

# Analisis knowledge creation pada organisasi intelijen keamanan POLRI = Knowledge creation analysis of intelligence agency in POLRI

Siti Masitah Handayani, author

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## Abstrak

[<b>ABSTRAK</b><br>

Kemampuan knowledge creation untuk menghasilkan produk intelijen yang berkualitas merupakan kunci keberhasilan organisasi intelijen keamanan.

Organisasi intelijen keamanan Polri (Polisi Republik Indonesia) menarik untuk dikaji, karena kemampuan knowledge creation-nya selama ini. Untuk memahami bagaimana knowledge creation terjadi di organisasi, penelitian ini mengangkat tiga masalah, yaitu: 1) bagaimana pola knowledge creation yang terjadi di dalam organisasi intelijen keamanan Polri; 2) bagaimana karakteristik knowledge creation di dalam organisasi intelijen keamanan Polri; dan 3) bagaimana dari knowledge creation di organisasi intelijen keamanan Polri.

Menggunakan model knowledge creation SECI (Socialization, tempat

terjadinya kreasi pengetahuan, penelitian ini memberikan manfaat: 1) pemahaman teoritis tentang karakteristik dan pola-pola proses knowledge creation di organisasi intelijen; dan 2) pengetahuan praktis bagaimana mengelola knowledge creation di dalam organisasi intelijen bagi anggota organisasi dalam pelaksanaan tugas . Penelitian ini

menggunakan pendekatan kualitatif dan metode systems thinking-system dynamics untuk memahami fenomena kompleksitas dinamik melalui analisis struktur reinforcing & balancing loop.

Penelitian ini menyimpulkan: pertama, pola knowledge creation yang terjadi di dalam organisasi intelijen keamanan Polri memiliki kekhasan tersendiri, dimana proses SECI terjadi dalam pola umpan balik dan tidak membentuk pola spiral; kedua, knowledge creation organisasi ini memiliki karakteristik yang dominan pada tacit knoweldge, struktur dominan reinforcing loops, dan peran teknologi yang relatif signifikan; ketiga, karakteristik Ba pada proses knowledge creation, terutama tahap sosialisasi dan internalisasi, efektif dilakukan pada saat pelaksanaan tugas di lapangan atau justru di luar kantor

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<b>ABSTRAK</b><br>

Knowledge creation capability to produce quality intelligence is the key for successful security organization. Police security intelligence organization (Indonesian Police) is interesting to be studied, because of its knowledge creation capability so far. To understand how knowledge creation occurs in the

organization, this study raised three issues, namely: 1) how the patterns of knowledge creation that occurs in the organization of the Polri security intelligence; 2) how the characteristics of knowledge creation in the Polri security intelligence organization; and 3) how the 'Ba' characteristics of the knowledge creation in Polri security intelligence organization.

Using a model of SECI knowledge creation (Socialization, Externalization, Combination, Internalization) and the concept of 'Ba' or place of the knowledge creation, this study provides the benefits: 1) a theoretical understanding of the characteristics and patterns of knowledge creation process in intelligence organization, and 2) practical knowledge of how to manage knowledge creation in the security intelligence organization for the organization members in the performance of duties by utilizing optimal support of 'Ba' organization. This study used a qualitative approach and systems thinking-system dynamics method for understanding the phenomenon of dynamics complexity by analysing the structure of reinforcing and balancing loops.

The study concluded: first, the pattern of knowledge creation that occurs in Polri security intelligence organization has its own exclusiveness, which SECI process occurs in a pattern of feedback and does not form a spiral pattern; second, knowledge creation in this organization has a dominant characteristic of the tacit knowledge, dominant structure in reinforcing loops, and a relatively significant role of technology; third, characteristics of Ba in the process of knowledge creation, especially the socialization and internalization, effectively carried out during the implementation of tasks in the field or just outside the office., Knowledge creation capability to produce quality intelligence is the key for successful security organization. Police security intelligence organization (Indonesian Police) is interesting to be studied, because of its knowledge creation capability so far. To understand how knowledge creation occurs in the organization, this study raised three issues, namely: 1) how the patterns of knowledge creation that occurs in the organization of the Polri security intelligence; 2) how the characteristics of knowledge creation in the Polri security intelligence organization; and 3) how the 'Ba' characteristics of the knowledge creation in Polri security intelligence organization.

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