

Analisis tingkat penerapan model learning organization pada Akademi Pimpinan Perusahaan = Analysis on the learning organization model application at the Academy for

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Abstrak

Perubahan lingkungan bisnis di abad 21 sangat dinamis dan sulit diprediksi baik dalam bidang ekonomi, sosial dan politik, menuntut organisasi untuk selalu menyesuaikan diri pada perubahan lingkungan, baik lingkungan internal maupun lingkungan eksternal. Untuk itu, sebuah organisasi harus lebih progresif, inovatif dan mampu melakukan integrasi secara terus-menerus. Penopang keunggulan bersaing sebuah organisasi adalah keunggulannya dalam belajar, yang merupakan proses yang mendasari dan melahirkan perubahan. Dengan demikian sebuah organisasi harus dikembangkan sedemikian rupa sehingga menjadi organisasi pembelajar (learning organization). Penelitian ini bertujuan untuk mendeskripsikan seberapa besar tingkat penerapan learning organization di Akademi Pimpinan Perusahaan dan menjelaskan apakah Akademi Pimpinan Perusahaan termasuk dalam kategori learning organization? kemudian mendeskripsikan upaya-upaya apa yang harus dilakukan oleh Akademi Pimpinan Perusahaan agar menjadi learning organization? Desain penelitian yang digunakan adalah penelitian tingkat eksplanasi deskriptif, sedangkan metode penelitian yang dipakai adalah metode survey yang diperkuat dengan wawancara dan studi dokumentasi. Populasi dalam penelitian ini berjumlah 147 orang dan teknik sampel yang digunakan adalah purposive sampling diperoleh sampel sebanyak 65 responden dengan kriteria yang ditentukan yaitu karyawan tetap Akademi Pimpinan Perusahaan yang terdiri dari tenaga pengajar tetap baik yang memiliki jabatan struktural maupun tidak dan tenaga administratif, memiliki tugas yang erat keterkaitannya dengan dimensi-dimensi dari lima sub sistem, dan memiliki jenjang pendidikan SLTA ke atas. Instrumen yang digunakan dalam melakukan penelitian ini adalah kuesioner learning organization profile yang diambil dari buku karangan Marquardt berjudul "Building The Learning Organization; A System Approach to Quantum Improvement and Global Success". Kuesioner ini digunakan untuk mengukur variabel tingkat penerapan learning organization. Kuesioner disusun berdasarkan kisi-kisi instrumen penelitian, komponen yang diukur, sub komponen yang diukur dan nomor item instrumen dapat dengan jelas diurut keterkaitannya satu dengan lainnya dan hasil analisis data dan deskripsi data hasil penelitian dapat diketahui bahwa tingkat penerapan learning organization di Akademi Pimpinan Perusahaan adalah bernilai rata-rata 19,24 dan berada pada range result 16-23 = fair (cukup) 1 Nilai ini lebih rendah 2,76 dari tidak rata-rata learning organization 500 organisasi dunia hasil penelitian Marquardt. Untuk masing-masing sub sistem nilai rata-ratanya adalah sebagai berikut: pertama, Dinamika Pembelajaran 19.05, kedua, Transformasi Organisasi 20.11, ketiga, Pemberdayaan Manusia 19.98, ke-empat, Pengelolaan Pengetahuan 19.45, dan kelima, Pemberdayaan Teknologi 17.58. Secara keseluruhan tingkat penerapan learning organization, menurut penilaian responden berada pada tingkat diterapkan pada bagian tertentu (39.75%), dan belum/sedikit diterapkan (37:23%). Jadi dapat disimpulkan bahwa nilai akhir maupun nilai masing-masing sub sistem learning organization di Akademi Pimpinan Perusahaan lebih rendah dibandingkan nilai rata-rata yang dicapai oleh 500 organisasi di dunia hasil penelitian Marquardt, dan tingkat penerapannya baru pada tahap diterapkan pada bagian tertentu organisasi (skala 2) dan belum/masih sedikit diterapkan (skala 1), artinya tingkat penerapan learning

organization di Akademi Pimpinan Perusahaan belum cukup baik, sehingga Akademi Pimpinan Perusahaan belum dapat disebut sebagai learning organization. Untuk dapat disebut sebagai learning organization menurut Marquardt, penerapan ke lima sub sistem learning organization harus berada pada skala 3 (diterapkan pada sebagian besar organisasi) dan skala 4 (diterapkan secara penuh/menyeluruh dalam organisasi). Upaya-upaya yang perlu dilakukan agar Akademi Pimpinan Perusahaan dapat meningkat ke tahap menjadi learning organization adalah membangun komitmen bersama antara pimpinan dan seluruh karyawan untuk menjadi organisasi pembelajar, dalam perekrutan pegawai dijamin dengan sistem recruitment yang baik sehingga menghasilkan orang-orang yang berkualitas dan memiliki kemampuan dan kemauan untuk terus belajar, untuk membangun pembelajaran yang efektif semua anggota organisasi harus memiliki persamaan persepsi dan pandangan atas kegiatan, tujuan dan arah organisasi di masa depan melalui adanya visi yang jelas, budaya yang mendukung, dan strategi-strategi yang inovatif untuk mendorong terjadinya pembelajaran, memberi kesempatan seluas-luasnya kepada karyawan untuk melanjutkan pendidikan ke jenjang yang lebih tinggi dengan pemberian beasiswa. Pimpinan harus bertindak sebagai instruktur dan mentor dalam aktivitas pembelajaran, pimpinan juga harus menjadi model dan asisten pembelajar. Menciptakan kesadaran bagi semua karyawan akan pentingnya mengumpulkan dan menyebarkan pengetahuan melalui workshop, simposium dan internal benchmarking. Dalam aplikasi teknologi APP perlu menyediakan dan membangun sistem informasi yang berbasis komputer, interne, sistem Online komputer, LAN, dan lain-lain.

The change of business environment in 21st century which is very dynamic and difficult to be predicted in the field of economy, social and politic, makes the organization has to keep adjusting to the change of environment, both in internal environment and external environment. Therefore, an organization has to be more progressive, innovative, and be able to carry out the integration continuously. Support of the competition success of an organization is a superiority in learning which is a process that becomes the basis and produces the change. Thus, an organization has to be developed as could as possible to be able to become a learning organization. This research is aimed at describing of how is the learning organization applied at The Academy For Industrial Management, and explaining whether The Academy for Industrial Management is categorized as a learning organization, and then describing the efforts which have to be carried out by The Academy For Industrial Management to be able to become a learning organization. The research design utilized is a research with descriptive explanation level, while the research method utilized is a survey method supported by interview and documentation study. Population in this research is as many as 147 persons and the sample method utilized is a purposive sampling which has 65 respondents with determined criteria namely, the permanent employees of The Academy For Industrial Management which consist of lecturers both those who have a structural position or not and the administration staffs, who have the duty closely related to the dimensions of the five learning organization sub-systems, and have educational background of Senior High School and upper level.

Instrument utilized in carrying out this research is a questionnaire of learning organization profile quoted from the book written by Marquardt with the title " Building The Learning Organization: A System Approach to Quantum Improvement and Global Success." This questionnaire is used to measure the application level variable of the learning organization. The questionnaire is arranged based on the centers of the research instrument, measured components, measured sub-components, then the item number of instrument can be clearly traced relating to the each other relationship. From the results of data analysis and the description of research result data, it can be known that the application level of learning organization at

The Academy For Industrial Management has an average point of 19,24 and it means that it is in 16-23 result range - fair. This point is lower 2,76 point of the average point of the learning organization from 500 world organizations based on Marquardt's research results. The average point of each sub-system is as follows: first. Learning Dynamic is 19,05 point. second. Organization Transformation is 20,11 point. third. People Empowerment is 19,98 point. fourth. Knowledge Management is 19,45 point. Fifth. Technology Application is 17,58 point. In overall, application level of learning organization according to the respondents is in a certain determined level (39,75%) and haven't been applied yet (37,23%). So, it can be concluded that the final point and the point of each sub-system of learning organization is lower than the average point reached by 500 world organizations based on the results of Marquardt's research, and the application level of learning organization at The Academy For Industrial Management has just been applied at a certain part of the organization (scale-2) and has not been applied yet or has just been little applied (scale-1), it means that the application level of learning organization at the Academy For Industrial Management has not well enough done, so that the Academy For Industrial Management hasn't been able yet to be categorized as the learning organization. To be able to be considered as a learning organization according to Marquardt, the application of the five sub-systems of learning organization has to be in scale-3 (applied at the most part of the organization) and scale-4 (fully/comprehensively applied in the organization). Efforts required to be carried out in order that the Academy For Industrial Management can be in the level to become a learning organization is, by making the commitment together between the leader/head and all employees. The employee recruitment is carried out by a good recruitment system so that it can have the quality people who has ability and will to continuously learn to form an effective learning. All members of the organization have to have the same perception and opinion upon the activities, objectives and organization's direction in the future through a clear vision, supporting culture, and innovative strategies to support the learning. to give the opportunity as wide as possible for the employees to continue their study to the upper level education by giving scholarship. The Leader has to act as an instructor, trainer and mentor in learning activity; the leader has also to become the model and assistant of the learning. The leader has to build the awareness to all employees about the importance of pursuing and wide spreading knowledge through the workshop, symposium, and internal benchmarking. In the technological application, The Academy For Industrial Management has to provide and establish an information system with the basis of computer, internet, computer on-line system, and others.