

Strategy of organizational knowledge creation with system thinking approach in construction contractor company in Jakarta

Mochammad Taufik, author

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Abstrak

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In the last 2002, the result of quality test to road and bridge construction projects in Jakarta, which was done by the construction contractors, found a problem situation, where many contractors were lacking in professionalism. According to the problem situation, the core of the problem is the low of organizational knowledge, which support competitive advantage of the companies.

The aims of this research are to know the model shape of organizational knowledge creation process, the present of the others important components in the model, understanding the relational behavior between components in the model, and the present of the most important component in the model. The context scope of this qualitative research is organizational learning theory. Research location is the contractor companies X, Y, and Z in Jakarta The research involving 16 persons from these companies who gave respond to closed questionnaire, with three directors, three technical managers, and three technical staffs who did depth interview with researcher.

Empirical studies are used to help identify the frame of research idea. Based on the theories of organizational learning and the result of the empirical research that had done and relevant, this research try to make a cognitive map model with system thinking approach. This conceptual model focused to knowledge creation process to support the competitive advantage construction contractor companies.

Epistemological position of this research is radical constructivism. Research execution adopts soft system methodology approach with tool to analyze research data using systems dynamics method. Further, sensitivity test and extreme condition test analysis are done toward the model. These analyses mean to know the behavior over time of important components in system modeling.

The result of qualitative field research adopted soft system methodology conclude, based on reality, previous conceptual model get a change, so that the model must be revised become a more complex system model. Model simulation experiment with analysis technique of systems dynamics gets three conclusions. First, manager's mental model which is very difficult to be changed become braver toward business risk has influence weaken the acceleration of learning process in his company. Second, manager's effort to emphasize the important of knowledge for company's competitive advantage, which also include the application of project bonus policy to his employees, is an important matter for building organizational learning. Third, knowledge dissemination component is the most important component to be carried out or not the organizational teaming.

Managers, who want to increase his company's knowledge, suggested to must pay more attention to the realization of knowledge dissemination process, which is practiced by his employees. Managers who want to build his company's competitive advantage through organizational learning process, suggested to must be able to improve his own mental model to be more brave toward business risk. Managers who want to compete based on company's knowledge, suggested to must emphasize his employees continuously, that the company's life depend on the ability of employees to do learning and increasing knowledge for company's competitive advantage. Of course, to support it, managers must give project bonus to his employees.

