

## **Strategi Manajemen Pengetahuan pada Arsip Nasional Republik Indonesia = Knowledge Management Strategies at the National Archives of the Republic of Indonesia**

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### **Abstrak**

Arsip Nasional Republik Indonesia (ANRI) dalam menjalankan amanahnya telah mengindikasikan bahwa ANRI membutuhkan penerapan pengelolaan pengetahuan berkesinambungan yang jika tidak segera diatasi akan menghambat pengembangan sistem kearsipan nasional yang komprehensif dan terpadu. Penelitian ini bertujuan

merumuskan strategi yang sesuai dengan kebutuhan ANRI dalam menerapkan manajemen pengetahuan tersebut. Perumusan strategi berupa roadmap dapat digunakan untuk memudahkan ANRI dalam memulai program manajemen pengetahuan. Penelitian ini menggunakan metode kualitatif deskriptif dalam proses penyusunan strategi manajemen pengetahuan. Penelitian diawali dengan identifikasi masalah melalui studi awal, identifikasi lingkup organisasi, pemetaan pengetahuan melalui wawancara, dan diakhiri dengan penyusunan strategi manajemen pengetahuan di ANRI. Penelitian ini mengacu Knowledge Value Chain (KVC) Model Lee untuk menganalisis Knowledge

Management Infrastructure (KM Infrastructure) dan Knowledge Management Process (KM Process) berikut mekanismenya pada manajemen pengetahuan di ANRI. Hasil analisis yang didapat sebagai usulan program kegiatan diurutkan sesuai pendapat pakar melalui metode Analytical Hierarchy Process (AHP). Hasil penelitian menunjukkan 15 pengetahuan yang dibutuhkan di ANRI teridentifikasi. Roadmap yang dihasilkan pada tahap pertama adalah tahap KM Infrastructure yang secara berurutan terdiri dari knowledge worker recruitment, pelekatan fungsi CKO pada Pusat Data dan Informasi,

Customer/Supplier Relationship, dan Knowledge Storage Capacity. Pada tahap kedua yaitu KM Process dengan pembangunan group support system, wiki internal organisasi, yellow pages, rule-based system, pengembangan DSS dan EIS, serta virtual simulation. Penelitian ini diharapkan dapat bermanfaat bagi ANRI untuk mengimplementasikan

manajemen pengetahuan dengan baik dalam rangka pembangunan sistem kearsipan secara nasional.

.....The National Archives of the Republic of Indonesia (ANRI) in running its mandate has indicated that ANRI needs sustainable knowledge management implementation. If it does not tackle immediately, it will obstruct the comprehensive and integrated national archival system development. The purpose of this research is formulating the strategy

that is related to ANRI's need in implementing the knowledge management. The strategy formulation in form of roadmap can be used by ANRI in starting the knowledge management program easily. This research was using descriptive qualitative method in arranging the knowledge management strategy. The research began with the problem identification through initial study, organizational scope identification, knowledge mapping using interview and ended with the knowledge management arrangement at ANRI. This Research referred to Lee's Knowledge Value Chain (KVC) model in analyzing the knowledge management infrastructure (KM Infrastructure) and knowledge management process (KM Process) along with its mechanism to ANRI's

knowledge management. The result of analysis obtained as activity program recommendation was sorted according to the expert`s judgement through AnalyticalHierarchy Process (AHP). The result showed that 15 knowledge needed by ANRI were identified. Generated roadmap in the first phase was KM Infrastructure which chronologically consisted of Knowledge Worker Recruitment, Chief Knowledge Officer (CKO) function attachment to the Information and Data Center, Customer or Supplier Relationship, and Knowledge Storage Capacity. In the second phase, it needed KM Process with group support system development, wiki internal organization, yellow pages, rule-based system, DSS and EIS development, as well as virtual simulation. This research is expected to be beneficial for ANRI in implementing the well knowledge management of the national archival system development.