

The Application of Learning Organization in the Human Resource Development of Pt Bank Negara Indonesia in the Main Branch Office of Palu, Indonesia

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ABSTRACT

This study aims to determine the effect of learning organization on the development of PT. Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office. The population of this research is all 114 employees of PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office, from which 50 people were selected as the sample through purposive sampling, so that each work unit is represented. The results show that personal mastery, mental models, shared vision, team learning, and system thinking simultaneously have a positive effect on the development of PT. Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office.

Keywords: *learning organization, personal mastery, mental models, shared vision, team learning, system thinking, human resource development*

1. INTRODUCTION

The study of competitive advantage through people detects that human resources working in groups or companies are now increasingly important [1]. In addition to being a performance contributor, it is also a factor of sustainable competitive advantage with the following characteristics: a) differentiate themselves from competitors, b) provide positive economic benefits, and c) difficult to imitate.

Human resource development in a company can be traced through the competence of its employees. Competencies are the combination of skills, personal attributes, and knowledge, that are reflected in job behavior which can be observed, measured, and evaluated. Besides, competence can also be interpreted as human abilities that can be demonstrated by the work of knowledge, skills, behavior, attitudes, motives, and/or talents that are found to be able to clearly distinguish between those who are successful and those who are ordinary in the workplace [2]. Competencies are usually developed at work through experience, and they can be measured and evaluated, generally drawn in the form of action, knowledge, skills, behavior, attitudes, motives, and talents, or combinations thereof. For example, a competency of a consultant is reflected in his experience and thinking power.

Banking is one of the pillars of the economy. whose condition will illustrate whether or not a country is facing an era of globalization. A country's economy is said to be good if its banking system supports all aspects of the

country's economy because banking is one of the factors that play a role in the pace of economic growth and mobilize funds while channel public funds into investment. Banking is an industry engaged in trust, which in this case is a financial intermediary between creditors and debtors [3].

Banks need to improve their human resources in facing the increasingly fierce competition. The world is currently in the era of information revolution [4], an era where knowledge has been successfully applied to experience itself. An organization needs to support information revolution era by balancing the competencies of its employees, in a balanced and sustainable manner. The knowledge of organization members is the key to improve organizational management.

2. THEORETICAL FRAMEWORK

2.1 Learning Organization

Learning Organization is "if we want to survive individually or as a company, or as a nation, we must create a tradition of learning organization. Learning organization is "...organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together" [4] [5].

Based on the above concepts, it can be concluded that learning organization is an organization where people continually expand their abilities and continuously learn. There are five dimensions required for organizations to be competitive in a globalized world. They allow organizations to learn, develop, and innovate [4]. The five aspects of learning organization based on the book *The Fifth Discipline* (five dimensions) are as follows.

1. Personal Mastery

Learning organization needs highly competent employees. Employees are required to continue to learn to adapt to the demands of changes, especially those in technology and business paradigm changes from those based on physical strength (muscle power) to knowledge-based (brainpower). Personal mastery explains individual learning to expand one's abilities. To meet the changing requirements of the world of work, all workers must have the will and habits to improve their competencies by continuing to learn. Self-competence is not only in the field of knowledge but also in the ability to interact with others, resolve conflicts, and appreciate each other's work. By doing so, the learning process of individuals within the organization will accelerate.

2. Mental Models

Mental models allow humans to work faster. However, in an organization that is continuously changing, this mental model sometimes does not function properly and impedes the adaptation needed. In learning organization, this mental model is examined, discussed, and revised at individual, group, and organizational levels.

3. Shared Vision

In organizations consisting of various kinds of individuals with different backgrounds, preferences, experience, and culture, it will be very difficult for them if the individuals do not have the same vision.

4. Team Learning

Every employee has his knowledge and experience. He needs to share his knowledge and insights and to learn together with other employees. By doing so, organizational learning will not run slowly or even stop. Sharing knowledge in teams becomes very important to increase organizational capacity.

5. System Thinking

It explains that members of an organization must see the organization as a whole, not just from its units because all groups in the organization play an essential role in the organization. If all employees see all units play an important role in the organization, this organization will make the learning process faster because each person from different functions or units shares his knowledge and experience. From the description above, it can be understood that learning organization is an organization that can carry out the process of transforming knowledge cyclically and continuously among its members. From this process, mastery of new knowledge will be produced, encouraging organizational performance improvement and the emergence of new ideas based on creativity, entrepreneurial ability (entrepreneurship) and regulatory autonomy. Furthermore, future excellence is more determined by the mastery of science, so that the faster learner will be superior to its competitors. Therefore, companies must be able to civilize the learning process to all employees in their organization and make the company a learning organization. This does not only apply to large organizations or companies that have wide business networks but also applies to small or medium scale organizations or companies because all organizations or companies are not free from the effects of environmental turmoil.

2.2 Human Resource Development

In its foundation, an organization needs HR development through increasing competence to achieve excellent service performance. It means that competence must exist in individuals and organizations for the achievement of the expected service performance. Capability as "an underlying characteristic of individuals that is causally related to criterion-referenced effective and/or superior performance in a job or situation" [9]. Competence can also be interpreted as abilities that can make individuals effectively carry out their functions, tasks, and work by achieving individual's goals (targets) as well as organizational targets. Competence is a combination of skills, personal attributes, and knowledge that is reflected in job behavior which can be observed, measured and evaluated. Besides, competence can also be interpreted as human abilities that can be demonstrated by the work of knowledge, skills, behavior, attitudes, motives, and/or talents that are found to be able to clearly distinguish between those who are successful and those who are ordinary in the workplace [2]. Competencies are usually developed in work through experience, and they can be measured and evaluated, generally drawn in the form of action, knowledge, skills, behavior, attitudes, motives and talents or combinations thereof. For example, the

competence of a consultant is reflected in his experience and thinking power [4].

The concept of competence is related to work [7]. It is stated that competency can be explained simply as human capabilities found from the real world that can be used to distinguish successful ones from mediocre ones at work.

Competency is an individual characteristic that is inherent in individuals; it is a part of individual personality that is relatively deep and stable and can be seen and measured from the behavior of the individual concerned, at work or in various situations [2]. For this reason, one's competence in different conditions that is entirely consistent for an extended period is not a matter of momentary coincidence. Competency appears in the way someone behaves in the workplace. Spencer and Spencer in [8] expressed the characteristics derived from 5 different competencies, namely:

1. Motives.
2. Character
3. Self-concept
4. Knowledge
5. Skills

3. RESEARCH METHOD

3.1 Research Type

This research is an explanatory research, which examines the causal relationship between learning organization and the development of human resources through hypothesis testing. This research uses case study to intensively learn about the background of company members as research subjects, their characteristics, and their behavioral patterns [6].

3.2 Population and sample

The population of this research is all 114 employees of PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office, from which 50 people were selected as the sample.

3.3 Variable Definition

To enable a consistent understanding regarding the variables to be examined in this study, the following operational concepts are formulated.

1. A learning organization is an organization in which people (employees) continuously expand their abilities and continuously learn.
2. Personal expertise (personal mastery) are employees of high competence. Employees are required to continue

to learn to adapt to the demands of change, especially changes in technology and business paradigm, changes from those based on physical strength (muscle power) to those based on knowledge (brainpower).

3. Mental model is that employees can work faster. In learning organization, mental models are examined, discussed, and revised at individual, group, and organizational levels.
4. Shared vision is the employee's understanding of the concept of the organization. With good vision, communication from all employees will make it easier to achieve organizational goals.
5. Team learners is that employees have their knowledge and experience. They need to share their knowledge and insights and to learn together with other employees.
6. System thinking is that every employee must look at the organization as a whole, not just look at it in units.
7. Human resource development is a learning experience that is organized for a certain time and is designed to increase the occurrence of changes in human behavior (employees) in an organization (PT. Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office).

4. RESULTS

Based on the data analysis in SPSS, the influence of the five independent variables, i.e. personal mastery (X1), mental models (X2), shared vision (X3), team learning (X4), and system thinking (X5), on the development of human resources at PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office can be seen as follows.

$$Y = 23,778 + 0,051X1 + 0,131X2 + 0,006X3 + 0,003X4 + 0,141X5$$

The equation above shows that the model is unstandardized because it examines the perception of the independent variables in the form of sub variables, i.e. personal mastery (X1), mental models (X2), shared vision (X3), team learning (X4), and system thinking (X5), on employee performance (Y) as the dependent variable.

Table 1 Results of Multiple Regression Calculations

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	23,778	4,625		-,710	,482
X1 (Personal Mastery)	,051	,092	,163	1,857	,070
X2 (Mental models)	,131	,248	-,056	-,215	,831
X3 (Shared vision)	,006	,247	,694	2,630	,012
X4 (Team learning)	,003	,072	-,019	-,230	,819
X5 (System thinking)	,141	,068	,217	2,207	,033
R- = ,418 ^a					
R-Squared = ,175			F-Statistics = 4,498		
Adjusted R-Squared = ,136			Sig. F = ,001 ^b		

a. Dependent Variable: Y (HR Development)

The employee performance regression analysis model at PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office can be explained as follows.

1. The constant value of 23.778 means that the performance of employees at PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office before the existence of an independent variable is 23,778.
2. Personal mastery (X1) with a regression coefficient of 0.051. This means that personal ability has a positive effect on the development of human resources with a contribution of 5.1%. That is, if Personal mastery increases, the development of human resources at PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch will increase.
3. Mental models (X2) with a regression coefficient of 0.131. This means that mental models have a positive effect on the development of human resources with a contribution of 13.1%. That is, if mental models increase, the development of human resources at PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office will increase.
4. Shared vision (X3) with a regression coefficient of 0.006. This means that shared vision has a positive effect on the development of human resources with a contribution of 0.6%. That is, if shared vision is increased, the development of human resources at PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch will enhance.
5. Team learning (X4) with a regression coefficient of 0.003. This means that team learning has a negative effect on the development of human resources with a contribution of 0.3%. That is, if team learning

decreases, the development of human resources at PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office will increase.

6. System thinking (X5) with a regression coefficient of 0.141. This means that system thinking has a positive effect on the development of human resources with a contribution of 14.1%. That is, if system thinking is improved, the development of human resources at PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office will increase.

Based on Table 1, it can be seen that the determination test (model reliability) shows the Adjusted R-Squared value of 0.175 or 17.5%. This means that the dependent variable is influenced by five independent sub-variables with a contribution of 17.5%; the remaining is influenced by other variables not included in this study.

It can be concluded that personal mastery, mental models, shared vision, team learning, and system thinking simultaneously have positive and significant influences on the development of human resources at PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office. It was proven by the results of F-Test.

5. DISCUSSION

5.1. The simultaneous Influence of the five sub-variables (personal mastery, mental models, shared vision, team learning, and system thinking) on the development of human resources

Based on the multiple linear regression, learning organization applications simultaneously have positive and significant effect on the development of human resources. It can be interpreted that the five dimensions have been integrated as a whole, developed and internalized, and manifested in the daily behavior of every employee of PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office. This finding is in line with the opinion of [2] that the five dimensions of learning organization must be present together in an organization to improve the quality of human resource development because they accelerate the process of learning organization and increase employees' ability to adapt to changes and anticipate changes in the future.

5.2. The Partial Influence (of the five dimensions) on Human Resource Development

Based on the results of the multiple linear regression calculations, the five dimensions of the learning organization (personal mastery, mental models, shared

vision, system thinking, and team learning) partially have positive influence on the human resource development of PT Bank Negara Indonesia (Persero) Tbk Palu Main Branch Office.

This research discusses five sub-variables (personal mastery, shared vision, mental models, system thinking, and team learning) that have positive influence on the development of human resources of PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office.

5.3. The Influence of personal mastery on the development of human resources.

Based on the multiple linear regression, personal mastery partially has a positive and significant effect on the development of human resources. It can be interpreted that employees of PT Bank Negara Indonesia (Persero) Tbk Main Branch Office Palu have learned to expand personal capacity to achieve the most desirable work and create an organizational environment that fosters all members to develop themselves towards achieving goals and the meaning of working according to the expectations that they have chosen. They have the ability to continuously and patiently improve insights and to be objective to see reality by concentrating their energy on strategic things. Learning organization needs employees who have high competence in order to adapt to the demands of changes, especially changes in technology and in paradigm from physical strength-based to knowledge-based.

5.4. The Influence of Mental Models on Human Resource Development

Based on the multiple linear regression, mental models partially has a positive effect on the development of human resources. It can be interpreted that employees of PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office have been able to foster the mentality of its human resources (employees). The role of human resources (HR) is needed to adopt all the changes that occur. The process involves reflecting, continuing to clarify, enhancing self-image about the outside world, and seeing how ones shape their decisions and actions. Mental models allow people to work faster; but in organizations that are continually changing, mental models sometimes do not function properly and hinder the adaptation needed. In learning organization, this mental model is discussed, examined, and revised at individual, group, and organizational levels.

5.5. The Influence of Shared Vision on Human Resource Development

Based on the multiple linear regression, shared vision partially has a positive effect on the development of human resources. It can be interpreted that the employees (HR) of PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office have built a sense of commitment in a group by developing a shared picture of the future that will be created, principles and practices that guide their ways to achieve the future goals. In a sense, if employees' attitudes regarding organizational commitment that they create in behavior as a guide in carrying out tasks according to their responsibilities are supported by the management, their performance will improve.

5.6. The Influence of Team Learning on Human Resource Development

Based on the multiple linear regression, team learning partially has a positive effect on the development of human resources. It can be interpreted that the employees (HR) of PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office maximize their performance by working in a team or together in a solid manner, having the ability and motivation to learn adaptively, generatively, and continuously. Today there are more and more team-based organizations because organizational designs are made across functions that are generally team-based. The ability of organizations to synergize team activities is determined by their shared vision and systemic thinking abilities. However, without the habit of sharing organizational learning, insights will be very slow and even stop. Learning in organizations will be faster if people want to share ideas and learn together, sharing knowledge and insights

6. CONCLUSIONS AND SUGGESTIONS

6.1. Conclusions

1. Personal mastery, mental models, shared vision, team learning, and system thinking simultaneously have a positive and significant influence on the development of human resources of PT Bank Negara Indonesia (Persero) Tbk. of Palu Main Branch Office.
2. Personal mastery partially has a positive impact on the development of human resources of PT Bank Negara Indonesia (Persero) Tbk Main Branch Office in Palu.
3. Mental models partially have a positive influence on the development of human resources of PT Bank Negara Indonesia (Persero) Tbk Main Branch Office in Palu.
4. Shared vision partially has a positive effect on the development of human resources of PT Bank Negara Indonesia (Persero) Tbk Main Branch Office in Palu.

5. Team learning partially has a positive influence on the development of human resources of PT Bank Negara Indonesia (Persero) Tbk Main Branch Office in Palu.
6. System thinking partially has a positive impact on the development of human resources of PT Bank Negara Indonesia (Persero) Tbk Main Branch Office in Palu.

6.2. Suggestions

To improve the development of human resources at PT Bank Negara Indonesia (Persero) Tbk Main Branch Office of Palu, this study suggests the following.

1. Organizational learning with five dimensions (Personal mastery, mental models, shared vision, team learning, and system thinking) needs to be integrated as a whole, developed and lived by every employee of the organization.
2. Through continuous learning and socialization, it is expected that employees can improve their performance because continuous and planned learning organization facilitates its members to be able to continuously develop and transform themselves both collectively and individually in an effort to achieve better results and in accordance with needs that is shared between the organization and the individuals within it.
3. Learning organization is expected to find new ways to satisfy customers and other funders by integrating sources of information, technology, and HR to produce and subsequently use new knowledge effectively.

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