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MODEL HUMAN CAPITAL DAN SHARING KNOWLEDGE MENUNJUKAN
KEUNGGULAN BERSAING YANG BERKELANJUTAN UKM DI PROVINSI
JAWA TENGGAH

Tahun ke-1 dari rencana 3 tahun

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BAB I

PENDAHULUAN

1.1.Latar Belakang Penelitian

Masalah mendasar di dalam manajemen strategi adalah bagaimana sebuah organisasi dapat mencapai kinerja yang superior dan mempertahankan keunggulan bersaing (Teece, D..J, Pisano.G dan Shuen.A, 1997). Namun sumberdaya yang dimiliki organisasi, bila terlalu mudah bagi perusahaan pesaing untuk memperbaiki dan sumber daya substitusi yang lebih efektif, bukanlah merupakan dasar dalam meraih keunggulan kompetitif (Widodo: 2008).

Hsu (2007) mengatakan bahwa, semakin mudah ditirunya teknologi dan dengan perubahan cepat kompetitor, peraturan serta masyarakat, maka *organizational knowledge* muncul sebagai sumber utama *competitive advantage.*, melalui *sharing knowledge* yakni interaksi dan komunikasi antara individu dan unit bisnis Kemudian hasil studi Galunic & Rodan (2008) mengenai pandangan berbasis sumber daya (*Resouces Based View*) menekankan pada sumber daya berbasis pengetahuan, pengetahuan menjadi komponen penting dalam percaturan ekonomi baru.

Human capital merupakan karakteristik SDM yang ditentukan oleh pengetahuan yang dimiliki yang digunakan untuk menciptakan nilai bagi organisasi (Collin and Clark, 2003) . Chiquan G .(2007) menjelaskan bahwa kapasitas sumber daya manusia (SDM) suatu perusahaan membatasi kesempatan suatu organisasi. Sekelompok orang yang bermotivasi tinggi dan berkeahlian merupakan keunggulan kompetitif karena mewakili sumber daya spesifik perusahaan yang penting, langka

dan sulit ditiru. Perusahaan dengan SDM berkeahlian tinggi dan berpengetahuan mempunyai human kapital lebih tinggi dan lebih mungkin menciptakan pengetahuan, membuat keputusan yang tepat dan mempunyai keinovatifan lebih baik (Hitt et al, 2006).

Kemampuan untuk mengeksploitasi pengetahuan eksternal merupakan komponen penting dari kemampuan berinovasi. Dengan demikian pengetahuan yang terkait sebelum memberikan kemampuan untuk mengenali nilai informasi baru, menyerap dan menerapkan. *sharing knowledge* tentang kebutuhan pelanggan, perubahan pasar, reaksi pesaing dan evaluasi teknologi dapat lebih unggul dari pesaing (Liao :2009). *Sharing knowledge* merupakan perilaku yang dimiliki untuk menyebarkan pengetahuan dengan anggota lain dalam suatu organisasi. Bagaimana untuk berbagi pengetahuan untuk menciptakan *value added* adalah fokus utama dari sebuah organisasi (Liebowitz and Megbulobe : 2005).

Oleh karena itu pembelajaran organisasional bukanlah sekedar jumlah total pengetahuan yang dimiliki individu (Hsu, Carol.dan lawler). Pembelajaran organisasional menekankan pola interaksi antar SDM untuk mencapai tujuan berarti. Pandangan organisasi berbasis pengetahuan dimulai oleh individu dan perusahaan menjadi superior dalam kemampuan mereka mengintegrasikan pengetahuan lintas individu (Kogut & Zander, 1996) Para peneliti menjelaskan bahwa belum terdapat usaha sistematis untuk mengembangkan ukuran valid konstruk pembelajaran organisasional (Hsu, 2007)

Kemudian hasil studi Moch. Ali Shahab (2013) menunjukkan bahwa permasalahan UKM adalah kurangnya inovasi dan adopsi teknologi-teknologi baru,

produk relatif jenuh sehingga kurangnya akses pemasaran ke pasar yang potensial. Hal tersebut disebabkan oleh tidak optimalnya *human capital* dan *sharing knowledge* para entrepreneururship.

1.2. Rumusan Masalah

Berdasarkan latar belakang yang telah uraian di atas, maka rumusan masalah dalam penelitian ini adalah ” *Bagaimana mengembangkan human capital dan sharing knowledge sehingga dapat mewujudkan keunggulan bersaing berkelanjutan UKM di Provinsi Jawa Tengah.* Kemudian pertanyaan penelitian adalah sebagai berikut :

1. Bagaimana pengaruh pembelajaran organisasional (*sharing vision*, kualitas komunikasi dan komitmen) terhadap *sharing knowledge*
2. Bagaimana pengaruh pembelajaran organisasional (*sharing vision*, kualitas komunikasi dan komitmen) terhadap *human capital*
3. Bagaimana pengaruh *sharing knowledge* dan *human capital* terhadap *keunggulan saing berkelanjutan*.

and knowledge sharing towards sustainable competitive advantage, the Squared Multiple Correlations as much as 15.8 %. Both of the Squared Multiple Correlations have low qualification (McClane, 2002).

The Future Research Agenda

Organizational culture is an integrated pattern of human behavior which is related to adjustment problems or the integration of internal and external conditions. Thus, organizational culture takes a role in the development of organizational learning in an attempt to improve the innovative performance. Culture becomes a main variable in the development organizational performance. Thus, the future research about organizational culture in the process of the improvement of sustainable competitive advantages is needed in order to develop the findings about the concept of sustainable competitive advantages. Then, based on the limitation of the third study, that Squared Multiple Correlations have a low qualification, is a black box of an interesting study area.

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