ABSTRACT

DWI IDAWATI. The Role of Learning Organization on Performance of Mobile Telecommunication Organization. Under direction of ARYA HADI DHARMAWAN, SJAFRI MANGKUPRAWIRA, and SETIADI DJOHAR.

The environmental conditions of recent business climate, tend to be growing rapidly dynamic and usually found continuously fast changing and surprisingly in the unpredictable environment. It is important for the organization to develop a sustainable learning organization, in terms the organization needs to seek and to understand the facts occurred. The focus of this research was the learning organization in the two major mobile telecommunication companies in Indonesia. In addition, to preview the role of learning organization adaptability and company performance by considering to the environment turbulence level faced by the mobile telecommunication industry. This research was conducted in Jakarta and take places in two stages, where the first stage was conducted on November 2010 and the second stage was conducted on December 2011 to February 2012. The approach that used in this research was using descriptive qualitative method, the instrument are in-depth interviews, participatory observation, and study of secondary data. The research findings revealed that the turbulent environment level in the mobile telecommunication industry is in the discontinuous-strategic level, where the future is not an extension of the past. The analysis also showed that the two companies have studied, had three pillars of learning organization, they are the leadership that can empower learners, learning environment, as well as process and practice of learning. The results showed that the character of leadership style in the two companies are differ in their support of the learning process in their respective companies. The results also indicate the organization that always develop themselves to provide continuous learning opportunities in order to create the innovative results and embrace creative tension in their products and services, tend to be more easily to adapt the changing environment and optimize its performance.

Keywords: environment turbulence, learning organization, leadership, strategic management, mobile telecommunication industry