Intelligent Organization Theory and Its Comparison with Bureaucracy Theory According to Max Weber

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Abstract
The purpose of this scientific paper is to find the main characteristics of a quality organization. Intelligence is one of those concepts that everyone has in mind, but hardly a few can define or explain it. Thus, it is more difficult to develop in organizational concepts, and talk about intelligence organizations. The method used in this research is qualitative with literature study. The results of this study indicate a new dimension that intelligence can have at the organizational level, and new characteristics that it may have. Fundamentally, intelligence organizations are people who develop the ability to continually adapt to changes and unpredictable environments. Within the organization they study where human resources, including individual intelligence, have been integrated into new cognitive structures at the organizational, group, community, or association level.

Keyword: knowledge, intelligence, educated group, intelligence organization

INTRODUCTION

The bureaucracy in Indonesia has a very strategic position and role in the order of people's lives. Bureaucracy controls almost all aspects of people's live, for example, matters of birth, marriage, business licensing, to matters of death, people cannot avoid bureaucracy. Therefore, there is a dependence of society on the bureaucracy itself.

In relation to governance, the nature and scope of the bureaucracy controls the public sector with very broad and strategic aspects, such as natural resources, budgets, employees, projects, and controls access to knowledge and information that other parties do not have. Due to the large role and function of the bureaucracy, it is necessary to have access to make the right policies and get strong support from the community and the business world. The bureaucracy with its public administrators also has various technical expertise that non-bureaucratic parties do not have, such as in terms of development planning, infrastructure management, education administration, transportation management and others.

The bureaucracy in Indonesia plays an important role in the formulation, implementation, and supervision of various public policies, as well as in evaluating their performance. From this illustration, it can be said that the bureaucracy in Indonesia also determines the success of the government in carrying out development programs and policies. If the bureaucracy is not running well, then development efforts will certainly experience many obstacles. On the other hand, if the bureaucracy runs well, development programs will run more smoothly. Therefore, the bureaucracy becomes one of the important prerequisites for the success of development.

Although the bureaucracy has a strategic role, there are criticisms of the bureaucracy in Indonesia that are difficult to avoid, namely:

1. Poor public services;
2. The amount of leakage of the State budget;
3. The low level of professionalism and competence of civil servants;
4. Difficulty in implementing coordination between agencies;
5. There is still a lot of overlapping authority between agencies, regulations that are not synergistic and irrelevant to actual developments, and other problems;
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Bureaucracy is also known to be reluctant to change, exclusive, rigid and too dominant, so that almost all public affairs require bureaucratic touches;

High fees charged for the management of certain matters in the form of legal and illegal costs, long waiting times, many service doors that must be passed and not from a customer perspective.

In terms of answering these bureaucratic problems, it is necessary to require speed and accuracy of public policy makers.

In relation to public policy making, one of the efforts to realize good governance is by reforming the bureaucracy. Prof. Contantin Bratianu in his paper "In Search Of Intelligent Organizations" tries to make the concept of combining intelligence in abstraction with organizational concepts, namely human resources, including individual intelligence, have been integrated into new cognitive structures at the organizational level, with the aim of developing the ability to be adaptive to unexpected changes and environments.

From the explanation of the background of the problem, the researcher formulated several things including 1. What is meant by the Intelligent Organization theory according to Prof. Constantin Bratianu and 2. how does it compare with the theory of Bureaucracy according to Max Weber?

METHOD

The method used by the researcher is qualitative with a basic research approach that is often used in science policy. It is generally considered to refer to research directed solely at acquiring new knowledge rather than a more practical goal (Calvert, 2006).

With a grounded theory approach, Grounded theory is an investigative design from sociology in which the researcher derives a general abstract theory of a process, action, or interaction based on the views of the participants. The researcher examines the theory of intelligent organization and bureaucracy according to Max Weber which is then put forward in data reduction.

RESULTS AND DISCUSSION

Intelligent organization is defined as the result of integration of all intelligent individuals. Integration produces synergies and increases the intellectual capacity of the organization. Basically, between the sources of strength in the internal and external fields of the organization must maintain a dynamic balance (Thompson and Strickland, 2001). Therefore, the need arises to develop a dynamic and intelligent organizational model.

Within every organization there are two distinct levels of each assessment: individual knowledge and organizational knowledge. Individual knowledge is owned by each member of the organization and can only be accessed by each organization that can receive it. Individual knowledge consists of tacit knowledge (which is understood without being said) and explicit knowledge (which can be understood easily the meaning). Tacit knowledge approaches to practical factors and "what is known" is the result it receives. Explicit knowledge of his approach to theoretical factors and "how to know" is the result he receives. Actually only explicit or theoretical individual knowledge can be integrated into the new knowledge at the organizational level. Tacit knowledge remains at the individual level because of its implicit nature. This can be used only on those who can do it.

Knowledge strategy becomes very important for any accurate understanding of how organizations work, and mastery of knowledge dynamics can determine the competitiveness of economic agents. Organizations exchange information and knowledge with the external environment, which means to generate and receive wider information and knowledge. By processing all this knowledge and integrating it into the organization's knowledge base, it will be able to accommodate the level required by its competitive capabilities. That means to accept the basic idea we can consider several cognitive systems at the organizational level. Individuals may come and go, but the organization retains its knowledge, behavior and values. In this perspective, organizational culture is the basic form of organizational knowledge.
In Management, we can say that any exchange of information between an organization and its environment is influenced by the knowledge of a country and contributes to the decision-making process (Bratianu, 2006a). Actually, every decision-making process that results from a variety of knowledge and every decision-making, is obtained from an action. Thus, the dynamics of knowledge is related to the decision-making process. Since this is a relatively new area of research, we only postulated this relationship without its quantitative expression. Measuring knowledge and its variations is a real difficulty because the numbers are so nonlinear.

There are differences in the quantity and quality of knowledge within an organization caused by the processes: generation, acquisition, integration, codification, sharing, storage, retrieval, transformation from one form to another. It can also be said that knowledge can be transferred from someone with a higher level to someone with a lower level. From a management point of view, communication is not synonymous with knowledge transfer, but the most difficult is socialization, because tacit knowledge cannot be conveyed using verbal language. Knowledge management must know new ways to organize and use the invention process in order to increase the competitiveness of the organization. At the same time, new paradigms must be developed in order to measure the level of knowledge and to express quantitatively the dynamics of knowledge without boundaries.

According to Glynn (1996), this important intelligent organization has three characteristics, including:
1. Learning about organization;
2. A way of selling based organization;
3. An innovative organization.

This characteristic is closely related to the ability to sell and observe the environment, which is field-oriented so as to produce intelligence and increase the spread of intelligence among various departments (Jaworski and Kohli, 1993). In addition, according to Day, three specific activities carried out by quality organizations include:
1. From the outside in (ie integrates the knowledge of the exterior);
2. From the inside out (ie export of products and services in the market);
3. And its reach (i.e. product/service innovation).

If the two theories are compared, the three characteristics according to Glynn are the same as Day, but the formulation is somewhat different (Day, 1994).

Thus, we define intelligent organization as the capacity of the organization to process knowledge to find the best solutions for survival and success in a competitive environment. Qualified organization is the result of all processes es integration of intelligence individuals, calculated by their relative importance in the decision-making process within the organization. That means a nonlinear approach to each member can have its contribution and structured process that reflects the functional structure of a particular organization. In a company with a strong organizational culture of innovation and participatory management, the decision-making process is channeled, so that all employees are productive. Within these enterprises, intelligent organizations have a much larger base and have a much stronger integration outcome. A dynamic, nonlinear and probabilistic model of organizational thinking. (Bratianu and Murakawa, 2004).

The following are some of the important characteristics of a quality organization.
1. The ability of the organization to understand as much of the tacit knowledge of its employees as possible.

   This means that qualified individuals must interact in very significant ways. And relational capital. (Roos et al., 1997) they evolved into an organization with an intellectual component, as a whole, tidying it up in detail. The key word in understanding the concept of relational capital is trust. Here, we return to Goleman with his emotional intelligence (Goleman, 1995). Obviously, employees understand better than they are capable of saying.

   So, a quality organization is that leaders are able to make decisions under uncertainty and risk, and employees are able to put aside emotions at work so that they can provide creative ideas when working with teams for the company’s progress.

2. The ability of employees who must be committed to critical learning (double-loop) (Argyris, 1999).
How to learn critically is to start with a single logic (single-loop), which means, the point is to solve a problem in an invariant (unchangeable) or quasi-static condition.

Then, the next step is to raise various questions to yourself, so he starts to be critical at that time. It depends on the organization studying single-loop or double-loop. In this way, several adaptive ways of dealing with conditions experienced by "standard" will be developed, or adaptive with a series of unexpected experiences, which in turn can develop research mechanisms from the problem, not just problem solving solutions.

3. Organizational capacity to adapt to a rapidly changing and unpredictable environment.

Environmental changes affect new ways of designing organizations and their functions. According to Choo and Bontis (2002), the way organizations deal with external modifications goes through five phases: intake and orientation; diagnosis and goal setting; realization of new goals; evaluation; monitor. The last two stages are very important. During the evaluation period, an organization that has learned something new will continue to learn until it produces something satisfactory, while in the follow-up stage, it learns how to compete or survive in the future.

4. Organization must be organic.

Quality organizations must have adhocracy (adaptability, sociability), which means that everyone should not be encouraged to obey, but to work together and create something useful for the benefit of others. Balanced here according to biology, and it is much more flexible than the mechanical model (Mintzberg, 1997). In this way, the organization assumes the necessary place to learn and apply learning.

5. Organizations must develop their intellectual capital.

The multitude of definitions and approaches to intellectual capital demonstrate their importance on the one hand, but, at the same time, the difficulty of expressing it is intangible. The origins of this field arose with the recognition of the difference, between a company's book value and its market value. John Kenneth Galbraith who discovered the concept of "intellectual capital" suggested that intellectual capital means intellectual action more than just knowledge or pure reason.

Furthermore, (Roos et al., 1997). Stewart (1999, p.XI) describes intellectual capital as "intellectual material – knowledge, information, intellectual property, experience – that can be used to create other wealth." Then, Leif Edvinsson and Pat Sullivan provide a very simple, but comprehensive definition, namely: "Knowledge that can be converted into value" (Sveiby, 2001). This definition is not very specific and cannot explain precisely and fundamentally what is the essence of intelligence, because of the nature of intellectual capital. However, this definition can be considered only as starting point in the conceptual development of intellectual capital structuring, the most widely used intellectual capital based in the literature as follows: human capital, social capital structural and customer capital (Steward, 1999).

For a quality organization, the most valuable asset is intellectual capital, which can drive each component so that it runs well. The future trend for smart organizations is the ability to maintain a balance between knowledge containers and knowledge flows. The stream of knowledge is more related to intelligence, and obeys some basic laws, which were adapted from Darcy's laws of mathematics for arbitrary streams:

1. Organizations can absorb knowledge more quickly.
2. Tacit knowledge is more inherent than explicit knowledge.
3. Knowledge flow through the organization can be increased by applying pressure (ie, standards of competition, excellence).

The natural tendency, in every organization, is to shift from solid management to flowing management. In other words, to define a wider span of control, and distribute the decision-making process, with the aim of stimulating employee engagement.

Discussion

The concept of bureaucracy according to Max Weber is legal-rational in nature, namely the concept of the ideal type (ideal typhus) for a legal authority. that is:

1. The duties of officials are organized on the basis of continuous rules;
2. The tasks are divided into different fields according to their functions, each of which is equipped with conditions of authority and sanctions;
3. The positions are arranged in a hierarchical manner, accompanied by details of the rights of control and complaints;
4. The rules that are in accordance with the work are directed both technically and legally. In both cases, trained humans are necessary;
5. Members as organizational resources are different from members as private individuals;
6. The position holder is not the same as the position;
7. Administration is based on written documents and this tends to make the office (bureau) the center of a modern organization;
8. Systems of legal authority can take many forms, but in their original form they remain within a bureaucratic administrative staff.

While the concept of Smart Organization according to Prof. Constantin Bratianu said that everyone in an organization should not be encouraged to obey, but rather work together and create something for the common good. In this case, quality organizations must have adaptocracy (adaptability, sociability). When faced with government organizations, the ideal type is bureaucracy, but for the sake of the sustainability of the organization, the Smart Organization model can be used. Equally important is the development of knowledge in employees and opening the door to employee aspirations in decision making is mandatory.

In terms of combining the concept of Bureaucracy according to Max Weber with Smart Organization, according to Prof. Constantin Bratianu is by grafting the Bureaucracy as an Organization with the conception of individual intelligence capital in the Smart Organization Theory, so that the Bureaucracy becomes adaptive to its environment and is able to respond to changing times. To prepare for this, it is necessary to develop the competence of human resources in developing knowledge and the organization's ability to understand as much of the tacit knowledge of employees as possible. Employees within certain limits, must be committed to critical learning. In addition, it has the organizational capacity to adapt to rapid changes and unpredictable environments, is adaptive to its environment, and the organization must develop its intellectual capital.

CONCLUSION

Smart organization as organizational capacity in processing knowledge to get the best solution for survival and success in a competitive environment. A quality organization can maintain its sustainability with its capacity to adapt to the constantly changing external business environment. Increasing competition and threats from new entrants or substitute products will determine companies to develop their organizational intelligence, as an integral result of processing all intelligent individuals. For every company to be productive, it is important to have for its employees, but that is not enough, it is necessary to develop a new culture so that the organization is able to integrate all of these individuals into being useful for the company. The future direction in the organization is to focus on double-loop implementation, actively ask questions while conducting joint problem solving, and to develop multiple is to seek connections between people and organizational structures, in order to take advantage of employees' tacit knowledge.

The concept of bureaucracy according to Max Weber is legal-rational, while the concept of Smart Organization according to Prof. Constantin Bratianu said that everyone in an organization should not be encouraged to obey, but rather work together and create something for the common good. In terms of combining the concept of Bureaucracy according to Max Weber with Smart Organization, according to Prof. Constantin Bratianu is by grafting the Bureaucracy as an Organization with the conception of individual intelligence capital in the Smart Organization Theory, so that the Bureaucracy becomes adaptive to its environment and is able to respond to changing times. To prepare for this, it is necessary to develop the competence of human resources in developing knowledge and the organization's ability to
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