

TABLE OF CONTENTS

TITLE SHEET	i
AUTHORIZATION.....	ii
STATEMENT OF AUTHENTICITY OF WRITTEN THESIS	iii
FOREWORD.....	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
APPENDIX LIST	xi
ABSTRACT.....	xii
ABSTRAK	xiii
CHAPTER I INTRODUCTION	1
1.2. Problem statement.....	7
1.3. Research Questions.....	7
1.4. Research Objectives.....	8
1.5. Research Contributions.....	9
1.6. Research Scope	10
1.7. Systematic of Writing	10
CHAPTER II LITERATURE REVIEW.....	12
2.1. Literature Review/ Theoretical Framework	12
2.1.1. Competitive Advantage.....	12
2.1.2. Organizational Learning.....	14
2.1.3. Building Blocks of a Learning Organization.....	17
2.1.4. Levels of Learning within Organizations.....	19



2.1.4 Summary of Theories and Models Reviewed	20
2.2. Previous Studies	22
2.2.1. Learning and competitive advantage.....	22
2.2.2. Learning Culture and Competitive Advantage.....	23
2.2.3. Leadership Practices and Organizational Learning.....	25
2.2.4. Learning Processes and Competitive Advantage	26
2.2.5. Systems Thinking and Competitive Advantage	27
2.2.6. Rate of learning in Organizations.....	28
2.3. Hypotheses of the Study.....	29
2.4. Conceptual Framework	30
2.4.1. Learning Culture.....	31
2.4.2. Leadership Practices.....	31
2.4.3. Learning Processes	32
2.4.4. Systems Thinking	33
2.4.5. Rate of Learning.....	33
2.4.6. Competitive Advantage.....	34
CHAPTER III RESEARCH METHOD.....	37
3.1. Research Design.....	37
3.2. Data Collection Method	38
3.3. Research Instruments.....	41
3.4. Data Analysis Method.....	43
3.4.1. Hypothesis testing	45
3.5. Case Profile.....	47



CHAPTER IV RESULTS AND DISCUSSION	50
4.1. Descriptions of the Data	50
4.1.1. Response rate.....	50
4.1.2 Distribution.....	51
4.1.3. Job Levels of Respondents	51
4.1.4. Organization’s Departments.....	52
4.1.5. Length of Service in Years	53
4.1.6. Age of Respondents.....	53
4.1.7. Level of Education	54
4.2. Testing the Measurement Model (Outer Model).....	54
4.2.1 Validity Test.....	54
4.2.2. Discriminant Validity Test	61
4.2.3 Sample Reliability Test	62
4.2 Descriptive Statistics	62
4.3 Structural Model Testing (Inner Model) and Hypotheses Testing.....	63
4.3.1 Hypothesis Testing 1	64
4.3.2 Hypothesis Testing 2	64
4.4. Discussion.....	68
CHAPTER V CONCLUSION	71
5.1. Conclusion.....	71
5.2. Implications	72
5.3. Limitations.....	72
5.4. Suggestions/Recommendations.....	73



5.4.1. Organizations Managers and Leaders	73
5.4.2. Further Study	74
BIBLIOGRAPHY	75
APPENDIX 1 RESEACH QUETIONER	79
APPENDIX 2 DATA PROCESSING RESULTS	96