

# Analisis Faktor-faktor yang Memengaruhi Praktik Knowledge Sharing dan Dampaknya pada Kinerja Unggul: Studi Kasus PT PLN (Persero) = An Analysis of Factors that Influence Knowledge Sharing Practices and their Impacts on Excellence Performance: A Case Study of The National Electricity Company

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## Abstrak

### <b>ABSTRAK</b>

Penelitian ini dilatarbelakangi oleh pencapaian organisasi PLN pada survei efektivitas organisasi PLN dalam hal kriteria kesiapan budaya berkinerja unggul yang berada di bawah target. Pencapaian yang tidak sesuai target tersebut menjadi masalah karena arah strategis Perusahaan Listrik Negara (PLN) pada periode 2020-2025 adalah masa unggul (excellence). Perusahaan memerlukan upaya untuk mempertahankan atau memperoleh keunggulan kompetitif, salah satunya dengan menerapkan knowledge sharing. Knowledge sharing diharapkan mampu memperkuat hubungan budaya unggul dan kinerja organisasi, namun kegiatan knowledge sharing belum menjadi budaya yang melekat dan belum dapat dijamin keberlanjutannya, khususnya di level manajemen, padahal perusahaan berharap budaya berbagi pengetahuan ini dapat meningkat. PLN pun telah menyediakan sarana online knowledge sharing untuk pengambilan dan penyampaian informasi bagi pegawai, atau yang disebut dengan portal KM. Namun pengguna portal KM masih sedikit jika dibandingkan dengan jumlah seluruh pegawai. Padahal aliran aset pengetahuan harusnya berjalan rutin sehingga mendorong tumbuhnya inovasi yang relevan dengan strategi perusahaan dan meningkatkan pencapaian kinerja unggul. Dengan penelitian ini, akan dilakukan survei terkait faktor-faktor yang memengaruhi praktik knowledge sharing perusahaan dan dampaknya terhadap kinerja unggul. Pengumpulan data dilakukan dengan sampling kuantitatif secara teliti pada fase pertama dan kualitatif pada fase kedua. Pengumpulan data kuantitatif dilakukan dengan melakukan sebuah survei berupa penyebaran kuesioner terhadap 688 responden, dengan jumlah kuesioner yang kembali dan valid sebanyak 170 kuesioner. Penelitian ini menggunakan metode PLS-SEM untuk olah data hasil kuesioner, yaitu dengan bantuan tools SmartPLS 3. Pada fase kualitatif, dilakukan validasi terhadap tiga pakar di bidang knowledge management di PLN untuk menghasilkan rekomendasi dalam meningkatkan kegiatan knowledge sharing dan dampaknya pada pencapaian kinerja unggul. Penelitian ini menggunakan metode penarikan kesimpulan dengan cara deduktif, yaitu kesimpulan dan saran dibuat berdasarkan hasil dari pembahasan. Hasil dari penelitian ini, faktor-faktor yang terbukti berpengaruh terhadap praktik knowledge sharing adalah management support, organization culture, dan information and communication technology. Sedangkan pengaruh praktik knowledge sharing terhadap kinerja unggul memiliki pengaruh signifikan pada organization growth, cost reduction, dan innovativeness.

### <hr><i><b>ABSTRACT</b></i>

This research is motivated by the achievement of the National Electricity Company or Perusahaan Listrik Negara (PLN) organization in a survey of the effectiveness of the PLN organization in terms of the criteria for a culture of excellence performance that is below the target. Achievement that is not on target is a problem because the strategic direction of the PLN in the 2020-2025 period is a period of excellence.

Companies need efforts to maintain or gain a competitive advantage, one of which is by applying knowledge sharing. Knowledge sharing is expected to strengthen the relationship of excellence culture and organizational performance. However, knowledge sharing activities have not become an inherent culture and cannot be guaranteed of its sustainability, especially at the management level, even though the company hopes that this culture of sharing knowledge can increase. PLN has also provided an online knowledge sharing facility for information retrieval and delivery for employees, or what is called the KM portal. But KM portal users are still small when compared to the total number of employees. Though the flow of knowledge assets should run routinely so as to encourage the growth of innovations that are relevant to the company's strategy and increase the achievement of excellence performance. With this research, a survey will be conducted regarding the factors that influence the company's knowledge sharing practices and their impact on excellence performance. Data collection is done by careful quantitative sampling in the first phase and qualitative in the second phase. Quantitative data collection was carried out by conducting a survey in the form of distributing questionnaires to 688 respondents, with the number of questionnaires returning and valid as many as 170 questionnaires. This study uses the PLS-SEM method for data processing of questionnaire results, namely with the help of SmartPLS 3 tools. In the qualitative phase, three experts in the field of knowledge management in PLN were validated to produce recommendations for increasing knowledge sharing activities and their impact on achieving excellence performance. This study uses the method of drawing conclusions in a deductive way, ie conclusions and suggestions are made based on the results of the discussion. The results of this study, factors that have been proven to influence the practice of knowledge sharing are management support, organization culture, and information and communication technology. While the effect of knowledge sharing practices on excellence performance has a significant effect on organizational growth, cost reduction, and innovativeness.</i>