

# Pengembangan budaya knowledge sharing melalui pengadaan 5 enabler Ba Nonaka akan meningkatkan kapasitas rekrutmen kader partai PK Sejahtera = Developing a knowledge sharing tradition among peers as a means to build party recruits' capacity using the 5 Ba Nonaka approach

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## Abstrak

Tugas akhir ini disusun untuk memperoleh gambaran realistis tentang hambatan-hambatan yang menyebabkan belum tercapainya target rekrutmen kader Partai Keadilan Sejahtera (PKS). Di bab 1 ditengarai, potential problemnya adalah rendahnya kapasitas rekrutmen kader, akibat belum berkembangnya budaya knowledge sharing di partai.

Dari strategy map (Kaplan, Norton, 2004) disimpulkan bila ada gap strategy dalam hal ini belum tercapainya target rekrutmen kader, maka besar kemungkinannya karena ada gap learning di partai. Maka diadakanlah penelitian terhadap 100 orang instruktur yang merupakan kader unggulan yakni anggota dewasa dan madya dengan ruang lingkup di 6 DPC di DPD PKS Depok sebagai proyek percontohan.

Pisau analisis yang digunakan untuk meneliti permasalahan ini adalah 5 enabler Ba Nonaka (1997). Dan dari hasil pengolahan data kuesioner ditambah wawancara mendalam dengan top management partai dan focus group discussion didapatkan core problemnya adalah tidak adanya redundansi. Tidak adanya redundansi inilah yang menyebabkan belum lancarnya mobilisasi sharing SECI Nonaka dan menghambat pula proses OKC sehingga mengakibatkan belum munculnya budaya knowledge sharing di partai.

Langkah selanjutnya adalah melakukan generate alternative solutions sebagai upaya memecahkan masalah. Melalui matriks alternatif solusi didapatkan 4 pilihan yang kemudian dinilai dengan matriks pembobotan alternatif solusi berdasarkan kriteria-kriteria: efektivitas, budget, durasi dan ketersediaan SDM dan infrastruktur.

Dari hasil pembobotan terhadap 4 alternatif solusi yang dipilih maka terlihat hasil yang paling tinggi adalah alternatif solusi 2 yakni upaya intervensi terhadap style of leadership pimpinan partai dari attitudes instruktur. Maka penulis pun merekomendasikan alternatif solusi 2 sebagai upaya problem solving di partai yang kemudian diimplementasikan dalam bentuk rencana proyek (project plan). Rekomendasi ini berdasarkan pertimbangan nilai pembobotan yang paling tinggi dan sesuai pula dengan teori Nonaka tentang peran penting leader dalam proses perubahan.

Rencana proyek ini dilaksanakan dalam durasi 6 bulan di DPD PKS Depok yang melibatkan tim terpadu yang terdiri dari konsultan Knowledge Management, konsultan teknologi informasi dan para psikolog yang diketuai oleh seorang project leader. Estimasi budget berkisar di angka setengah milyar rupiah.

This study is carried out to obtain a realistic portrayal of the obstacles facing the Justice and Prosperity Party (PKS) in its effort to meet its target number of recruits. Chapter I discusses how a tradition

or habit of knowledge sharing and the lack of it is related to poor achievement in the party's recruitment program.

A strategy map (Kaplan, Norton, 2004) has been carried out and shows a link between a learning gap and a gap in the strategy of the party recruitment program. The following step is a study among 100 party instructors - who are considered to be top cadres as they have reached the ranks of "senior" and "mid-level" members - in 6 branches of the Depok regional office of the Justice and Prosperity Party (PKS).

The analytical tool employed in the study is the 5 enablers of Ba Nonaka (1997). Both questionnaires processing and in-depth interviews with party's top leaders as well as the results of a focus group discussion then identify the core problem to be the absence of redundancy. This absence causes poor mobilization of SECI Nonaka sharing and slows down the OKC process and leads to the absence of a knowledge sharing tradition in the party.

The following step is to generate alternative solutions. Through a matrix of alternative solutions, this study identifies four choices that are later weighted in, in accordance to the following criteria: effectiveness, budget, duration and availability of Human Resources and infrastructures.

The procedure leads to the identification of Alternative 2 (attempt of intervention in the party leaders' leadership style and the attitudes of instructors). The author then recommends the choice of Alternative 2 as a problem solving intervention, to be implemented as a project plan. This recommendation is made because the alternative obtains the highest score in the value-weighting procedure. This is also made because according to the Nonaka theory, a leader should be responsible for the introduction of redundancy and the establishment of a knowledge sharing tradition. Further, there is a greater strategic impact to be attained as the leaders determine policies both at the structural (leading) level and functional (instructors) level.

The project plan is carried out for six months in the Depok regional office, involving an integrated team of knowledge management consultants, information technology consultant and psychologists affiliated to the party - headed by a project leader. Estimated budget reaches five hundred millions rupiah.</i>