

Peningkatan budaya pembelajaran untuk optimalisasi kinerja finansial KC XYZ Bank MS melalui penerapan individual development plan (IDP) dan community of practices (CoP) = Learning culture improvement to optimize financial performance in XYZ branch of the MS Bank through the implementation of individual development plan (IDP) and community of practices (CoP) / Peby Elan Surya Diningrat
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Abstrak

ABSTRAK

Penelitian ini dilakukan di salah satu kantor layanan Bank MS, KC XYZ, sebuah perusahaan perbankan syariah terbesar di Indonesia. Bank merupakan salah satu perusahaan yang sangat mengandalkan kualitas pengetahuan pegawainya, knowledge-intensive firms. Perusahaan ini mengandalkan pengetahuan para pegawainya untuk memperbaharui produk dan jasa, merubah sistem dan struktur, serta mengkomunikasikan solusi atas masalah-masalah yang dihadapi oleh konsumen. Pengetahuan merupakan produk dari proses double-loop learning pada suatu organisasi. Organisasi yang menerapkan single dan double-loop learning adalah learning organization. Dengan demikian, untuk memenangkan persaingan bisnis di industri perbankan dan menjaga kesinambungan kinerjanya, sebuah bank harus menjelma menjadi organisasi yang menerapkan budaya pembelajaran. Program intervensi untuk mengoptimalkan budaya pembelajaran adalah program individual development plan dan program komunitas saling berbagi dengan penekanan pada kebutuhan pemenuhan pengetahuan penting melalui Community of Practice. Kedua program intervensi ini mengandalkan peran para manajer sebagai knowledge facilitator yang akan membantu dan mempercepat proses pembelajaran seluruh pegawainya.

ABSTRACT

The research was conducted in one of the branches of MS Bank (XYZ Branch) which is the Indonesia's largest Islamic banking. It is obvious that bank relies heavily on the quality of employees knowledge and knowledge-intensive. Bank relies on the knowledge of their employees to renew products and services, change the systems and structures, as well as communicate the solutions of the problems faced by customers to the employees. Knowledge is product of both single-loop and double-loop learning in an organization. Organization that implements single-loop and double-loop learning can be addressed to as a learning organization. In order to win the tough competition and to sustain its high performance, a bank must apply a learning culture. Intervention program to optimize the learning culture of the XYZ Branch was chosen. This culture focuses

on the individual development program and community sharing program which emphasizes obtaining the crucial knowledge through Community of Practices. These intervention programs rely much on the manager role as a knowledge facilitator in supporting and accelerating the learning process to all their subordinates.