

LAPORAN HASIL
PENELITIAN DISERTASI DOKTOR
TAHUN ANGGARAN 2010



Judul : **Pengaruh *Knowledge Management* Dan Peran SDM Sebagai *Strategic Partner* Pada Perencanaan Strategik Dan Kinerja Organisasi (Studi Pada Rumah Sakit Di Bali)**

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| 1. | Judul Penelitian Hibah | : | Pengaruh <i>Knowledge Management</i> Dan Peran SDM Sebagai <i>Strategic Partner</i> Pada Perencanaan Strategik Dan Kinerja Organisasi (Studi Pada Rumah Sakit Di Bali). |
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| 3 | Judul Disertasi | : | Pengaruh <i>Knowledge Management</i> Dan Peran SDM Sebagai <i>Strategic Partner</i> Pada Perencanaan Strategik Dan Kinerja Organisasi (Studi Pada Rumah Sakit Di Bali). |
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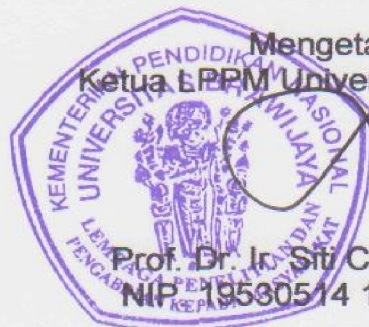
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RINGKASAN

Ekonomi global dan dunia bisnis dewasa ini sedang berubah dengan cepat. Dalam lingkungan dimana tingkat kompleksitas dan turbulensi demikian tinggi, pihak manajemen RS harus dapat menciptakan organisasi yang mampu memberikan pelayanan yang memuaskan kepada pelanggan atau pasien dan dalam saat yang bersamaan dapat pula bersaing secara efektif. Penelitian ini bertujuan meneliti, menguji, dan mengkaji pengaruh *knowledge management* dan peran SDM sebagai *strategic partner* pada perencanaan strategis dan kinerja organisasi. Penelitian ini juga dimaksudkan dapat memperkaya bukti empiris pada terori *the resource base view of the firm*, dalam hubungannya dengan manajemen strategis dan manajemen sumber daya manusia strategis. Penelitian dilakukan pada rumah sakit (RS) di Provinsi Bali, dengan responden adalah para pimpinan RS. Tiap RS ditetapkan 3 responden. Teknik teknik analisis data menggunakan path analysis.

Hasil penelitian menunjukkan *knowledge management* dan peran SDM sebagai *strategic partner* berpengaruh pada perencanaan strategis. Perencanaan strategis berpengaruh pada kinerja organisasi. Peran SDM sebagai *strategic partner* juga terbukti berpengaruh pada *knowledge management*, yang mana keterkaitan konsep ini sebelumnya baru diungkapkan dalam hubungan teoritis atau logika, sehingga temuan ini dapat merupakan temuan baru dalam pembuktian secara empiris. *Knowledge management* tidak berpengaruh langsung pada kinerja organisasi, dimana dalam penelitian terbukti pengaruh *Knowledge management* pada kinerja organisasi adalah melalui perencanaan strategis. Peran SDM sebagai *strategic partner* juga tidak berpengaruh langsung pada kinerja organisasi, hasil penelitian menunjukkan pengaruh peran SDM sebagai *strategic partner* melalui perencanaan strategis. Dari temuan-temuan tersebut terbukti bahwa perencanaan strategis menjadi variabel intervening pada hubungan *knowledge management* dan peran SDM sebagai *strategic partner* pada kinerja organisasi. Ini menunjukkan bahwa peran SDM sebagai *strategic partner* tidak dapat berkontribusi langsung pada pencapaian kinerja organisasi, akan tetapi perannya harus dikontribusikan melalui penyusunan rencana strategis organisasi. Demikian pula *knowledge management*, tidak berpengaruh langsung pada kinerja organisasi, akan tetapi pengaruhnya melalui perencanaan strategis. Jika perencanaan strategis semakin tepat maka kinerja organisasi juga akan semakin baik.

SUMMARY

The global economy and business world now is changing rapidly. In an environment where the level of complexity and turbulence so high, the direction the hospital must be able to create an organization capable of providing a satisfactory service to clients or patients, and at the same time also can compete effectively. This study aims to analyze, test, and evaluate the influence of knowledge management and the role of human resources as a strategic partner in the strategic planning and organizational performance. This research is also intended enrich the empirical evidence on the resource base view of the firm theory in relation to the strategic management and strategic management of human resources. Research conducted at the Hospital (RS) in the provinces of Bali, with the leaders of the hospital as respondents. Each hospital set three respondents. Methods of data analysis techniques using path analysis.

The results showed the role of knowledge management and HR as a strategic partner to influence strategic planning. Strategic planning affects organizational performance. The role of HR as a strategic partner is also proved influential in the knowledge management, linking this concept previously disclosed in theoretical or logical relationship, therefore the findings may be a new finding empirically. Knowledge Management is not a direct influence on organizational performance, in which research has shown the influence of knowledge management on organizational performance is through strategic planning. The role of HR as a strategic partner is also no Knowledge management is not a direct influence on organizational performance, where the study has shown the influence of knowledge in organizational performance management is through strategic planning. The role of human resources as a strategic partner is also no direct impact on organizational performance, the study results show the influence of the role of human resources as a strategic partner of strategic planning. These results clearly strategic planning becomes a variable involved in the management of relations and knowledge as a strategic partner of human resources organizational performance role.

This suggests that the role of HR as a strategic partner cannot directly contribute to organizational performance, but its role should be made through the strategic planning of the organization. Similarly, knowledge management, has no direct impact on improving organizational effectiveness, but its effect on the basis of strategic planning. If an appropriate strategic planning and performance of the Organization will also improve.

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