

UNIVERSITAS INDONESIA  
FAKULTAS ILMU SOSIAL DAN ILMU POLITIK  
DEPARTEMEN ILMU ADMINISTRASI  
PROGRAM PASCASARJANA  
PROGRAM STUDI ILMU ADMINISTRASI  
KEKHUSUSAN ADMINISTRASI DAN KEBIJAKAN PELAYANAN PUBLIK

## ABSTRAK

Nur Azizah Rahmanawati  
0706186266

### **Analisis Peta Potensi *Learning Organization* di BPSDM Hukum dan HAM Departemen Hukum dan Hak Asasi Manusia Republik Indonesia**

Xvii + 100 halaman + 17 tabel + 7 gambar + 6 lampiran  
Daftar Pustaka : 34 buku, 3 jurnal, 3 karya ilmiah

Tesis ini membahas tentang organisasi pembelajar yang memungkinkan organisasi dapat beradaptasi lebih baik dan lebih cepat terhadap perubahan lingkungan yang begitu cepat terjadi. Permasalahan dalam penelitian ini bagaimana peta potensi *Learning Organization* (yang mencakup kelima sub-sistem menurut Marquardt : *Learning, Organization, People, Knowledge* dan *Technology*) di BPSDM Hukum dan HAM dan strategi apa yang harus dilakukan untuk membangun *Learning Organization* tersebut, sehingga penelitian ini bertujuan untuk mengetahui gambaran mengenai peta potensi *Learning Organization* di BPSDM Hukum dan HAM dan untuk mengetahui strategi yang harus dilakukan untuk membangun *Learning Organization* tersebut. Pendekatan penelitian ini adalah kuantitatif. Secara metodologis, berdasarkan tujuannya jenis penelitian ini adalah deskriptif yang menggunakan satu variabel. Populasi penelitian adalah seluruh pegawai BPSDM Hukum dan HAM, dengan teknik pengambilan sampelnya adalah *purposive sampling*, dengan jumlah sampel sebanyak 109 orang. Adapun instrumen yang digunakan adalah kuesioner tentang *Learning Organization Profile* yang dikembangkan oleh Marquardt dalam bukunya "*Building the Learning Organization : A System Approach to Quantum Improvement and Global Success*". Hasil analisis data dapat diketahui bahwa peta potensi *learning organization* di BPSDM Hukum dan HAM diperoleh nilai rata-rata untuk setiap sub-sistem adalah (1) *Learning* : 23,82; (2) *Organization* : 25,06; (3) *People* : 24,95; (4) *Knowledge* : 22,95 dan (5) *Technology* : 24,64. Berdasarkan temuan tersebut, penelitian ini menyimpulkan bahwa di BPSDM Hukum dan HAM memungkinkan untuk dapat dibangun *learning organization* jika dilakukan usaha keras untuk perbaikan-perbaikan yang *significant*, karena peta potensinya masih tergolong tidak kuat dan skor rata-ratanya berada di bawah 30 (masih dibawah yang direkomendasikan oleh Marquardt). Maka dari itu harus dibangun strategi-strategi yang *significant* dari setiap sub-sistem yang ada. Yang terpenting adalah harus ada komitmen terlebih dahulu dari pimpinan, terutama level tertinggi untuk memahami dan menerapkan *learning organization* itu.  
Kata Kunci : *Learning Organization*.

**UNIVERSITY OF INDONESIA  
FACULTY OF SOSIAL AND POLOTICS SCIENCE  
ADMINISTRATION SCIENCE DEPARTMENT  
MASTER PROGRAM  
MAJOR OF ADMINISTRATION SCIENCE  
CONCENTRATION ON ADMINISTRATION AND POLICY OF PUBLIC SERVICE**

**ABSTRACT**

Nur Azizah Rahmanawati  
0706186266

**An Analysis of Potential Map of Learning Organization at the Agency of Human Resources Development of Law and Human Rights of Republic of Indonesia**

Xii + 100 pages + 17 tables + 7 pictures + 6 attachments

Bibliography: 34 books, 3 journals, 3 scientific papers

The thesis discusses a learning organization which enables an organization to make a better and faster adaptation of an environment change which happens so rapidly. The problems of the research are what potential map of the learning organization (which covers Marquardt's five sub-systems: Learning, Organization, People, Knowledge, and Technology) occurs at the Agency of Human Resources Development of Law and Human Rights and what strategy that should be applied to build the learning organization. Therefore, this research aims to elaborate the description of the potential map of the learning organization at the Agency of Human Resources Development of Law and Human Rights and to find out the right strategies that should be applied to build the learning organization. This research utilizes a quantitative approach. Methodologically, in accordance with its aims, the type of this research is descriptive using one variable. The population of this research is all employees of the Agency of Human Resources Development of Law and Human Rights and it employs a purposive sampling as the technique of sample taking with a total sample 109 people. While the instrument used is a questioner of the Learning Organization Profile developed by Marquardt in his book "Building the Learning Organization: A System Approach to Quantum Improvement and Global Success". The data analysis results show that according to the potential map of the learning organization at the Agency of Human Resources Development of Law and Human Rights, it is learnt that the average scores of the five sub-systems are (1) Learning: 23,82; (2) Organization: 25,06; (3) People: 24,95; (4) Knowledge: 22,95; and (5) Technology: 24,64. On the basis of the results, the research reaches a conclusion that at the Agency of Human Resources Development of Law and Human Rights it is possible to build the learning organization if great efforts are conducted in order to obtain significant improvements because the potential map is still regarded weak. Moreover, the average scores are below 30 (still lower than recommended by Marquardt). Therefore, it is necessary to establish significant strategies of each sub-system. The most important point is there should be commitment had by the head of the agency, especially those holding the highest positions, to comprehend and implement the learning organization.

Key word : Learning Organization