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ABSTRACT

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ANALYSIS OF THE IMPLEMENTATION OF "LEARNING ORGANIZATION"
ACCORDING TO THE TOP MANAGEMENT PERCEPTION IN OPERATIONAL
DIVISION PT. BANK NEGARA INDONESIA (PERSERO), TBK

xiv+103 Pages+13 Tabels+5 Figures+ 5 Attachments
Bibliography : 35 Literature Books, 5 Thesis, 7 Jurnal, 3 Article (1980-2007)

In facing the globalization era where changes happen in a very fast pace, every organization is forced to adapt as quickly as possible in order to survive. Many organizations create new innovations to give additional value to their products. Those innovations are very important to set the company's position in the global market. Innovation comes from the continuous learning process done by the organization, which needs to be supported by the strong will from every member of the organization to upgrade their capacity through learning. It means that in order for an organization to lead the competition that organization needs to continuously transform itself into a "learning organization".

BNI as a bank which has more than half a century experience is also forced to transform into learning organization. Becoming a learning organization is not easy task, for which it is important to have participation from every member of the organization, particularly from the top level managements or leaders. A leaders as a role model and change agent has an important role in supporting the learning process. In a dynamic organization, it is needed to have a leader who has a wide perspective and is able to quickly respond and adapt to the changes in the organization environment. A leader has to have a commitment to the learning process and needs to be able to motivate their subordinates to continuously learning.

This research will try to analyze the implementation of learning organization in BNI Bank, by identifying the level of perception of the leader-level employees of BNI at the Operational Division to the five learning sub-systems, which are Learning Dynamics, Organization Transform, Human Empowering, Knowledge Management

and Technology Application. Instrument which is used in this research is the learning organization profile developed by Prof. Michael J. Marquardt.

The method used in this research is descriptive by taking samples from 68 respondents. The result shows that BNI can be categorized “good” in implementing learning organization. This is shown by the high scores recorded for each of the sub-system, which are as follows : Learning Dynamics 25.69, Organization Transform 26.91, Human Empowering 24.35, Knowledge Management 24.97, and Technology Application 30.50. The average score of learning organization in BNI is then calculated and found to be 26.47, which is above the average. These results show that BNI has understood and comprehend the importance of becoming a learning organization.



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ABSTRAK

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ANALISIS PENERAPAN LEARNING ORGANIZATION MENURUT PERSEPSI
PEGAWAI TINGKAT PIMPINAN PADA DIVISI OPERASIONAL PT. BANK NEGARA
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xiv+103 halaman+13 Tabel+5 Gambar+ 5 Lampiran
Daftar Pustaka : 35 Buku Literatur, 5 Tesis, 7 Jurnal, 3 Artikel (1980-2007)

Dalam menghadapi era globalisasi, dimana perubahan yang terjadi sangat cepat menuntut organisasi untuk segera beradaptasi agar tetap bertahan. Organisasi menciptakan inovasi-inovasi baru guna memberikan nilai tambah. Inovasi yang diciptakan akan sangat menentukan posisi perusahaan di tengah pasar. Inovasi merupakan wujud dari hasil belajar (*learning*) yang terus menerus dilakukan oleh organisasi, dimana adanya keinginan yang kuat dari setiap anggota organisasi untuk selalu meningkatkan kapasitasnya melalui pembelajaran. Dengan demikian organisasi yang ingin unggul dalam suatu persaingan harus melakukan transformasi terus menerus ke dalam organisasi pembelajar (*learning organization*).

BNI sebagai bank yang telah berumur lebih dari setengah abad dituntut menjadi organisasi pembelajar. Menjadi suatu organisasi pembelajar bukanlah suatu hal yang mudah, untuk itu diperlukan partisipasi dari seluruh elemen organisasi terutama dari unsur pimpinan. Pemimpin sebagai *role model* dan *change agent* memiliki peranan yang penting guna mendukung proses pembelajaran yang ada. Dalam organisasi yang dinamis diperlukan pemimpin yang mempunyai wawasan yang luas dan cepat beradaptasi terhadap perubahan lingkungan. Pemimpin harus mempunyai komitmen terhadap pembelajaran dan dapat memotivasi bawahannya untuk terus menerus belajar.

Penelitian ini mencoba menganalisis penerapan learning organization di Bank BNI, melalui tingkat persepsi karyawan pada tingkat pimpinan pada Divisi Operasional terhadap 5 subsistem pembelajaran, yaitu Dinamika Pembelajaran, Transformasi Organisasi, Pemberdayaan Manusia, Pengelolaan Pengetahuan, serta

Aplikasi Teknologi. Instrumen yang digunakan dalam penelitian ini adalah learning organization profile yang dikembangkan oleh Prof. Michael. J. Marquardt.

Metode penelitian ini bersifat deskriptif dengan sampel sejumlah 68 responden. Hasil penelitian ini menunjukkan bahwa BNI tergolong baik dalam penerapan learning organization. Hal ini ditunjukkan dengan skor masing-masing sub sistem, dimana skor sub sistem dinamika pembelajaran 25,69; Transformasi Organisasi 26,91; Pemberdayaan Manusia 24,35; Pengelolaan Pengetahuan 24,97; dan Aplikasi Teknologi 30,50. Rata-rata dari total skor learning organization di BNI sebesar 26,47 dan skor ini tergolong di atas rata-rata. Hasil penelitian ini menunjukkan bahwa BNI telah mengerti dan memahami pentingnya menjadi organisasi pembelajar.

