Learning Organization Mechanism in E-Government Management Stage in Makassar City Government Organizational Scope

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Abstract: The purpose of this study is to describe the learning organization mechanism in the stages of e-government management within the Makassar city government organization. The fact shows that most of an organization is not aware of the importance of building a learning culture (Schein, 1990). E-government has become a priority program of government agencies, both at the center and regions all over the world, who not only viewed as a project that became a trend among the government, but it leads to how to improve the accountability, this research was conducted in the city of makassar with the use of a qualitative approach to the research results, namely the Transformation of the organization is realized through the application of the mechanism of learning organization in the form of the creation of top management support, implementation of training and development of human resources competency-based, the development of feedback on all fronts as well as the provision and development of mis (Management Information System) within the framework of e-government. running an e-government utilize the information system management as a means of exchanging information and knowledge in both formal and informal by using social media, webmail, website and SMS service center.

Keywords: Learning Organization, Implementation, and E- Government

1. Introduction

Learning organization is an organization that provides opportunities and encourages every individual in the organization to continue to learn and expand their capacity. the organization is an open system, the organization has the ability to reproduce and has the ability to make changes, the organization is the result of a combination of strategic choices and environmental influences, the organization is seen as a living organism that has a spirit in the organization or bureaucracy.

The bureaucracy in the master plan for the reform of the bureaucracy affirmed the position of the bureaucracy to realize the update in the management of government with carrying out the functions of government functions such as public services, regulation, protection, and distribution has essentially supported by the bureaucracy. The condition of the bureaucracy in Indonesia is related to the integrity of the public services provided by the government, are still at rank 70 from 109 countries and component services administration even ranked 97 which is ranked the worst in the survey (Mungiu-Pippidi & Dadašov, 2016). This condition would be a challenge to realize the excellent public services, which should reflect the principles of good governance in the public service that is characterized by efficient, effective, transparent, accountable and at the same time meet the demands of society as a pressure for the government to make it happen soon.

Organization as both a public organization or a business organization must have the ability to adjust to change through learning organization a learning organization that is translated as a learning organization actually put forward a need for an organization of both individuals and groups to do the learning process in order to perform adjustments or adaptations to the influence of organizational changes or the influence of elements external to the organization. In the context of the ideal of the success of e-government lies in the ability of individuals or groups and at the level of the organization to develop the behavior of learning or the culture of learning that is more permanent towards the achievement of organizational goals. Senge (1990) asserts that organizations learn may become the only source of competitive advantage berkelanjutan10 for the organization.

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The improvement and development of the culture of LO which became a key element in organizational behavior will affect the efficiency and effectiveness of E-Governance (Berce & Sam Lanfranco, 2008) through the implementation of ICT such as in the implementation of e-government requires a learning organization to achieve the benefits of the anticipated change (Mahler, 1997).

The theoretical foundation shows that there are effects of the practice of learning organization on the implementation of e-government as the provision of human resources/labor-skilled, has the knowledge of ICT, training to create the skills, support development programs, public education, and skills (Zaied Al-Rashid, 2013) and to be a dynamic place to create, acquire and integrate knowledge that can contribute to the success of the organization towards a better (Garvin, 1993; Watkins & Marsick, 1993; Daniguelo, A. (2020).

This study expects that the findings can identify the dimensions of the learning organization that can be used as the basis for preparing human resources in the scope of the organization of the city of Makassar, which has the category of smart people to be able to make adjustments to the development of the procedure of the public service-based electronic. This study focuses on discussing the mechanism of learning organization within the framework of e-government in Makassar City, which are the stages carried out within the scope of the Makassar City Government organization in realizing a learning organization. Includes the creation of top management support (leaders in the Makassar City Government organization, implementation of competency-based HR training and development, development of feedback in all lines of Makassar City Government and the provision and development of SIM (Management Information Systems)

2. Methods

This research is a descriptive qualitative research with the research approach used is a phenomenological approach. This research was carried out with reference to the research stages starting from the analysis of changes in public service mechanisms, the existence of the dimensions of learning organizations and the role of learning organizations to be the carrying capacity of the success of e-government-based public services in Makassar City. Primary data sources are from informants who come from the Head of Office and or Head of OPD within the scope of the Makassar City Government who has implemented e-government in the Smart City program. To obtain data on changes in the public service mechanism in the Makassar City Government due to the implementation of e-government, the determinant factors that affect the success of e-government-based public services, as well as an analysis of learning organization support for the successful implementation of e-government in public services, as a key informant is the Head of Office and or head of OPD within the Makassar City Government. Data collection techniques used are in-depth interviews, observation and document tracing. The main informants (key informants) and regular informants in this study are: the Mayor of Makassar, the Head of the Makassar City Communication and Information Office, the Makassar City e-government Expert Team, as key informants. Meanwhile, the usual informants were obtained from super admins, admins, operators of each OPD, and the Head of the Makassar City Government OPD who implemented e-government in the Smart City program. Data analysis consists of stages including data reduction, data presentation and conclusion drawing

3. Result and Discussion
The Creation of Top Management Support
Policy leadership-related increase competency of officials of the time are allergic to one form of the support of the leadership on the importance of officer have and master the competency of digital needed to carry out the e-government. The finding of this shows that there is a policy regarding the support of the leadership in the improvement of kapabilitas officials in the field of app development and trends of the development of information technology and communication that are needed in the expansion of e-government. Based on the finding of the research can be formulated early that support the management of the peak in the form of giving the opportunity for each of the officials to take the initiative, supported by regulation to increase kapabilitas officials in the field of app development and trends of the development of information technology and communication that are needed in the expansion of e - government is one of the forms from the creation of the mechanism of the Learning organization within the framework of e-government.

The implementation of the training and development of HUMAN resources competency-based that the implementation of the training and development of HUMAN resources competency-based can be realized through the mechanism of a Learning organization within the framework of e-government. The form of the creation of a culture of learning that is built from the technical guiedelines, on the job training and the help the help desk provided the municipal government of Makassar, both conducted by the Center and in the Regions. Search on the implementation of e-government are implemented through the documentation of some of the types of applications being run, though not the overall connected with for example e-budgeting and SIPD. But some of the applications

already demonstrate the success of such Event online, Makassar War Room (the Control Center service, City Monitoring, Data Center), Makassar Care & Rescue Center (Large), Makassar Dottoro'ta (Homecare with Tele-Medicine), smart SPATIAL planning. From the results, then Further analysis is performed on the support of the dimensions of the learning organization to the readiness of human resources ASN pemkot Makassar carry out the public service-based e-government. For detailed support the dimensions of the LO will be described sequentially in accordance with the indicators focus of the research as follows: into the form of increased capability adequate to support the effectiveness of the implementation of e-government for the admin. Learning culture is also known from the intensity of the training through Training, technical guidance and Workshop, employees acquire knowledge about the management of webmail, e-attendance, website, simpeg, as well as writing news releases through the creation of a culture of learning in the form of self-taught learning or ask questions to the support team, faqs in the help desk if the implementation of technical guidance and mentoring special to be in each of the Regional Organization. At the time of implementation of technical guidance application at the level of the Regional Organization employees have the ability to apply the program, although it is still limited in terms of quantity, including the number of employees who can provide assistance at the time of on the job training. Therefore one way to be taken is to provide help desk handled by the operator as a place to communicate into sat on the provision of services public-based online.

The Development of Feedback on All Fronts

The success of the implementation of e-government in relation to the needs of employees who have the skills and knowledge digital can be built through the mechanism of the development of feedback in all line of the organization. It is found on the mechanism of the provision of help desk by kominfo that all the organizers of the public service-based e-government can overcome the technical barriers at the time the application is run. This study found that in the organization, every employee give each other feedback between each other with regard to e-government As that is always discussed is the problem of the infrastructure of the network and technical as well as the procedure of the use of the application. It is communicated at the help desk provided by the office of communications and informatics.

The provision and development of mis (Management Information System)

The implementation of the mentoring, the provision of help desk, facilities call center and massage center is a form of business of the government of Makassar city provides a means for the employee to improve the qualification and competence of their digital. The whole process is done through the application of SIM (Management Information System). Makassar city government has been providing Application-based SIM. The application is used as a suggestion to share information with the rest of the admin user of the application at the level of the WTO. The SIM is owned facilities such as SMS service center including the support team e-government 24 hours by phone. The SIM can be a place for discussion and feedback in the running systems of the application of e - government As proof that employees have the motivation to adjust the value of their personal with the value of the organization be aware of the desire and the opportunity to get involved to help the organization to the success of e-government.

Search on the implementation of e-government are implemented through the documentation of some of the types of applications being run, though not the overall connected with for example e-budgeting and SIPD. But some of the applications already demonstrate the success of such Event online, Makassar War Room (the Control Center service, City Monitoring, Data Center), Makassar Care & Rescue Center (Large), Makassar Dottoro'ta (Homecare with Tele-Medicine), smart SPATIAL planning. From the results, then Further analysis is performed on the support of the dimensions of the learning organization to the readiness of human resources ASN pemkot Makassar carry out.

Public services-based e-government. For detailed support the dimensions of the LO will be described sequentially in accordance with focus indicator research as follows:

The ability to share a common vision in achieving the goals of the organization

Support the dimensions of the LO to the success of the public service-based e-government must realize the ability of employees share a common vision in achieving the goals of the organization Pemkot Makassar be aware of the process of the unification of the personal Values of employees with the goals of the organization as a sense of pride to the process of transformation and change in the culture of work from manual to electronic. Employees are fully involved in the success of e - government by working in a TEAM, improve the competence of ICT employees, active coordinate through the SIM, give each other support emotionally to the limited ability of the employee plus the support of the leadership in conducting the evaluation and monitoring in non-formal overall the component in accordance with the vision, mission, goals and policy strategy of e – Government.

Provide leadership support to study for employees

On the dimensions of the equation vision of the organization with the personal values of employees has been stated that one of the strategies used leadership is a growing awareness of the employees to improve the competence of the order in accordance with the achievement of the vision of the organization regency Makassar. The reality is one of the forms of the dimensions of the LO to study for employees to adjust between the competence of individuals with the competencies needed by the organization. In addition to that required

cooperation between the staff during the implementation process of e-goverment in the public service. In collaboration with the people in the group work in implementing e-government is carried out by way of providing power to the outsourcing which was given the task to train workers in each of the WTO and is done through learning by doing and learning in place so that employees have many opportunities to learn addition. This process needs to be done because it can complement each other in complete each and every job.

Push the the opportunity to learn for every employee of the city of Makassar

The dimensions of the LO in boosting the capacity of the employees tend to be held informal discussions through social media, online, and provide a direct observation in the form of give direction to the employees. Every employee in carrying out the duties and responsibilities different so requires the knowledge and skills that different anyway. Proof empirin find that in the organization of the city government of Makassar teams/groups have the freedom to fulfill their purpose in accordance with their needs. In the process, employees are given a guarantee on the fulfillment of all the obligations undertaken. in the organization, teams/groups do not have the freedom to fulfill their purpose in accordance with their needs because it is tied with the internal rules but during this time their rights remain unfulfilled in accordance with their needs. The process is the dimensions of the LO which requires the creation of a culture of learning in the environment of the organization during the implementation of e-government. The form of the creation of a culture of learning within the city of Makassar as creating a space for discussion, technical guidance and training in accordance with the allotment of the competencies required of e-government.

Promote learning and dialogue at all levels

The dimensions of the LO in order to meet the prerequisite of the success of e-government in the perspective of the availability of human resources is to promote learning and dialogue on non formal for the employees of both carried out at the level of individual, team, and organizational levels of the city Government of Makassar. During the implementation of e-government, sometimes employees encounter obstacles in providing public services better through the online application. This condition can be overcome by building communication and collaboration in the form of share knowledge with fellow employees. The success of the implementation of e-government can be achieved Makassar city government because employees can build team cooperation as one of the evidence of the dimensions of the LO to the success of the public service-based e-government. This process can be awakened because leaders promote learning and dialogue on the level of individuals, teams, and organizations with a way to help each other about all lini and exchange ideas so that mutually be a mentor one another in preparing the content, updating information, maintenance and setup infrastruktur e-government.

Focuses on the creation of communication learning continuously in the environment of the organization.

Like a new model of e-government has a variety of mechanisms, stages and procedures for new employees. Therefore it takes teamwork to help each other if faced with the constraints of technical and non-technical. This process can be overcome by creating a pattern of cooperation, mutual teach input and guidance to each other. the implementation of e-government organizations make every employee can help each other to learn the use of e-government by way of a discussion forum for open communication channel social media so happens the process of exchanging thoughts. One of the main principles to work in a team, exchanging ideas and sharing of knowledge and information is the ability of employees to build trust in each other

5. **Conclusion**

Employees realized that to achieve the vision of the organization on public services within the framework of e-government, the necessary capacity and capability of adequate knowledge required in the success of e-government. To increase the capability and capacity of the employee, then the leader provides support to employees to engage in full in the success of e-government by working in a TEAM, improve the competence of ICT employees, active coordinate through the SIM, give each other support in order to realize the vision, mission, goals and strategies of e-Government in the public service. Open the opportunity for employees to learn in the form of (1) open discussions room in formal and non-formal, (2) creating a Culture of learning through education and training, technical guidance and workshops as well as facilitating the employees to exchange information and latest knowledge. Provide leadership support for the learning for your employees to promote learning and dialogue on the level of individuals, teams, and organizations through strategy (1) cooperation and mutual support in the working group to the mastery of ICT, (2) each employee can act as a coach informally (3) organization to provide technical guidelines and other references related to the development of e-government, (4) open the opportunity for employees to upgrade the technical capabilities through Workshops, technical guidance and training of a kind as well as the provision of outsourcing to train workers in each OPD, and (5) apply the principle of learning by doing and initiate a meeting via zoom meeting to learn new things related to e-government

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