

APPLICATION OF MENTAL ASPECTS OF THE ORGANIZATION OF LEARNERS SECRETARIAT MODEL OF WEST SULAWESI PROVINCE

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ABSTRACT

The purpose of this study is to identify and explore the elements of learning organization there, especially from the mental aspect of the model. The research is a qualitative research with in-depth interview method, in the field about the existence of the five disciplines of learning organization in West Sulawesi Province Regional Secretariat. Sources of data obtained from informants: 2 Assistants, 3 Heads, 3 Head of Sub Division and 3 staff that are directly related to the formulation of the vision, and policies related to the increase in the capacity of individuals and organizations at the District Secretariat of West Sulawesi province. Based on the discussion of the results of identification or a search which has been found it can be concluded that the mental element of discipline learner existing models and in general practice employees. This is seen in the average value of the frequency of the element of mental models is quite good. While employees who are less able to work based on elements of learner discipline due to the low spirit of these employees to learn new things. They are always waiting for orders from superiors in completing their duties and functions.

Keywords: *Learning Organization, Organizational Development, Mental Models, and Discipline Learner.*

INTRODUCTION

Change or renewal of the organization is a natural thing, but a prerequisite for the stability of an organization. Likewise, the bureaucracy in Indonesia, if it wants to get out of problems and want good governance, the way out is to make changes. According Trilestari E.W. (2007:14) changes within the government bureaucracy in Indonesia felt long before the order of reforms in 1998. But since the reform gave rise to the idea of transforming the culture, especially the culture of reform want to learn amid the wind and keep the updates that are being blown up today.

In the case of the renewal of the workings of the bureaucracy through the learning process can occur based on changes in values, habits, attitudes, norms and patterns of thought (mind set). The changes are a challenge for developing countries including Indonesia, because, according to Riggs, (1985: 333) that the workings of each personal apparatus developing countries have formally established since the days of empire (pre-colonial) and imperialisem known as bureaucratic culture patrimonial or paternalistic, which reveal the value traditional-value. In a cultural perspective, although the Indonesian bureaucracy has revealed a modern structure, it still carries the values of patrimonial or paternalistic environment bureaucratic life. The impact of their work is based on orders from superiors (paternalistic) so that the performance of employees less than the maximum, creative, and innovative (Dwiyanto, 2003: 34).

Dwiyanto research results (2003: 12-16) shows that the attitude of customs, and behavior of the apparatus that are less efficient and effective implications for the low performance of public bureaucracy. The values of patrimonial and feudal still persist in the body of the bureaucracy in Indonesia. This is in addition to the influence of the royal period (pre-colonial) and imperialism, as well as the misuse or abuse of the meaning of autonomy Law 32 of 2004. For example, there is a pattern of work is patron-client is more concerned with power than the interests and or community service. They work on command (patron-client) so that the innovation and creativity of the apparatus less visible. Although it has made various efforts to change the mindset (mind-set) of concepts *pradja-civil* (ruler) to the civil service (public servants) but still remain the same.

The findings Dwiyanto a factor on the low performance of public bureaucracy in carrying out the task of development and governance in Indonesia. By him that bureaucratic apparatus of government of West Sulawesi province, especially in the Regional Secretariat of the Environment of West Sulawesi province should change will increase the capacity of self through the dimensions of learning organization; remember: First; Regional Secretariat bureaucracy West Sulawesi is a government organization which is quite large and has a function or a very important role and strategic, ie, as the organizer of government, development agencies, regulators, public service delivery and empowering the community. Second; that the external environment of today's bureaucracy experienced tremendous changes, particularly in the fields of science, technology and transformation of cultural values. Toffler (1985:126), refer to it as the era of knowledge (knowledge era) where the organization is required to always reinvent itself in order to be able to increase its capacity. Therefore, organizations must rely on human capital dimension of quality, creative, critical, and innovative. If interpreted further in the context of the Regional Secretariat bureaucracy in West Sulawesi province, the key reform bureaucracy towards learning organization lies in personal or individual learners as well as the commitment of the apparatus that was driven by the leadership in the government bureaucracy. Government officials should be willing to change and continue to want to learn to be an individual and a team of qualified, creative, critical, innovative and useful for the bureaucratic internal and external communities.

Therefore, if the Regional Secretariat of West Sulawesi Province to open the heart, honestly and objectively see the reality that occurs in the body of the bureaucracy, then it should be willing to admit shortcomings and mistakes that have been made. Therefore, a realistic objective, faces bureaucratic work behavior in the eyes of the local community, already branded as corrupt bureaucracy, lack of discipline so that the low performance of the apparatus, and various other unfavorable predicate (Trilestari, EW 2007:26).

Several other research for example: Dwiyanto (2003), Prasojo (2006), Yuliani P (2007) found that the low performance of the apparatus of government bureaucracy in Indonesia, including in the Regional Secretariat West Sulawesi because: a) the apparatus still embrace traditional values or paternalistic (work follows the pattern of patron-client) means working under the command so that the low productivity, b) the discipline of work and their creativity is low and tend to complicate the service, c) they are less sensitive to human values and social environment, d) behavior-oriented highly formalistic rules, e) they prefer things that are routine and not the things that are new and innovative through the results and the learning process (learning process). All values and habits is expressed through the system and mental models of the apparatus in the majority of government agencies, both at the level of central government as well as the level of local government, including the Secretariat of West Sulawesi province, so that government bureaucracy stamped bureaucracy less professional that employee performance is quite low.

From the various findings above, the question arises, why is weakness in the body of the government bureaucracy is difficult to overcome in a period of time long enough? Why is the willingness to learn from mistakes and weaknesses that have been done or owned (learning how to unlearn) the bureaucracy is still low? Why is the government bureaucracy is less interested in learning from successes beyond their

environment to get something better to be applied to him (learning how to learn)? Why the bureaucracy has not been able to change the way it works become more proactive work behavior and productive performance in order to create good governance.

The above mentioned conditions is strengthened by the observation of the applicants do, as well as the news media, namely newspapers Radar 08, and December 12th, 2014 that there are organizers of governance and development in West Sulawesi, which shows: the quality of services remains low, mental remuneration of public service which is difficult to overcome, discipline is still low, and the creativity and innovation of the apparatus is still low. Quality of care is still low in the Secretariat of West Sulawesi province is the basis of the importance of identifying the presence or absence of the dimensions of learner discipline in the work unit. Where the phenomenon of learning organization in West Sulawesi Provincial Secretariat with the dimensions of a shared vision; where understanding the vision is still a small percentage that expressed their ignorance caused by: a) they had never seen such a vision, b) the vision has not been communicated and disseminated by the leader of his work unit, c) vision is not considered important to note, d) rarely or never even heard of any socialization vision Provincial Secretariat of West Sulawesi. They argued that: a) there may be socialization, but will only be made to certain people only, b) the preparation of the work program in accordance with the vision has never dikomunikasikan to employees, c) target to be achieved is still short-term. Also regarding Personal Expertise, whereby if individuals themselves are not motivated to challenge the objectives of growth and development of science and technology, it is difficult there is growth, low productivity, skills and abilities of individuals are also low. However, there is also resistance or rejection of personal expertise derived from the cynicism of those idealists who were frustrated by the failure of its management. Rejection occurs in a minority of the Regional Secretariat of the Environment officials in West Sulawesi because of the fear that the acquisition / personal expertise threaten the established order in a well-managed organization. Fear happens if there is no shared vision and mental models of the same, the organization empowers individuals to maintain coherence and in the same direction, it created stress and load management is very heavy.

This condition is a major reason to review the organization's fifth learners to be able to uncover potential apparatus and constraints experienced in improving environmental performance in the Secretariat of West Sulawesi. The focus of research has been done by the previous investigators more oriented to the attitudes and behavior of personnel in performing their duties and functions. Research has found that the author specifically and holistically assess the dimensions of learning organization in government institutions in Indonesia. Therefore, this study has important significance to identify and explore the elements of learning organization that there are particular aspects of mental models.

RESEARCH METHOD

The research is a qualitative research with in-depth interview method, in the field about the existence of the five disciplines of learning organization in West Sulawesi Provincial Secretariat. Source of data obtained from informants, namely: (three 3) Heads of division, (three 3) Head of Sub Division, (three 3) staff and (two 2) assistants the regional secretariat is directly related to the formulation of the vision, and policies related to increasing the capacity of individuals and organizations at the Regional Secretariat of West Sulawesi Province.

These studies explore the dimensions of organizational discipline as a critical organizational learning skills that exist in West Sulawesi Provincial Secretariat with the performance of employees, the unit of analysis is the individual. The focus in this study refers to the formulation of research problems, namely the Mental models are the attitude of the apparatus to: work, honesty and discipline, technology, policy changes, priorities, a change in behavior and thought patterns (mind set) towards towards a more creative,

innovative, and makes the experience both failure and success becomes a very valuable learning toward success short term, medium term and long term.

RESULT AND DISCUSSION

One thing that needs to be known by all the elements of leadership is that many of the best ideas difficult to implement because of the strategy that is considered very effective by leaders failed rendered by its members into action. Systemic profound insight hard to find operational policies for each apparatus has a different perspective. Only the satisfaction of every person with mental models is a new approach brings better results.

This led to the discipline of managing mental models visible at the surface in the form of testing, and internal conversion employees about how real people in the organization of work, in addition expected to be a breakthrough for building a learner bureaucracy. What do you have in mind is the image of an employee, the assumption and the story as a reflection of a mental model on each apparatus. Besides knowing the internal and external environment, also know how to take action. Mental model of the apparatus can be expressed by the way: although not always using theories such as those used by his spouse, but they actually use theory is believed to be correct.

Why mental models are so powerful in influencing the work of employees? In part, because he was influenced by what they see. However, the most important is an active mental models that shape how the apparatus should act. An employee trust other people who can provide the skills they need. How to mental models shape perception, for example: Governor of Gorontalo at every opportunity to dialogue with all circles always expressed confidence and trust that the apparatus can be passionate and disciplined if given something that is best for themselves for example: Benefits Regional Performance (TKD) received directly in the room the treasurer , Another example mentioned by General Motors, that people buy cars based on the model, not the quality or reliability, so that the model of continuous innovation, though there are still buyers who prioritize quality and reliability. Similarly, the needs of people who want the quality of work of the government apparatus, with a high level of efficiency as well.

Principle desired by mental model for employees is openness and competence (merit system), however as the result of interviews with Assistant of Administration as follows:

"I feel that the openness of the leadership of the difficulties to be fully implemented because: a) associated with strong habits to protect themselves from threats and criticism that comes from expressing his thoughts openly; b) the ability of the leadership to protect themselves from illness and threats because of circumstances always require learners to learn new skills and apply innovation in the local government of West Sulawesi province; c) Employees tend also demands a lot, but the performance is still low; d) tend leadership did not want to be known by his subordinates shortage "

Results of the interview above, is an aspect that is a barrier to developing an organization's ability to work with mental models. Furthermore, there are two conditions needed to develop the organization with the mental models that work ability can be improved, namely: a) learn new skills; b) and implementing institutional innovation. Both are done by lifting to the surface mental models and develop learners face to face.

Employee attitudes toward work

There are differences in employee attitudes in the face of the same work that employee attitudes, which runs the job with the help of a computer and an attitude which is less skilled employees using computers

as a tool to speed up the work. State employees through interviews of Head of Empowerment program, as follows:

"... I see my employees no difference to employee morale smart operate a computer in performing routine tasks, with less skilled employees using computers. A man carrying a laptop every day in addition to personal computers (PCs) in the work space. He is very eager to work, its performance is very good. Instead the B always avoid work that must be done on a computer, so that these employees to be lazy, truancy, and less vibrant. However I always encourage these employees to want to learn, so I can work like any other colleague ..."

Apparently, a boss or leader attempts to transform the mental apparatus from less productive to more productive quite successful. It is based on the information of employees who are able to adjust to the new policies relating to the leadership of the working methods, equipment, and procedures that require the expertise, skills and abilities that a new individual. While other employees who have difficulty adjusting to using the new equipment, new work methods, because it is caused by several things, among others: a) difficult to abandon the old way of working for so many years under their control; b) difficult to learn new things; c) do not get along with his position; d) contrary to the establishment of these employees. For more details on the employees in the adaptation to the new policy of the local government of West Sulawesi province, based on the above facts it can be concluded that a leader easily create a new policy, but there are still difficulties to change the mental all employees to follow the policy. This shows that it is not easy to change the mental apparatus to be able to work more produktif and proactive in accordance with the changes and demands of internal and external. This was reaffirmed by one Head of Sub Division in the Institutional Management of Organization, through the following interview:

"... I see that aspect difficult to change the self apparatus is mental, because however good equipment, air conditioned work space, available computers, monitoring the presence tightened, there are still officials who are lazy, less eager to work. This condition needs to approach coaching apparatus with patience and brotherhood "

Consequences apparatus that would not change in terms of expertise, skill and ability will result in low quality of work. This condition sometimes causes people disappointed with the service of employee because of the fulfillment of needs that are not timely, as a result of working methods were slow due to lack of skilled use of office equipment such as computers.

Honesty attitude and Discipline

According to Trilestari (2007) that the various surveys that have been conducted by various research institutes both at home and abroad governance and development in Indonesia is a government bureaucracy that is ranked at a high level in terms of corruption because it is not honest, disciplined low, less creative and innovative. The result is that many tasks can not be done or resolved with time, purposes, and objectives that have been set previously. But in the context of this study, showing generally apparatus Secretariat of the Regional Government of West Sulawesi province has a level of honesty and good discipline. The nature of honesty and self-discipline is a fundamental principle in achieving good governance (good governance) and a clean government (clean governance) in Mamuju. Besides honesty and discipline also required hard work, knowledge and skills, as well as serving a polite gesture. This finding reinforces the view Dwiyanto (2003), that good governance can only be achieved if the bureaucratic apparatus uphold moral values and ethics in carrying out the task of governance and development.

In addition, there is still an employee has a level of honesty and discipline is poor, due to: a) assume oversight is still weak; b) employee income level is still low; c) violation of the rules, the existing norms

are considered unusual. Mental models such as dishonesty and indiscipline should not be allowed because it is a disease that can spread rapidly and can alter mental employees disciplined become dishonest and undisciplined again, so as to thwart the various work programs in the Environment Secretariat of the regional government Sulawesi West.

Employee attitudes toward use of New Technologies

One of the advantages of a unit at the Environmental Secretariat of the regional government of West Sulawesi province because in general are working with devices using computer-based Local Area Network (LAN). The level of use of LAN in carrying out the duties and functions quite high. According to them the task of routine to use computers to save time, effort and the resulting product is very neat. In addition, computer technology is used to access information on the Internet so as to enrich their knowledge and expand the horizons of professional governance. Another plus the use of a LAN can change the mindset towards more productive apparatus. While other employees pointed out that they still have difficulty using a computer, either as a word processor and data, as well as access to information on the Internet due to: a) is not interested in using the computer; b) interested but not skilled to use it; c) limited computer in his room; d) there is a computer but it is damaged.

Furthermore, to change the mental employees so willing to learn new things, should be radically through changes in work systems, working mechanisms, even working structure that suggests it is carried out using a computer network (LAN). Will thus consciously forcing employees to turn himself into learning to use the computer properly and continuously. The leadership of the new policy may change if the employee mental urging or pressure related to an employee's career and position. To strengthen the statements of employees, which employees are willing to learn in order to improve the shortcomings of perfection of work in the future. Recognized also by the employees that due to the acceleration of the development of science and technology and changes in the internal and external environment of an increasingly diverse organization causes difficulty for employees to follow. But with determination and willing to learn all these difficulties can be overcome. Here are the results of interviews Head of General about the importance of leadership support for creativity and innovation for the use of technology:

"... I feel it is important because: First: Leaders have tolerance and acceptability (good reception) to the creativity and innovation of employees in carrying out its duties and functions, to the extent not eliminate the content of these activities; Second: Leaders in giving orders, directives, and tasks, have to follow the rules, systems, and procedures that are flexible, Third: will learn to employees who have the skills better, to improve the capabilities of individuals and other counterparts in the implementation of daily tasks -day..."

Changes in employee attitudes towards government policies Regional Secretariat.

Any policy changes that occur to achieve the vision and mission of the Regional Secretariat of the Environment in West Sulawesi province, will have an impact on the mental readiness of employees to make it happen. For example a working system is integrated with the local area network facilities. If all this work is done conventionally, then with computerized work system each apparatus should learn and be able to use it.

This is similar to the results of interviews with the Head of Public Relations, as shown below:

"... I see my colleagues will continue to abide by the rules of the organization; despite heavy rules implemented because it is kensekuensi as a member of the organization. Even the motivation shown coworker has been pretty good because it is supported by a conducive working atmosphere, the support of the head of the organization, the positive challenge in the implementation of tasks

and functions, systems and procedures are clear, coordination of tasks and functions work well and support facilities of the organization ... "

In connection with this change in policy, whereby employees are ready to run the policy by learning to use a computer to learn both independently and through co-workers. However, there is still an employee said that the mental changes to follow changes in the new government policy, requires a long process, the following reasons: a) employees are familiar with the conventional work patterns; b) less interested in using computers; c) there is no performance-based incentives. Mental conditions like this in line with the results of interviews with Assistant Public Administration, as follows:

"... I observed that there is still government officials of West Sulawesi Province in the face of every policy, still give priority to the security and interests of the scope of work is a mental position employees are diverse, because the interests and perceptions are different. Will we as leaders will always try to approach the work under the leadership of units and other operational staff to work as a state apparatus that serve the public, not we who are served by the public ... "

Every regulations related to the achievement of the vision, mission, and programs, is always followed by a new working method to realize it. One form is the standard working methods operational procedure (SOP) which aims to carry out the duties of employees who are easily controlled implementation and evaluation of the success rate. In relation to this, there are also employees who propose not agree if they are deemed not capable of adjusting to any new working methods. It is recognized by the consideration that the consequences as a public servant should always follow the rules set by the leadership despite the adjustment to go through a long learning process. While employees who admit it is difficult to adapt to new working methods, and prefer to use the workings of a conventional / traditional because it is based on the following considerations: a) difficulty learning new things; b) who have approached retirement age; c) for more operational work done by the staff; d) would not burdened with the use of new technologies.

When examined the opinion of employees who said it was difficult to adjust to new working methods. This means discipline difficult to change the leadership of the organization is a person's mental apparatus because of the diversity of perceptions, feelings, desires.

Determination of Priorities of work

There is a tendency that every employee wants to have the freedom to determine their own work based on priorities that they set themselves based on the basic tasks. This means that in general the Environment Sekretariat employees in the local government, do not like being told, but they would rather be directed in accordance with priorities such work. Where there are employees argued difficult to determine priorities in the work, due to: a) sometimes overlapping duties, so that they are deciding which jobs should be prioritized; b) the duties and functions is less clear; c) too many tasks incidental or additional assignments from the boss; d) because there are no orders from above, so it is not done. There are several advantages if employees are given the freedom to determine the priorities of work, among other things: a) high morale; b) a sense of great responsibility; c) the error rate low job; d) the innovation and creativity of the work can be created; e) the efficiency and effectiveness achieved.

In connection with this, the Sekretariat of the regional government to develop the ability of members of the organization to work with mental models by using two strategies: 1) planning as a learning means in planning the construction of medium-term (RPJMD), always learn from any weaknesses and deficiencies of the planning period ago. The failure of a plan past due are not supported by the attitude and actions are proactive, to make it happen, 2) management of the personal and interpersonal level by improving the skills of reflection and inquiry, so that employees concerned have confidence in the success of any government program. The second strategy aims to balance questions and the defense (mutual questioning

in order to reach understanding and explicit the hidden thoughts). Thus espoused theory versus theory-in-use (reaching similarity between what is said by the theory of what actually lies behind the actions of employees in the province of West Sulawesi Regional Secretariat)

Awareness and willingness apparatus

After conducting interviews of key informants 8, was building a learning organization in the bureaucracy at the Environment Secretariat of the regional government of West Sulawesi province, is not enough just to use the dimensions in the fifth discipline. In this study found a dimension that can synergize to the five disciplines, namely a combination of awareness, willingness, and action. The emergence of this dimension begins when researchers conducted in-depth interviews with informants, the following conclusions from several informant interviews:

"... I saw the apparatus in the Environment Secretariat of the regional government of West Sulawesi province, because of his position as a civil servant (PNS) so that attention to increase its capacity both individually and in teams is determined by the consciousness and the will of its own. There is an impression that employees are skilled and unskilled have the same salary for the same group. I also noticed there many times employees attend the training but the way it works is mediocre, while there is only one employee joined the training turned out to be greatly improved labor productivity. I see also that however tight the attendance list, and counsel each apple Monday, there are still employees, both staff and the leadership element prefer defaulters, and leave work early without the knowledge of the leadership. Indiscipline is clearly disrupt the mechanisms and procedures so that the internal and external services are not run efficiently and effectively. To change the mental and mindset (mind set) employees so that they work more productive, creative and innovative should be based on individual and team awareness, agat create conducive collaboration. Factors awareness and willingness apparatus, is largely determines the success of governance and development in Mamuju in the future... "

Mental model of employees contains expertise reflection and investigation are key in the discipline of mental models which balance the defense of the investigation, trying to bring the assumptions that can not be uttered surface, and form the basis of the assumptions and beliefs that connect "what we see "with" what are we to conclude "

Mental models with systems thinking apparatus can not be separated because it includes several things, among others: a) think the system without a mental model will lose power because of the perception of each employee is integrated into the system; b) which is deeply rooted mental models will thwart the change that comes from thinking the system, so that changes in thought patterns (mind set) employees conducted processed to achieve the same perception towards a system that is applied; c) the systems thinking is as important as working with mental models effectively means that if the apparatus has a mental more productive, automatically the system can be implemented properly; d) accelerate the mental model requires a generic structure which is based on the basic pattern of the system so that officers have the authority more flexible so that faster innovation and creativity.

CONCLUSION

Based on the discussion of identification or search result that has been presented in the previous chapter can be concluded that the elements of learner discipline mentl existing models and in general practice employees. This is seen in the average value of the frequency of the element of mental models is said to be good. While employees who are less able to work on elements of learner discipline due to the low

spirit of these employees learn new things. They always wait for orders from superiors in accomplishing duties and functions. To build a learning organization within the Secretariat of West Sulawesi Province can be done by taking into account the strategic steps of the mental side of the model are as follows: Realizing the empowerment of human resources by taking into account strategic steps: 1) commitment to the achievement of a common vision; 2) recruitment and development based on competencies (merit system); 3) implement a system of reward and punishment were fair; 4) openness and exemplary leadership; 5) put the leadership as a motivator and a teacher in learning; 6) establish assessment center; 7) avoid paternalistic work culture by developing value egalitarian and participative leadership.

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