THE DEVELOPMENT OF A LEARNING ORGANIZATION OF NARATKWAI SUBDISTRICT ADMINISTRATIVE ORGANIZATION, AMPHOE MAUNG NAKHON PHANOM, NAKHON PHANOM PROVINCE

Worawut Inthanon
Faculty of Liberal Arts and Science, Nakhon Phanom University, Thailand
Corresponding Author’s E-mail: worawut_i@npu.ac.th

ABSTRACT

The purpose of this research was to study the realities and expectations of knowledge management, and development guidelines for the learning organization of the Narat Kwai Subdistrict Administrative Organization Mueang Nakhon Phanom District Nakhon Phanom Province. The sample used was Administrators of local administrative organizations, officers, members of Narat Kwai Subdistrict Administrative Organization, and 38 community leaders. Target groups were a key informant for a small group discussion of 18 people. The tools and methods used to collect data consisted of questionnaires and questions for small group discussions. Analyze and synthesize the data by averaging, standard deviation and content analysis. The results showed that

The reality and expectations for knowledge management revealed that most of the reality was at a moderate level. Expertise, the ability to provide advice and suggestions on knowledge management, the nature of work that is currently practiced is exchanged, Search and use knowledge all the time. Quality internal learning resources as for knowledge management expectations, these include encouraging proactive work and innovating, readiness of information technology and a fast and convenient communication system, open working atmosphere, mutual trust and reviewing and analyzing the knowledge gained from the exchange of knowledge to lay down guidelines for utilization.

The development approach towards a learning organization found that (1) there should be a fundamental organizational restructuring to be a small and flexible organizational structure. (2) The policy should promote knowledge management processes to be used to develop personnel and become a part of the work practice. (3) Organizational culture should be developed, knowledge exchange and sharing among personnel in the organization should be developed. (4) The goal of knowledge management should be focused on adjusting regulations and laws that hinder the exchange of knowledge. (5) Personnel should be developed to have competence. There is a system of praise, and rewards contributing to knowledge management, proactive learning together as a team and the exchange of knowledge through various methods. (6) The use of information technology should be encouraged to assist in the operation. To have efficient storage, processing, and dissemination of knowledge.

Keywords: Development; Learning Organization; Naratkwai Subdistrict Administrative Organization

I. INTRODUCTION

Organizational development is the process of planned development of organizational capabilities which must be carried out with a constant awareness of the organizational environment in which the group process and organizational processes are based. These processes must allow members of the organization to use their full potential or intelligence. Focus on teamwork as goals for the benefit of learning about organizational behavior as a whole. Emphasis on cooperation and cooperation in the implementation of team culture. Actions related to organizational culture, both large and subsystems. Use operational research as a template and use a consultant or change leader to help you with counseling. An important strategy of organizational development is the use of organizational development tools that intervene in the process of change, which must be carried out continuously.
and aimed at achieving the best results of the organization in terms of efficiency, effectiveness, and health of the organization (Bangkaew, P., 2016).

The Royal Decree on Criteria and Methods for Good Country Administration 2003, Section 11 has determined that government agencies have to develop knowledge in the organization to be a learning organization regularly as follows: Must be aware of information and be able to process knowledge in various fields to be applied in governmental operations correctly, quickly, appropriate to the situation. Including the need to promote and develop knowledge and competence, create a vision, and change the attitude of government officials under the jurisdiction to be effective personnel with mutual learning. Department of Local Administration is another government agency that recognizes and focuses on knowledge management (Knowledge Management), which has applied the concept and knowledge management system to use in the administration of the organization so that all personnel is aware and important, with participation in the knowledge management process, and ready to exchange knowledge to continuously improve the quality and efficiency of operations. Taking into account consistency with the vision, mission, and strategic issues of the Department of Local Administration is important. In the fiscal year 2006, Department of Local Administration Knowledge management has been implemented to support the implementation of strategic issues to address fundamental poverty, which aims to be able to manage knowledge for civil servants under the jurisdiction to apply knowledge to promote and develop a model of local government organizations in integrating local development plans linked to community plans (Department of Local Administration, 2021).

As a learning organization, Marquardt (2002) views it as a systematic development, which consists of five subsystems: Learning, organization, people, knowledge, and technology are integrated into the perspective of developing a learning organization in a holistic manner (System Thinking), it was consistent with the concept of Senge (1990) presented through the conceptual framework in 5 areas: Dynamics of learning, organizational reform, empowerment of personnel, learning management, and application of technology. The development of a learning organization to be successful requires serious and continuous learning by supporting and encouraging personnel to have knowledge, understanding, learning, and realizing the importance of learning development (Nonaka and Takeuchi, 1995; Methaakkarakiat, P., Phasunon, P., 2018) Therefore, a learning organization is something that the new generation of executives must create, it is something that executives must demonstrate leadership in sourcing or seeking opportunities for continuous learning. This is based on the belief that the more people learn, the more they expand their capabilities, the organization that creates learning will continue to grow and develop endlessly (Sararattana, W., 2002).

At present, the study of organization development to be a learning organization hasn't appeared much yet. Therefore, the researcher has an idea to apply the basic elements of those learning organizations to the idea of developing an organization to be a learning organization of other scholars. The researcher has a question in the research as to how the local government organization can develop a way to become a learning organization, in the case of Naratkwai Subdistrict Administrative. Organization, Muang Nakhon Phanom District, Nakhon Phanom Province, which was upgraded to Naratkwai Subdistrict Administrative Organization on December 16, 1996, it was divided the government agencies into Office of the Permanent Secretary, Finance Division, Civil Works Division, Education Division, and Social Welfare Promotion Division. The administrative area is divided into 11 villages and is the location of Nakhon Phanom University. Therefore, to study the reality and expectations of knowledge management and to study the development approach to learning organization of Naratkwai Subdistrict Administrative Organization, finally, it will be a guideline for putting it into practice to eventually develop into a learning organization.

II. OBJECTIVES

1. To analyze the actual condition and expectation on knowledge management of Naratkwai Subdistrict Administrative Organization, Muang Nakhon Phanom District, Nakhon Phanom Province.

2. To study the development guidelines for the learning organization of Naratkwai Subdistrict Administrative Organization, Muang Nakhon Phanom District, Nakhon Phanom Province.

III. METHODOLOGY

This research is quantitative and qualitative research or a mixed method, divided into 5 steps as follows:
Step 1: The sample population and the target audience used in the research.

1.1 The population used in this research were administrators, officers, members of the Sub-District Administrative Organization, and 80 community leaders. Which are personnel who is working in the Naratkwai Subdistrict Administrative Organization for the fiscal year 2020.

1.2 The sample group is a purposive sampling method which consists of 4 local administrative organization executives, 18 staff members, a Member of the Naratkwai Subdistrict Administrative Organization Narat Kwai number 10 people, and 6 community leaders, a total of 38 people.

1.3 The target group is a key informant for the subgroup discussion used in this research, consisting of 3 local administrative organization executives, 7 staff members, Member Naratkwai Subdistrict Administrative Organization Narat Kwai number 5 people, and 3 community leaders, a total of 18 people.

Step 2 The variables studied in this research were classified into 3 types as follows:

2.1 General information and background of personnel including gender, age, educational level, and length of service.

2.2 The reality and expectations for knowledge management of the Naratkwai Subdistrict Administrative Organization Narat Kwai include; 1) the structure and knowledge of the agency, 2) the organization's knowledge management policy, 3) organizational culture, 4) objective goals for knowledge management, 5) Personnel for knowledge management, 6) Information Technology for Knowledge Management, 7) the pursuit of knowledge, 8) knowledge building, 9) knowledge sharing, 10) Recording of knowledge storage, and 11) Utilization and dissemination of knowledge.

2.3 Development guidelines for the Naratkwai Subdistrict Administrative Organization consist of (A) **Organization and Technology**: (1) organizational structure and knowledge, (2) organizational knowledge management policy, (3) organizational culture, (4) objectives for knowledge management, (5) personnel for knowledge management, and (6) information technology for knowledge management. (B) **Knowledge Management**: (1) knowledge acquisition, (2) knowledge creation, (3) knowledge sharing, (4) knowledge recording, and (5) utilization and dissemination of knowledge. Know

Step 3 The tools used in the research are:

3.1 The questionnaire by the questionnaire has 2 parts: Part 1 is a general inquiry of the respondents. And part 2 is an inquiry about the realities and expectations of knowledge management in the Naratkwai Subdistrict Administrative Organization, it was the five-rating scale.

3.2 The small group discussion questions, which are about organization and technology, and knowledge management. (KM), which will be a guideline to develop into a learning organization of the Naratkwai Subdistrict Administrative Organization.

Step 4: Collecting data by distributing questionnaires and small group discussions as follows:

4.1 Distribute questionnaires to local administrative organization administrators, officers, and members of Naratkwai Subdistrict Administrative. Organization, and community leaders, 38 sets in July-August 2020.

4.2 Focus group based on questions for small group discussions with Local Administrative Organization Executives, Officers, Members of the Subdistrict Administrative Organization, and community leaders. Held during 17-21 August 2020 from 12.30 – 13.30 hrs. at the Naratkwai Subdistrict Administrative Conference Room. Organization Narat Kwai, Seungma had 12 participants in a small group discussion.

Step 5 Data analysis,

The data from the questionnaire were analyzed by mean (\(\bar{x}\), Standard Deviation (S.D.), however, the data from the small group discussion was analyzed by content analysis.
IV. RESULTS

The results of the research according to the research objectives appear as follows:

Objective 1: The results of the study of reality and expectations on knowledge management of Naratkwai Subdistrict Administrative Organization, Mueang Nakhon Phanom District Nakhon Phanom Province, the results are as follows.

1. The general data of the respondents were shown by gender, age, position, and educational background. It was found that the majority of respondents were 26 males, (percentage 68.42), and 12 were female (31.58%), the most aged between 31-40 years, 18 people (47.37%), followed by less than or equal to 30 years, 8 people (21.05%), most of them held officer positions (47.37%), followed by 10 members of the Naratkwai Subdistrict Administrative Organization (26.32%). And having bachelor's degree the most, 20 people (52.63%), followed by 16 people under bachelor's degree (42.11%).

2. The reality and expectations of knowledge management in the Naratkwai Subdistrict Administrative Organization, found that the reality based on the opinions of the respondents who were at a higher level than other issues was that personnel had experience, expertise, ability to give advice and suggestions on knowledge management at the most moderate level. Average = 3.39). Followed by a moderate level of current practice in exchanging, searching, and using knowledge (mean = 3.36). However, the operational condition of knowledge management is lower than other issues such as data warehousing, information resources, quality internal learning resources such as having an information center that provides complete information services, but has a moderate score (value Average = 2.50).

The opinions of respondents with the highest expectations for knowledge management were the stimulation of proactiveness and innovation. and the readiness of information technology and communication systems to support knowledge management in a fast and convenient manner with high scores (mean = 4.27 equal). Followed by an open, transparent, and trusting work environment with a high score (mean = 4.16). However, the least expected aspect of knowledge management compared to other issues was that the review and analysis of the knowledge gained from the exchange of knowledge for utilization were rated at a high level (Average = 3.52). Followed by modification, application of knowledge to develop knowledge to find better alternatives/practices, and stakeholders aware of information/knowledge systems that are stored, and can be easily retrieved. The score was also very high (mean = 3.61 equal).

When comparing the differences between expectations and realistic conditions for the implementation of knowledge management, the following differences were found: Discuss the various sources of knowledge and find out how to extract knowledge from the most diverse sources (score difference of 1.36). Next was the issue where members saw the value of sharing knowledge (score difference of 1.34). And discussion and exchange of ideas, concepts, tools Innovative, and jointly innovate, create better practices and practices (score difference of 1.31).

Objective 2: The results of a study on the development approach to a learning organization of Naratkwai Subdistrict Administrative Organization, Mueang Nakhon Phanom District Nakhon Phanom Province, the results are as follows.

2.1 Organization and technology, consisting of the following issues;

Structure and knowledge of the organization, knowledge management in the Naratkwai Subdistrict Administrative Organization as follows; There should be a fundamental organizational restructuring to support personnel to exchange knowledge easily, such as places, tools, equipment, data warehouses, information sources, internal learning resources, etc. It should be a small and agile organizational structure, a short chain of command with a variety of commands, reduce the chain of command and reduce the work process, have a flexible work without fixed, work processes are not redundant to Conductive to the formation of a team. And the workflow should be adjusted to be faster and more concise to facilitate the exchange of knowledge to occur more quickly and conveniently.

The knowledge management policy of the organization considers that Naratkwai Subdistrict Administrative Organization should proceed as follows: (1) Promote the application of knowledge management processes to
develop personnel and to be part of the work practice. (2) Create an atmosphere conducive to the use of knowledge management as a tool for personnel development and work development of various departments within the organization. (3) to support and encourage personnel under the agency to develop potential, knowledge, and competence in various fields such as Further education/training/seminars in various courses. (4) Encouraging and encouraging people in the organization to participate in the operations/activities of the organization vigorously and continuously. (5) Encouraging and encouraging personnel in the affiliate to participate in the exchange of knowledge with colleagues. (6) Support and promotion of upholding the principles of morality and rule of law in administration and operation. And (7) Support and promotion of morale-building for workers.

The organizational culture will be a guideline for knowledge management. I agree that it should develop a culture of exchanging and sharing knowledge among personnel in the organization, a culture of mutual learning, a culture that facilitates learning with self-awareness. Create an atmosphere conducive to using knowledge management as a tool for development, bringing experiences from work and applying knowledge to exchange knowledge for operational development and organizational development.

Objectives for knowledge management objectives, setting goals for knowledge management, the participants in the small group agreed that; The goals in the early stages of knowledge management should be focused on Adjust the rules and laws that hinder the exchange of knowledge, inform people at all levels in the organization of the goals and understand the true objectives of the organization clearly. Knowledge management in an organization must be carried out at three levels: (1) Organizational Knowledge Management, (2) Co-worker Knowledge Management, and (3) Personal Knowledge Management. Which is the use of information to be processed into the information system and is modern knowledge management in the era of the learning society to be a learning organization regularly, and must be aware of information and be able to process knowledge in various to be applied in the performance of official duties accurately and quickly appropriate to the situation. Including the need to promote and develop knowledge and competence, create a vision, and change the attitude of personnel under the agency to be effective and learn together.

Personnel for knowledge management, should develop personnel to be competent, have a system of praise and reward that facilitates knowledge management, has a culture of proactive work, and learns as a team. Encourage personnel in the organization to learn together, exchange knowledge through various methods such as social media, small group meetings, etc. Organize the working atmosphere with the atmosphere of human potential development, respect for human dignity, dare to express opinions, acceptance of individual differences, and democratic equality.

Information Technology for Knowledge Management: The application of information technology should be encouraged to facilitate operations through a thorough learning process and to Collecting, processing, transferring information quickly and properly creating a network. Build a computer database, exchange knowledge through social media, send knowledge through electronic mail, and have a web forum to discuss and exchange ideas. Including personnel should have Facebook, Line identity to communicate knowledge management. In this regard, Naratkwai Subdistrict Administrative Organization, there should be an officer responsible for transmitting knowledge to the personnel's electronic mail, Facebook, Line regularly so that personnel can exchange knowledge in various knowledge continuously.

2.2 Knowledge Management (KM) consists of the following issues: The pursuit of knowledge, knowledge creation, and knowledge sharing are also issuing that need to develop people to have their knowledge, expertise, learning, discipline, and want to learn. These can be created through education, training, study visits which must be supported by the management or by the agency. The emphasis on individual competency development must arise from the internal drive of the personnel to learn and to develop the basic beliefs of the individual that will influence their behavior, values, attitudes towards situations or work with the correct thought patterns and in the same direction of the organization. Conceptual development activities such as training, building experiences, love of reading, studying and researching access to real systems, testing their own beliefs to adapt quickly, listening skills, being open to accepting the opinions of others In addition, the recording, storage, utilization, and dissemination of knowledge is also an issue that requires a combination of technological elements. In other words, the use of technology, especially computers, is more efficient in storing and disseminating knowledge than any other method that requires a specific person responsible for such operations. In addition, when collecting
knowledge, disseminating knowledge should use public relations methods so that people can get to know and take advantage of that knowledge.

V. DISCUSSION

Based on the research results, the researcher has taken issues from the research conceptual framework which consists of organizational structure and knowledge, organizational culture, personnel for knowledge management, and information technology for knowledge management. The researcher has brought these issues to use in the discussion of the research results as follows.

The organizational structure and knowledge: Knowledge Management in the Naratkwai Subdistrict Administrative Organization, there should be a fundamental organizational restructuring to support personnel to exchange knowledge easily, such as places, tools, equipment, data warehouses, information sources, learning resources within the organization. It should be a small and agile organizational structure with a short chain of command with a wide range of commands, reducing the chain of command and reducing the workflow, having a flexible, non-repetitive work process to Conducive to the formation of a team. And work procedures should be adjusted to be faster and more concise to facilitate the exchange of knowledge to occur faster and more conveniently. Consistent with the study of Texsanguan, B., Boonyasopon, T., Ketsingha, W., Surapongrakjaron, N. (2014) which has studied the development of learning organization model and knowledge management by exchanging knowledge through the internet network. Proper organizational structure According to Margnardt's concept, the organizational structure must be compact and streamlined to change in the learning organization model. Consistent with the study of Paophan, C. (2015) which has studied the development of local government organizations to become learning organizations: a case study of Song Nuea Municipality, Namon District, Kalasin Province. Organizational structure should be a small and agile organizational structure, not too much chain of command, detailed description of work that is not flexible, commanding is not too controllable. Therefore, work processes are not redundant to facilitate team formation. Consistent with the study of Methaakkarakiat, P., Phasunon, P. (2018) who have studied the factors affecting being a learning organization of the Office of the Basic Education Commission found that the ideal structure is that the Office of the Basic Education Commission has a holistic structure, flexible management system, and flexible division of duties and responsibilities. And consistent with the study of Phiboonwong, T. (2016) who have studied the guidelines for development as a learning organization of the Government Savings Bank Region 14 found that changes in the organization structure, each work unit should be connected to be more flexible, reduce the removal of work procedures, when necessary, set clear work according to duties, have appropriate workload and receive. Facilitating decision-making based on the appropriate structure or hierarchy. There are public relations and communication to make everyone in the organization understand the objectives and results if successful as a learning organization through various communication channels such as announcements through journals, setting a vision or mission of the Organization, etc. Managers should actively support the implementation of the KM program and leaders must encourage, engage, motivate and motivate personnel in the organization to encourage, motivate, or transfer knowledge willingly.

The organizational culture: Which will be the approach to knowledge management, should develop a culture of exchange and sharing of knowledge among personnel in the organization, a culture of mutual learning, a culture that facilitates learning with self-awareness. In addition, it must create an atmosphere conducive to the use of knowledge management as a tool for development, bringing experience from work and applying knowledge to exchange knowledge for operational development and organizational development, which consistent with the study of Texsanguan, B., Boonyasopon, T., Ketsingha, W., Surapongrakjaron, N. (2014) which has studied the development of learning organization model and knowledge management by exchanging knowledge through the Internet network. Having a culture of learning in the organization is consistent with Peter Senge's team learning, where employees learn at the same time to act in the same direction, according to Margnardt’s concepts, who said that in letting organizations create a common corporate culture to be Learning organization support system. Consistent with the study of Paophan, C. (2015) which has studied the development of local government organizations to become learning organizations: a case study of Song Nuea Municipality, Namon District, Kalasin Province. A culture of collaborative learning must have a culture that fosters self-aware learning, fosters and reinforces innovation and experiential learning encourages members of the organization to develop an educational habit and disseminated it in a friendly way. Consistent with the study of Phiboonwong, T. (2016) who studied the guidelines for developing a learning organization of the Government Savings Bank Region 14 found that the organization should have an organizational structure to facilitate learning, create awareness of the
goal of being a learning organization for employees, support the implementation of a knowledge management program and instill a culture of learning in the organization. Consistent with the study of Methaakkarakiat, P., Phasunon, P. (2018) who studied the factors affecting the organization of learning of the Office of the Basic Education Commission found that support atmosphere is that the Office of the Basic Education Commission has an atmosphere that supports the development of learning, the potential and the aim of improving the quality of work life. And following Srichantuk, P. (2011) which has studied the factors affecting the organization of learning of support personnel A case study of Rajamangala University of Technology Isan found that supportive atmospheric factors in an organization have an important effect on being a learning organization, by helping to create Organization Learning, to be flexible and to facilitate the use of knowledge for the best benefits of the organization.

The personnel for knowledge management: Personnel should be developed to be competent, have a system of recognition and reward that facilitates knowledge management, a culture of proactive work, and team-based learning. Encourage personnel in the organization to learn to share knowledge through various methods such as social media, small group meetings, etc. Organize the working atmosphere with the atmosphere of human potential development, respect for human dignity, dare to express opinions, acceptance of individual differences, and democratic equality. Consistent with the study of Paophan, C. (2015) which has studied the development of local government organizations to become learning organizations: a case study of Song Nuea Municipality, Namon District, Kalasin Province. Developing as a person who has a piece of knowledge (Personal Mastery), self-knowledge, expertise, learning, discipline, eager to learn. These can be generated through education, training, study visits, which must be supported by management or by agencies that need to prioritize individual competency development and that must be achieved. from the internal drive of the person who must be pursuing learning, consistent with the study of Phiboonwong, T. (2016) which has studied the development guidelines as a learning organization of the Government Savings Bank Region 14 found that the organization should encourage employees to participate in knowledge management planning, promote the acquisition and storage of operational information of the branch, promote the creation, and dissemination of knowledge in a format and language that is easy to understand, promote Encourage sharing and exchange of knowledge, promoting the recording of sources of knowledge and promoting the application of knowledge or decision-making.

The information technology for knowledge management: Should support the application of information technology to assist in the operation through a thorough learning process and to have the collection, processing, transfer of information quickly and accurately according to the principles of networking and building a computer database. There should be an exchange of knowledge through social media, sending knowledge via electronic mail, having a Webboard to discuss and exchange ideas. Including personnel should have Facebook, Line identity to communicate knowledge management at the same time. In this regard, Naratkwi Subdistrict Administrative Organization, there should be a staff member responsible for transmitting knowledge to e-mail. Facebook, Line of personnel regularly so that personnel can exchange knowledge in various knowledge continuously, following education of Texsanguan, B., Boonyasopon, T., Ketsingha, W., Surapongrakjaroon, N. (2014) who studied the development of learning organization model and knowledge management by exchanging knowledge through the Internet, found that the application of technology and information systems to support learning, which is consistent with Margnartd’s concepts said that learning organizations Technology must be applied to learn and increase productivity, according to a study by Paophan, C. (2015) which has studied the development of local government organizations to become learning organizations: a case study of Song Nuea Municipality, Namon District, Kalasin Province. The application of technology to help work through the process of learning thoroughly and with the collection, processing, transfer of information quickly and properly, networking, and building a computer database. Consistent with the study of Phiboonwong, T. (2016) who studied the guidelines for developing a learning organization of the Government Savings Bank Region 14 found that should support the budget and provide knowledgeable personnel to develop work technology, communication, and knowledge management, support the budget for procurement of equipment and computers that are thorough and sufficient for the number of employees. The equipment must support the system and support all employees to have the opportunity to use and organize training courses such as basic knowledge in the use of technology and computers, the use of specialized systems, including the use of the system, knowledge management, etc. Consistent with the study of Chaowanasariritham, S. (2017) which has studied the development of learning organization of the urban community college of Bangkok, found that the college should organize activities to develop the potential of information technology for personnel at all levels, from executive to operational level, to become proficient in the use of information technology, to be used as modern operational tools. Convenient and fast. This affects the exchange of information, knowledge within the organization, and the effectiveness of work. And consistent with
the study of Methaakkarakiat, P., Phasunon, P. (2018) who have studied the factors affecting being a learning organization of the Office of the Basic Education Commission found that Learning technology is that personnel of the Office of the Basic Education Commission can apply appropriate technology to assist in the implementation and support of the learning process effectively and thoroughly.

New knowledge synthesis

The new knowledge gained from this research is a guideline for developing a learning organization as the development to a learning organization as follows; (1) The basic organizational restructuring is a small and agile organizational structure. (2) Promoting the process of knowledge management to develop personnel and to be part of the operation. (3) the development of organizational culture, knowledge exchange, and sharing among personnel in the organization. (4) The goal of knowledge management should focus on adjusting regulations and laws that hinder the exchange of knowledge. (5) Developing personnel to be competent, having a system of praise, and rewarding that facilitates knowledge management, proactive work, team learning, and knowledge sharing in various ways. And (6) Encouraging the use of information technology to assist in the efficient storage, processing, and dissemination of knowledge.

![Diagram: Development of a learning organization](image)

**Figure:** Development of a learning organization

**RECOMMENDATION**

From the research results, the researcher has the following suggestions:

1. Research Recommendations

1.1 There should be a fundamental organizational restructuring to support personnel to exchange and learn easily to be a small and flexible organizational structure. Reduce the line of command and reduce work procedures, have flexible work, work processes are not redundant to facilitate knowledge management to develop a learning organization.

1.2 Promote the application of knowledge management processes to develop personnel and to be part of the work practice. Create an atmosphere conducive to the use of knowledge management as a tool for personnel development and work development of various departments within the organization. Support and encourage personnel to develop their potential Knowledge and competence in various fields such as further
education/training/seminars in various courses. Support and encourage personnel in the affiliate to participate in the exchange of knowledge with colleagues regularly.

1.3 Should develop a culture of exchange and sharing of knowledge among personnel in the organization, a culture of mutual learning, a culture that fosters self-aware learning. Create an atmosphere conducive to the use of knowledge management as a development tool.

1.4 It should support the application of information technology to help work through the learning process thoroughly and to have the collection, processing, transfer of information quickly and properly networked.

2 Next study Recommendations

2.1 Further research should be carried out on other organizations with different structures or characteristics, and such factors should be studied qualitatively to obtain more complete information.

2.2 Research should be done on the causal factors influencing the learning organization of the local government to determine the direct, indirect, and overall influence of various variables that would be beneficial to the development concretely.

2.3 Research should be further developed into research and development (R&D) concerning the development of learning organizations of local government organizations to obtain a suitable development model and can be applied for benefits in government agencies or other agencies with efficiency and effectiveness.

REFERENCES


