

Kajian Tahapan Organisasi Menuju Industri 4.0 = Study Of Organizational Stages Towards Industry 4.0

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Abstrak

Bank sentral sebagai otoritas sistem pembayaran mengalami dilema di era industri 4.0 akibat ketidakmampuan beradaptasi secara cepat terhadap disrupsi yang terjadi di sektor keuangan. Dalam merespon disrupsi di sektor keuangan, Gubernur Bank Indonesia memberikan arahan untuk melakukan transformasi menuju Bank Sentral 4.0 agar Bank Indonesia mampu mendorong inovasi ekonomi dan keuangan digital menjadi peluang dalam menciptakan pertumbuhan ekonomi yang berkelanjutan & inklusif, memperkuat daya saing & kepentingan nasional, serta mempersempit kesenjangan masyarakat. Oleh sebab itu, Bank Indonesia perlu menentukan tahapan transformasi menuju Bank Sentral 4.0. Penelitian ini bertujuan untuk menentukan tahapan transformasi organisasi Bank Indonesia menuju Bank Sentral 4.0. Penelitian ini menggunakan metode kualitatif dengan pendekatan studi kasus. Data didapatkan dari tempat studi kasus yang merupakan hasil analisis tingkat kesiapan menuju Bank Sentral 4.0 di era industri 4.0 menggunakan model SIMMI 4.0 (System Integration Maturity Model Industry 4.0), Blueprint Sistem Pembayaran Indonesia 2025 dan dokumen pendukung lainnya. Data sekunder didapatkan dari berbagai literatur yang relevan dalam menuju industri 4.0 dan Bank Sentral di masa depan serta menampilkan otoritas global yang telah berhasil menerapkan teknologi industri 4.0 sebagai acuan. Dari hasil penelitian didapatkan tingkat kesiapan Bank Indonesia berada pada tingkat horizontal and vertical integration sehingga membutuhkan peningkatan dengan transformasi menuju Bank Indonesia 4.0. Tahapan transformasi yang diusulkan dimulai dari menilai tingkat kesiapan organisasi, menetapkan strategi transformasi Bank Indonesia menuju industri 4.0, menyusun panduan transformasi menuju industri 4.0, dan pelaksanaan panduan transformasi menuju Bank Indonesia 4.0. Pelaksanaan panduan transformasi menuju Bank Indonesia 4.0 terdiri dari 4 (empat) fase yaitu fase 1 untuk integrasi proses dan data proses bisnis internal Bank Indonesia, fase 2 integrasi vertikal, fase 3 integrasi horizontal, dan fase 4 integrasi dari ujung ke ujung serta secara paralel perlu dilakukan peningkatan kompetensi dan wawasan pegawai mengenai industri 4.0.

.....The Central Bank as the payment system authority is experiencing a dilemma due to its inability to adapt to the rapid disruption of the financial sector in the industrial era 4.0. The Governor of Bank Indonesia provided directions for transforming towards a Central Bank 4.0 so that Bank Indonesia could encourage digital economic and financial innovation to become an opportunity to create sustainable & inclusive economic growth, strengthen competitiveness & national interests, and narrow the gap in society. Therefore, Bank Indonesia needs to determine the stages of transformation towards the Central Bank 4.0. The purpose of this study is to determine the stages of the transformation of the Bank Indonesia towards the Central Bank 4.0. This study uses a qualitative method with a case study approach. The data is obtained from the result of an analysis of the level of readiness to go to the Central Bank 4.0 in the industrial era 4.0 using the SIMMI 4.0 model (System Integration Maturity Model Industry 4.0), Blueprint Sistem Pembayaran Indonesia 2025 and other supporting documents. Secondary data is obtained from various relevant literature towards industry 4.0, the Central Bank in the future, and displays global authorities that have successfully applied

industrial 4.0 technology as a reference. From the research results, it was found that the readiness level of Bank Indonesia was at the level of horizontal and vertical integration, thus requiring improvement with the transformation towards Bank Indonesia 4.0. The proposed transformation stages start from assessing the level of organizational readiness, determining Bank Indonesia's transformation strategy towards industry 4.0, compiling transformation guidelines towards industry 4.0, and implementing the transformation guidelines towards Bank Indonesia 4.0. The implementation of the transformation guide towards Bank Indonesia 4.0 consists of 4 (four) phases, namely phase 1 for integration of Bank Indonesia internal business processes and data, phase 2 of vertical integration, phase 3 of horizontal integration, and phase 4 of integration from end to end of the company's value chain. increase in employee competence and insight regarding industry 4.0. In parallel, it is necessary to increase the competence and insight of employees regarding industry 4.0 in Bank Indonesia.