

ABSTRAK

Nama : Andro Wahyudi Atmoko
Program Studi : Pascasarjana, Ilmu Administrasi
Judul : Dinamika *Knowing Organization* di Perusahaan Konsultan SDM:
Studi Kasus Daya Dimensi Indonesia

Lingkungan bisnis berubah semakin kompleks, dinamis, menghujamkan informasi tanpa jeda pada organisasi. Masalah organisasi mencuat manakala informasi yang dihadapi berbeda dari pengalaman yang telah dimiliki. Konsekuensinya, organisasi yang mampu memaknai dan menginterpretasikan lingkungan (*sensemaking*), membangun pengetahuan untuk mengatasi masalah, dan memobilisasi pengetahuan dan keahliannya (*knowledge creating*) sehingga menyajikan konteks yang terinci untuk pengambilan keputusan dalam pengelolaan sumber daya organisasional (*decision making*) menjadi syarat organisasi yang adaptif terhadap lingkungannya. Proposisi *knowing organization* dari Choo ini menghantar minat untuk mengetahui lebih dalam fenomena proses konstruk sosial *knowing* tersebut di dalam organisasi konsultan manajemen SDM dengan studi kasus Daya Dimensi Indonesia.

Penelitian ini menggunakan disain *mixed model research* dengan memadukan pendekatan kualitatif dan kuantitatif. Pendekatan kualitatif dengan metode etnometodologi digunakan untuk menjawab pertanyaan mengenai apa karakteristik *knowing organization* yang teramati di dalam organisasi. Pendekatan kuantitatif dengan metode *system dynamics* digunakan untuk menjawab bagaimana dinamika *knowing organization*. Penelitian diarahkan untuk menyajikan pengetahuan tentang: pertama, karakteristik organisasi konsultan manajemen SDM yang *knowing* atau organisasi yang belajar; dan kedua, dinamika atau struktur keterkaitan sebab akibat antara aktivitas *sensemaking*, *knowledge creating* dan *decision making*, potensi paradoks *knowing organization*, dan preskripsi untuk pengelolaan dampak paradoks.

Simpulan pertama, karakteristik *knowing organization* menunjukkan: (a) *sensemaking* mengakar pada identitas organisasi yang terkonstruk melalui *outward looking* dan *inward looking*, (b) *knowledge creating* dipengaruhi strategi hasil *sensemaking*, dan (c) mode *decision making* berpola *process* ketika menjamin *service delivery*, *bounded rational* ketika terkait *market positioning*, dan *political* ketika proses *knowledge sharing*. Kedua, dinamika *knowing organization* bersifat (a) *self-fulfilling prophecy* dengan identitas organisasi sebagai *leverage*, dan (b) eksistensi ‘paradox of belonging’ terjadi dengan dampak *overshoot & collapse* akibat menguatnya *learning* itu sendiri. Sebagai *early warning* paradoks: (a) waktu adaptasi untuk yakin terhadap produk dan metode *service delivery*, dan (b) intensitas konflik nilai komunitas praktek: *selling*, *consulting*, dan *product developing*.

Penelitian menghasilkan sintesis, modifikasi teori, bahwa *knowing organization* terjadi jika informasi mengalir berpola *feedback* di antara aktivitas *sensemaking*,

knowledge creating, dan *decision making*, dimana identitas organisasi menjadi sumber nilai anggota organisasi dalam bertindak sehingga keluaran dari setiap aktivitas menyajikan konteks dan sumber daya yang terinci untuk aktivitas yang lainnya, dan paradoks *learning* melekat di dalam dinamika *knowing organization*. Sebagai kajian akademis, implikasi penelitian ini yaitu pada: (a) modifikasi teori *knowing organization*, (b) teorisasi deskriptif-preskriptif untuk kajian *organizational learning*, (c) metode preskripsi dari konstruktivisme dalam kajian strategi organisasi, dan (d) disain *mixed model research* untuk ilmu administrasi bisnis dengan karakter *applied science*.

Kata Kunci:

knowing organization (sensemaking, knowledge creating, decision making), knowledge management, organizational learning, social learning perspective, learning paradox, organization strategy, system dynamics, mixed model research.



ABSTRACT

Name : Andro Wahyudi Atmoko
Study Program: Doctorate Degree, Business Administration
Title : The Dynamic of *Knowing Organization* at Human Resources
Consultant Company: A Case Study of "Daya Dimensi
Indonesia"

The greatly and dynamically changing business environment has continuously hammered the organization with abundant information. The problem of organization comes up when the information faced by is different from the experience on organization that someone has had. Consequently, the organization able to conceive and to interpret the environment (*sensemaking*) must construct the knowledge to overcome the problem and mobilize the knowledge and its skill (*knowledge creating*) that it can provide the organization with the detailed context for decision making in managing the organizational resources (*decision making*) required by an environmentally adaptive organization. This Choo's proposition of knowing organization has led to the strong interest in understanding more deeply the phenomenon of the social construction process of knowing in a Human Resources management consultant organization under the case study of "Daya Dimensi Indonesia".

This research applies the design of the mixed model research combining both the qualitative and the quantitative approaches. The etnomethodology method qualitative approach is used to answer questions about the characteristics of knowing organization observed in an organization. The system dynamics method quantitative approach is used to answer questions about what the dynamic of knowing organization is like. The research is aimed at presenting the knowledge about: Firstly, the characteristics of the *knowing* Human Resources consultant management organization or the learning organization; and secondly, the dynamic or the structure of cause and effect relationship among the activities of sensemaking, knowledge creating and decision making, the possible paradox of knowing organization, the prescription for managing the effects of paradox.

The first conclusion, the characteristics of knowing organization shows (a) the sensemaking underlines the organization identity constructed through both the outward looking and inward looking, (b) the knowledge creating is influenced by the sensemaking strategy, (c) the decision making has the process mode when it guarantees the service delivery, the bounded rational mode when related to marketing positioning, and the political mode when during the knowledge sharing process. The second, the dynamic of knowing organization is characterized by its self-fulfilling prophecy with the organization identity as its leverage, (b) the extension of the 'paradox of belonging' with its overshoot and collapse effects caused by the increase of the learning itself. As an early warning paradox: (a) the adaptation time to convince with the product and the method of delivery service, (b) the conflict intensity of the community value practice: selling, consulting, and product developing.

This research results in a synthesized, modified theory saying that knowing organization happens when the pattern of the flowing information shows feedback among the activities of sensemaking, knowledge creating and decision making in which the organization identity serves as the value source for the members of the organization in their taking actions so as to gain each activity output providing any other activities with the detailed context and resources and with the learning paradox embedded in the dynamic of knowing organization. As an academic study, the implication of this research is on: (a) the modified theory of knowing organization, (b) the theorized descriptive-prescriptive method for the organizational learning, the prescriptive method of constructivism in a case study of organizational strategy; and (d) the design of the mixed model research for business administration science characterized as an applied science.

Key Words:

knowing organization (sensemaking, knowledge creating, decision making), knowledge management, organizational learning, social learning perspective, learning paradox, organization strategy, system dynamics, mixed model research.

