

**IMPROVEMENT STRATEGY OF LEARNING ORGANIZATION  
EFFECTIVENESS BASED ON GAP ANALYSIS BETWEEN  
EMPLOYEE AND MANAGEMENT PERCEPTIONS  
IN BANK X**

**T H E S I S**

Submitted in Partial Fulfillment of the Requirements for  
Master of Management Degree in Graduate Program  
of STIE Perbanas Surabaya



By :

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SEKOLAH TINGGI ILMU EKONOMI PERBANAS  
S U R A B A Y A  
2013

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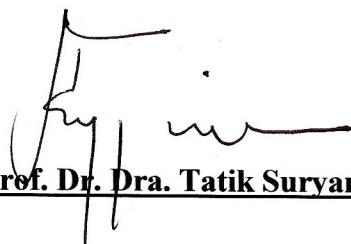
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**THESIS**

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Submitted by :

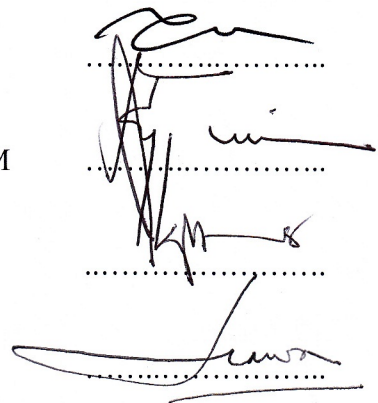
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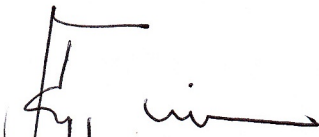
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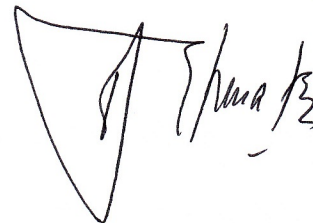
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Praise the Lord for His blessings, as this thesis for the research entitled **“IMPROVEMENT STRATEGY OF LEARNING ORGANIZATION EFFECTIVENESS BASED ON GAP ANALYSIS BETWEEN EMPLOYEE AND MANAGEMENT PERCEPTIONS IN BANK X”** can be completed well. This thesis is arranged as a case study which is performed in a foreign bank in Indonesia. The theme is related to how learning organization is perceived by management and employees in order to optimize the learning process in the organization.

This thesis is submitted as one of the requirements to complete the study of Graduate Program (Master of Management) in STIE Perbanas Surabaya. There have been many individuals noteworthy for all the support and assistance during the preparation and completion of this thesis. Therefore the biggest gratitude and appreciation goes to :

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Finally, hopefully this thesis has provided clear explanation on the research activities which have been performed as well as the discussion of the result. Hopefully it will be beneficial to STIE Perbanas Surabaya and to myself and also most beneficial as recommendation to Bank X where this research is conducted.

Surabaya, February 2013

Author

“ Live as if you were  
to die tomorrow  
Learn as is you were  
to live forever ”  
Gandhi

This one goes to Papa,  
for forever become my motivator  
to always learn and reach for the highest stars.

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**Abstract**

Every organization including banks need to adapt to their environment for growing and sustaining. To adapt, banks are required to constantly develop their organization and learn, or become a learning organization. This research is conducted as a case study in Bank X Indonesia, with a purpose to identify differences in employees and management perceptions on the concept of learning organization. This gap analysis is used to identify barriers to learning and to formulate the strategy to overcome them. Marsick and Watkins' Dimensions of the Learning Organization Questionnaire (DLOQ) is used in the research. This research incorporates both quantitative and qualitative studies which involves questionnaire, interview and observation. Result of the research reveals that DLOQ is valid and reliable to be used in Indonesian context, and there are significant differences of perception in the dimensions of Team Learning, Embedded System, Empowerment and Strategic Leadership. Meanwhile, limited number of staff is identified as the main barrier to learning in the organization. Improvement strategy include enhancing one-on-one sessions, incorporating learning into work, socialization of all learning facilities and the improvement of supporting system to track and evaluate learning programs.

**Keywords** : learning organization, DLOQ, barrier to learning