

The Influence of Learning Organization, Training and Knowledge to Official's Work Effectiveness in Regency Government of Ogan Komering Ilir

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Abstract: The purpose of this study was to determine the influence of learning organization, training, and knowledge to the official's work effectiveness. This study used a quantitative approach with survey method and path analysis techniques. The study population was all of echelon IV official in regency government of Ogan Komering ilir. The respondents were 233 out of 560 all echelon IV officials in Regency Government of Ogan Komering Ilir. These research findings were as follows: 1) learning organization has the direct effect to the official's work effectiveness. 2) Training has the direct effect to the official's work effectiveness. 3) Knowledge has the direct effect to the official's work effectiveness. 4) Learning organization has the direct effect to knowledge. 5) Training has the direct effect to knowledge. 6) Learning organization has the direct effect to training. The conclusion of this research was that the improvement of learning organization, training and knowledge will increase the official's work effectiveness. And the better learning organization and training will increase knowledge. Moreover the improvement of learning organization will give a better training.

Key Words: Learning Organization, Training, Knowledge, Official's work effectiveness.

Introduction

The echelon IV official plays a very important role for the successful work of the government office. The echelon IV official has the authority to lead a head section of certain job. And According to Law of Indonesian Republic Number 4 Year 2014 Article 14 letter c, says that Echelon IV official is responsible for implementing the activities of public service and administration and development. So that Echelon IV official is also called Officer in executive position.

The organization is affected by some variables so as to achieve the strategic success through employing its human resources by practices adopted by the management in order to raise the performance level. The challenges confronting the management are represented by its human resource and how to employ them in a way that fits the organization objectives in achieving its goal. There are some variables might affect the official's work effectiveness such as (1) Learning Organization as what stated by Boyett (1998) that learning organization building a superior performance and competitive advantage, to avoid decline, to improve quality, to understand risk and diversity more deeply, to promote innovation and to have people

become active actor not passive recipient. (2) Training; as what Pospos (2013) found that training had the positive influence to the employee work effectiveness. And (3) *Knowledge*, as Garvin (1993) defines a learning organization as "an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights". In his view, there are five main activities needed to be skilled at being a learning organization: systematic problem solving, experimentation, learning from past experience, learning from others and transferring knowledge.

Objectives

The objectives of this research are to find out the influence of Learning organization to the work effectiveness of echelon IV official; the influence of training to the work effectiveness of echelon IV official; the influence of knowledge to the work effectiveness of echelon IV official; the influence of learning organization to knowledge and the influence of training to knowledge

Literature Review

Effectiveness

Robbins, S and Coulter, M. (2013) stated that effectiveness means doing thing in right as to do the activities to help the organization achieving its goal. Moreover Olsson (2008) claimed effectiveness is related to added value for owners and users. According to Olsson (2008), effectiveness can be related to doing the right things. The effectiveness of a construction process can be seen as the ability of the process to satisfy the requirements, objectives and priorities related to customers in the construction industry, primarily the project owners. Effectiveness is focused on how the construction process contributes to increased value for the owners and users. Consequently, effectiveness is a loosely defined and moving target. In other words we can say that *work effectiveness* is the activity of doing thing in right way to help the organization achieving its goal.

Learning Organization

According to Michael J. Marquardt (1997) stated that a learning organization is an organization which learns powerfully and collectively and is continually transforming itself to better collect, manage, and use knowledge for corporate success. It empowers people within and outside the company to learn as they work. Moreover Smith (2001) stated that a learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights. And Peter Senge (1990) concluded that learning organization is an organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together. He also popularized the concept of learning organization in his book known as "The fifth discipline" those are personal mastery, system thinking, mental model, share vision, and team learning

Training

Gary Desler (2015) defined that Training is a systematic process to change the work behavior of the employees to increase an organization performance. Moreover Heathfield (2018) claimed that Employee training is a process focused on communicating with and teaching employee information and/or instructions. The purpose of employee training is to improve the employee's performance or to help the employee gain a necessary level of knowledge and skill to productively, effectively, and profitably perform his

or her job. As stated by Heathfield, (2008), training is an important element in creating a high work performance culture. So we can conclude from many finding and theory of researchers above that training means giving information, skill, and knowledge needed to focus in doing the job. And based on the Kirkpatrick hierarchy model, there are some combinations of criteria concerning the training level such as reaction, learning, behavior change and result.

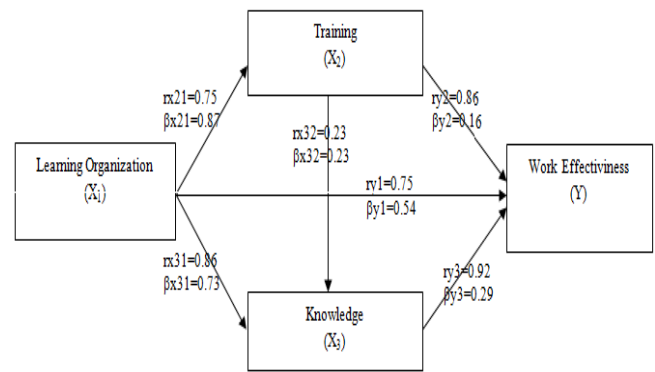
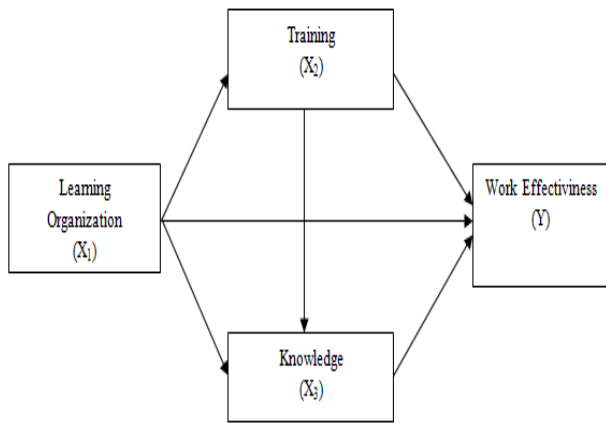
Knowledge

Various references mention that knowledge is divided into two, namely explicit knowledge and implicit knowledge. The division of knowledge into the two groups was originally introduced by Michael Polanyi (2005). According to McNabb (2007), tacit knowledge is knowledge held in the minds of the men and women who hold, use, and share what they know about things and how to do what they do. Explicit knowledge is knowledge that has been or can be written down and contained in documents and other media.. However, in a book written by Jetter et al. (2006) mentioned that knowledge is divided into three parts, there are explicit knowledge, tacit knowledge, and latent knowledge. Latent knowledge is information about people with their personal knowledge (of course the personal knowledge stays personal, but the representations of the people are feasible so that they can be found). Furthermore from the theory and explanation of the researchers we can conclude that there are some indicators which can represent the variable knowledge, namely: skill, strategy, experience, instinct, work procedure and facility/archive.

Based on the literature reviewed, the following hypotheses were formulated:

- H1. Learning Organization has a direct positive effect on Work Effectiveness
- H2. Training has a direct positive effect on Work Effectiveness
- H3. Knowledge has a direct positive effect on Work Effectiveness
- H4. Learning Organization has a direct positive effect on Knowledge
- H5 Training has a direct positive effect on Knowledge
- H6. Learning Organization has a direct positive effect on Training

Conceptual Framework



A Diagram Causal Influence X_1 , X_2 , and X_3 to Y
Discussion

Based on the result of research conducted, research discussion raised as follows:

First, learning organization has a direct affect to work effectiveness that means once the organization has most characteristic as the learning organization, it will increase work effectiveness in the organization. This is in line with the finding of I Made Permadi Kusuma which stated that learning organization has a lot of impact to the effectiveness, so that learning organization could explain variances of variable work effectiveness directly.

Second, empirical result found that there is a positive direct effect of the training to work effectiveness. This is in line with the research of Rosli Ibrahim, Ali Boerhannoeddin, and Kazeem Kayode Bakare, titled “The effect of soft skills and training methodology on employee performance.” The result showed that the training method significantly predict employee performance,

Third, the result of this research found that knowledge has a positive direct effect to work effectiveness and this is in line with Aras Aira research which claimed that knowledge significantly influences work effectiveness.

Fourth, empirical result found that there is a positive direct effect of learning organization to knowledge. This is in line with Bayu Ilham Pradana who found that learning organization primarily increasing knowledge.

Fifth, the result of this research found that training has a positive direct effect to knowledge and this is in line with Ahn-Sook Hwang’s statement which says that training opportunities may also need to be carefully linked to project assignments along with the career path so that organizational members can develop the required know-how and expertise as they build their career.”

Research Methodology

This study uses a quantitative approach with survey method. The population of this study is all of Echelon IV official in Ogan Komering Ilir Regency of South Sumatera. And there are 233 officials to be taken as the sample. Questionnaires used to collect data from respondents. And Path analysis is used to test hypothesis that has been determined.

Result

The analysis obtained the value of the $\beta y1$ as much as 0.54 and t count = 4.44, with t table (0.05:233) = 1.96, so t count > t table, rejected H_0 , that means variable Learning Organization has direct positive effect to variable Work Effectiveness. While the results of the analysis obtained the value of the lines coefficient $\beta y2$ as much as 0.16 and t count 2.20, with t table (0.05:233) = 1.96, so t count > table, rejected H_0 , it means variable Training has direct positive effect to variable Work Effectiveness. The results of the analysis obtained the value of the lines coefficient $\beta y3$ as much as 0.29 and t count 2.55, with t table (0.05:233) = 1.96, so t count > t table, rejected H_0 , it means variable Knowledge has a direct positive effect to variable Work Effectiveness. The results of the analysis obtained the value of the lines $\beta x31$ as much as 0.73 and t count 7.20, with t table (0.05:233) = 1.96, so t count > t table, rejected H_0 , it means variable Learning Organization direct positive effect to variable Knowledge. The results of the analysis obtained the value of the lines coefficient $\beta x32$ as much as 0.23 and t count 2.52, with t table (0.05:233) = 1.96, so t count > t table, rejected H_0 , it means variable Training has direct positive effect to variables Knowledge. The results of the analysis obtained the value of the lines coefficient $\beta x21$ as much as 0.87 and t count 14.01, with t table (0.05:233) = 1.96, so t count > t table, rejected H_0 , it means variable Learning Organization direct positive effect to variables Training.

Sixth, empirical result found that there is a positive direct effect of learning organization to training. This finding is in line with what Hikmawan Suryanto proposed that learning organization can be build by some kinds of practices such as training, outbound and so on.

Conclusion

The conclusion of this research shows that there is direct positive influence of learning organization, training, and knowledge to work effectiveness. And there is a direct positive influence of learning organization to knowledge. And also training has a positive direct effect to knowledge. Furthermore there is a positive direct effect of learning organization to training.

Recommendation

Since learning organization has the highest score influence among training and knowledge to work effectiveness and besides learning organization can also increase training and knowledge so it is recommended that the government especially the region government of Ogan Komering Ilir facilitating all of the government office to reform themselves to become a learning organization.

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