Faster Learning Organization in Improving Performance Public Works Service Raja Ampat

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Abstract- This study aims to measure how fast the Department of Public Works of Raja Ampat do learning in order to improve performance, to find and analyze the strategies used PU Department of Raja Ampat in improving the performance, classify the type of learning that is used by the Department of Public Works Raja Ampat, and analyze support Department of Public Works Raja Ampat in encouraging the growth of learning activities. The approach used is a qualitative approach. This type of research that is eksplanatif. The object of this research study is the organization, because the level of analysis- it is organization. In this study there is a quantitative question the method used is the method of incorporation (mix method) in which quantitative methods are less dominant as dominant is a qualitative method. The research location that Works Department Umum District, Raja Ampat. Qualitative data analysis performed by referring to an interactive model of the collection of data. Method and data analysis techniques for the purpose of surveying the level of organizational learning in the Public Works Department by using SPSS by using descriptive analysis through the use of tables the frequency distribution. The results showed that the rate of speed of the Public Works Department Raja Ampat in learning to improve their performance evaluated turns categorized as new organizations entering the early stages of the implementation of Faster Learning Organization. Learning strategies used by the Public Works Department of Raja Ampat in order to improve performance is a learning strategy that uses a combination of the Cultivate strategy to transform the strategy. Type of learning used Public Works Department Raja Ampat district in an effort to improve performance is adaptive learning, anticipative learning, active learning, learning task, learning leadership, and team learning. Support from the Public Works Department Raja Ampat in encouraging the growth of learning activities in the form of leadership and organizational support, organizational structure and technology.

Index Terms- learning faster or ganization, organizational performance

I. INTRODUCTION

Organizations that are able to quickly perform learning and react quickly to changes in environmental conditions can be said that the organization is a learning organization that is faster *(faster learning organization).* This is in line with the view Marquardt (1996) [1] that the organization is able to make the learning process faster known as *faster learning organization.* Such organization is described as an organization that is constantly transforming itself to be able to manage knowledge, use of technology, her *"empower" the* man, and extend learning in order to be able to adapt better to succeed in a changing environment. Senge (1990) [2] emphasizes *"learning"* organization on the conditions in which members of an organization (human) continually expand their capacity to be creative results they want. By *"learning"* expanding and developing new patterns of thinking, aspiration collectively can take place freely, and people are constantly learning how to learn together (Senge, 1990). [2]

If organizations want a high-performance, then there is only one resource, which is an organization that is able to learn quickly and react faster than normal. Organizations not only learned to live with the condition, but also learn to be able to take advantage of these conditions. In the future there are only two types of organizations: the failure where eventually he would suddenly in a situation of stagnant or very slow. The second type of organization is the organization *of learning organization* (Pearn et al., 1995) [3].

The linkage between the organizations to learn faster *(faster learning)* with a performance very closely because it relates to how the rest of the competence of human resources, leadership and infrastructure support organizations support each other. The organization's ability to learn faster will be able to maintain the performance and demands of stakeholders. Faster learning organization will be able to work better, using his knowledge to create services, both products and services better and consistently is able to maintain the performance. An organization, especially organizations that manage the public sector is expected to continuously be able to adjust the quality of services provided to the public good, in the form of products and services. It caused such a rapidly changing and demands of stakeholders (whether from the public, businesses, inter-governmental organizations themselves and from foreign parties) to be served immediately with the best quality, both in terms of speed, service availability, efficient, and with the apparatus friendly and has a high motivation to serve. Because it is very dangerous when the community has been demanding a better quality of service while still maintaining the way organizations serve with the rules obsolete.

Deal with it according Guns (1996) [4], there are four roads to be an organization that has a *faster* rate of *learning.* The four steps that can be taken are: 1) to learn more quickly how to adapt to the relevant basic rules have changed; 2) learn faster associated with any subsequent changes in the basic rules to be and while prepared; 3) learn faster how to build competitive strategies (high performance) with a serious will to survive in significant changes related to the basic rules; 4) learn faster about

how to change the rules das ar for an early advantage. Data secondary search results available, it can be concluded that since 2006 till 2010 the performance of the Department of Public Works Raja Ampat Regency pern ah yet reached the targets (table 1).

Table 1. Actual Budget Performance Public Works Department of Raja Ampat 2006-2010

Year	Budget	% Realization
2006	Rp. 75,066,491,300	91.56
2007	Rp. 117 641 861 375	95.35
2008	Rp. 116 628 944 008	98.72
2009	Rp.111.320.394.151	95.81
2010	Rp. 102 670 957 000	96.81
	Average Capain	95.65

Source : Data processed from the Department of Public Works, 2015.

Ber basis of the existing data in the table 1 it can be concluded that the overall portrait of the performance of the Department of Public Works assessed from years 2006-2010 have not reached the 100% performance (optimal) even every year the gains achieved have always fluctuated. In light of the learning organization, the performance of the Department of Public Works that such a proof that the organization has the problem of inconsistencies and even sustainibilitas the gains were not sustainable. The performance of an organization is a picture of the end result of a collective activity. Collectivity of people who work in it and remove all its potential to achieve the targets that have been set. Problems inability of the Department of Public Works Raja Ampat shows that the funds and all the devices that move the organization menu n which is not a guarantee of performance that has been set can not necessarily easy to achieve. It is associated with the vision and orientation of all components of the organization, especially regarding how the organization is designed, strategies and approaches used in completing each task performed, both at the level of individuals, groups and organizations as well as leaders in every existing organization structure.

The main focus of this study related to the implications of learning to organizational performance, particularly at the speed of learning, level, strategy and organizational support in order to improve optimal performance and sustainable. It is clear that the gains are not optimal every year shows the speed of learning Department of Public Works. It is certainly interesting to see the extent to which the practice of learning from the Department of Public Works so that their performance is not always optimal.

II. RESEARCH METHODS

The approach used is a qualitative approach. While this type of research is that is eksplanatif research trying to make an explanation *(explanation)*. The object of this research is the study of the organization, because the *level of analysis*- it is organization. Because in this study contained a quantitative question the method used is the method of incorporation *(mix method)* in which quantitative methods are *less dominant* as

dominant is a qualitative method. The location of this research is one of the regional work units (SKPD) in the district of Raja Ampat the Public Works Department. The choice of location research in the Department of Public Works deliberately done given the Public Works Department of Raja Ampat is one SKPD strategic in terms of the context of Raja Ampat are still lagging behind in terms of infrastructure on the one hand, and on the other hand SKPD is required to provide quality services and right on target. This study focuses on efforts to uncover phenomena that exist in the Department of Public Works, particularly relating to the practice of learning *(learning)* in the context of the organization. Data used in this study consisted of two types of primary data and secondary data. Primary data is divided into two given the methods used in this research is the *method mix* so as to be qualitative primary data sourced from key leaders in the Department of Public Works. While for quantitative primary data sourced from existing employees in the Public Works Department. Secondary data were obtained through searches from various sources such as, documents the organization in the form of policy, performance reports and authentic data that is otherwise deemed relevant. Methods of selection of key informants were carried out in connection with efforts to obtain qualitative data which uses the principle of *purposive sampling*. The key informant referred to in the study is the Head of Public Works of Raja Ampat, The Structural Officials in the Public Works Department of Raja Ampat, and staff apparatus existing Public Works Department of Raja Ampat. While the technique of sampling used in order for the purposes of the survey about the learning pace of staff officers in the Department of Public Works Raja Ampat is saturated sample. Does technically sampling saturated as well as consideration of the number of employees who have relatively not too much, as well as consideration of a large sample is relatively more capable of showing variations of values. Analysis of qualitative data in this study carried out by reference to an interactive model of data collection or data collection to data analysis according to Huberman and Miles (1992) [5]. The methods and techniques of data analysis for the purpose of surveying the level of organizational learning in the Public Works Department by using SPSS by using descriptive analysis through the use of a frequency distribution table.

III. RESULTS AND DISCUSSION

Organizations that learn faster than other organizations will have a level of adaptability to the demands of society. Such an organization is an organization that coveted borne by society. Adaptability to the demands of society can not be separated from the ownership of organizational knowledge to create a variety of programs, services, systems or mechanisms that always oriented to facilitate the efforts of stakeholders when dealing with the organization.

The main idea of the organizations that learn faster *(faster learning)* actually is the basic principle that the organization would not be high performance if the organization does not have the ability to adopt a continuous basis to the increasing uncertainty the future to learn faster (Pearn, et al, 1995)[2]. For public sector organizations (government bureaucracy) is the main measure of performance that is a barometer of whether the government bureaucracy is successful or not. Because of the link

between the organization faster learning with the demands of the performance of two things that can not be separated. This condition would be a demand also for the public on the performance of the Department of Public Works of Raja Ampat. As noted by Guns (1996)[4], basically every organization has learned. If this assumption is also associated with the Public Works Department Raja Ampat then of the Department of Public Works Raja Ampat has become a learning organization. The following is a discussion on the findings of the research question or the answer is already known through the research that has been described.

1. Speed King County Public Works Department make learning in order to improve its performance

From the research, it is known that in order to measure the rate at the Department of Public Works of Raja Ampat is done through 11 (eleven) indicators that assess the situation of the organization's strategy is realistic, the level of clarity of vision and motivate yourself as a learning organization that is faster than the other organizations, level of speed responded to the situation faced by the organization, the rate change information into knowledge that is valuable / useful for the task / employee jobs, the level of renewable technology to support the task / employee jobs, efforts to reduce the completion time of tasks / work than ever before, the level of organizational innovation compared to organization SKPD in the government of Raja Ampat, the level of confidence and Traffic cope with the changes facing the organization, increase organizational performance through the improvement efforts, the level of use of the organization team in the context of the completion of organizational tasks, and the level of achievement of the organization's performance Compared with other Organizations in the government of Raja Ampat.

Based on the findings in the field of the eleven indicators of measurement of the speed of the Public Works Department of

Raja Ampat to learn when assessed from each of the indicators showed relatively fit when measured on a scale of 1-5 (scale 1 assessed the level of the most low / negative and scale 5 rated as the level of the most good / positive). Among the eleven indicators are just the level of renewable indicators technology to support the tasks / work of employees who are on a scale which is generally considered by respondents to be at the level of "being". This condition is less favorable when analyzed from the point of learning organization. The use of technology in the learning process occupies a very strategic position because of the technology that activities such as how to obtain data or information, sharing of information and knowledge, keep learning outcomes as well as find and recover the learning outcomes quickly and will have problems if not aided by technology, especially the use of information technology.

Many experts including considers that information technology is very strategic position in the learning organization. Marquardt and Reynolds (199 4) [6] states that the use of technology in learning organization serves to support, integrate network and information infrastructure that allows the exchange of information and learning. Including in technical processes, systems, and collaborate on organizational structure, train, coordinate, skills and knowledge. Of course, the technology in question include computers and a variety of other technologies capable to support such activities.

Assessing the level of speed than the organization at the Department of Public Works of Raja Ampat can be done by assessing the overall indicator of *faster learning organization* then carried out an assessment based on the average of all indicators of the *faster learning organization.* To assess how much the speed of *faster learning* of the Department of Public Works in Raja Ampat can be seen in table 2 below :

Table 2. Rate-Learner of the Public Works Department of Raja Ampat

NO	DESCRIPTION	SCORE (X)	SCALE	FREQUENCY (F)	FX	PROSESNTASE
1	VERY HIGH	100	80.00 to 100.00	115	11.500	32.670
2	HIGH	80	60.00 to 79.99	179	14.320	50.852
3	MEDIUM	60	40.00-59.99	50	3000	14.205
4	LOW	40	20.00-39,99	4	160	1.1364
5	VERY LOW	20	0.00 to 19.99	4	80	1.1364
amount				352	29060	100.00

Source: results if the field data, 2014

In the table 2 can be seen that after the overall value of the indicators that organizations can be categorized as organizations learn faster *(Faster Learning Organization)* turned out to be the average value obtained by the Public Works Department of Raja Ampat is 29060. If the average value of the overall indicator of *faster learning* of the Public Works Department Raja Ampat compared with the interpretation of a fiscal value of Guns (1996) [4] as seen in Table 3, below, the speed of learning of the Public Works Department Raja Ampat categorized as organizations that are just starting to implement *Faster Learning Organization (FLO)*.

Table 3. Interpretation of Scale Faster Learning By Bob Guns (1996)

No.	Value Scale	Interpretation of Scale
1	0-25	Faster start to implement its Learning
2	35-45	The organization has been running like as an organization FLO Working on tactics and skills of a FLO
3	45-55	Your organization is incredible! Continue to improve and find a fitting suit

Source: Bob Guns (1996), The Faster Learning Organization

Therefore, if the value of the scale FLO Public Works Department Raja Ampat which ranks only associated with the early stages of FLO is still not optimal performance of the Department of Public Works Raja Ampat from 2006-2010 *(see Table 1)* then it can be understood. Therefore, in the future when the Department of Public Works Raja Ampat Regency intends to increase and even maintain performance, the status that carried the FLO must now be pursued improvement.

FLO scale value level Department of Public Works Raja Ampat today describe the learning outcomes that have been sealed past. Guns (1996) [4] say that today's performance is a product of learning yesterday. Tomorrow's performance is a product of learning today. G yan organization based learning must continue to invest in areas of learning because the performance must be improved at any time. Learning that failed was built by the organization will affect the poor performance and berimplikai to the disappointment of the people and the organization even just spend a certain number of resources, including a large budget but performance is disappointing. The actual conditions facing the Public Works Department of Raja Ampat today can be improved when continuously strived for increased status FLO her into an organization that already runs like as an organization FLO, and work on tactics and skills of an organization that is running the strategy FLO. Based on the analysis above, it can be arranged proposition 1 as follows : **Proposition 1 :** *If the organization wishes to be a high performance, then the organization should be able to be a learning organization that is faster than the ways of learning that were previously performed.*

2. Learning strategies used Public Works Department of Raja Ampat to improve its performance

The strategy for the organization is the first step that must be prepared carefully, especially in the context of a learning organization strategies. The most important thing in the context of a learning organization is how to keep the strategy that is used to inspire and motivate parties within the organization and be able to improve learning with increased success of the organization. Therefore, learning strategies should be able to lead the organization to be successful in the future.

In the long term the right strategy appears in the organization who are able to develop competence thus enabling them to create new products or services quickly and be able to adapt quickly to any challenge. The competence of an organization is basically a representation of the results of the collective organizational learning (Marquardt, 1996) [1].

According Guns (1996) [4], the strategy used in gun boasts FLO organization should have three strategies that are expected to help plan a successful organization. Tribes types of strategies used by organizations that implement FLO : *The surge strategy (strategy leap); Cultivate the strategy (strategy processing);* and *the transform strategy (strategy transformation).*

The surge strategy has characteristics when organizations accelerate the learning points around the key levers so that the performance of the organization is able to jump from the previous performance. In *the surge strategy* are the determinants of that strategy; 1) the commitment of the leadership group to learn more quickly as the track improve their performance; 2) identifying points of strategic leverage and accelerate learning throughout the organization. Besides these strategies also characterize how the strategy is to gain leverage; 1) know it strategic opportunities; 2) selecting a trigger and *benchmarking* opportunities (pecking guess); 3) establish a project plan to learn more quickly centered on opportunities lever; 4) ask the other party to implement the strategy; 5) monitor and measure the progress of the project to learn more quickly.

The Cultivate strategy has characteristics when organizations use the strategy through a human resource units arranged across functions and teams as well as hierarchical. While *the transform strategy* has characteristics when strategies are carried out jointly between the leadership with members of the entrepreneurial team, which created a dynamic for sustainability and renewal of higher performance. Other characteristics that this strategy when it is used to create accelerated learning path for teamwork. The team works in a way interrelated because each requires to complete a task; build collaboration to lead to high performance; skills possessed both leaders and subordinates should be below into the team; that this team work, there must be clarity of vision team, limitations, and the standard rules.

When referring to the information that has been collected as described in the research findings and the match with the characteristics of the strategy proposed by Guns (1996) [4], the learning strategies used by the Public Works Department of Raja Ampat is a strategy that combines *the Cultivate strategy* and *the transform strategy*. Some characteristics of *the Cultivate strategy* appears in activity as leaders strive to recognize some point lever by way of leadership always give insight and understanding of the condition of the collective nature of the organization, especially in carrying out organizational tasks; functions as leader should always make referrals, control, control and

supervise is a very important aspect of management; granting delegate to subordinates as its authority; giving responsibility to the employee who has been given a mandate. Other determinants that seeks to be recognized by means of the application of management commitment to quickly learn quickly grasp the internal state of the organization in order to improve their performance. Accelerate the process of learning how to motivate subordinates to continue to develop, identify potential employees, and always gives the responsibility to the employees in order to develop potential employees.

Another factor that is by including the employees to be involved in various forms of continuous training so that an increase in the learning and skills. Discipline is a factor that is emphasized by the leadership because of the discipline that grow in employees, the tasks assigned to them can be completed on time. In addition to these factors also the formation timyang deemed a forum to share their knowledge of learning outcomes. Team and *sharing knowledge* is one of the important factors that should be developed in a learning organization let alone who wants to become an organization that learns faster. Last leverage factor is the result of *knowledge sharing* that is done by the team and has resulted in further product before the product is actually implemented first conducted trials. This method is a very important way to get justification (*justification*) that the product produced by the team learning can be applied to the entire organization. To ensure that all the activities of subordinates, leadership always involved in the activities of subordinates, the goal besides monitoring also motivate subordinates to keep the commitment to run a task that has been assigned to them.

When looking at one of the factors used lever leadership in improving the performance and productivity push subordinates is to form a team which is seen as an accelerated learning path where it occurs in the process of *sharing*. Thus it can be said that the Public Works Department of Raja Ampat is also implementing the strategy *stransform strategy*. In the process collaborative team building skills to produce the expected performance.

The important question to be answered is why learning strategies are implemented by the Department of Public Works of Raja Ampat has not been able to lift its performance is optimal? This can be answered because of the design as the organization quickly learn not to walk on the right path like FLO organization, but it is only at the early stages of FLO. Although learning strategies used already has some characteristics of a learning strategy has been appropriate. Besides *the surge strategy* and *the strategy* used *transform* is applied is not optimal due to factors levers that are used are not yet part of the system and mechanism as well as the organization has become a value. For example the strategy used has not become a unit that specifically arranged either cross-functional or in hirarkhis. Similarly, the team established a team that has not specifically as a team *entrepreneurship* (entrepreneurship) that is in its work to be able to identify opportunities and exploit the potential of the organization, so that the entire vision and the mission carried an organization can be achieved optimally. The assigned team should have a vision of the team, have restrictions that the duty and authority and given a standard rule.

Based on the analysis above, it can be arranged proposition 2 as follows :

Proposition 2 : *Strategies used to support the organization into a faster learning organization requires the support of factors lever (leverage). Inability to recognize the factors levers to support learning strategy resulted in low performance of the organization.*

3. Type of learning used Public Works Department Raja Ampat district in an effort to improve performance

Type of learning is a way to significantly affect the results and the value of the desired learning organization (Marquardt, 1996) [1]. Although aware that any type of learning can be distinguished, but the types of learning often overlaps (*overlap*) between one type to the other type but can be complementary. Therefore in an organization are often found to have the type of learning more than one. What type of learning at the Department of Public Works Raja Ampat also experiencing the same thing?

Refers to the type of learning proposed by Marquardt (1996) [1] Guns (1996) [4], then there are thirteen (13) different types of learning that can be used by an organization in pushing itself into an organization that is quick to learn. In particular each type of learning has characteristics as the following : If in the face of problems or resolve problems faced by the organization, the members of the organization use the experience or reflection of the experience which they/organization have as a reference act further is a type of learning *adaptive learning*, If in the face of problems or complete its work and then members of the organization uses (vision-reflection-action) in predicting problems that will occur in the future by identifying opportunities that arise and to find the way /ways to deal with problems in the future then that type of learning type of anticipative learning. Another characteristic that if in improving the performance of the organization then the organization's members to learn of the decision that has been taken then the learning ways reused and stored in the organization as a way to improve the performance of subsequent then that type is the type of learning *Deutro learning.* If the repair or improve the performance of the organization then the organization's members to use specific teaching methods while working then that type of learning is a type of *active learning.* If in improving performance or face problems then the organization's members only concentrating Reviews their Efforts on how to improve performance on tasks that have been imposed then that type is the type of learning task learning. If the repair / improve performance or face the problem, members of the organization then acts through what questions to done, how developed and implemented a and how improved the type of learning is a type of systematic learning.

Meanwhile, if the organization in dealing with the issue of trying to improve its performance then the organization's members using the values, beliefs and attitudes as a foundation in acting so that type is the type of learning *cultural* learning. If the members of the organization in dealing with problems and seeks to improve its performance then head of the organization to use as a basis for leadership in managing employees and work units as a whole is the type of learning is a type of *leadership* learning. If the members of the organization in dealing with problems or working to improve its performance then head of the organization to use the functions effectively within the team then

that type of learning is a type of *team* learning. If in the face of problems or working to improve its performance then the organization's members use the organization's strategy as the basis for such an action, the type of learning *strategic learning.* Similarly, if the organization in dealing with problems or working to improve its performance then members of the organization using an entrepreneurial spirit, then the type is categorized using a type of learning *entrepreneurial* learning. If the members of the organization to face the issue or seek to improve its performance then the organization's members to use way of questioning and analyzing whether the assumptions organization, model or paradigm, then the organization is categorized using the learning-type *reflective* learning. If organizations in dealing with problems or working to improve its performance then the organization's members approach the change (transformation) significantly, then the organization is categorized as a learning organization that uses the type of *transformational* learning.

Referring to the results of research that has been done related to the type of learning that takes place at the Public Works Department of Raja Ampat in general it can be concluded that the Public Works Department of Raja Ampat using six (6) the type of learning that is a combination of the type of learning that there are; *1) adaptive learning; 2) anticipative learning; 3) active learning; 4) learning task; 5) leadership learning; and 6) learning team.* This conclusion is based on several conclusions made against a variety of instructional practices that have been expressed by key informants. The reason why the type of learning in the Public Works Department of Raja Ampat categorized into six types because some of the following characteristics: 1) to improve the knowledge and skills possessed employees, the organization then engage employees into training in the form of technical guidance as well as courses related with the field of employee jobs; 2) the organization utilizes its experience in dealing with the tasks assigned to the employee; 3) an employee conducting a wide range of experience and knowledge *(sharing knowledge / experience);* employees identify various problems to be solved without the involvement of the leadership; 4) employees create their own innovative way of learning through the internet, television, or to rely on their own imaginations; 5) organization and employees in dealing with various problems or challenges overcome by making adjustments to the demands of the existing course.

Observing the type of learning that is used employees in the Public Works Department of Raja Ampat as has been disclosed above, the type of learning that is used appears more reliant on the type of learning that seeks adaptive to the changing demands for policy changes from the government level it, but that does not make learning which is based on the demands of society which always demand a change that is responsive, fast and cheap. This type of learning as should have to be converted into the type of adaptive learning because of the demands of the major stakeholders such as the people, not adapting as meet regulatory demands alone. Type of anticipatory learning is essentially the result of the activity between vision, reflection with action. Relying on experience alone is not enough to give a great contribution to the organization to improve its performance. Action is the result of reflection from the translation of the vision to be achieved so that the action of the organization continue to focus on the organization's objectives. The action is not merely doing something just because it is solely in order to resolve the problems encountered. Action should also be a result of reflection from the identification of opportunities that arise and find a way to confront the problem in the future as the direction of the vision to be achieved by the organization.

Type of learning undertaken by the Public Works Department of Raja Ampat are similar to the characteristics of *active learning* because it uses employee rely on learning methods trials actually still need to be improved since the type of *active learning* by solely relying on a test method needs to be coupled with activities Other. Innovation is very important, but if the orientation is solely to produce something new (innovation) but not preceded by the analysis of the real needs of society, the innovation is not of value to society. As explained in the previous description that the test was carried out is the final stage of a process of sharing knowledge and experience and then directed to the creation of prototype or forerunner to the product that will be used by the organization to the community. *Prototype* or embryo of the resulting product must be tested first try to get an assessment and justification *(justification)* related feasibility for use. Therefore, the test that has been practiced at the Department of Public Works of Raja Ampat should be part of a cycle of learning models to generate innovations.

The type of *task learning* is actually one type of learning that are less able to bring organizations learn faster because employees only focus everyday duties that have been assigned to them. Therefore, for the Public Works Department of Raja Ampat forward this type should have to be increased to other types of learning are considered relevant to the needs of the organization faster learning.

Leadership learning is one type of learner should be retained by the organization that wants to become a faster learning organization. The leader of the learner can be an example and a role model at the same time motivating for employees to become employees of learners. If this synergy created will be formed next type of learner-based learning culture. The type of leader learners are passive as illustrated subordinates where they learn of leadership in solving the problems faced by the subordinate is not enough, but the real leaders show themselves people who devoted studying in various forms of learning both active reading books, participating in various training, courses, seminars and various other events and deemed able to increase knowledge.

Referring to the analysis of the type of learning between what is practiced Department of Public Works of Raja Ampat with the characteristics of each type of learning as proposed by Marquartd (1996) [1] and Guns (1996) [4] shows that the link between the still not optimal performance achieved by the Public Works Department of Raja Ampat during the years 2006-2010 by type of learning used to be very significant. The reason is, the type of learner is used for this has not been appropriately and optimally utilize other types of learners are considered relevant to the needs of the organization.

Based on the analysis above, it can be arranged proposition 3 as follows :

Proposition 3 : *Type learner applied by the organization to have a level of significance with value and desired performance levels of the organization, because it is when the type of learning*

that the adoption of less precise and does not correspond to the needs of the organization significantly affect the level of organizational performance.

4. **Support the organization of the Public Works Department Raja Ampat in encouraging the growth of learning activities**

Organizations that learn fast *(faster learning organization/FLO)* should be viewed as a system consisting of various sub-systems where sub-systems crochet hooks are mutually supportive and mutual support in order to achieve organizational goals. Similarly, the organization quickly learned that could not be achieved if it is not backed by sub-systems or other components of the organization. According to Marquardt (1996) [1] and Guns (1996) [4] there are four sub-systems are seen as very influential organization of the learning organization that is the vision, culture, structure, strategy, technology, and human resources.

Vision is referred to in the context of the learning organization is the organization's future direction to be addressed and be guidelines and values to every employee in the organization of what and how to make decisions and act. Organizational culture is defined as the values, norms, beliefs, how to behave and be certain agreed within the organization. The organizational structure in question is the organizational structure that is more flexible and oriented towards involving members of the organization (to participate); the *task force* (Task Force) set up to cover the lack of bureaucracy; the organizational structure are: flexibility, openness, freedom, giving the opportunity to the employee, the employee involved is not based on the position but is based on team-oriented, performance improvement, can be entered by anyone, to maximize the flow of information, very open to the experience. Another feature of the structure of the organization is: simple, flat hierarchy, and holistic; based projects implemented in the form of the team, particularly a structure of networks or across functions; a small working group (team), but thinking entrepreneurs.

In addition to the vision, culture and structure is also equally important that there is support in the form of strategy. The strategy is characterized by a lack of planning, methods and tactics and measures in achieving its performance. In supporting the organization as a faster learning organization also needed the support of technology. Technology referred to in this case in the form of information technology, technology related to efforts to support the learning, performance support system that electronically.

Another important factor that lately has realized the importance of an organization is Human (apparatuses) in the sense the employees are distributed based functions. Functions based on the *"principle of the right man on the right* place".

Based on the research results as described above demonstrate that the factors that support the Public Works Department Raja Ampat as a faster learning organization consists of several factors namely; 1) support the management and organization; 2) organizational structure; and 3) technology. Leadership and organizational support is shown in the form of a subordinate to give an opportunity to grow and improve their competence by giving the opportunity to engage in various activities to resolve the issues at hand and engage in a variety of

technical guidance and education and training. Support organizational structure deemed relevant enough as a learning organization that is the formation of a team that no longer relies on the structure hirarkhis. While technological support in the form of the use of information technology to support the tasks given to employees.

In the perspective of faster learning organization, the support of the leadership, organizational structures and technology is seen is not enough. Vision for the learning organization is a very important factor, especially the support of a common vision *(shared vision)* as has been emphasized by Prahalad (in Marquardt, 1996) [1]. Learning and knowledge that will be created requiring a directional steering and vision of what and where the organization wants to accomplish in the future. If there is already support for the vision and then coupled with the leadership role that helps implement that vision through a process of learning and creativity of employees, the leadership is very significant.

In addition to the support organization and a shared vision related learning objectives then another factor that is equally important is the support of culture. Culture is the values that grow and built jointly by members of the organization who became director how to behave in the organization, interact both inside and outside the organization. This culture can be a reference with all members of the organization to act and behave in order to achieve organizational goals. While in the context of the Public Works Department of the Raja Ampat Regency cultural support learners have not formed properly. Thus it can be understood if the Public Works Department of Raja Ampat expected faster learning in order to optimize the performance of the organization has not materialized.In organizations already contained a vision, but a vision that directs where learning will be directed that does not exist. Moreover, the organization's vision owned not provide direction on learning strategies as a means used to realize the mission and improved its organizational performance.

Similarly, in a survey that has been conducted shows that the strategies being used are in accordance with the environmental conditions of the organization, but in the context of the learning organization expected the strategy should be a *bottom-line* organizations, particularly the strategy to make the learning process as a strategy to achieve organizational objectives. It is not yet awakened in the context of a situation strategy intended by employees.

A very important aspect is the placement of human resources (employee) which is already in line between the competency of the position or positions occupied. The existing problems in the Public Works Department of Raja Ampat is not only related to staffing that must be in accordance with their competence but indeed human resources there are relatively still needs to be improved not only in terms of formal education but also skills related to the duties and functions. Of the 52 people pegawaterdapat 25 people educated junior and senior level only meaningful 48.1% of all existing employees. This condition is very influential because, according to Prahalad (in Marquardt, 1996) [1] one of the prerequisites of an organization into a learning organization in organization should be filled by people who master in the art *(personal mastery).*

Based on the analysis above, it can be concluded that the support organization to become a learning organization that faster is not optimal and it is in line with the results of the assessment scale has been done that is to say Public Works Department of Raja Ampat still require the commitment of all parties to improve the support organization already there are so far apart, the other essential support such as a shared vision in the context of a learning organization, the culture of learning, learning-based strategy, human resources master of each field is also important to be presented.

Departing from the analysis results, it can then put forward the proposition 4 as follows : ***Proposition 4 : Organization faster in learning not only need the support of technology, organizational structure, and strategy alone but also requires support pembejaran vision, culture learners, who mastered the art of human resources.***

IV. CONCLUSION

Based on the findings and the discussion that has been done in chapter four, then the following can be concluded from the overall results of this study which is as follows:

a. Speed level Department of Public Works Raja Ampat in learning to improve their performance evaluated turns categorized as new organizations entering the early stages of the implementation of *Faster Learning Organization.*

b. Learning strategies used by the Public Works Department of Raja Ampat in order to improve performance is a learning strategy that uses a combination of *the Cultivate strategy* with *the transform strategy.*

c. Type of learning used Public Works Department Raja Ampat district in an effort to improve performance is *adaptive learning, anticipative learning, active learning, learning task, learning leadership, and team* learning.

Support from the Public Works Department Raja Ampat in encouraging the growth of learning activities in the form of leadership and organizational support, organizational structure and technology.

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