

# Meningkatkan inovasi pada perusahaan konsultasi melalui pmbenahan organisasi

## Meningkatkan inovasi pada perusahaan konsultasi melalui pmbenahan organisasi = Enhancing innovation in consulting firm through organizational improvement

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### Abstrak

Semakin meningkatnya persaingan antar perusahaan menuntut setiap perusahaan untuk selalu berinovasi menghasilkan produk-produk baru. Tuntutan ini juga berlaku bagi industri konsultasi. PT A, suatu perusahaan penyedia jasa konsultasi di bidang manajemen SDM, mencanangkan visi menjadi suatu perusahaan konsultasi Indonesia terkemuka yang menyediakan jasa konsultasi manajemen sumber daya manusia secara terpadu dan menyeluruh. Visi tersebut menuntut selalu dihasilkannya produk-produk jasa layanan konsultasi manajemen sumber daya manusia yang inovatif. Untuk itu, PT. A telah membentuk Divisi Quality, Research & Development (QRD). Namun demikian, pada kenyataannya, kegiatan inovasi pada PT. A belum terlaksana secara optimal.

Berangkat dari uraian di atas, penulis sampai pada perumusan masalah sebagai berikut: Bagaimana mendorong terlaksananya inovasi secara kontinyu guna menghasilkan jasa layanan yang baru di bidang manajemen sumber daya manusia di PT. A, minimal 1 jasa layanan baru dalam 1 tahun untuk setiap kelompok kerja. Berdasarkan hasil analisa kondisi PT. A, baik dari aspek karakteristik karyawan, organisasi dan budaya perusahaan, penulis mengusulkan solusi pemecahan masalah berupa perumusan alur koordinasi pada seluruh tahapan inovasi yang melibatkan Divisi QRD dengan kelompok-kelompok kerja serta memberikan pelatihan guna meningkatkan kemampuan berpikir kreatif bagi karyawan. Disamping itu, penulis mengajukan usulan adanya aktivitas-aktivitas penunjang berupa penetapan metode evaluasi efektivitas kegiatan inovasi berdasarkan pendekatan tujuan (goal-based approach) dan pendekatan proses internal (internal process approach), penetapan skema insentif bagi pencapaian kinerja Divisi QRD dan kelompok-kelompok kerja yang terlibat serta evaluasi efektivitas pemberian pelatihan kreativitas.

Tighter competition in the realm of business has raised a demand for every company/corporations to carry out innovation management in order to warrant that they can create new products for the best interest of their clients. PT. A, one of the HR consulting firms also facing the same demand, has declared its vision of becoming a major Indonesia's firm which bases its practices on integrated and comprehensive approaches. The stated vision has put a solid ground for the firm to create innovative services in HR area, which is followed by the establishment of QRD Division. The firm, however, is still challenged by the fact that innovation has not been optimally implemented.

Departing from the above background, the researcher has formulated the theme of this thesis, as follows: how the firm is able to continually put innovation into practice in order to create new HR services, at least one new service per year by each working group. Based on the analysis of the firm A, both on the employees' characteristic and the firm's organization and culture, the researcher suggests a number of solutions in form of the setting-up of coordination tracks throughout the innovation process which involves

the QRD Division and all working groups as well as the execution of training programs designed to improve employees' creative thinking. In addition, the researcher also recommends the firm to run supporting activities which include designing a particular method to evaluate the effectiveness of innovation activities based on the goal approach and internal process approach, an incentive scheme for the targeted performance of QRD Division and the working groups, as well as an evaluation of the effectiveness of creativity training programs.</i>