

Learning Organization Mechanism within the Framework of Electronic-Based Government System in Mamuju District

Muhammad Ardiansyah Makmur

Doctoral Student, The Public Administration Study Program
Universitas Negeri Makassar, South Sulawesi, Indonesia.
Universitas Andi Djemma, Palopo, Indonesia
ardiansyahmakmur93@gmail.com

Rifdan, Haedar akib

Universitas Negeri Makassar
ardiansyahmakmur93@gmail.com

Kasmad Kamal, and Mudzakkar NB

Universitas Andi Djemma, Palopo, Indonesia
ardiansyahmakmur93@gmail.com

Abstract

This study undertook an analysis of learning organization in the implementation of electronic-based government system (SPBE) in Mamuju District. The study used a qualitative approach. The results of the study show that the implementation of electronic-based government system in Mamuju District encourage organizations perform transformations organization of the mechanism manually to the mechanism of electronics is realized through changes in environmental organizations as a form of adjustments to the implementation of electronic-based government systemernment such as changes in the structure , mechanisms of work and patterns of communication and culture as well as the attitude of employees in work. The mechanism of learning organization practiced during the implementation of electronic-based government systemernment in the District Mamuju such as decision and policy leaders are accompanied by the preparation of human resources personnel are capable to work through strategies of education and exercise to improve the knowledge and skills of employees in the field of information communication technology (ICT), to encourage employees to share knowledge and skills share knowledge through (system information manajemnet) SIM and e-learning which can support the effectiveness of the implementation of electronic-based government systemernment.

Keywords

Information Communication Tecnology, Learning Organization, Electronic-based government system, Organizational Change.

1. Introduction

All over the world, including district/city governments in Indonesia, most of them fail in electronic-based government systemernment, because they adopt technology into their structures, functions and policies, but forget the human resources aspect of the government, most of them do not consider capacity human resources, so it becomes a serious threat electronic-based government systemernment success, including systems, structures, and even management and organizational culture. Meanwhile, the essence of human resource quality is an element of e-readliness of electronic-based government systemernment according to (Robey et al. 2002, Giesecke et al. 2004) and (Zaied et al. 2007 and Konopaske et al. 2005) place learning organization as a model. to improve the adaptive ability of organizations to technological interventions by improving the quality of human resources.

Technology, as part of the organizational pressure factor, is recognized as having intervened by organizations in change (Orlikowski 1996) affecting workflow, structure, systems and philosophy (Konopaske et al. 2005). Electronic-based government systemernment as a form of organizational innovation through ICT aims to improve citizen and

organizational services through the provision of information and services by the government and to interact and transact internally and with business partners (Grönlund and Horan 2005). The trend of Electronic-based government systemernment in central and local governments around the world is a real effort to increase accountability, transparency, effectiveness and service quality to create good government.

The Mamuju District Government must realize that the failure of the District/ City government to implement electronic-based government systemernment is because it negates the dominance of learning organization human resources. Increasing the qualification of human resources through organizational learning, encourages changes in organizational values and the fundamental transformation of the organization to become more successful and productive (Phang et al. 2008). While the effect of organizational learning practices on electronic-based government systemernment is to prepare human resources / skilled personnel, have ICT knowledge, training to create skills, support development programs, education and community skills, and create, acquire and integrate knowledge that can contribute to organizational success (Yang et al. 2004).

1.1 Objectives

The purpose of this study is to analyze "How is the description of learning organization in the implementation of electronic-based government systemernment in Mamuju District". To develop and test the problem formulation, it was developed in the form of a research statement as follows, what is the form of changes in the Mamuju District government organization in implementing electronic-based government systemernment and how is the learning organization mechanism within the electronic-based government systemernment framework in Mamuju District.

2. Method

This study used a qualitative evaluation approach as a problem-solving procedure to analyze and describe the form of organizational changes in the Mamuju District government in implementing electronic-based government systemernment and the learning organization mechanism within the framework of electronic-based government systemernment in Mamuju District. The implementation of electronic-based government systemernment focuses on learning organization, with the research locus at the Kominfo Office as the main person in charge of implementing electronic-based government systemernment in Mamuju District. The analysis techniques used the following steps: (1) Performance data analysis, using data from both from interviews and documentation; (2) Data reduction; (3) Data preparation into units; (4) Data categorization; (5) Examination of the validity of the data for research; and (6) Analysis and interpretation of the data with reference to the theory and concepts used (Miles et al. 2014).

3. Results and Discussion

This research is focused on analyzing the position of Learning Organization as the core determinant of the success of electronic-based government systemernment in Mamuju District. The theoretical proof of learning organization as a new innovation due to technological environmental factors causes organizational changes to be more dynamic, leading to the ability of organizations to evolve, adapt and survive in the midst of competition. Initially this contradicts the theoretical contract stated earlier, so that several research instruments were directed at the mechanisms and characteristics of learning organization as a supporting element for the success of electronic-based government systemernment in Mamuju District, while still based on grounded organizational theory predicted by the middle operation theory of learning organization. in the implementation of electronic-based government systemernment (Ben Dhaou and Renard 2017).

After this research was conducted, some of the informants 'answers, the results of observations and documents, found the mechanisms and characteristics of learning organization, so that some of the informants' answers were found to be the opposite. However, the results of this study still rely on the efforts of the Mamuju District government to prepare apparatus resources to have the knowledge and skills and experience in the context of organizational learning in running electronic-based government systemernment in public services.

The theoretical empirical test of the practice of learning organization through analysis of changes and improvement of competency qualifications for ICT, human resources, and learning organization mechanisms to create

learning organizations with distinctive characteristics as a requirement for the success of electronic-based government systemernment has been carried out. The linearity between electronic-based government systemernment and HR development actually promotes the right combination of the two in the internal processes of the organization so that individuals understand the value of learning and are motivated to take part in the process.

Confirmation of the research findings indicates the fulfillment of the mechanisms and characteristics of organizational learning during electronic-based government systemernment. The success is marked by the successful interaction of Government to Government and ICT-based public services through website and the use of web-based application systems in SKPD. Two aspects can be achieved, namely the government of Mamuju Regency in addition to changing its organization into a learning organization, it will also support the success in implementing electronic-based government systemernment.

The findings of this study are the basis for compiling arguments based on the proving analysis of the research proposition. The scientific law is a proposition that already has a fairly broad range and is supported by empirical data. In detail, the formulation of this research argument can be seen as in the following table:

Table 1. Proposition analysis and the formulation of research propositions

Proposition	Analysis	Postulate*)
<p>Proposition Minor 1 The implementation of electronic-based government systemernment encourages organizational change</p>	Proven	<p>Postulate 1 Organizational change occurs due to organizational adaptation in public services through electronic-based government systemernment.</p>
<p>Proposition Minor 2 The implementation of the organizational learning mechanism in the organization affects the implementation of electronic-based government systemernment.</p>	Proven	<p>Postulate 2 Organizations can implement organizational learning mechanisms because of public services through electronic-based government systemernment.</p>

Source: Research Results, 2020 *) Substitutable proposition linkage

3.1 Organizational Changes in the Implementation of electronic-based government systemernment in Mamuju District.

3.1.1 Changes in government organization work flow Mamuju

Changes mechanisms and work flow of employees during the implementation of electronic-based government systemernment in completing tasks, such as creating a range of bureaucratic shorter for work and specific tasks, changes in relationships, authority, and coordination mechanisms between subordinates and managers or supervisors and changes in the form of interaction of the pattern manual, to be an on line based mechanism. In addition, there was a change in the process and workflow of the organization to become more concise during the implementation of electronic-based government systemernment. As described by Artis Efendi Kominfo head of Mamuju, when author inquire about implementation Electronic-based government system in mamuju. He described the change was greeted positively by the learning organization

“At the regional level, the achievements at this stage are the availability of Regional SPBE Architecture; Regional SPBE Coordination Team; micro policies that support the implementation of the Presidential Decree, evaluation of Regional SPBE, surveys of user needs and satisfaction, the

availability of public service portals, government administration portals, and data portals.” (The results of the interview dated 10 Juli 2020).

3.1.2 Changes in the organizational structure of the Mamuju District Government.

Changes in the structure of the organization in the Government District Mamuju done through widening and additional units based on the function and role of coordinating the work that is expected to concentrate in charge of the implementation of the implementation of electronic-based government systemernment. The addition of a Communication and Information office as the person in charge of electronic-based government systemernment which previously was in the Regional Secretariat of Mamuju District, PDE Section. Changes in the structure of the organization is affecting the shape of the range of control, lane coordinative and classify in a specific field of tasks for the implementation of electronic-based government systemernment. As described by Artis Efendi Kominfo head of Mamuju, when author inquire about implementation Electronic-based government system in mamuju. He described the change was greeted change in the organizational structure ofthe Mamuju Govrment.

“The SPBE foundation development stages also target achievement in the integration of planning services, budgeting, procurement of government goods and services, performance accountability, monitoring and evaluation, staffing, archiving, and public complaints. In addition, it also implements SPBE service management, provision of SPBE infrastructure, information security systems, and SPBE technical competency standards.” (The results of the interview dated 10 Juli 2020)

3.1.3 Changes in the system/process of the Mamuju District government organization.

Chronology of the process of communication between leaders and subordinates through the use of technology information on the District Mamuju is done through the use of the facility SMS center, archiving is digital and management deals for goods and services electronically as a form of change in the organization of the manual to the implementation of activities with based electronics through the utilization of the network internet online. Occurs change the flow of the process due to changes in the flow of the structure due to changes in structure, changes in media communication and coordination as well as the change of the mechanism manually into a mechanism-based electronics for the implementation of electronic-based government systemernment (Makmur 2019).

3.1.4 Changes in the organizational culture of the Mamuju District Government.

Implementation of electronic-based government systemernment in the District Mamuju affect the habits of employees in work which is indicated by the change in the behavior of individuals and groups in the form of breadth of mobility and interaction between individuals or groups in the work and in the study, the number of hours of work, the number of policies, autonomy and authority, the habit of working in organization. There are changes in behavior and organizational culture such as changing work habits, coordination and decision making during the implementation of electronic-based government systemernment.

Organizational changes in the implementation of electronic-based government systemernment in Mamuju District the results of this study answer the theoretical proposition that the implementation of electronic-based government systemernment causes organizational change to occur. Organizations that survive due to the influence of technology need the ability to prepare organizational elements so that they are ready to make changes, including adapting to change. The success of the Mamuju District government in implementing electronic-based government systemernment has promoted organizational changes, such as changes in structures, mechanisms and processes, as well as organizational culture and workflow (Putra et al. 2018). All of these components are tailored to the demands and needs during the implementation of electronic-based government systemernment. This adjustment really supports the organization so as not to fail in adapting from the influence and impact of the use of technology (Makmur 2020).

Mamuju District Government places human resources with competence and capability of knowledge, experience, expertise in the field of ICT as the main domain for changes in adaptation. The government develops a development strategy and improves the quality of qualified human resources. This is certainly not easy, because the implementation

of electronic-based government systemernment, organizations need to be directed to be innovative and evolving organizations to make adjustments to changes due to external influences, but through the support of capable human resources (Soh & Ali, 2021).

Postulate 1 Organizational change occurs due to organizational adaptation in public services through electronic-based government systemernment. One of the factors that can support the success of an organization in implementing electronic-based government systemernment is the ability of the organization to make changes both to changes in structure, function, workflow, and organizational culture, including technology and its applications (Perrow, 1995). These changes are an adaptation of organizational changes to electronic-based government systemernment (Azab & Consultant, 2009). Changes that occur due to the recursive influence between the nature of the organization and the behavior of members, and these changes are triggered by the introduction and application of new technology (Zaied et al. 2007).

The results of the study answered the theoretical proposition that the implementation of electronic-based government systemernment led to organizational change. Organizations that survive due to the influence of technology require the ability to prepare the organization to be ready for change, including adapting to change. The success of the Mamuju District government in implementing electronic-based government systemernment, prioritizing organizational changes, such as changes in structure and processes, as well as organizational workflows. All of these components are invincible with the notes and requirements during electronic-based government systemernment implementation. This adjustment is very important to support the organization so as not to fail in adapting to the influence and impact of the use of technology.

Mamuju District Government places human resources with competence and capability of knowledge, experience, expertise in ICT midwives as the main domain for changes in their adaptation. The government develops a development strategy and improves the quality of qualified human resources. This is certainly not easy, because the implementation of electronic-based government systemernment, an organization that needs to be directed to become an innovative organization and can evolve to make adjustments to changes due to external influences, but through the support of capable human resources.

One of the factors that can support the support of electronic-based government systemernment organizations is the ability of the organization to make changes to the structure, function, workflow, and culture of the organization, including technology and its applications. These changes are an adaptation of organizational changes to electronic-based government systemernment that occur due to the recursive influence between the nature of the organization and the behavior of members, and these changes are triggered by the introduction and application of new technologies.

3.2 Learning Organization mechanism within the framework of electronic-based government systemernment in Mamuju District.

The mechanisms that are carried out within the scope of the organization in realizing the Learning Organization within the framework of implementing electronic-based government systemernment in Mamuju District are analyzed on the following elements: 1) creation of top management support; 2) implementation of human resource training and development; 3) development of feedback in all lines of government and 4) provision and development of MIS (Management Information Systems). The results of data interpretation from informants after conducting interviews, collecting documents and observations, it is known that the learning organization mechanism within the framework of electronic-based government systemernment in Mamuju District is as follows:

3.2.1. Creation of top management support (leadership in the Mamuju District government organization.

The implementation of electronic-based government systemernment in Mamuju District receives top management support, in the form of supporting policies including the dissemination of ICT, education and training, ICT Guidance, and policies to encourage employees to raise their awareness so that they can independently try to increase and increase knowledge and skills through the stipulation of a policy requirement to become an official in the Mamuju district government. The implementation of electronic-based government systemernment obtains the

support of top management at all levels of leadership in general regulations and policies as well as stipulation of requirements for appointment of officials, requirements for operator personnel, provision of online and manual learning facilities as a form of organizational learning mechanism. As described by Wahyudi Iswar Kominfo head of Division Electronic Government in Mamuju, when author inquire about implementation Electronic-based government system in mamuju. He described the change was greeted positively by the top of management support and leadership in Mamuju.

“While the SPBE development stage will be carried out in 2023 - 2025 with the following achievements: SPBE service portal based on artificial intelligence and big data; improve the quality of broadband networks and intra-government networks; increase the number of SPBE Services according to user needs; improve the quality of information security, and increase the human resource capacity of SPBE.” (The results of the interview dated 14 Juli 2020)

3.2.2 Implementation of competency-based HR training and development

The implementation of electronic-based government systemernment in Mamuju District is supported by efforts to create and build complete knowledge related to employees through the implementation of education and training for employees through the implementation of technical guidance to increase the capacity of human resources (HR) managers of Information and Communication Technology (ICT) to equip material employees manage webmail, e-attendance, website, simpeg. And other electronic-based government systemernment applications. The implementation of electronic-based government systemernment is supported by training and human resource development in the form of SIMAYA technical guidance, e-attendance, e-reports, ICT socialization and e-attendance socialization, as well as computer training for SKPD employees / operators as a form of organizational learning mechanism.

3.2.3 Development of feedback at all levels of Mamuju District government

Mechanism in all lines of Mamuju district government organization during the implementation of electronic-based government systemernment which is carried out continuously by employees and superiors in the organizational environment. Feedback is carried out in relation to electronic-based government systemernment materials where superiors can provide new information and knowledge related to electronic-based government systemernment materials and with other employees who have adequate knowledge and access information via SIM. There is a continuous feedback process at all lines of the organization during the implementation of electronic-based government systemernment and it becomes one of the organizational learning mechanisms. As described by Wahyudi Iswar Kominfo head of Division Electronic Government in Mamuju, when author inquire about Development Electronic-based government system in mamuju. He described the development was greeted positively by government in Mamuju

“Local governments have to do a lot of homework with the issuance of Perpres 95, especially about the construction phase of the SPBE foundation. There is a mandate for a Presidential Decree which can be implemented immediately by the regions, but there are also those who have to wait for the movement of the central government, the preparation of the SPBE structure for Sulbar which cannot be implemented because the new National SPBE Architecture is planned to be drawn up next year. It is necessary to coordinate with the central government regarding these developments and their implementation and an understanding of the Perpres through participation in socialization activities. It is also necessary to immediately place an order for the West Sulawesi SPBE Coordination Team which is chaired by the Regional Secretary.” (The results of the interview dated 14 Juli 2020).

3.2.4 Provision and development of SIM (System Information Management)

The implementation of electronic-based government systemernment in Mamuju District integrates SIM in the form of, among others, call centers, SMS centers and website applications that are used by employees to communicate to help each other and provide information related to their respective duties and responsibilities, including being a means of information for leaders to disseminate information to employees. SIM (Management Information System) is an important part of electronic-based government systemernment as well as part of the organizational learning mechanism.

Learning Organization mechanism within the framework of electronic-based government systemernment in Mamuju District. t emuan as a whole show that the mechanism can be implemented to realize organaisasi become a learning organization (learning organization) who bore traits and characteristics which are changes and development organization into a learning organization means that innovation organization to do or be realized, for example, making the organization managed to become organizations that adopt ICT can be realized by implementing a learning organization mechanism, allowing the organization to evolve into a learning organization. The organization itself has opportunity to spread the learning.

Postulate 2 Organizations are able to implement organizational learning mechanisms for public services through electronic-based government systemernment. The implementation of electronic-based government systemernment as a form of ICT adoption as a form of technological intervention in organizations (Ivancevic, 2005), from the organizational environment will create a strong impetus for organizations to build organizational learning. This is because the implementation of electronic-based government systemernment requires capable human resources that can only be fulfilled through the ability of an organization to build a learning organization, namely building individual, group and organizational level capabilities (Phang et al. 2008). The ability of an organization to build an organizational learning mechanism, namely top management support, training and human resource development, feedback, and the use of SIM is encouraged because the organization implements electronic-based government systemernment.

These findings generally indicate that what can be applied to realize an organization into a learning organization that gives birth to certain characteristics and bases which constitute a change in the organization to a learning organization means that organizational innovation can be carried out or realized, for example, the organization managed to become an organization which ICT can be realized by running the organization. learning, making the organization can evolve into a learning organization.

The implementation of electronic-based government systemernment as a form of ICT adoption as a form of technological intervention in the organization of the organization will create strength for organizations that build learning organizations. This is because the implementation of electronic-based government systemernment requires capable human resources that can only be fulfilled through the ability of the organization to build a learning organization, namely building individual, group, and organizational level capacities. Organizational abilities in building learning organizations, namely top management support, training and human resource development, organizational management, organizations driven by organizations implementing electronic-based government systemernment. This article shows that there the dynamics of government workflow through the system. District Mamuju in West Sulawesi reflect this situation in various and couple ways. This conditions and the same time bring impact to development of government system to work.

4. Conclusions

Implementation of electronic-based government systemernment in the District Mamuju encourage organizations perform transformations organization of the mechanism manually to the mechanism of electronics is realized through changes in environmental organizations as a form of adjustments to the implementation of electronic-based government systemernment such as changes in the structure , mechanisms of work and patterns of communication and culture as well as the attitude of employees in work . Shape changes in the organization during the implementation of electronic-based government systemernment is the flow of work organization become more compact , the structure of the organization in the grouping more specific , workflow processes, communications , media and coordination - based electronics , and behaviors , attitudes , habits of working and making decisions more flexible

The mechanism of learning organization practiced during the implementation of electronic-based government systemernment in the District Mamuju such as decision and policy leaders are accompanied by the preparation of HR personnel are capable to work through strategies of education and exercise to improve the knowledge and skills of employees in the field of ICT, to encourage employees to share knowledge and skills (share knowledge) through SIM and e-learning which can support the effectiveness of the implementation of electronic-based government systemernment.

References

- Azab, N. A. and Consultant, I. T., Assessing electronic government readiness of public organizations, *Commun. IBIMA*, vol. 8, no. 13, pp. 95–106, 2009.
- Ben Dhaou, S. I. and Renard, L., Definition and categorization of electronic-based government systemernment capabilities: Lessons learned from a Canadian public organization, 2017.
- Giesecke, J. and McNeil, B., *Transitioning to the learning organization*, 2004.
- Grönlund, Å., and Horan, T. A., Introducing electronic-based government system: history, definitions, and issues, *Commun. Assoc. Inf. Syst.*, vol. 15, no. 1, p. 39, 2005.
- Konopaske, R., Robie, C., and Ivancevich, J. M., A preliminary model of spouse influence on managerial global assignment willingness, *Int. J. Hum. Resour. Manag.*, vol. 16, no. 3, pp. 405–426, 2005.
- Makmur, A., Implementasi Kebijakan Alokasi Dana Desa (Add) Dalam Pemberdayaan Masyarakat Miskin Di Kecamatan Mattiro Bulu Kabupaten Pinrang, *J. I La Galigo | Public Adm. J.*, vol. 3, no. 2, pp. 32–39, 2020.
- Makmur, M. A., Partisipasi Masyarakat Dalam Pemilihan Gubernur Provinsi Sulawesi Selatan Tahun 2018 Di Kecamatan Malangke Barat Kabupaten Luwu Utara, *J. I La Galigo | Public Adm. J.*, vol. 2, no. 2, pp. 15–21, 2019.
- Miles, M. B., Huberman, A. M., and Saldana, J., *Qualitative data analysis: A methods sourcebook*, 2014.
- Orlikowski, W. J., Improvising organizational transformation over time: A situated change perspective, *Inf. Syst. Res.*, vol. 7, no. 1, pp. 63–92, 1996.
- Perrow, C., *Theories of Organization*, *Organ. Behav.*, p. 184, 1995.
- Phang, C. W., Kankanhalli, A., and Ang, C., Investigating organizational learning in eGovernment projects: A multi-theoretic approach, *J. Strateg. Inf. Syst.*, vol. 17, no. 2, pp. 99–123, 2008.
- Putra, D. A. D. et al., Tactical steps for electronic-based government systemernment development, *Int. J. pure Appl. Math.*, vol. 119, no. 15, pp. 2251–2258, 2018.
- Robey, D., Ross, J. W., and Boudreau, M. C., Learning to implement enterprise systems: An exploratory study of the dialectics of change, *J. Manag. Inf. Syst.*, vol. 19, no. 1, pp. 17–46, 2002.
- Soh, W. G. and Ali, M. B., Bibliometric Analysis of Learning Organization, *J. Contemp. Issues Bus. Gov.*, vol. 27, no. 1, 2021.
- Yang, B., Watkins, K. E., and Marsick, V. J., The construct of the learning organization: Dimensions, measurement, and validation, *Hum. Resour. Dev. Q.*, vol. 15, no. 1, pp. 31–55, 2004.
- Zaied, A. N. H., Khairalla, F. A., and Al-Rashed, W., Assessing e-Readiness in the Arab Countries: Perceptions Towards ICT Environment in Public Organisations in the State of Kuwait., *Electron. J. Electronic-based government systemernment*, vol. 5, no. 1, 2007.