

Sistem dynamic capabilities PT Telekomunikasi Indonesia, TBK = Dynamic capabilities system of PT Telekomunikasi Indonesia, TBK

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Abstrak

Dilakukan penelitian terhadap PT Telekomunikasi Indonesia, Tbk, sebuah Badan Usaha Milik Negara yang bergerak di bidang telekomunikasi yang menghadapi tantangan besar terkait perubahan di bidang teknologi, bisnis, regulasi dan gaya hidup digital. Menggunakan kerangka dynamic capabilities yang diyakini memungkinkan suatu perusahaan untuk mencapai keunggulan bersaing, telah dilakukan penelitian yang bertujuan untuk mengetahui bagaimana keterkaitan antara elemen-elemen dynamic capabilities, learning, unlearning dan budaya berinovasi; elemen pengungkit apa yang dominan; dan bagaimana skenario dan strategi perbaikan dynamic capabilities di PT Telekomunikasi Indonesia, Tbk. Penelitian menggunakan metode system dynamics, dan teknik pengumpulan data survey dan wawancara mendalam untuk memverifikasi hasil survey. Hasil validasi terhadap struktur hubungan dynamic capabilities menunjukkan bahwa struktur dinyatakan valid dimana terdapat hubungan kausal variabel sebagaimana dikonstruksikan dalam Causal Loop Diagram. Demikian juga hasil validasi output, nilai penyimpangan antara output model dengan data faktual di bawah 5, sehingga model pun dapat dikatakan valid. Berdasarkan uji sensitivitas untuk mencari variabel pengungkit dari keseluruhan sistem diperoleh empat pengungkit utama. Berdasarkan simulasi trial and error terhadap empat variabel pengungkit utama diperoleh hasil dua skenario dan strategi Smart dan Disruptive.

Temuan akademis penelitian ini adalah pentingnya kapabilitas learning dan unlearning serta perlunya perusahaan memberikan perhatian pada penerapan struktur organisasi yang tepat khususnya yang mendukung keputusan-keputusan investasi. Penelitian ini juga menemukan perlunya alignment dan synergy untuk memastikan bahwa upaya-upaya sensing, seizing dan transforming menghasilkan value perusahaan yang lebih tinggi secara group, serta dibutuhkannya upaya-upaya partnership dengan industri lain sehingga tercipta cospecialization. Penelitian ini menyimpulkan 1 ditemukan praktek dynamic capabilities di PT Telekomunikasi Indonesia, Tbk yang tampak pada keterkaitan antara elemen-elemen dynamic capabilities dan learning, unlearning, serta budaya inovasi dan bagaimana dampak elemen-elemen tersebut kepada kinerja perusahaan melalui pengembangan sumber daya berwujud dan tidak berwujud, 2 empat daya ungkit utama yaitu 1. setting organizational boundaries and control platform; 2. adopting cospecialization; 3. adopting decision making protocol; 4. Unlearning. 3 skenario dan strategi Smart dan skenario dan strategi Disruptive dan perlunya pengelolaan sumber daya manusia secara lebih intensif.

.....The present study was conducted on PT Telekomunikasi Indonesia, Tbk, a State Owned Enterprises engaged in telecommunications business which faces major challenges related to changes in technology, business, regulation and digital lifestyle. Using the dynamic capabilities framework believed to enable a company to achieve a competitive advantage it was aimed at determining the relatedness among the elements of dynamic capabilities, learning, unlearning and culture of innovation the dominant levers and the scenarios and strategies for improvement of dynamic capabilities in PT Telekomunikasi Indonesia, Tbk. The present study used the system dynamics method. Data were collected by means of survey and in depth

interviews to verify the survey results. Results of the validation of the relationship structure of the dynamic capabilities indicated that the structure was valid in which there was causal relationships among variables as constructed in the Causal Loop Diagram. Similarly, results of the validation of output also showed that the deviation value of the model output from the factual data was below 5 thus, the model could be considered valid. The sensitivity test for determining the lever variables of the whole system showed four main levers. Trial and error simulation of the four main levers produced two scenarios and strategies.

The findings of this study is the importance of academic capability of learning and unlearning as well as the need for companies to pay attention to the application of appropriate organizational structures, especially supporting investment decisions. The study also found the need for alignment and synergy to ensure that efforts sensing, seizing and transforming generate higher corporate value in group, as well as the need for partnership efforts with other industries so as to create cospecialization. In conclusion, the present study found 1 the practices of dynamic capabilities in PT Telekomunikasi Indonesia, Tbk, as shown by the relatedness of the elements of dynamic capabilities and learning, unlearning, and innovation culture and the impact of these elements on the performance of the company through the development of tangible and intangible resources 2 four main levers 1. setting organizational boundaries and control platform 2.

Adopting co specialization 3. Adopting decision making protocol 4. Unlearning 3 Smart and Disruptive scenarios and strategies and the need for more intensive human resource management.