong employer branding is the first choice of current or prospective candidates applying for jobs because it gives employees a strong reputation and image. Companies care about employer branding because it enhances and promotes their brand among external stakeholders. Employer branding attempts to promote a company's unique features that distinguish it as a desirable workplace. Thus, employer branding is how employer branding is developed and communicated to internal and external stakeholders. Specific employer characteristics such as organizational culture, compensation, and brand name attract job seekers to the company (Chhabra, Neeti Leekha dan Sharma, 2014). An employer's brand experience creates an organizational perspective and creates a distinct image from its competitors. In the same way, internal efforts in employer branding help create a unique culture for the organization. Organizational culture is one of the factors forming the company's image (employer branding), including the company's image as an employer (Bukowska, G. dan Gorzelak, J, 2011).

As environmental forces such as increased competition and globalization contribute to the increasing number of changes in corporate branding, there is a need to overcome these pitfalls in today's highly volatile financial business sector environment. Mitki, Y. and Herstein, (2007) believe that organizations today should design their employer branding strategies based on organizational learning mechanisms in which internal stakeholders have an important role. Based on, the financial & business services sector will experience a significant impact from the talent deficit in 2030.

According to the theory, there is a relationship between Organizational learning and the establishment of employer branding, where organizational learning capabilities are focused on forming three aspects, namely Employee Mindset, Employee Competence, and Employee Governance which will ultimately increase the competitiveness and reputation of the company, which in turn will form an employer strong branding. Then there is research that shows significant performance in team learning activities, that the application of learning organization theory in practice will have a significant positive effect on employee job satisfaction. In addition, companies should avoid organizational rigidity and adopt flexible learning organizational structures, which promote an organizational culture of continuous learning (Nyukorong, 2016).

One of the literature sources written by Kambiz, A., Abbas, M., & Aslan, (2018) shows a positive and significant influence, the relationship between organizational learning and organizational culture that can improve organizational performance. The results of this study by Chen, Ying-Hueih., I-Chieh, Hsu, dan Chia-Chen, (2010) that company performance improves through personal knowledge and organizational learning. A supportive organizational culture and good organizational learning, and guaranteed welfare for employees will increase productivity, innovation, and employee loyalty, positively affecting employer branding.

Previous research concluded to discuss the relationship between employee well-being and employer branding at one of the leading banks in Indonesia, and the research reveals three general answers that are the reasons they choose to work and continue to work, which include 1) comfortable work environment, mutual respect, and mutual support, 2) the balance between work and family life and 3) equal opportunity and full support from the company in terms of career and development. However, the reality is unknown to outsiders (M. Munir, A. Y. Nuryantini, Iskandar, T. Suciati, 2014).

Research finds that organizational learning orientation has a positive effect as an essential factor for organizational success in increasing competition in hotels and lodging companies in Santa Catarina, Brazil (Rosseto, 2017). Then there is a study exploring the relationship of organizational culture and its influence on creating a positive image of the organization as a company brand (employer branding), which contributes to creating company brand loyalty. (Szymańska, A., Zarządzania, K., & Wrocławiu, 2014). Furthermore, a study in Hungary showed that the perceived linkage of organizational culture could significantly affect employee well-being (Dora, K., Peter, R., Peter, S. Z., & Andrea, 2019). Therefore, this study wants to see the relationship between organizational learning, organizational culture, employee well-being, and employer branding.

Schein, (2004) suggests that the failure of organizational learning (Organizational Learning) influence by the absence of communication between different cultures within the organization. Organizational learning helps improve knowledge management in a positive way (Al Dari, T., Jabeen, F., Hussain, M. And Al Khawaja, 2021). The correlation between organizational learning and organizational culture, where organizational

learning culture is a set of values and norms that organizational individuals follow to support their learning, increases collaboration and knowledge sharing (Torres-Corona, Teresa & Arias-Olivia, 2008). Organizations that pursue better results must recognize and achieve corporate competencies that are complex, structural, cognitive, and holistic (Sanchez, 2004). Marquardt, (1999) defines *learning culture* as "a regular and integrated part of all organizational functions." Several authors view learning culture from a strategic perspective, suggesting that learning culture begins with the individual and ends with the whole organization, shape by favorable organizational structures (Garvin, 1993); Watkins, 1993).

According to Afifi, Z., & Nugroho, (2018), organizational learning influences knowledge sharing and collaborative culture within the organization. What successfully built is the theoretical implications of providing evidence that knowledge sharing and collaborative culture in organizations can provide support for actual organizational learning, proving to be one of the drivers of organizational learning. According to López et al., (2004), organizational learning may be influenced by collaborative organizational culture, at the same time as knowledge sharing affects organizational learning. *Organizational learning* is defined as values, beliefs, and work systems that support knowledge development, creating or sharing knowledge in organizational culture.

In organizations, the learning process has relatively high complexity. Some of the complexities in organizational learning processes analyze through an individual learning metaphor, and how to translate it into organizational learning depends on the organizational culture (Dodgson SE et al., 2016). Organizations need to adopt change and transform themselves into organizational learning to ensure a better work culture that encourages lifelong learning (Chawla, S, & Lenka, 2015). Amnuai dan Ndraha, (2003) states that Organizational Culture is a set of basic assumptions and beliefs held by members of the organization, then developed through a learning process and passed on to overcome external adaptation and internal integration problems.

Hypothesis 1: Organizational learning affects organizational culture

The study findings reveal that the higher the level of organizational design learning in the workplace as the main focus, the more satisfied organizational members will arise along with the assigned work (Nyukorong, 2016). The results showed that although organizational learning capacity had a significant positive effect on organizational effectiveness, the effect was much higher with absorption capacity introduced as a moderator. An intervention process consists of formal learning in the work environment that measures its impact on employees' subjective well-being (Watson M A, 2016). In the review also the organization hopes that learning will increase workers' ability to work and thereby contribute to well-being by enabling them to cope better with workloads, but the demands of work can also hinder opportunities to engage in learning in the workplace (Ruyssveldt et al., 2011).

Some research suggests that learning opportunities and how the organizational context supports this and fulfilling employee needs tend essential for well-being. However, the mechanisms by which workplace learning supports well-being require further exploration (Ruyssveldt et al., 2011). This review of research looks beyond training interventions designed to address poor well-being directly to include learning aimed at improving professional skills, leadership abilities, and organizational effectiveness. These latter forms of workplace learning are essential elements of work-life and form a significant theoretical anchor in organizational performance models and can help buffer work intensification and maximize productivity through protecting employee well-being.

The learning value of a job can be significant not only for the employee's well-being in the current role but also for working outside it. If individuals can develop the ability to protect their well-being or become more skilled and proficient in their work roles, this will impact working relationships with colleagues and broader organizational outcomes (Robert W. Rowden, 2002). However, empirical evidence based on the relationship between workplace learning and well-being outcomes (including work-related attitudes such as commitment, job satisfaction, and anxiety) is limited and equivocal (Smeenk et al., 2006). In practice, the relationship between learning and well-being is more complex than theory suggests (Aguinis, H., 2009). All studies produced positive well-being effects involving group-based learning and were more interactive and reflective. In a research review, Watson M A, (2016), that training focused on professional development does not adversely affect well-being and may produce positive effects. However, no guarantee, given that this type of training targets well-being and benefits well-being can be considered a positive side effect of the training and necessary for professional and organizational skills.

Hypothesis 2: Organizational learning affects employee well-being

The competency-based theory postulates that organizations acquire resources and capabilities by which they can differentiate themselves from their competitors. In addition, organizations with values, uniqueness, advantages, and complementary resources and capabilities can gain a competitive advantage. Organizational learning enables organizations to improve the quality and quantity of their performance and gain a competitive advantage. Several studies have examined the impact of organizational learning practices and the competitive

advantage of companies, which will improve the reputation of companies that are closely related to employer branding, and found a positive relationship between them. Corporate branding sets the right way and the right motives for the business, and in the end, sets the right expectations for everyone in the business (A.Ahmad, 2014).

The development of employer branding image purely depends on the level at which the implementation and the success of the internalization process within the organization (A.Ahmad, 2014). This kind of organization is flexible organizations, and they believe fully in training and human resource development to avoid burnout and boredom in the minds of employees, and this is very helpful in providing a framework for understanding the internalization process and how it helps employees work towards customer needs and desires, and ideologically seek employees to serve customers with better standards and orientation.

Hypothesis 3: Organizational learning affects employer branding

Organizational culture is one of the factors forming employer branding, including the company's image as an employer. Employer branding influence by a strong, diverse, and deeply rooted culture. One of the elements of culture has a crucial role - values. The attractiveness of these values in the eyes of stakeholders can facilitate the creation of an excellent corporate image (Bukowska, G. dan Gorzelak, J, 2011). Organizational culture will strongly influence human resources, such as talent management, including recruiting new employees and retaining existing employees, which is the primary goal of corporate branding. Employer branding impacts organizational culture and organizational exchange, as employer branding fulfills employees' spiritual and material needs, employees reciprocate with higher motivation.

Employer branding is a powerful tool to help employees internalize company values, shape corporate culture, engage employees, and align talent management with business strategy. Employer branding influences organizational culture and identity, which in turn contributes to creating company brand loyalty. Organizational culture also has a reversible impact on creating employer branding (Szymańska, A., Zarządzania, K., & Wrocławiu, 2014).

Hypothesis 4: Organizational culture affects employer branding

Organizations that promote and maintain the commitment, job satisfaction, and well-being of their employees will benefit the most from superior organizational results and productivity by establishing long-term relationships of support and trust with employees. Organizations that promote and safeguard the well-being of their employees will benefit more through performance than those that do not. Well-being at work can contribute to people's overall sense of happiness, display through attitudes and behavior (Peccei, R., & Voorde, 2019)

Regarding the provision of facilities, salaries and benefits packages and employee treatment can significantly affect employer branding, where management tries to take advantage of current potential employees (A.Ahmad, 2014). According to resource-based theory (Barney, 2008), an organization with rare, unique, non-substitutable, and very difficult to imitate human resources is a critical differentiator for the company. Pride in being part of an organization is the most common benefit found in the literature, followed by a pleasant or exciting work environment, one of the factors that form employer branding (Abril, Carmen, 2016).

The idea of value creation in the perspective of employer branding shifts from a communicative approach to dialogical co-creation (Kucherov & Zavyalova, 2012). This notion includes economic and organizational values and expresses concern about what is important and meaningful to employees as part of the resources of the company.

"The Economics of Wellbeing," a 2016 Gallup study, clearly demonstrates the impact of employee well-being on outcomes such as turnover, safety, productivity, engagement, and profits. Enlightened leaders understand the importance of employee well-being to remain profitable in their business; they also use this as a competitive advantage to recruit and retain employees.

Hypothesis 5: Employee Well-being affects Employer Branding

Based on the explanation above, the research model is as follows.

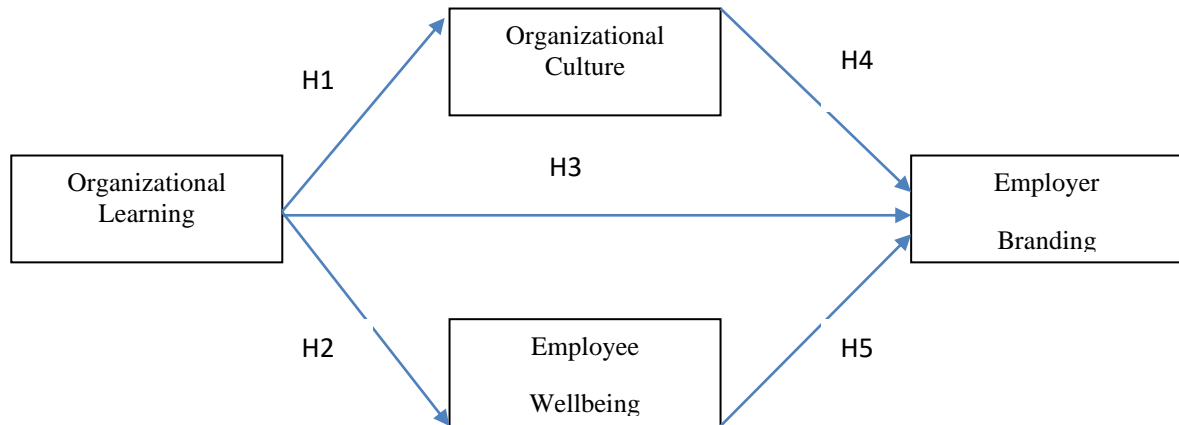


Figure 1. Model

The image above visualize our hypothesis, whereas employer branding being influenced by organizational learning, however organizational culture and employee wellbeing presence as it will influence in between.

II. METHODOLOGY

This study aims to explore the relationship and influence between organizational learning (Organizational Learning) with organizational culture (organizational culture) and employee well-being (employee well-being), as well as to investigate the effectiveness of corporate brand (employer branding), influence by organizational learning, organizational culture and employee welfare. The population of this research is selected employees who work at PT BCA, Tbk, currently totaling 22,000 people (N=22,000). While the determination of the sample data using the Krecjie-Morgan table rules with an error rate of 5% getting n = 417 staff employees, in this study divided into five work units from each Main Branch Office (total 37 KCU) in 3 regional offices (Semarang and Jakarta), five work units in each Regional Office (3 Kanwil), five work units at the head office and the BCA Learning Institute (BLI).

The questionnaire consists of three indicator items categorized under four variables: the relationship between organizational learning, organizational culture, and employee well-being (all three are dependent variables) on employer branding (independent variable). Statistical techniques used to analyze the data are descriptive statistical calculations, Exploration Factor Analysis (EFA), and Confirmatory Factor Analysis (CFA), carried out by Structural Equations Modeling (SEM). Standard measures, acceptable coefficients, and other analytical parameters select according to the recommendations by Hair, J.F., W.C. Black, B.J. Babin, (2005), Favero et al., (2009),. To perform data analysis, researchers conducted a process of testing the reliability and validity. Researchers use Smart PLS as a tool and generally use Composite Reliability (CR) for reliability and do not use Cronbach Alpha because CA has a lower value than the actual reliability of the data (Peterson, Robert A. Kim, 2013). The accepted CR value is between 0.6 - 0.7 for exploratory research.

III. RESULTS AND DISCUSSION

We obtain data after the survey spread for two weeks were 45 respondents. This data is still far from the expected target. However, the researcher can convey the results obtained as follows.

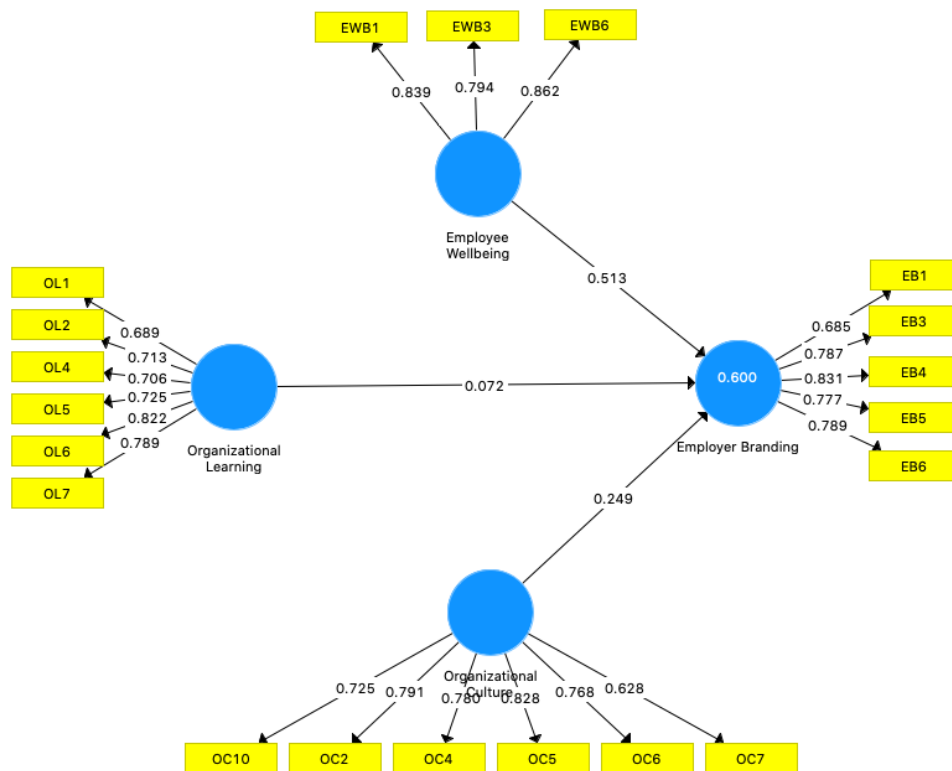


Figure 2. PLS Algorithm Results

Figure 2., shows the results of processing the PLS Algorithm with a maximum iteration of 300, from this PLS Algorithm test there are a number of items that are not included because the outer loading value is not met (<0.6) as can be seen from Appendix., below, Then, from Figure 2 and Table 1, the researcher then checked the Composite Reliability and Average Variance Extracted (AVE) values. From the information in table 1, it can be seen that all variables meet construct reliability.

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employer Branding	0,833	0,840	0,882	0,601
Employee Wellbeing	0,778	0,788	0,871	0,693
Organizational Culture	0,848	0,852	0,888	0,571
Organizational Learning	0,837	0,840	0,880	0,551

Then, the researcher checks the discriminant validity (table 2.) which shows information that all values on the diagonal line are in accordance with the established standard, which is greater than the relationship between variables.

Table 2. Fornell-Larcker Criterion

	Employee Branding	Employee Wellbeing	Organizational Culture	Organizational Learning
Employer Branding	0,775			
Employee Wellbeing	0,753	0,832		
Organizational Culture	0,688	0,762	0,756	

Organizational Learning	0,597	0,699	0,671	0,742
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After understanding that all of the variables tested are feasible, the next researcher needs to look at the R Square value which shows the extent to which the potential of this model can describe the real phenomenon, and from the results obtained, the employee branding variable is influenced by employee wellbeing, organizational culture and organizational learning by 0.6 or 60%, or in other words there are 40% of factors outside of the factors studied in this study.

Table 3. RSquare

	R Square	R Square Adjusted
Employer Branding	0,600	0,595

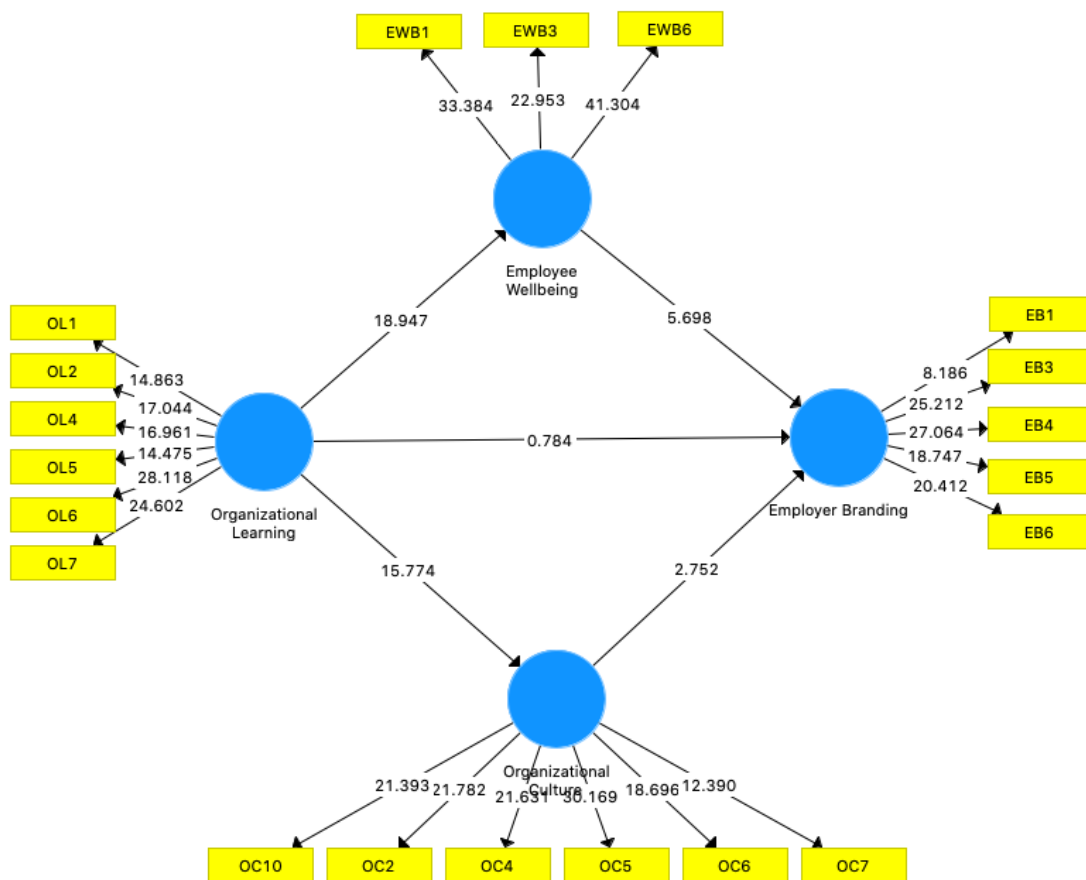


Figure 3. Bootstrap (N=5000)

The next step after making sure that the incoming data can be used to be tested in the next step is bootstrapping. The researcher refers to the bootstrapping norm with a sub-sample of 5000. The results that emerge from the bootstrap processing are as shown in Figure 3, and table 4 below.

Table 4. Path Coefficients

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Organizational Learning -> Organizational Culture	0,673	15,863	0,000
Organizational Learning -> Employee Wellbeing	0,699	18,755	0,000

Organizational Learning -> Employer Branding	0,066	0,792	0,428
Organizational Culture -> Employer Branding	0,252	2,791	0,005
Employee Wellbeing -> Employer Branding	0,513	5,780	0,000

Based on the results obtained from the bootstrapping process above, we conclude that only H3 is not supported because it has a t-statistic value < 1.96 and a P-Values > 0.05 . While H1, H2, H4, and H5 are supported. In addition, the researcher will offer the study's findings in the form of a discussion below.

An organizational learning culture is a set of values and conventions that organizational individuals adhere to support their learning and promote collaboration and knowledge sharing (Torres-Corona, Teresa & Arias-Olivia, 2008). Values, attitudes, and work systems that enable the development, generation, and sharing of knowledge in organizational culture refer to organizational learning. The learning process in organizations is very complicated. Individual learning metaphors analyze some of the difficulties in the organizational learning process (Dodgson SE et al., 2016).

In terms of the relationship between organizational learning and employee well-being, van der Van der Heijden, Beatrice I. J. M. Gorgievski, Marjan J. De Lange, (2016) argue that the learning value of a job can be significant not only for the well-being of employees in their current role but also their ability to work outside of it. There is even an assumption from (Robert W. Rowden, 2002) if individuals can develop the ability to protect their well-being or become more skilled and proficient in their work roles, this will have an impact on working relationships with colleagues and broader organizational outcomes (Robert W. Rowden, 2002).

The competency-based approach proposes that firms gain resources and capabilities to differentiate themselves from their competitors in terms of organizational culture and employer branding. Organizations with unique values, advantages, and complementary resources and talents can also achieve a competitive advantage. Organizational learning allows businesses to enhance quality and quantity while gaining a competitive edge. Several studies have looked at the impact of organizational learning practices on a company's competitive advantage, which will increase the company's reputation, which is closely tied to employer branding, and found a clear correlation. Corporate branding establishes the business's direction and motivations and, in turn, establishes the business's expectations for all employees (Anjum, 2019).

Moreover, in terms of the relationship between employee well-being and employer branding, researchers can find out that organizations that promote and maintain commitment, job satisfaction, and well-being will benefit the most from superior organizational outcomes and productivity through relationship building. Long-term support and trust with employees. Organizations that promote and safeguard the well-being of their employees will benefit more through performance than those that do not. Well-being at work can contribute to people's overall sense of happiness, which likely display through attitudes and behavior (Peccei, R., & Voorde, 2019). Regarding the provision of facilities, salaries and benefits packages and employee treatment can significantly affect employer branding, where management tries to take advantage of current potential employees (A.Ahmad, 2014). According to resource-based theory (Barney, 2008), an organization with rare, unique, non-substitutable, and very difficult to imitate human resources is a critical differentiator for the company. Pride in being part of an organization is the most common benefit found in the literature, followed by a pleasant or exciting work environment, one of the factors that form employer branding (Abril, Carmen, 2016).

This study conduct at Bank BCA and 236 persons responded to the survey. The findings of this study mirror the current reality at Bank BCA, namely that respondents' impressions of the characteristics that drive Bank BCA's employer branding are influence by organizational culture and employee well-being. Several indicators use to assess organizational culture, including the flow of information within the company to assist employees in completing their tasks, the freedom for employees to express their opinions to superiors later, and the support provided by direct superiors to their subordinates, all of which were deemed ideal by respondents. The feeling that employees have as a vital part of the firm and the attachment to the people around them are all factors that respondents believe are crucial in influencing employer branding.

IV. CONCLUSION

This study finds an exciting picture of the factors that influence employer branding by taking the object of research at Bank BCA. According to the initial assumption, the influencing factors are employee well-being, organizational learning, and organizational culture. From the survey results, only employee well-being and organizational culture affect employer branding, while organizational learning does not affect employer branding. This study reveals that the respondent's view on how employer branding will affect employee well-

being and organizational culture; even if organizational learning influences employer branding, it cannot directly influence unless there is a contribution from employee well-being and organizational culture.

This research has the opportunity to be developed, especially by involving more banks in the survey. Therefore, the weakness of this study is that it can only describe the views of BCA employees and is still very weak when used to generalize the results of this study to case studies in other banks. Furthermore, it is also necessary to explore considered factors influencing employer branding, in other words, to explore the forms of initiatives that lead to organizational culture and employee well-being.

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