

# Mendesain ulang kompetensi manajemen sumber daya manusia organisasi perbankan (riset tindakan berbasis soft systems methodology pada Bank BTN) = Redesigning human resources competency in banking organization using soft systems methodology based action research at Bank BTN)

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## Abstrak

Riset yang berfokus pada kompetensi MSDM (human resource competency) ini, mempunyai dua tujuan, yaitu: problem solving interest dan research interest. Subjek penelitian, Bank BTN dianalisis dari sisi regulasi, struktur, tata kelola, serta dinamika internal human capital management menghadapi situasi kompleks problematis era ASEAN Economic Community 2015 dan ASEAN financial integration 2020. Metode penelitian yang digunakan adalah serba sistem lunak berbasis riset tindakan. Hasilnya, Bank BTN tidak melakukan tindakan sistemik dalam sistem kepemimpinan dan sistem kerja kinerja unggul. Kompetensi MSDM sebagai leverage dapat tercapai melalui efikasi individu dan efikasi organisasi. Sebagai riset akademik, refleksi teoritis memberikan kebaruan berupa disain ulang kompetensi MSDM. Disain alternatif tersebut dihasilkan melalui integrasi sistem pemosisi strategis dengan sistem kerja kinerja unggul melalui sistem proaktivis kredibel empat tingkat.

Rekomendasi: organisasi bank perlu mengadopsi desain alternatif, Sistem Kompetensi Modal Manusia, sehingga menjadi center of excellence dalam bidangnya melalui dialog serta tindakan nyata sistemik yang inklusif, holistik dan strategis.

.....The Research, that focuses on human resource competency, has two objectives, namely: problem solving interest and research interest. Bank BTN, subject of the research, were analyzed in terms of regulation, structure, governance, and the internal dynamics of human capital management in facing a problematic situation in ASEAN Economic Community 2015 and ASEAN financial integration 2020.

Soft systems methodology based action research was used as the approach. As a result, Bank BTN has not performed systemic action in their leadership system and superior performance work systems yet. Human resource competencies, as leverage, can be achieved through personal efficacy and organizational efficacy. As an academic research, theoretical reflections provide novelty in the form of human resource competency redesign. The alternative design was produced by an integration of strategic positioner system with high performance work systems through proactivists credible four-level systems.

Recommendation: a bank organization needs to adopt the concept of human capital competency systems to be a center of excellence in its field through systemically inclusive, holistic, and strategic dialogue and real action.