

## Identifikasi fungsi manajemen sumber daya manusia yang signifikan dalam membentuk budaya berbagi pengetahuan di direktorat sumber daya manusia Bank Indonesia

Irwan, author

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### Abstrak

Untuk mencapai tujuan organisasi, Bank Indonesia, telah mencanangkan program inisiatif manajemen pengetahuan (knowledge management) dengan berusaha membentuk perilaku berbagi pengetahuan di antara pegawai. Setelah berjalan 2 tahun, pada Direktorat Sumber Daya Manusia (DSDM) mulai terlihat gejala bahwa pegawai mulai kehilangan motivasi ikut dalam kegiatan tersebut dengan ditandai oleh kehadiran pegawai yang mulai menunjukkan penurunan. Hal ini disebabkan karena budaya berbagi pengetahuan belum masuk dalam sistem organisasi sehingga perilaku yang diharapkan belum maksimal terbentuk.

Selanjutnya fungsi Manajemen Sumber Daya Manusia (MSDM) sangatlah dibutuhkan dalam membentuk perilaku pegawai sesuai keinginan organisasi. Oleh sebab itu ditempuhlah survey melalui penyebaran kuesioner pada Direktorat Sumber Daya Manusia (DSDM) di Bank Indonesia untuk mengetahui persepsi pegawai akan fungsi MSDM yang berpengaruh terhadap pembentukan budaya berbagi pengetahuan. Analisa yang dilakukan adalah dengan statistika deskriptif melalui pendekatan central tendency dengan memperhatikan dan membandingkan rata-rata (mean) antar variable. Adapun fungsi yang dicoba ditelaah adalah deskripsi pekerjaan, rekrutmen dan seleksi, rewards, pelatihan, penilaian kinerja, dan sistem pengembangan karir.

Berdasarkan hasil kuesioner didapatkan hasil bahwa sistem pengembangan karir ternyata paling berpengaruh dibandingkan fungsi lainnya, sedangkan fungsi reward hanya merupakan faktor hygiene. Selanjutnya disiapkan rekomendasi terhadap perubahan sistem promosi pegawai yang telah ada, di mana lebih mengedepankan mempersiapkan peran bagi pegawai dalam bentuk pengetahuan (knowledge) dan ketrampilan (skill), mempersiapkan jalur karir yang berbeda (dual track career system), sistem point bagi pegawai yang ikut dan aktif berbagi pengetahuan, dan mempersiapkan individu untuk merancang sistem karir bagi dirinya sendiri.

*Bank Indonesia, the central bank of Republic of Indonesia, has launched a Knowledge management program as one of its strategic objectives in achieving organizational mission. The Knowledge Management program was introduced to establish a sharing culture among employees.*

However, the implementation of the Knowledge Management program has shown slow progress. This can be concluded in the decreasing number of participants of Knowledge Management activities i.e. knowledge sharing in some directorates, including HR directorate.

One of the possible causes of this phenomenon is the fact that Bank Indonesia has not included knowledge sharing program in its HR Management system. This, among other things, has caused the sharing culture not been internalized or institutionalized.

Based on this assumption, this paper attempts to answer two main problems; First, "Does HR Management system has some influences in establishing sharing culture?" Second, "Which HR Management sub-system has the most significant role in establishing sharing culture?"

To answer these, this paper used a survey methodology in collecting data by distributing a designed questionnaire to employees in HR directorate. The questionnaire is designed, mainly, to gather employees' perceptions on the role of HR Management system in creating sharing culture.

After data has been collected, a descriptive statistics is used to analyze the result by using central tendency method i.e. using mean average to compare significances of variables. This paper focuses on job description, selection and recruitment, rewards, training, performance appraisal, career management.

The result shows that career management has the most significant influence in creating sharing culture. Therefore, based on this result this paper recommends Directorate of Human Resource to develop career system that prepared employee in their knowledge, skill, and build dual track career system to accommodated employee, point system for employee who attended and active in formal knowledge sharing program, and prepare every individual to create their own career track. Otherwise, the rewards system function is just like hygiene factor that can't motivate employee to behave and to build in knowledge sharing culture in their work life.</i>