

Learning Organization on the Implementation of E-Government in the City of Makassar

A. Ali Imran Sadiq¹, Mohammad Tahir Haning¹, Nurdin Nara¹, Muhammad Rusdi¹

¹Department of Public Administration, Faculty of Social Science and politics science, Hasanuddin University, Indonesia

*Corresponding Author: A. Ali Imran Sadiq

Email: imranandi2021@gmail.com

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Abstract

The purpose of this study was to analyze learning organization on the implementation of e-government in the city of Makassar. This research is qualitative with approach case studies to describe how the application of learning organization (LO) in the government of the city of makassar and the results of the study showed Makassar positive trend even though there are still many shortcomings although it is still a society that complain against a service-based information technology. Learning organization within the framework of e-government in the form of the development of feedback at all levels of the organization be aware of the process that made the employees to give each other feedback between each other with regard to e-government by way of exchanging information about the internal applications in education Each as well as mutual support and communication with all members of the team of the developers application, the developer team infrastructure, network. Strategy feedback with question and answer through SMS App/chat center included with operator help desk in the City of Makassar. In terms of reliability, the apparatus is proficient in their field but is still a bit awkward when or when there is a problem with the software, it is necessary to calm down in dealing with software problems so that there is no panic and the service can run smoothly.

Keywords: Learning Organization, E- Governance, Good Government and Public Service

Introduction

The Era of Industrial revolution 4.0 at this time, the public service actually has clearly contained in Law Number 25 of 2009 mandates the necessity of government have a system that can provide convenience to the public Support of the government is actually based on the empirical reality that prove that technology has been instrumental in creating accountability, transparency, speed, convenience is the key to excellent public services. Actually, the current Ministry of State Apparatus Empowerment and Bureaucratic Reform (MenpanRB) as a Ministry that helps the President in organizing the government which has the function of formulating and setting policies related to public services have already started exploiting information technology through Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 13 Year 2017 on Guidelines for the Implementation of Information

Systems of Public Service National (SIPPN).

the policy embodied in the form of implementation of e-government as one of the models of provision of public services based on information and communication technology. E-government has been proven in several countries show a change in a significant increase in the quality of services provided by the government to the community. E-government has become a priority program of government agencies, both at the center and regions all over the world, who not only viewed as a project that became a trend among the government, but it leads to how to improve the accountability, transparency and effectiveness as well as the quality of service that is expected to lead to the creation of good government.

Public services, in Indonesia, based on e-government has not shown adequate results even tend to be in the process is precisely the cause of the pathology in the process of its implementation. It is still a bit of Ministries/Agencies and local governments that utilize technology in the process of public service. The implementation of e-government will indeed be dealing with a variety of challenges in its implementation because it will involve human resources, systems, structures and even management as well as organizational culture. Most of the implementation of e-government failure caused because it is not supported by the development of capacity building every human resource that is owned by an organization.

E-government implementation in the study of the aspects of human resources as the dominant aspects in the success of e-government, in addition to also become the biggest threat for the failure of e-government. This is caused due to the adoption of technology to the organization's cause organizations do change as a form of adaptation of the integration of technology, good structure, work culture and the system works. Such changes require the strong support of the human resources of the organization who has the qualifications and in accordance with such changes.

A learning organization or learning organization makes the organization able to continuously carry out a self-learning process so that the organization has the 'speed of thinking and acting' in responding to various changes that arise. Especially because organizational changes that occur due to the influence of technology will occur with patterns and forms that are very difficult to predict both in the work flow, structure, system and philosophy of public organizations. Essentially the urgency of learning organizations are organizations where people develop their capacities continuously to create the results they desire, where broad and new mindsets are nurtured, where collective aspirations are polished, where people learn endlessly to see things together. -same (Senge, 2002).

learning organization or organizational learning make the organization able to do continuous process of self-learning so that such organizations have the 'speed of thought and action' in response to the diverse changes that arise. Moreover, because of the organizational changes that occurred as a result of the influence of technology will happen with the patterns and shapes which are very difficult to predict better in the work flow, structure, system and philosophy of public organizations.

Basically the urgency of the learning organization an organization in which people develop their capacity continuously to create the results they want, where the mindset extensive new and nurtured, where collective aspiration is polished, whereby people learn without stopping to look

at everything together (Senge, 2002). In the end we need to discuss things about How the learning organization can support the acceleration of the good government so as to create a good service.

Organizational Transformation

The success of an organisation in building the learning organization, then in the end, the organization will lead to expanding organization (developmental organization). Using a practical approach to transform the organization into an organization that is developing through the study of the organization so that the organization that develops has a high capacity in update and of course have high competitiveness. This view asserts that the position of a learning organization in organizational theory becomes important. In detail can be understood through the following scheme:

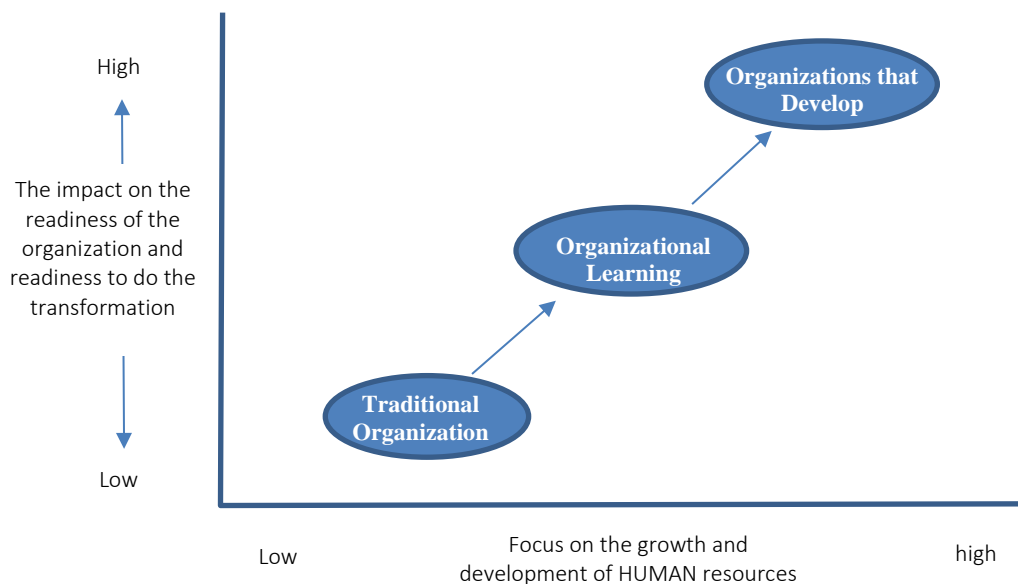


Figure 1. Organizational Transformation

There are several mechanisms that can be done by the organization in the face of numerous challenges to the cause of the changes the organization is able to adapt to the way; (1) Change the structure that add the unit, reduce the unit, change the position of the unit, combining a number of task force larger, broke the piece of the unit - the unit of the smaller, change the system sentralisasi be decentralization or vice versa, change the wide narrow spans of control, itemize back activity or task, add the office, reduce the office; (2) Change the working system that is able to cover the tata way, tata flow, manners and conditions of the do the job; (3) Change the people, in the sense of a change of attitude, behavior, behavior, increase knowledge and skills from the office. (4)Change the working equipment (Sutarto, 2002).

E-Government

E-government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. The point of e-government is

the use of information technology that can improve the relationship between the Government and other parties. The use of information technology then produces new forms of relationships such as: G to C (Government to Citizen), G to B (Government to Business Enterprises), and G to G (inter-agency relationship) (Rahardjo, 2006). E-government means how to take advantage of information technology facilities for the government in carrying out government duties and functions. In the research community there is debate about the correct use of the two terms. E-government is defined (Visser & Twinomurinzi, 2009) as “the use of information technology to support government operations, engage citizens, and provide government services.

The Working Group on E-government in the Developing World states that E-government is the use of information and communication technology to promote effective and efficient governance, facilitate accessible government services, increase citizens' access to information, and make government more accountable when confronted. with citizens of the country. E-government involves internet technology, telephone, community centers, wireless devices, and other communication systems. E-government as a general term refers to the services provided by departmental, government and regional offices which are based on the use of web networks.

Concerning E-government globally carried out by the American Society for Public Administration (ASPA) and the United Nations Division for Public Economic and Public Administration (UNDPEPA 2011) developed a website presence measure that represents five different stages of development in e-government, namely; (1) The emergence stage is the first sign of the official online presence of the government; (2) The stage is upgraded, the government website becomes more numerous and the information on the website becomes more dynamic; (3) The interactive stage is achieved when users can download forms and communicate with government employees on the internet and when users can pay for services and do other similar activities online are categorized as transactional; (4) The seamless stage is the final stage of e-government, when for example integrated e-services crosses administrative boundaries (UNDPEPA & ASPA, 2001); (5) The e-government model proposed by Anwaruddin (2004) in the form of public services provided by the government through e-government is generally packaged in three forms of information, namely; (a) Publication, carried out through one-way communication where the government publishes various data and information that can be accessed freely and directly by the public; (b) Interaction, in which the public can communicate in two ways with the government, either directly (for example by chatting) or indirectly (by email or newsletter); and (c) Transactions, are intended for money transfer activities from one party to another carried out in a secured and privacy manner. In detail, it can be observed in the figure below:

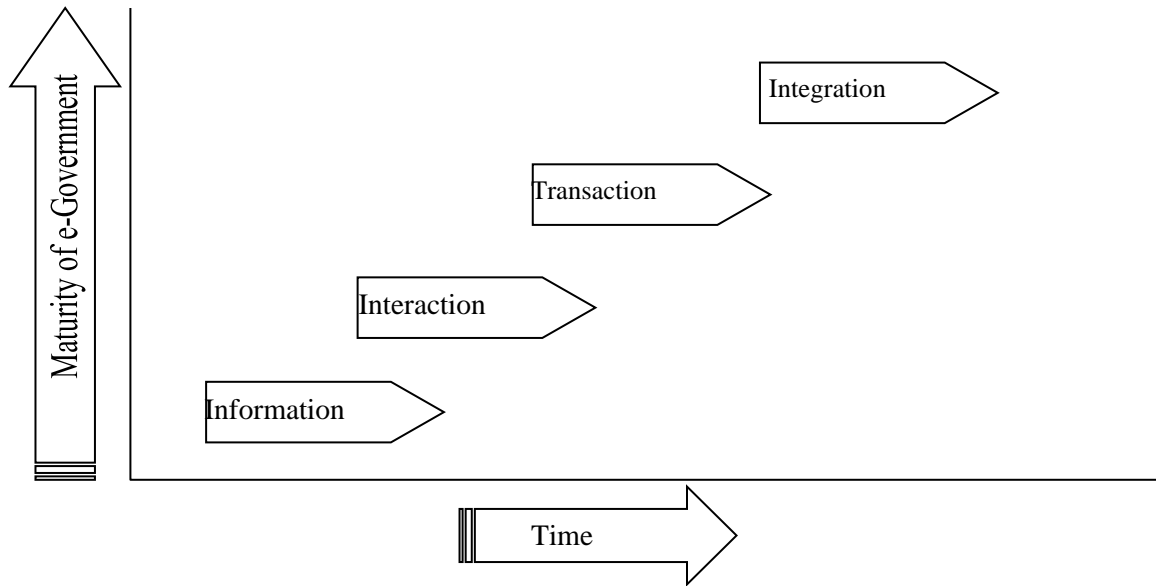


Figure 2. Step E-government (M. Moon et al., 2005)

Learning Organization Model

The creation of an organization that has karakteristik as a learning organization has a model that is based on the tendency of the climate and growing environment within the organization. The difference in the model of learning organization actually appears because of differences in the definition provided by the experts. As Senge (1990) suggests that theoretically, a learning organization is essentially a change and development are continuous so that the model does not allow uniforms. The Model that appears as a reference for the actual birth and identified directly from the results of studies on the practice of learning organization both with regard to the structure, and related to culture and organizational behavior.

The following will be presented some models that demonstrate the characteristics and components of a learning organization which is no relation to the model are needed in the development and implementation of e-government.

The first Model offered by Senge (1990) in his book *The Fifth Discipline* which has become the basic reference of all the models that appear related to the learning organization (LO) by many researchers. Based on the definition of Senge (1990) to build the five principles of the discipline LO which states that the organization should develop the five key disciplines that are (1) personal mastery, (2) learning team, (3) mental models, (4) shared vision, and (5) systems thinking. Senge (1990) asserts that the fifth principle-this principle is the element-element that is necessary for the organization to grow, change, and continuous learning. Furthermore, the five principles is used as the basis so that the organization can build the ability to expand capacity to innovate and create success for their own future.

The fifth discipline is divided into two categories according to its main focus is an individual or group (Senge, 1990). The first category includes personal mastery, mental models, and systems thinkers who focus on individual behavior and practices in an organization. Personal mastery is the discipline of "continually clarifying and deepening personal vision we, of focusing our energies, of developing patience, and seeing reality objectively" (Senge, 1990). Personal mastery

is self-control is continuously on the activities, goals, and results in a meaningful. It is called as a process of personal commitment to the vision, excellence, and lifelong learning (Bierema, & Gilley, 2001). A mental Model is "the assumption that embedded generation, or even a picture that affect how a person understands the world and how to take action" (Senge, 1990).

The second category includes the discipline of shared vision and learning team. The discipline of building shared vision and learning team different from the other three that the two are inherently collectively (Senge, 1990). The practice of both disciplines is that everyone involved in the group activities. A shared vision means that the vision or goals of the individual are integrated into a shared vision of the organization. Finally, the team learning need to be developed to create a learning organization. According to this argument that a learning organization can be formed through learning team, because building a learning team is sourced from individual learning

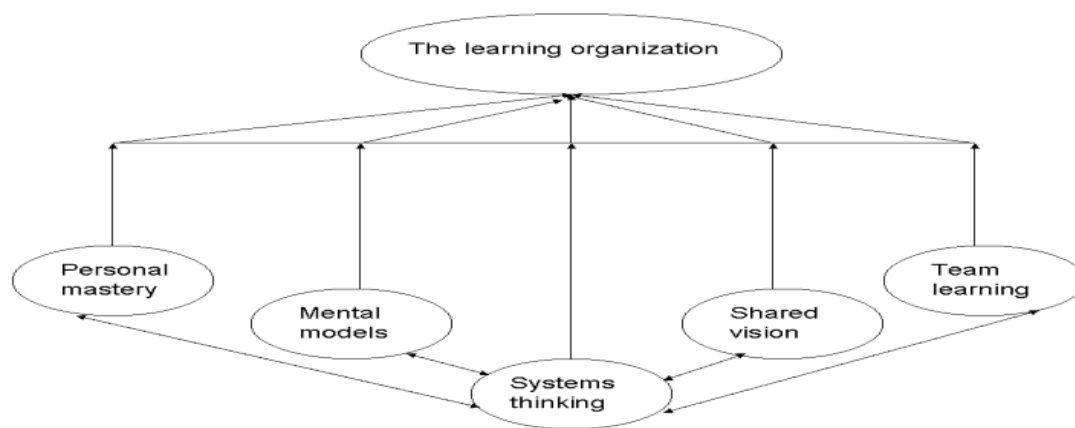


Figure 3. The Five Principles of the Learning Organization (Senge, 2002)

Model Senge (1990) stressed the strengthening of systems thinking and change the way of thinking of managers of the organization. An important implication of this focus can be found in the management level of the organization. In particular, mentioned that more and more people at the level of the leadership of the thinking in the big picture, able to do all things better will be the base change of organizational culture into a culture of learning. Bierema & Gilley, 2001). uses the image of the DNA or the hologram as a metaphor to model learning organization Senge emphasizes that the whole is more than the sum of its parts. That in a shared vision of every person agreed on a shared vision of the. It means that everyone should be agreed to throw out the old way to think and standard routines which they often use to solve problems or perform a job. Members think of all organizational processes, activities, functions and interaction with the environment as part of the system of relations of reciprocity. People openly communicate with each other (across the boundaries of vertical and horizontal) without fear of criticism or punishment. Every person should be denied the personal interests and the interests of the fragmental to work together in achieving a shared vision of the organization. (Senge, 1990).

Public services should promote the quality of service that can be known from the expectations of customers that related to personal needs, past experience, recommendations from other people and from advertising (Tangkilisan, 2007). The provision of public services should understand and know aspects in order to increase satisfaction with services provided. It is also a

form of bureaucratic paradigm changes which requires the government bureaucracy's role and function and its policies are directed to giving the best service to the people (Masyudi, 2005).

The quality of public services can also be seen on the result of the interaction of various aspects, such as system services, human resources, service providers, strategies and customers. Indicators of quality services designed to meet (1) Responsiveness, i.e. the responsiveness of service providers to the hopes, desires, aspirations, and demands of the users of the service; (2) Responsibility, which is a measure which shows how the process of providing public services carried out in accordance with the principles of organization which has been established, and (3) Accountability of size that indicates how big the process of the provision of services according to the interests of the parties (the Stakeholders) and the norms prevailing in the community (Levine et al., 1990). Some of the characteristics and components that need to be considered until at the level of the apparatus of government in the provision of public services by using the size of the (1) Tangibles, (2) Reliability, (3) Responsiveness, (4) Assurance, and (5) Empathy (Zeithaml et al., 1990).

Improve the quality of public services, require innovation and reform of public services. The reform of the public service is meant to be (1) the realization of a new approach to running public services better to the direction of the managerial rather than just administrative sheer; (2) as a response to the scale of the handling and coverage of the tasks of government; (3) changes in the theory and economic problems; (4) the changing role of the private sector in public services. So the reform of public services becomes very important so that the public can obtain the maximum service (Hughes, 2009)

Methods

This research included in the qualitative descriptive research is intended as a troubles hooting procedures are investigated to describe or depict the state of the subject or the object under study (a person, institution, community, and others) at the present time based on the facts that appear or as is with the method of descriptive interpretative (Denzin & Lincoln, 1994).

This research was conducted with reference to the stages of research start from the analysis of the change in the mechanism of public services, the existence of the dimensions of the learning organization and the role of the learning organization into a carrying capacity on the success of the public service-based e-governemnt in the City of Makassar.

Results and Discussion

change is a thing that is sure and eternal in itself it is change. Learning organization is a medium to respond to the challenges both globally and internal organization, all organizations will be required to perform the organization of the learners so as not left behind by the changes.

based on the research organization of the learners can go well with the support of the leadership. so, the factor of leadership in developing the HUMAN resources of the employees and gives the opportunity is a factor of the absolute in the course of learning organization.

Learning organization within the framework of e-government in the form of the implementation of the training and development of HUMAN resources competency-based implemented by the Center and in the Area of the program the form of technical guidance, Workshop management

services-based e-Government so that the admin of e-government have the capability adequate to support the effectiveness of the implementation of e-government.

In addition through Training, technical guidance and Workshop, employees acquire knowledge about the management of webmail, e-attendance, website, simpeg, as well as writing news releases through the creation of a culture of learning in the form of self-taught learning or ask questions to the support team, faqs in the help desk if the implementation of technical guidance and mentoring special to be in each work unit.

Learning organization within the framework of e-government in the form of the development of feedback at all levels of the organization be aware of the process that made the employees to give each other feedback between each other with regard to e-government by way of exchanging information about the internal applications in education Each as well as mutual support and communication with all members of the team of the developers application, the developer team infrastructure, network. Strategy feedback with question and answer through sms app/chat center included with operator help desk in the City of Makassar. Learning organization within the framework of e-government in the form of the provision and development of the SIM is implemented by building the SMS service center including the support team e-government 24 hours by phone that focused on discussions and feedback in the running systems of the application of e-government in particular the Benefits of SIM during the implementation of e-government are (1) to accommodate and answer all the needs of the regional organization(WTO) in the Scope of the Government including those relating to e-government, (2) a means of exchanging information in the finishing work (3) a means of public complaints. The fifth discipline is divided into two categories according to the main focus is the individual or group (Senge, 1990).

The first category includes personal mastery, mental models, and systems thinkers who focus on individual behavior and practices in an organization. Based on the research of the Aparatul the civil state in the city of Makassar mentally relative ready to face the changes with the presence of learning organization. Although there is a change of pattern of the individual where the average employee can already use the app but need to be improved about the discipline and work ethic as well as the employees of a leading line of the service so should the civil servants are required and develop the ability of its resources are better than skill and control of emotions. At this stage it takes a strong commitment to the leadership of the department and the mayor of Makassar in terms of HUMAN resource development

The second category includes the disciplines in the team share the vision and learning like discussed above learning organization can be run either through the discipline, the employee is required to always put the discipline, both individually and in teams. Because in their team to learn from each other between the employees so that they are aware that employees who work as a team is a team. And the most important is the formation of the unity of the vision start from the top management level to the level of the most low-commitment can be maintained and unity in the deal.

things we need to discuss further and discussed is although there is strong support from the mayor of Makassar and the head of the department but still there are some challenges that is where the readiness of the HUMAN resources in the accept new things and this is definitely be a new challenge for the government of Makassar city because they have to create a learning

organization it is also there to increase the capacity of the workforce.

Despite being a technology-based but still save a problem and often times there is a community created are not satisfied by organizer services. We can see from the indicator according to Zeithaml et al., 1990) namely:

Reliability

In terms of reliability, the apparatus is proficient in their field, but it is still a bit awkward when or when there is a problem with the software, it is necessary to calm down in dealing with software problems so that there is no panic and the service can run smoothly.

Emphaty

In terms of the communication that has been established, it is quite good, it would be even better if the operator section imitates services such as friendly banking in greeting people who want to ask for services from operators. It would be very interesting if all the people served gave a positive response and felt they were considered as a private service even though the agency he visited was owned by the government.

Tangibles

The physical facilities owned are good and appropriate in supporting the mobility of world-class services as proclaimed by the Makassar City Government "Makassar Smart City".

Responsiveness

The service provider's response is quite good, but if there is a complaint they usually answer in lengthy terms, for example, in the civil registry office, there are Makassar residents such as Mr. Ahmad Siddiq who complain because the identity card he has an error in writing and the operator who is asked cannot explain well so that people are irritated.

Assurance

Usually there is a delay considering the system used is based on information data, so if there is a down on the main server or a bad network then usually the service is hampered, but that is still understandable because it is not caused by human error but is caused by technical matters

Conclusion

in general the service is good this is all accomplished because of the improvement of the quality of human resources where the learning organization really repair itself rather the creation of good government so that people are happy and satisfied with the services prepared by the government.

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