

## Analisis situasi collaborative workplace studi pada PT. (Persero) Pelabuhan Indonesia II cabang Tanjung Priok

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### Abstrak

Kepuasan pelanggan merupakan hasil kerjasama seluruh divisi, frontline maupun supporting division. Kualitas kerjasama manajemen operasi antar divisi berfluktuasi, berakibat pada kualitas pelayanan baik internal maupun eksternal melayani pelanggan. Karena customer expected value terus berkembang dan pentingnya kerjasama antar divisi diperlukan pemetaan dan pengetahuan yang memadai mengenai kualitas kerjasama.

Pada penelitian awal ditemukan fenomena collaborative workplace dalam hubungan kerja antar divisi, diketahui sering dilakukan diskusi dan kontak informal antar personal dari berbagai divisi untuk membahas permasalahan, termasuk mencari cara dan prosedur baru dalam pelaksanaan pekerjaan dan mengatasi klaim pelanggan. Karena itu menarik untuk meneliti fenomena tersebut dengan menggunakan kerangka teori collaborative workplace.

Organisasi berkembang dari entrepreneurial phase ke collaboration phase. Organisasi yang masuk tahap dewasa mengalami the red-tape crisis ditandai penerapan aturan formal dan prosedur birokratis diterapkan secara universal serta hubungan kerja impersonal. Organisasi tidak efektif, ketidakpuasan meningkat, manajemen melakukan breakdown birokrasi dengan tujuan control yang lebih, tidak ada gambaran yang jelas bagaimana sistem, aturan dan prosedur bekerja karena lambatnya mesin birokrasi.

Ketika red-tape crisis teratasi, organisasi memasuki collaboration phase. Teamwork digunakan untuk merepersonaliti hubungan kerja, distribusi tugas terdiferensiasi, ada share responsibility ke dalam team work dan unit organisasi, pekerjaan terintegrasi secara komprehensif. Kompleksitas pembuatan aturan dan pengambilan keputusan diregulasi dan direorganisasi ke dalam team work. Manajemen fokus membangun trust-based relationship, tujuannya integrasi internal melalui sharing knowledge, sharing skill dan collaborative leadership.

Collaborative workplace merupakan collaborative design yaitu desain organisasi yang memiliki kecerdasan bekerjasama daripada hanya dibatasi teknologi, spesialisasi dan membatasi keanggotaan orang dalam kelompok. Collaborative workplace memiliki lima elemen yaitu; collaborative culture, collaborative leadership, strategic vision, collaborative team proses dan collaborative structure.

Fenomena collaborative workplace pada latar belakang masalah dapat menciptakan kepuasan kerja, pada saat yang sama menghasilkan kualitas pelayanan, karena itu menarik untuk meneliti situasi collaborative workplace yang terjadi. Maka pokok permasalahan yang menjadi fokus penelitian adalah; 1) Sejauh mana situasi collaborative workplace terjadi? 2) Pada level manajemen apa situasi collaborative workplace

berjalan? 3) Intervensi manajemen apa yang diperlukan agar situasi collaborative workplace makin kuat? 4) Peluang apa yang dapat diraih dari situasi collaborative workplace?

Analisis menggunakan teori collaborative workplace, akan tetapi karena keterbatasan yang ada hanya dilakukan pada aspek budaya atau collaborative culture. Collaborative culture menjadi dasar situasi collaborative workplace yaitu kerangka kerja dan budaya kerja baru yang menggantikan hirarki sebagai dasar kita diarahkan, diatur dan diorganisasikan. Pengorganisasian dilaksanakan secara across group teams. Prinsipnya dibangun atas penghormatan pada budaya, asumsi dasar kerja dan pemahaman pada realitas bagaimana usaha seharusnya dijalankan. Collaborative culture memiliki dasar-dasar nilai yang disebut collaborative work ethic, terdiri ; respect for people, honor and integrity, ownership and alignment, consensus, trust based relationship full responsibility and accountability serta recognition and growth.

Penelitian menggunakan metode deskriptif, objeknya hubungan kerja antar divisi, tujuannya untuk menggambarkan sifat hubungan kerja yang sedang berjalan dan memeriksa sebab-sebab dari gejala collaborative workplace, kemudian dianalisis berdasarkan kerangka teori secara kualitatif. Pengumpulan data dilakukan melalui kajian pustakan, kuisioner, wawancara, dan FGD. Menggunakan purposive sampling dengan sample adalah 4 orang manager dan 10 asisten manager. Skala pengukuran yang digunakan semantic differential.

Kesimpulannya menunjukkan situasi collaborative workplace berada pada kategori tinggi, baik pada level asisten manager (nilai rata-rata 3,853) maupun pada level manager (nilai rata-rata 3,478) dengan selisih 0,376. Artinya nilai-nilai collaborative workplace ; respect for people; honor and integrity, ownership and alignment, consensus, trust-based relationship, full responsibility & accountability serta recognition and growth telah mendasari hubungan kerja namun demikian masih diperlukan sejumlah improvement dalam pelaksanaan nilai-nilai tertentu agar diperoleh peluang-peluang yang menguntungkan perusahaan.

Customer satisfaction resulted by a whole divisions working together. Both frontline and supporting divisions. Integration among divisions running fluctuate, the condition resulted a fluctuate service quality both internally and externally to service the customer. Because of a customer expected value growth and crucial point of divisions working together, we need a clearly map and comprehensive information about how working together quality.

On preliminary research found a collaborative workplace phenomenon in workforce relationship among divisions, informal discussion and direct contact created by personally across division and across group, to accomplishing problem and find a new rules and procedures, and how to create a responsive customer care effectively. It's interesting to research about the phenomenon through which collaborative workplace theory framework.

Organization lifecycle moves through entrepreneurial phase to collaboration phase. Mature Organization ends with the red-tape crisis, is what bureaucracy a bad name. Attempts to apply formal rules and procedures in a universal and impersonal manner create an organizational environment that becomes not only ineffective, but increasingly distasteful to workers. Things will generally worsen when management's first response to the breakdown of bureaucratic control is to implement even more control. The problem

reaches crisis proportions when employees either cannot figure out how to make the system of rules and procedures work.

If the organization is to emerge the red-tape crisis it will generally proceed to a collaboration phase. During this phase the organization uses teamwork as a means of re-personalizing the organization by distributing the now over-differentiated task into more recognizable chunks and assigning shared responsibility for them to groups of individuals in ways that make work once again comprehensible. What was too complex for rule making to regulate can be reorganized into smaller units managed from within as teams. A greater focus on trust and collaboration is often required in these circumstances, requires a qualitative change in organizational form as well as in the integrations skill and leadership styles demanded of managers.

Collaborative workplace is a collaborative design, the objective is to create a work process in which the exact new information will emerge to enable the participants to create new knowledge, and thus to solve the problems at hand. Collaborative workplace elements are; collaborative culture, collaborative leadership, strategic vision, collaborative team process and collaborative structure.

Collaborative workplace phenomenon, according to these research backgrounds create a workforce satisfaction, at the same time resulted a service quality, its interesting, than arranged a fundamental research problems as focus of this research are: 1) How far collaborative workplace climate run? 2) At what management level collaborative workplace climate run? 3) What kind management intervention needs to drive a strong collaborative workplace climate? 4) What kind opportunity will get by organization through collaborative workplace climate?

Analyzed through collaborative workplace theory framework, but restricted just only on culture aspect called collaborative culture. Collaborative culture become basic of collaborative workplace climate, that is a new cultural framework that can replace hierarchy as the basis for how we lead, manage, and organize work. This principle not only honors these fundamental assumption and our cultural heritage, but also recognizes the realities of what it take to run a business. As cultural framework for leading and managing enterprise, collaboration is a work ethic that govern human behavior in the organization across groups, team, and even companies. The core values are respect for people, honor and integrity, ownership and alignment, consensus, trust-based relationship, full responsibility and accountability and recognition and growth.

This research used descriptive method, the object's is inter divisions work relationship, the goal is to describe what like work relationship run and to analyze collaborative workplace environment, than analyzed qualitatively through theory framework. Data collecting through library research, questioner, interview, and focus group discussion (FGD). Sampling purposive used with 4 Managers and 10 Managers Assistance as respondent. Measurement scale arrangement with semantic differential.

The conclusion is collaborative workplace climate working on a high category both of Manager Assistance level (rate value = 3,853) and Manager level (rate value = 3,478), the gap rate value 0,375. This means collaborative workplace core values; respect for people, honor and integrity, ownership and alignment, consensus, trust-based relationship, full responsibility and accountability, and recognition and growth are

running well and become a foundation of work relationship but it's needed some management improvement to implement some core values through which get new opportunities for the enterprise.</i>