

The Effect Of Organizational Environment On Knowledge Management And Organizational Culture And The Implications On Organizational Survival (A Survey Based On Leaders Perception At Private Higher Education In West Java Province)

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Abstract

The organizations that can not cope with environmental change, Then the organization will not survive and sustainable in the long run. Changes occur due to demands and environmental conditions that will renew the organisations situation as; Authority, work relations, division of duties, values and collective beliefs of members of the organization. Organizational change will change organizational goals and will eventually prosecute members of the organization for adjust their collective values and beliefs towards the intended change. Organizational change will also demand a wider knowledge for the organization as an intellectual asset that can encourage strong organizational survival.

There are several private higher education in West Java with closed status and in coaching, the developed and not yet get research university in 2016. This is as a result of the demands of the organizational environment that is not accompanied by the optimization of knowledge management and organizational culture strengthening. The aim of these study was to describe the influence of organizational environment on organizational survival through knowledge management and organizational culture gradually tested quantitatively and continued with qualitative testing.

The research method used is survey method with mix method research approach with Sequential explanatory strategy. There are two primary data types that are sourced from questionnaires for descriptive and quantitative test and from interviews for qualitative test.

The results showed that the organizational environment is conducive to organizational sustainability through the optimization of knowledge management and strengthening the organizational culture of private higher education in West Java province.

Keyword: Knowledge Management, Organizational Environment, Organizational Culture, Organizational Survival.

Introduction

Violations of the applicable legal provisions are often made by an organization to achieve short-term benefits that would threaten the survival of the organization. Unhealthy competition between organizations also often creates problems with violations of the law which are not only the legal consequences of the organization, but there are others who are disadvantaged, such as consumers and other partners of the organization that will hold the responsibility. The changing environmental conditions also threaten the survival of the organization, ie if the organization does not have the ability to cope with changing environmental demands. This is in parallel with the view Keister (2002:459) "An ability to adapt to radical is a key determinant of competitive advantage and organizational survival".

Organizational environmental problems also result in an organization unable to survive except by changing cultural and management practices, This is in line with the view Bennet, Alex & Bennet, David. (2004:363) "Environmental forces demanded specific actions for survival, leading to the development of culture via the need and propensity to cooperate." There are higher education in West Java Which violates the rules of management, is not reporting academic activities, lecturer-to-student ratio problems, problems with violations of remote classes, class compaction, study programs or illegal private higher education and conflict or disputes that resulted in the high unemployment being closed. In addition to private higher education closed status There is also a status in coaching, if in a certain period does not meet the provisions set by the government, it is also threatened to be revoked its operating license and the closed status. Based on the higher education data base <http://forlap.dikti.go.id/> 2016, private higher education in West Java of KOPERTIS IV Closed status Increase from the beginning of the year 2015 One being seventeen by the year 2016; two universities, eight high schools, six academics and one polytechnic.

Most private higher education in West Java Including at the developed, which still have to work on developing research capacity to be able to manage the research so as to produce good research outcomes. And New cultural changes in accordance with the demands of environmental change in 2016 that is the culture of research university can't be implemented at private higher education in West Java. The closure of some private higher education above because it has not been able to manage the environment and create a new organizational culture in accordance with the demands of the environment. Implementing good environmental and organizational practices is good organizational survival can give organization a competitive advantage and help foster goodwill toward organizational survival (Farahmand, 2013:88)

Not having a common perception of stakeholders in high private sector has often resulted in interest attraction which resulted in less optimal use of resources and weak values that became the basis of rules and employee confidence in building the organization. Therefore, appropriate steps in optimizing the management of resources, especially intellectual resources and strengthening the values and beliefs of employees.

This study aims to provide an overview and explain the relationship between variables on the organizational environment, knowledge management, organizational culture and organizational survival of private universities in West Java, either directly or indirectly with quantitative stages first qualitative.

1. Literature review

2.1 Organizational Environment

According to Jones (2010:24) that is what is meant by organizational environment the set of forces and conditions that operate beyond an organization's boundaries but affect its ability to acquire and use resources to create value. Further views Uha (2014:57) that the organizational environment is "the pattern of all conditions or internal and external factors that influence or lead to opportunities or threats to the life and development of the organization." From the above view it is clear that the organizational environment can be a force or weakness and threats or opportunities that can affect the state of organisasi.

Robbins et al. (2014:76) "Any constituencies in the organization's environment that are affected by an organization's decision and actions." The stakeholders who interact with the organization include; customer,



social and political groups, competitors, trade and industry associations, government, media, supplier, communities, shareholders, unions and employees. While Guo (2013:19) Institutional theory holds that a company's institutional environment is made up of the norms and values of its stakeholders, which include customers, investors, guilds, trustee councils, governments, and partners. So the organizational environment is a state of interaction of stakeholders that can affect the organization. If an organization wants to survive by Guo (2013:19) Then what the organization should do is "in order to survive organizations should first be recognized by other organizations or stakeholders."

2.2 Knowledge Management

Knowledge is stored in individual minds or encoded in organizational processes, documents, products, services, facilities and systems. The view that knowledge is still stored in the mind is intended with tacit knowledge, while the views of knowledge have been given code intended with explicit knowledge. Knowledge as an intellectual asset of an organization of course to be useful for the organization must be in management, as for understanding knowledge management according to Cricelli et al. (2013:368) "KM consists of managing corporation knowledge through several systematic processes, in order to acquire, organize, apply, and renew both tacit and explicit knowledge" while Zyngier (2011:58) Knowledge management definitions, the tools and techniques in the management of knowledge as an asset, cultural aspects of knowledge management.

Different views from Gupta et al. (2008:3) There are many definitions of knowledge management. At a generic level, it can be defined as the collection of processes that govern the creation, dissemination, and utilization of knowledge. Knowledge management can be implemented through the process of creation, dissemination, acquire, organize, apply utilization, and renew of knowledge. The knowledge in question is the workings and organizational values that can be used to develop the organization.

The organizational environment can have an effect on the knowledge management it has been investigated by: Smith & Lumba (2008); Sun (2010); Sharabati & Hawajreh (2012)

2.3 Organizational Culture

Culture is not created only by individuals but by a group of people, this is in line with opinion Griswold (2013:48) "culture and cultural works as collective, not individual, creations." This underlies the notion of organizational culture as the norm and value created and embraced by all members of an organization that can distinguish one organization from another. The definitions of organizational culture according to Jones & George (2013:61) "organizational culture comprises the shared set of beliefs, expectations, values, norms, and work routines that influence how members of an organization relate to one another and work together to achieve organizational goals". Robbins & Judge (2015:497) "organizational culture shows how employees perceive the characteristics of an organization's culture, not whether they like them." While Luthans & Doh (2015:177) defines organizational culture "Shared values and beliefs that enable member to understand their roles in and the norms of the organization."

The organizational culture dimension according to Robbins & Coulter (2014:78) consists of; innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, stability and Agility.

Organizational environments can have an effect on organizational culture that has been investigated by: Herningsih et al. (2013); Reginato & Guerreiro (2013); Behram & Özdemirci (2014)

2.4 Organizational Survival

Organizational survival defined as surviving over possible setbacks and organizational deaths accordingly; Reker et al. (2002:137) "Organizational Survival is dependent on knowing how to rebound from decline and avoid death." and then, the same view is Robbins & Judge (2015:61) "The survival of an organization depends not just on how productive the organization is, but also on how well it fits with its environment."



Organizational survival defined as the ability of the organization to adapt to its environment accordingly Tsoukas & Chia (2002) in Sun & Zhang (2013:270) “further treat change as a normal condition for organizational survival and argue that in today’s increasingly turbulent environment, organizations must adapt to change openly and maintain high performance consistently.” And then according to Espinosa & Porter (2011:58); “As with an ecosystem, survival and success are equated with timely perception of key external changes and the adaptation of internal elements and processes that successfully respond to those changes.”

From the two different views above complement each other about the definition organizational survival As the ability to adapt to changing environments that persist in the long term. Organizational survival Of an organization can be seen in the growth of the organization, Organizational productivity, survival skills, agility, adaptability and organizational learning abilities.

Knowledge management and organizational culture can have an effect on one dimension of organizational survival rather than on organizational survival seen from Research: Mathews (1992); Kim (2004); Sun & Zhang (2013); Shiva & Suar (2011).

Based on previous research above it is clear that the organizational environment has an effect on organizational knowledge and culture and its implication to organizational survival by using Mix Method Research method has not been studied. This is as a novelty form of this research.

2. Method

The method in this research is survey (survey methods), Because the study studied samples from a population with a mixed method approach with Sequential explanatory strategy. Mixing in this research is done gradually begins with quantitative and qualitative with the view or paradigm of pragmatism. Pragmatism because the research was born from the actions, situations and consequences of Private Universities in West Java. Combination stages are done at the data collection stage, data analysis phase and data interpretation phase and discussion.

Primary data source obtained from Private University in region Kopertis IV West Java as population become entire of unit analysis, that is as many as 368 private universities active. To determine the sample size is divided into two parts namely; for a quantitative approach used formulas from Slovin result 79 responden And for a qualitative approach with metode purposive, Namely in the select from each type of Private Higher Education two as many as eight informants consist of; two universities, two high schools, two academics, one polytechnic, and one institute. Questionnaire is used as a source of frimer data acquisition to be processed for quantitative research and in-depth interviews are used as sources of acquisition of frimer data to be processed for qualitative research.

Descriptive data analysis using weighted means score, quantitative analysis using Partial Least Square (PLS) approach and qualitative analysis is done by drawing conclusion or verification.

3. Results and Discustion

3.1 Organizational Environment, Knowledge Manajemen, Organizational Cultur and Organizational Survival

The organizational environment of high private higher education in West Java can include strengths or weaknesses for internal organization and threats and opportunities from external organizations. Each respondent's answer to the organizational environmental dimension is described as follows:



Tables 1. Organizational Environment

No.	Dimension	Result	Score					Score Total	Average
			5	4	3	2	1		
1	Internal Environment	F	116	172	21	7	0	1345	4.26
		%	37	54	7	2	0	85	
2	External Environment	F	163	535	73	19	0	3212	4.07
		%	21	68	9	2	0	81	
Total		F	163	535	73	19	0	4557	4.3
		%	21	68	9	2	0	83	

Source: Results of Data Processing, 2016

The value of the internal environment is greater than the external environment, the internal environment can be a force for the existence of an organization and the external environment can drive organizational change. The internal environment and the external environment of private higher education interact together into one system that is the organizational environment that can affect the private higher education. Conducive organizational environment provides opportunities for private higher education to grow and develop in improving education indices in Indonesia.

Knowledge management is how to organize and share intellectual resources and organizational creativity resources at private higher education in West Java. Knowledge management is done through knowledge creation, knowledge sharing, knowledge utilization and knowledge renewal. To know the views of respondents about knowledge management of private higher education in West Java can be seen from the results of respondents' answers as follows:

Tables 2. Knowledge Management

No.	Dimension	Result	Score					Score Total	Average
			5	4	3	2	1		
1	Creation of Knowledge	F	110	189	11	4	2	1349	4.27
		%	35	60	3	1	1	85	
2	Dissemination of knowledge	F	85	142	10	0	0	1023	4.32
		%	36	60	4	0	0	86	
3	Utilization of knowledge	F	73	81	2	2	0	701	4.44
		%	46	51	1	1	0	89	
4	Renewal of knowledge	F	19	131	8	0	0	643	4.07
		%	12	83	5	0	0	81	
Total		F	287	543	31	6	2	3716	4.28
		%	12	83	5	0	0	86	

Source: Results of Data Processing, 2016

Knowledge management in private higher education in West Java is done optimally, this can be seen from the optimal use of knowledge, knowledge creation, knowledge dissemination and knowledge renewal. Private universities in West Java have improved the quality of the decision-making process and do not repeat the same process within a common framework so that decision-making is more effective. Effectiveness and orientation on the satisfaction of private higher education to the academic community that has been there, as a form of organizational performance.



Tables 3. Organizational Culture

No.	Dimension	Result	Score					Score Total	Average
			5	4	3	2	1		
1	Inovation and risk taking	F	50	102	6	0	0	676	4.28
		%	24	51	4	0	0	86	
2	Attention to detail	F	19	195	23	0	0	944	3.98
		%	8	82	10	0	0	80	
3	Orientation on results	F	36	100	16	6	0	640	4.05
		%	23	63	10	4	0	81	
4	Orientation to people	F	45	104	7	2	0	666	4.22
		%	28	66	4	1	0	84	
5	Orientation to team	F	57	99	2	0	0	687	4.35
		%	36	63	1	0	0	87	
6	The aggressiveness	F	12	135	11	0	0	633	4.01
		%	8	85	7	0	0	80	
7	Organization stability	F	38	44	25	47	4	539	3.41
		%	24	28	16	30	3	68	
Total		F	305	772	111	91	7	5135	4.33
		%	6	16	2	2	0	87	

Source: Results of Data Processing, 2016

The result of recapitulation of organizational culture is in strong category, strong culture of private higher education in West Java is depicted from developed and held firm values, norms, beliefs, symbols, expectations, work routines by members of the organization in the form; The freedom of the organization's members to innovate and take risks, members of the organization have attention to detail, managerial-oriented, organizational-oriented, team-oriented organization, aggressiveness reflected by members of the organization and organizational stability. The strong culture of private higher education in West Java can also be seen from the ethics and behavioral of employees and formalization of rules and laws that apply in private higher education as a reflection of the basic values that are believed together.

Organizational survival deals with how well organizations fit their environment. In private higher education in West Java, organizational survival is characterized by organizational conditions and organizational capabilities. The condition of the organization is illustrated by the state of organizational growth and organizational productivity. The organizational capability is depicted with the ability to survive, agility, adaptability, and the ability of private college learning.

Table 4. Organizational Survival

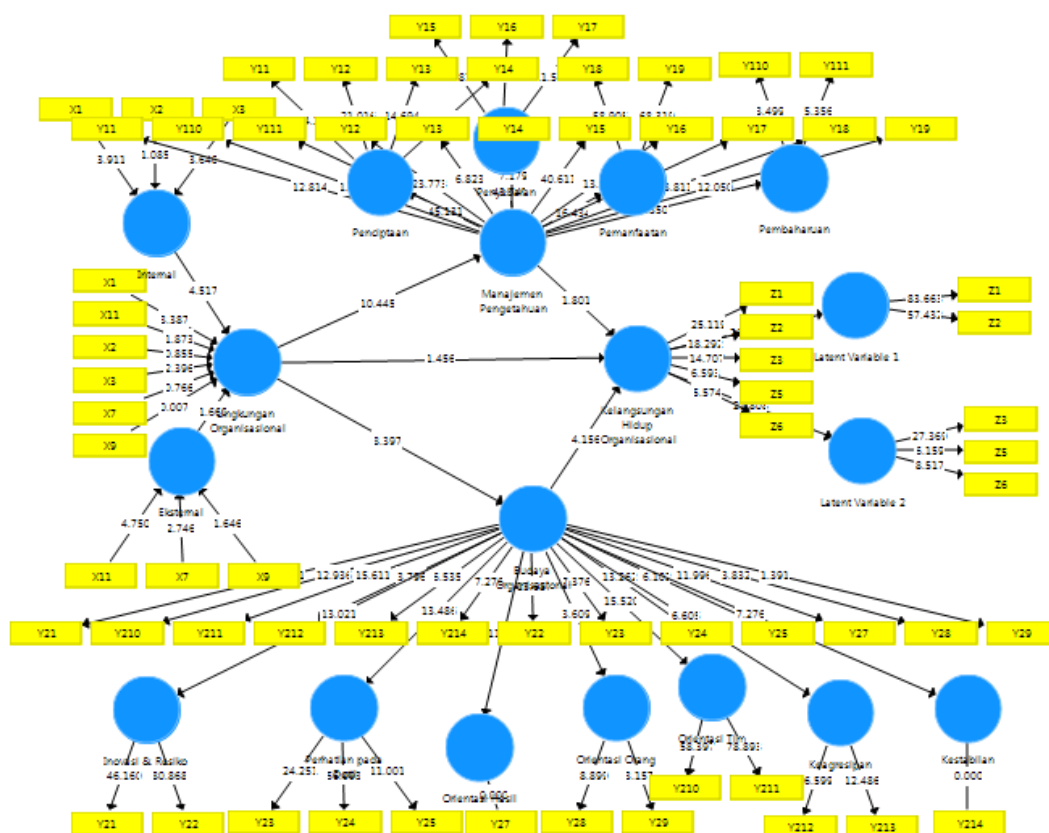
No.	Dimension	Result	Score					Score Total	Average
			5	4	3	2	1		
1	The condition of the organization	F	97	59	2	0	0	727	4.60
		%	61	37	1	0	0	92	
2	The organizational capability	F	57	246	13	0	0	1308	3.98
		%	18	78	13	0	0	83	
Total		F	154	305	15	0	0	2035	4.29
		%	32	64	3	0	0	86	

Source: Results of Data Processing, 2016

The table above shows organizational survival in the very strong category, the strong organizational survival of private higher education in West Java reflected the condition and ability of the organization. Growing and productive private higher education in West Java during this time to describe the condition of organizational survival. The ability of private higher education in West Java to stay afloat, lively and continue to learn in the environment also gives a picture of the condition of its survival.



3.2 The Effect Of Organizational Environment On Knowledge Management And Organizational Culture And The Implications On Organizational Survival



Source: Results of Data Processing, 2016

Fig. 1 The Effect Of Organizational Environment On Knowledge Management And Organizational Culture And The Implications On Organizational Survival

The measurement model in the figure above shows how each indicator or manifest variable relates to its latent variables and between dimensions with latent variables as follows;

- Organizational environment variable with internal environment dimension has coefficient value equal to 0,760 and t count equal to 4, 517 bigger than 1,96. The external environment has a coefficient coefficient value of 0.301 and t arithmetic of 1.66 is smaller than 1.96. This means that the internal environment is more dominant than the external environment in creating a conducive organizational environment in private higher education in West Java.
- The most optimal knowledge management variables on the creation of knowledge creation has a coefficient value of 0.931 and t count of 45.131 greater than 1.96, then dissemination of knowledge has a coefficient of 0.923 and t value of 43.747 Greater than 1.96, the utilization of knowledge has a coefficient value of 0.797 and t arithmetic of 16.464 greater than 1.96, and the last renewal of knowledge has a coefficient value of the path of 0.288 and t arithmetic of 2.350 larger From 1.96.
- The organizational culture variable is most strongly seen in the employee dimension of attention to detail of work with coefficient value of 0,767 and t count equal to 13,486 bigger than 1,96, then managerial oriented to team with coefficient value value equal to 0,762 and t count equal to 15,520 bigger than 1.96, employees innovate and dare to take risks with the value of coefficient path of 0.741 and t arithmetic of 13.021 greater than 1.96, results-oriented organization with coefficient value of 0.725 and t count of

11.996 greater than 1.96, Aggressiveness members of the organization with coefficient value of 0.664 and t count of 6.605 greater than 1.96, organizational stability with coefficient value of 0.609 and t count equal to 7.276 greater than 1.96 and last managerial oriented to employees or oranag with value coefficient of 0,499 and t count equal to 3,609 greater than 1,9 6.

- d) The strongest survival variable of private higher education is the organizational capability dimension with coefficient value of 0,841 and t count equal to 21,808 bigger than 1,96 compared with organizational condition dimension with coefficient value 0,829 and t count equal to 26,773 bigger than 1.96.

The relationship between the latent variables of the picture above can be explained as follows:

- a) The influence of the organizational environment on knowledge management:

Tables 5 The Effect of Organizational Environment on Knowledge Management

Relationship Between Variable	Path Coefficients	R-Square	T Statistics >1,96
X → Y ₁	0,636	0,404	10,445

Source: Results of Data Processing, 2016

Organizational environmental conditions significantly influence the knowledge management conducted by private higher education in West Java. The magnitude of influence can be seen in the R square value of 0.404 or 40.4% and the rest is influenced by other factors that is equal to 59.6%. The great coefficient of the path is 63.6%, meaning that the organizational environment affects knowledge management in the medium category.

Conducive organizational environmental conditions then knowledge management will be optimal. The internal environmental conditions of private higher education can be a force if their carrying capacity is strong such as the carrying capacity of foundations, university leaders, human resources and physical facilities in ensuring the smoothness of knowledge management. And the external environmental conditions of private higher education can be an opportunity if private higher education are able to adapt to what the demands of their environment. Private higher education are very concerned about the economic conditions of society, technological advances, social conditions of society, government policies, the needs of graduate users, competitors and advice the association in running its operations..

- b) The influence of organizational environment on organizational culture is as follows:

Tables 6 The Influence of Organizational Environment on Organizational Culture

Relationship Between Variable	Path Coefficients	R-Square	T Statistics >1,96
X → Y ₂	0,631	0,398	8,397

Source: Results of Data Processing, 2016

The amount of organizational environmental influence on organizational culture can be seen in the R square value of 0.394 or 39.4% and the rest is influenced by other factors that is equal to 60.6%. The great coefficient of the path is equal to 63.1%, meaning that the organizational environment has an effect on organizational culture is in the medium category.

The organizational culture of private higher education in West Java as a system of shared meanings embraced by members who can be each characteristic and also can be used as the advantages of each private higher education is influenced by the environment. The internal environment can compel the will to create a values or work rules that all members of the organization as:



- c) The influence of organizational environment on organizational survival through knowledge management is as follows:

Tables 7. The influence of Organizational Environment on Organizational Survival Through Knowledge Management

Relationship Between Variable	Path Coefficients	R-Square	T Statistics
X → Y1	0,636	0,404	10,445
Y1 → Z	0,213	0,045	1,801
X → Z	0,193	0,037	1,456

Source: Results of Data Processing, 2016

From the comparison results obtained that the mediation path by knowledge management is better 0.213 > 0.193 compared with the direct path. This means that knowledge management mediates the influence of the organizational environment on the organizational survival of private higher education. The magnitude of influence can be seen on the R square value of 0.045 or 4.5% and the rest is influenced by other factors that is equal to 95.5%.

Private higher education that can adapt to what the demands of the environment tend to maintain the survival of the organization. In addition to the ability to adapt to the environment so far, private higher education also take advantage of knowledge management processes in an effort to cope with the demands of organizational environmental change.

- d) The influence of organizational environment on organizational survival through organizational culture is as follows:

Tables 8 The Influence of Organizational Environment on Organizational Survival Through Organizational Culture

Relationship Between Variable	Path Coefficients	R-Square	T Statistics
X → Y2	0,631	0,398	8,397
Y2 → Z	0,416	0,173	4,156
X → Y2	0,193	0,037	1,456

Source: Results of Data Processing, 2016

From the comparison results obtained that the path of mediation by organizational culture is better 0.416 > 0.193 compared with the direct path of the organizational environment to organizational survival. It means organizational culture mediates organizational environmental influences on organizational survival. The organizational environment is influential through organizational culture significantly to the organizational survival of private universities in West Java. The magnitude of influence can be seen on the R square value of 0.0173 or 17.3% and the rest is influenced by other factors that is equal to 82.7%

The demands of organizational environmental change in private higher education encourage that to strengthen their organizational culture that affects their organizational survival. Organizational culture in a strong private higher education, has been used as the foundation of values generally embraced by all members of the organization in order to continue to stand and survive or have survival. Openness of private higher education in accepting changes towards a more productive as a manifestation of the strength of superior culture in competing owned during this.

3.3 Verification

The quantitative results of organizational environmental influences on knowledge management of private

higher education in West Java are in the medium category, this is reinforced and deepened with the results of qualitative data. Demands from stakeholders have encouraged private higher education in West Java to implement knowledge management. The private higher education has been active in documenting information, disseminating information, information-based decision making and continuing to seek new information from environmental stakeholders so far. Private higher education's website in West Java is used as a tool in documenting, disseminating and seeking information from the environment. As for usage and application of knowledge received by private higher education of West Java for this still takes a long time.

Organizational environments provide a variety of information about organizations, where the information becomes a comprehensive knowledge that influences the determination of organizational direction and policy. Knowledge management is done by private universities to improve the organization's ability to manage its intellectual assets. Stakeholder interaction as a social system creates knowledge, this is in line with views Vygotsky (1978) in Yoon & Ardichvili (2012:294) that is "All knowledge comes from social interaction, developed by human beings involved in productive activities, and mediated by tools."

Quantitative results The organizational environment affects the organizational culture of private universities in West Java is in the medium category, this is reinforced and deepened with the results of qualitative data. There are several private higher education's culture in West Java that is influenced by the culture of society organization (NGOs) which shelter it such as private higher education under religious organization, national organization, local organization and other mass organizations. The strong private higher education's culture and directing private higher education have different characteristics from other private higher education to a core advantage. Formalization of activities or the sanctity of a ritual and firm on a basic value made by components that exist in private higher education as a picture of a strong private higher education's culture. A strong private higher education's culture has created the habits, languages, styles, communication and organizational practices that govern the health. A healthy and strong private higher education's culture will make the people in it very committed to contribute greatly to the progress of the organization. The results of this study strengthen the view Luthas (2005:133) "Sometimes the organization must decide that the slave must change. For example, the environmental context has now undergone drastic changes and even companies have to adapt to the new conditions or fail to survive."

The results of quantitative research indicate that knowledge management mediates organizational environmental influences on organizational survival, is in the weak category, but this is reinforced and deepened with the results of qualitative data. There has been a structured and systematic effort of private higher education in West Java to develop and use their knowledge to assist the decision-making process for improving organizational performance, while activities are carried out through an attempt to acquire, store, process and retrieve, use and disseminate, and Evaluation and refinement of knowledge as the organizational intellectual asset, so far that is based on the demands of the organizational environment. Knowledge management is considered by Zack *et al.* (2009:393) "KM has been regarded as the most strategic organizational resource." Optimization of knowledge management in private higher education has been able to build the strength of the organization to survive the demands of continuous environmental change.

Quantitative research results show that organizational culture mediate the influence of organizational environment on the survival of private higher education in West Java, is in the medium category, it is reinforced and deepened with the results of qualitative data. Maintaining organizational survival is done by strengthening organizational culture such as upholding the principles of academic honesty, integrity, and orientation research university. Most private higher education high-performers in West Java still persist in the principle of academic honesty in the provision of education and do not pursue short-term gains that in the long term threaten their survival. Responsibility for the survival of the organization. and many private higher education are beginning to adjust their vision to the vision of national education.

Verification results provide reinforcement to the research model illustrated in Figure 1, meaning that to create a private higher education's survival in West Java from an ever-changing environment can be done by optimizing knowledge management and reinforcement organizational culture.



4. Concluction and Suggestion

The organizational environment of private higher education in West Java is conducive, knowledge management of private higher education in West Java is optimal, the organizational culture of private higher education in West Java is strong and the organizational survival of private higher education in West Java is strong. The organizational environment affects the survival of private higher education in West Java through the optimization of knowledge management and the strengthening of organizational culture.

Organizational survival of private higher education in West Java is still strong as Knowledge Management is implemented optimally and Organizational Culture continues to be strengthened, but should the next researchers include organizational commitment variables as mediation variables or other variables moderating relationships among variables. Private higher education di West Java so must;

- 1) Continue to improve physical facilities and human resources to conform to national education standards.
- 2) Optimizing the implementation of knowledge management, so that new knowledge and still tacit or still in the form of ideas, ideas and plans of individuals will be explicit knowledge that can be sharing to all employees so that it can create organizational survival.
- 3) Strengthening organizational culture by continuing to build work teams and fulfilling the obligations of employees' rights in order to maintain organizational stability in order to maintain organizational survival.

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