

# Rancangan intervensi kepemimpinan berbasis leader-member exchange dan manajemen pengetahuan berbasis seci untuk meningkatkan kinerja karyawan pada unit penjualan dan unit klaim di PT ASRA = Design intervention of leadership based on leader member exchange and knowledge management based on seci to increase job performance in sales unit and claim unit at PT. ASRA

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## Abstrak

Penelitian tesis ini dilakukan di Kantor PT.ASRA, sebuah perusahaan penyedia jasa keuangan di bidang Asuransi Umum. Tujuan penelitian ini adalah menentukan apakah kepemimpinan, psychological capital dan komitmen organisasi memengaruhi kinerja dan rancangan intervensi yang dapat dilakukan terhadap kepemimpinan, psychological capital, komitmen organisasi serta rancangan intervensi manajemen pengetahuan untuk meningkatkan kinerja karyawan di unit penjualan dan unit klaim di PT.ASRA. Kepemimpinan diukur dengan LMX7, komitmen organisasi diukur dengan Organizational Commitment Questionnaire (OCQ), dan psychological capital diukur dengan PsyCap Questionnaire (PCQ). Analisa regresi linier berganda menunjukkan bahwa terdapat pengaruh signifikan kepemimpinan, psychological capital, komitmen organisasi afektif, komitmen organisasi continuance, dan komitmen organisasi normatif terhadap kinerja ( $p < 0,05$ ) dengan Nilai R<sup>2</sup> sebesar 0,869 yang menunjukkan bahwa variasi kepemimpinan leader-member exchange, psychological capital, komitmen organisasi afektif, komitmen organisasi continuance, dan komitmen organisasi normatif mampu menjelaskan sebesar 86,9% variasi kinerja, sedangkan sisanya sebesar 13,1% dipengaruhi atau dijelaskan oleh variabel lain yang tidak dimasukkan ke dalam model penelitian ini. Secara parsial variabel psychological capital, komitmen organisasi afektif, komitmen organisasi continuance, dan kepemimpinan leader-member exchange yang berpengaruh secara signifikan terhadap kinerja. Rancangan intervensi dibagi menjadi dua tahap, yaitu 1) intervensi terhadap kepemimpinan leader-member exchange melalui pelatihan kepemimpinan leader-member exchange (kelas dan on-the-job) dan coaching dan mentoring; 2) intervensi manajemen pengetahuan dalam berbagi pengetahuan tacit dan eskplisit berbasis SECI melalui Community of Practice.

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This research was held at PT.ASRA, a general insurance company. Purposes of this research are to determine whether leadership, psychological capital and organizational commitment has impact to job performance, to determine design intervention toward leadership, psychological capital, and organizational commitment also to determine design intervention of knowledge management to increase job performance in sales and claim unit at PT.ASRA. Leadership measurement is using LMX7, organizational commitment measurement is using Organizational Commitment Questionnaire (OCQ), and psychological capital measurement is using PsyCap Questionnaire (PCQ). Multiple regression result shows that there is a significant impact of leadership, psychological capital, organizational commitment affective, continuance, and normative through performance ( $p < 0,05$ ) with R<sup>2</sup> = 0,869 or show that leadership leader-member exchange, psychological capital, organizational commitment affective, continuance, and normative variations able to explain 86,9% performance, and 13,1% influenced or explained by another variable that

not included in this research. Partially, psychological capital, organizational commitment affective, continuance, and leadership leader-member exchange had significant impact through performance. Design intervention is divided into two phases, 1) design intervention towards leadership leader-member exchange through leadership leader-member exchange training (class and on-the-job) coaching and mentoring; 2) design intervention knowledge management on sharing tacit and explicit knowledge based on SECI through Community of Practice (CoP).