

**Pembelajaran Interorganisasional dan Penciptaan Pengetahuan dalam Pengembangan Bioethanol di Indonesia. (Sebuah Pendekatan Soft Systems Methodology di PT. Medco Ethanol Lampung) =
Interorganizational learning and knowledge creation in bioethanol development in Indonesia. (A Soft Systems Methodology approach in PT. Medco Ethanol Lampung)**

Djatinika S Puradinata

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Abstrak

Penelitian ini merupakan implementasi dari penelitian dual imperatives (McKay dan Marshall, 2001), mencakup research interest dan problem solving interest, yaitu riset aksi (action research) yang menggunakan soft systems methodology (SSM). Penelitian ini termasuk katagori SSM based action research, yang sesuai dengan kategori theoritical research practice/business change practice dari Cronholm and Goldkuhl (2003). Dalam penelitian ini dikaji bagaimana suatu organisasi bisnis menyiapkan dirinya mengatasi berbagai masalah problematik yang dihadapinya. Kajian dilakukan terhadap PT Medco Ethanol Lampung (MEL), yang baru pertama kali terjun dalam bisnis bioethanol dan telah mengalami berbagai masalah yang bersifat problematik. Pengalaman problematik tersebut telah menjadi semacam rujukan dunia nyata (real world) dalam penelitian di MEL yang berfungsi sebagai laboratorium sosial. MEL memerlukan pengetahuan yang unggul agar bisa memberikan kontribusi signifikan dalam pengembangan BBN. Penciptaan pengetahuan (knowledge creation) yang unggul dicapai melalui penerapan strategi pembelajaran interorganisasional menggunakan framework proses pembelajaran IGDI (knowledge- Identification; Generation; Diffusion; Integration) (Pawslowsky, Forslin dan Reinhardt dalam Dierkes et al, 2001). Bagaimana mengkonstruksi pembelajaran interorganisasional dan hubungan interpersonal menjadi tujuan penelitian berbasis research interest, sedangkan tujuan penelitian berbasis problem solving interest adalah bagaimana mengkonstruksi struktur pembiayaan produksi melalui faktor-faktor penting dalam knowledge creation melalui pendekatan IGDI yang menjamin tercapainya pendapatan berkelanjutan di MEL.

Penelitian ini menyimpulkan bahwa efektivitas proses pembelajaran IGDI dipengaruhi oleh faktor keberhasilan yang terdiri dari motivasi, leadership, trust, kapasitas penyerapan, kemampuan mengkombinasikan berbagai kapabilitas, kedekatan dan teknologi informasi. Sedangkan untuk mengatasi masalah problematiknya MEL harus mengadakan integrasi vertikal ke arah hulu, agar menjamin tersedianya bahan baku dalam waktu, harga dan kualitas yang sesuai standar, melalui penguasaan perkebunan. Sedangkan ke arah hilir perlu

memperluas konsumen melalui kerjasama erat dengan Pemerintah, yang diharapkan bisa memfasilitasi upaya peningkatan jumlah konsumen. Secara keseluruhan harus ada sinergi antara makro dan mikro untuk mencapai keunggulan bersama.

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 Abstract

This study is an implementation of dual imperatives research (McKay and Marshall, 2001), to cover research interest and problem solving interest, and categorized as a Soft Systems Methodology (SSM) based action research using theoretical research practice/business change practice by Cronholm and Goldkuhl (2003). The study is researching the way a business organization respond to a problematic situation. PT Medco Ethanol Lampung (MEL) is a new business corporation with the vision to establish a bioethanol corporation to produce biofuel product with a very significant problematic situation. The problematic experienced of MEL become a social laboratory and a real world reference for this study.

MEL required excellent knowledge for significant contribution in the biofuel development, and the knowledge creation will be achieved through the implementation of strategic learning process frame work of knowledge identification; knowledge diffusion, knowledge generation and knowledge integration (IGDI) (Pawlowsky, Forslin and Reinhardt in Dierkes et al. 2001). How to construct interorganizational learning and interpersonal learning are the primary objects of research interest objective. And how to construct the structure of production cost become primary objective in the problem solving interest objective.

The results of this study is an analysis of a phenomenon of the acquisition and knowledge creation through inter-organizational learning and interpersonal relations with IGDI approach, which can be used by business organizations in responding to external challenges. The study also concluded that the effectiveness of the learning process IGDI is influenced by the characteristics of interorganizational learning and interpersonal relations. The major influence are motivation, leadership, trust, absorptive capacity, ability to combined several capabilities, interpersonal networks and information technology. Critical success factor for the sustainable production is raw material supply and highest product consumption to achieved economies size capacity of the factory. To solve the strategic problem the company should exercise vertical integration to upstream and downstream. By upstream integration company will have access and control to raw material supply through acquisition of sufficient farm site. For downstream integration the company should increase product consumption through close cooperation with government authorities. Government support will be necessary especially in the land use policy as well as biofuel usage policy.