

# Strategi pengembangan agile knowledge worker di divisi finance PT. Pfizer Indonesia berdasarkan perspektif human capital dan knowledge management

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## Abstrak

### **ABSTRAK**

Perubahan dunia secara global dan radikal dan juga pesatnya era knowledge economy (Drucker, 1990) mau tidak mau menyebabkan semua organisasi baik profit maupun non-profit harus memiliki kemampuan beradaptasi yang tinggi terhadap perubahan itu sendiri. Pfizer Inc. sebagai salah satu perusahaan farmasi multi nasional terbesar di dunia juga menyadari kebutuhan akan adanya kemampuan beradaptasi ini.

Dicanangkan oleh CEO baru, Jeffrey B. Kindler, Pfizer terus berbenah diri sejak penggantian tahun 2006. Namun, transformasi bagi Pfizer bukanlah sekedar efisiensi dalam hal pengurangan biaya semata. Transformasi bagi Pfizer, lebih ke arah menjadikan Pfizer perusahaan yang lebih baik, mampu berkarya dan berkontribusi terhadap perubahan dunia, menuju dunia yang lebih sehat dan lebih baik sesuai motto Pfizer terbaru, "Working for a healthier World".

Di PT. Pfizer Indonesia, divisi Finance juga terus melakukan pembenahan diri. Antara lain dengan mengadakan Finance Survey 2006. Survey tersebut bertujuan untuk melihat sejauh mana karyawan memandang kinerja departemen dan divisinya, memahami ekspektasi karyawan terhadap hubungan antara atasan, bawahan dan rekan sekerja, serta ekspektasi karyawan terhadap program pengembangan diri dan harapan terhadap jenjang karir di masa datang. Dari hasil survey yang ada, penulis menganalisisnya untuk menggagas beberapa alternatif solusi dan rekomendasi bagi kemajuan Finance di masa mendatang.

Dari beberapa teori mengenai human capital yang dikaitkan dengan knowledge management, change management, culture management, learning organization dan leadership agility, penulis merangkum istilah baru mengenai agile knowledge worker, yang hingga saat ini penulis belum mendapatkan referensi mengenai istilah agile knowledge worker. Sehingga konsep mengenai agile knowledge worker penulis harapkan menjadi wacana baru bagi pengembangan human capital dan knowledge management.

Penulis juga menggagas beberapa alternatif intervensi, solusi serta implementasi untuk mewujudkan human capital readiness dan agile knowledge worker di divisi Finance, antara lain: menciptakan kriteria dan karakteristik Agile Knowledge Worker di divisi Finance; mendesain core-competency dan core-curriculum yang sesuai; mendesain dan menggalakan knowledge sharing session di Divisi Finance sebagai implementasi dari knowledge management yang mendukung terciptanya

sustained learning organization; serta mengantisipasi dampak psikologis yang timbul dari adanya perubahan tersebut.

Kata kunci: Transformasi, Human Capital, Knowledge Management, Agile Knowledge Worker

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<b>ABSTRACT</b><br>

Radical and global changes in the world and also the fast development of knowledge economy era (Drucker, 1990) affected and force all profit and non-profit organizations to be radically adaptive to the changes. Pfizer Inc, as one of the biggest pharmaceutical corporation in the world, also aware of the needs to be adaptive on the radical change. Led by new CEO, Mr. Jeffrey B. Kindler, Pfizer keeps on enhancing and improving himself by conducting Pfizer transformation since early 2006. For Pfizer People, transformation is not a short cut process of reduction costs and restructuring, but transformation are mainly focused to develop healthier and better environment in the world as stated in Pfizer new motto: "Working for a healthier World".

In Finance division PT. Pfizer Indonesia, the improvement and enhancement process are led by conducting Finance Survey in February 2006. The survey becomes the basic evaluation and the key indicator as Finance performance. The objectives of this survey were to analyze how Finance colleagues see their division's performance; to understand colleagues' expectations on the superior-subordinates relationships and general organization as a whole; to understand employees expectations on the individual development especially on the job enlargement, job enhancement, learning development programs which support career path development and also to analyze Finance improvement in business partnering enhancement.

From some theories on human capital compiled with other theories, references and understanding on knowledge management, change management, culture management, learning organization and agility leadership, I summarize the new concept on agile knowledge worker. I haven't found any references related to agile knowledge worker. I strongly support that the limitation of this new concept can be the new thoughts and ideas of the human capital and knowledge management development and implementation.

I also suggest some interventions, solutions, recommendation and its implementation to create human capital readiness, especially in Finance Division PT. Pfizer Indonesia. I also recommend on how to build agile knowledge worker's criteria and characteristics by designing Finance core competencies and core curriculum; triggering knowledge sharing sessions as one of the knowledge management implementation which support and enhance sustained learning organization culture in Pfizer Indonesia. I also recommend some solutions how to solve the psychological impacts might appear after these interventions applied.

Key words: Transformation, Human Capital, Knowledge Management, Agile

Knowledge Worker.

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