

Pengembangan Strategi Internalisasi Nilai Dasar AKHLAK di Perusahaan BUMN Minyak dan Gas dengan Metode DEMATEL-ANP-ISM = Development of Internalization Strategy of AKHLAK Basic Values in Oil and Gas State-Owned Companies with the DEMATEL-ANP-ISM Method

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Abstrak

Saat ini, daya saing tenaga kerja di Indonesia masih kalah dari negara-negara lainnya. Tingkat daya saing tenaga kerja di Indonesia mempengaruhi kinerja karyawan yang berpengaruh langsung kepada kinerja perusahaan secara keseluruhan. Dalam rangka meningkatkan daya saing tenaga kerjanya, BUMN memiliki suatu nilai dasar yang harus dimiliki oleh setiap SDM di perusahaan BUMN yang disebut AKHLAK. Saat ini, salah satu perusahaan BUMN yang bergerak di industri minyak dan gas memiliki tingkat internalisasi AKHLAK yang rendah dan tidak mencapai target. Melalui penelitian ini, peneliti akan mengidentifikasi subkriteria prioritas yang diidentifikasi dari indikator kinerja nilai dasar AKHLAK dan melakukan pengembangan strategi peningkatan internalisasi nilai dasar AKHLAK berdasarkan subkriteria prioritas yang telah ditentukan. Dengan menggunakan DEMATEL-ANP, peneliti mengidentifikasi hubungan antar kriteria dan subkriteria (indikator kinerja) nilai dasar AKHLAK yang ditunjukkan pada diagram INRM. Selanjutnya, dilakukan pembobotan subkriteria untuk menemukan subkriteria prioritas yang akan dijadikan landasan dalam penyusunan strategi peningkatan internalisasi nilai dasar AKHLAK. Strategi dikumpulkan dari jurnal literatur dan kemudian divalidasi oleh para expert dengan metode I-CVI dan Modified Kappa. Sebanyak 13 strategi berhasil divalidasi dan kemudian disusun berdasarkan struktur hierarki menggunakan pendekatan Interpretive Structural Modeling. Model ISM menghasilkan 4 level implementasi strategi dimulai dari level terbawah terlebih dahulu baru ke level atasnya.

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Currently, the competitiveness of the workforce in Indonesia is still lagging behind other countries. The level of workforce competitiveness in Indonesia affects the performance of employees, which in turn has a direct impact on the overall performance of companies. In order to enhance competitiveness, State-Owned Enterprises (BUMN) have a fundamental value that every employee in BUMN companies must possess, known as AKHLAK. Presently, one of the BUMN companies operating in the oil and gas industry has a low level of internalization of AKHLAK and has not achieved its target. Through this research, the researcher identified priority subcriteria from the performance indicators of the fundamental value AKHLAK and developed strategies to improve the internalization of this fundamental value based on the predetermined priority subcriteria. Using DEMATEL-ANP, the researcher identified the relationships between criteria and subcriteria (performance indicators) of the AKHLAK core values, as shown in the INRM diagram. Subsequently, subcriteria were weighted to determine priority subcriteria as a basis for developing strategies to enhance the internalization of the AKHLAK core values. Strategies were collected from journals literature and then validated by experts using the I-CVI and Modified Kappa methods. A total of 13 strategies were successfully validated and then organized based on a hierarchical structure using the Interpretive Structural Modeling (ISM) approach. The ISM model resulted in 4 levels of strategy

implementation, starting from the lowest level and progressing to the top level.