LEARNING ORGANIZATION ON THE IMPLEMENTATION OF E-GOVERNMENT IN THE CITY OF MAKASSAR

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ABSTRACT

This study of learning organization on the implementation of e-government in the city of Makassar, the Transition of "information society", putting the human element and the knowledge in the organization as one of the fundamental elements and even put the role of knowledge or intellectual capital in the organization as an important element which requires the expansion of the set of skills that are "hard" (technology) and "soft" (interpersonal and communication) in a balanced way. 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. The study site is located in the city of makassar. The method used in this research is included in the descriptive qualitative research, the results of his research are the Makassar City Government implement a mechanism of Learning Organization in the form of the creation of top management support, implementation of training and development of human resources based on the competence, the development of feedback on all fronts as well as the provision and development of mis (Management Information System) within the framework of e-government. The application of the mechanism of the learning Organization happens automatically as a result of the policies of the central government in implementing e-government.

Keywords: Learning organization, E- governance, good government.

I.   INTRODUCTION

Quality public services in an era of information and communication technology, must be able to satisfy the needs and claims relating people to services obtained fast, straightforward, and transparent. Be the necessity of the government to integrate technology in the public service as well as well as stages or preconditions the government of the era of industrial revolution 4.0 which leads to the era of digitization

the 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 (Robertson & Seneviratne, 1995).

The ability of government organizations to adjust to the pace of change on the utilization of the technology of e-government is not only determined by the readiness of the political will consist of funds, technology infrastructure and legal frameworks or policies that support, but there needs to be the creation of the human resources that it has adequate capacity that is not only obtained from training and education, but is obtained through the creation of a climate of learning. Change requires adaptation of the organization to the environment that changes slowly is also a learning process for an organization. In the focus is the necessity of creating a culture of learning that can be grown through the creation of organizational learning (learning organization) (Schein, 2004). Organization as both a public organization or a business organization must have the ability to adjust to change through learning organization.

The creation of a 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 (Udin, Suharnomo, Rahardja, & Handayani, 2019). 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). Must apply the principles of a learning organization the because of the change of climate at work and work procedures as a result of the utilization of IT in the context of e-government, then the organization must cultivate and well aware of the importance of Learning organization in order to understand and make adjustments to the changes that occur.

as for that we need to discuss as researchers, students, professors, is how the learning organization have an important role in the of E-Government in improving public services in accordance with the mandate of the constitution in indonesian.

II.   MATERIALS AND METHOD
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). Giley & Maycunich, (2000) 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:
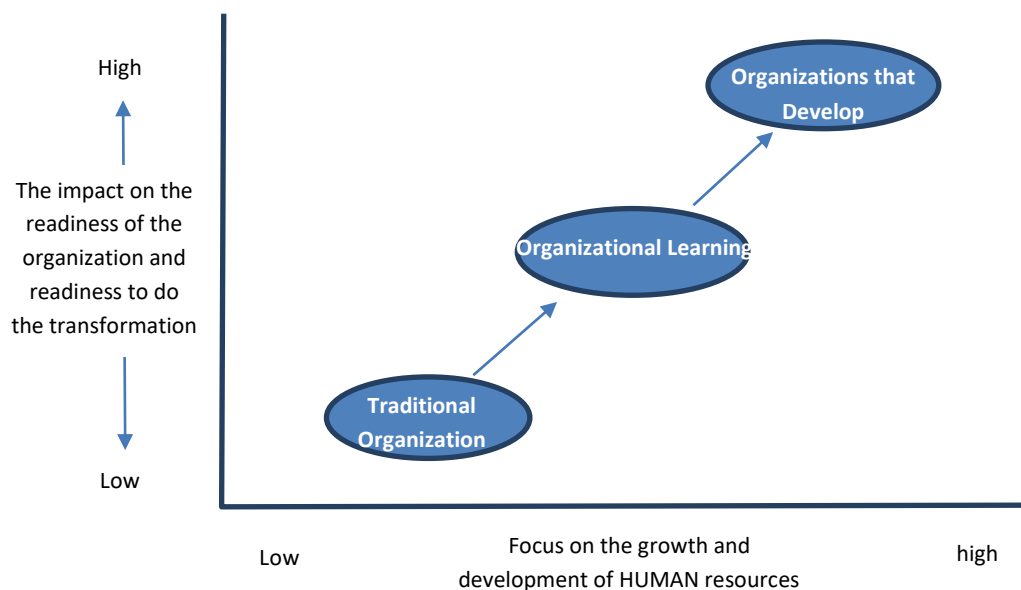
Evolution of the organization (Giley & Maycunich, 2000).

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)[2].

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)[3].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)[4] 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 (Shailendra & Sushil, 2007)[5]. 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)[6].
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:
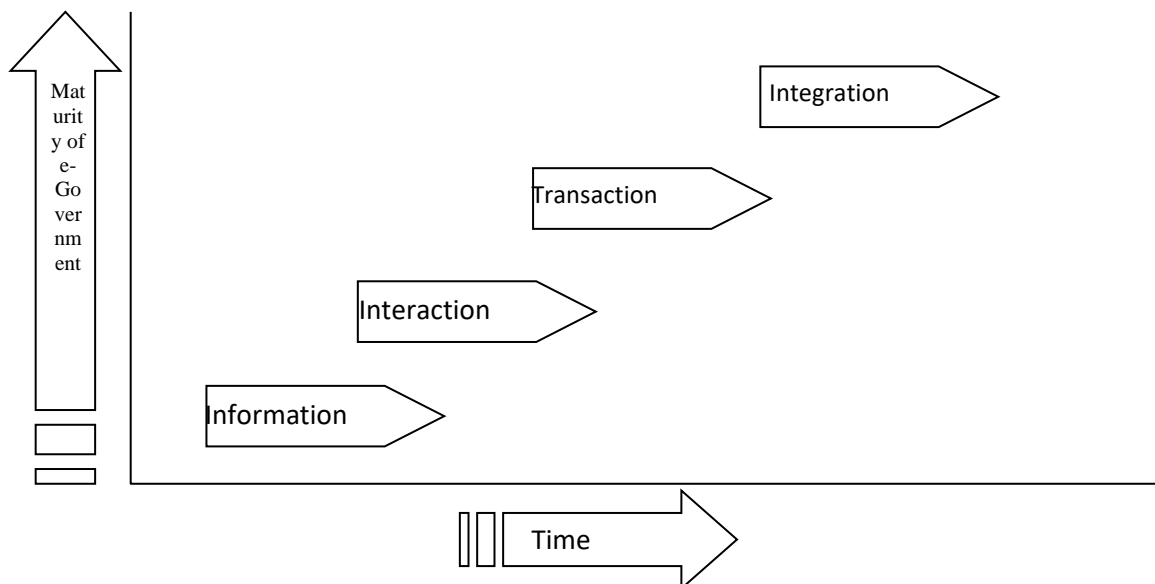
Step E-government (M. Moon et al., 2005)

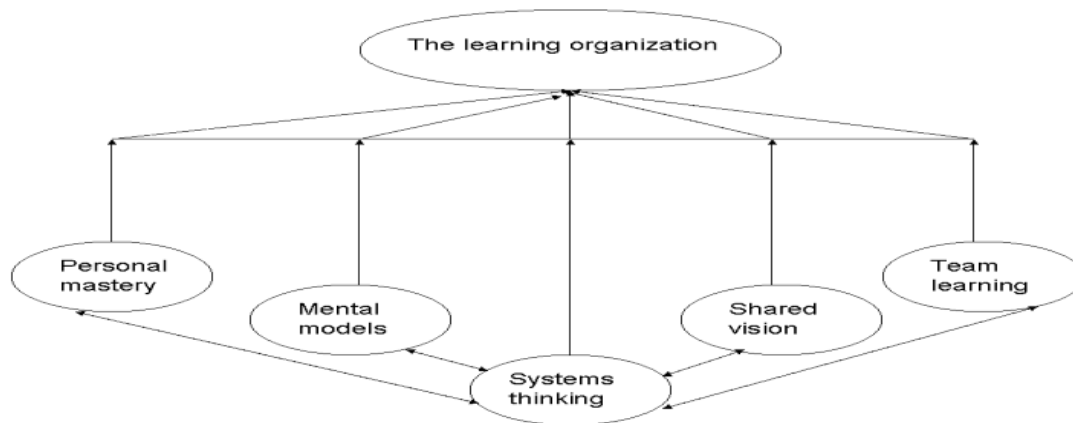## Learning OrganizationModel

The creation of an organization that has karasteristik 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 Dicipline 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)[7] 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 (Lawrence, 2009). It is called as a process of personal commitment to the vision, excellence, and lifelong learning (Bierema, 2001)[8]. 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.

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 (1999) 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)

Method
This research included in the qualitative descriptive research is intended as a troubleshooting 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 (Denzim & Lincoln, 1994)[9].
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.

III.   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 programin 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-governmentSecara khsuus 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 pembelajaranSeperti 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.

IV.   CONCLUSION

Makassar City government implement a mechanism of Learning Organization in the form of the creation of top management support, implementation of training and development of HUMAN resources based on the competence, the development of feedback on all fronts as well as the provision and development of mis (Management Information System) within the framework of e-government. The application of the mechanism of the learning Organization happens automatically as a result of the policies of the central government in implementing e-government. Due to the adoption of e-governemnt cause a condition occurs where the elements of the mechanism LO run to meet the demands of the success of e-government such as leadership support for increasing the capability of employees to run eaplikasi e-government, which was implemented in the form of education and training, technical guidance, workshop on e-government. Going process of creation of a culture of learning in the form of sharing information, knowledge and skills in running an e-governemnt utilize the information system management as a means of exchanging information and knowledge in both formal and informal by using social media, webmail, website and SMS service center.

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