

ABSTRAK

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Peningkatan keunggulan kompetitif di perusahaan harus didukung dengan adanya integrasi sebuah sistem, yang mampu meneruskan informasi, data dan pekerjaan antara satu karyawan dengan yang lain melalui *Transfer knowledge* agar dapat membantu karyawan dalam menerima ilmu pengetahuan dan memiliki kemampuan unggul sesuai perintah kerja perusahaan. Penerapan sebuah teknologi informasi serta sistem data terkomputerisasi secara *real time*, cepat dan akurat yang terintegrasi ERP serta berbasis *System Application and Product* (SAP) telah diterapkan pada PT Semen Indonesia. Maka pemahaman setiap *user* sangat dibutuhkan dalam menunjang hasil penerapan *transfer knowledge* dalam implementasi SAP pada beberapa departemen agar berjalan sesuai rencana.

Penelitian ini memiliki tujuan untuk menganalisis dan menjelaskan pengaruh kapabilitas *personal*, penyerapan pengetahuan dan kompetensi internal konsultan terhadap efektifitas *transfer knowledge* serta *Efektifitas Transfer Knowledge* terhadap kesuksesan SAP. Dengan menggunakan pendekatan kualitatif dan teknik *purposive sampling*, jenis penelitian *survey* ini dilakukan dengan mengambil sampel dari satu populasi melalui teknik pengumpulan data menggunakan kuisioner dan wawancara langsung untuk mencari informasi dari *user* yang terkait sebagai media penelitian. Sampel pada penelitian ini sebanyak 43 responden dari total 96 populasi yang ada, dimana 37 responden laki – laki dan 6 responden perempuan. Selanjutnya dilakukan teknik analisis model dan pengolahan data menggunakan *Structural Equation Modelling* (SEM) berbasis *Partial Least Square* (PLS).

Hasil penelitian ditemukan Kapabilitas Personal sebesar sebesar 0.376 dan penyerapan pengetahuan sebesar 0.388 ternyata berpengaruh namun tidak signifikan terhadap *Efektifitas Transfer Knowledge* hal tersebut dikarenakan beberapa personal *user* perusahaan masih mengalami kesulitan dalam menerima *transfer knowledge* yang diberikan selama proses implementasi SAP, sedangkan Kompetensi Internal Konsultan sebesar 0.000 berpengaruh signifikan terhadap *Efektifitas Transfer Knowledge* dan *Efektifitas Transfer Knowledge* sebesar 0.000 berpengaruh signifikan terhadap kesuksesan SAP pada PT Semen Indonesia.

Kata Kunci : *Transfer Knowledge*, SAP (*System Application and Product*), ERP (*Enterprise Resource Planning*), SEM (*Structural Equation Modelling*), PLS (*Partial Least Square*)

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Increased competitive advantage in the enterprise must be supported by the integration of a system, which is capable of information, data and jobs from one employee to another through the transfer of knowledge in order to assist employees in receiving science and has a superior ability to work according to orders of the company. The implementation of an information technology and computerized data systems in real time, fast and accurate integrated and based ERP System Application and Products (SAP) has been applied to PT Semen Indonesia. So an understanding of each user needed to support the results of the application of knowledge transfer in the implementation of SAP in several departments in order to go according to plan.

This study has the objective to analyze and explain the influence of personal capabilities, absorption of knowledge and competence of the effectiveness of internal consultants transfer knowledge and Effectiveness of Knowledge Transfer to the success of SAP. By using a qualitative approach and purposive sampling technique, type of survey research was conducted by taking a sample of the population through data collection techniques using questionnaires and interviews to seek information from the user associated as media studies. Samples in this study were 43 respondents from a total of 96 populations, of which 37 male respondents - male and 6 female respondents. Furthermore, the model analysis techniques and data processing using Structural Equation Modelling (SEM) based Partial Least Square (PLS).

The research found Capability Personal amounted at 0.376 and absorption of knowledge of 0.388 did not affect the effectiveness of Transfer of Knowledge in this case because some of the personal user companies still have difficulty in accepting the transfer of knowledge given during the implementation of SAP, while Competency Internal Consultant for the 0,000 effect on Effectiveness Effective Knowledge transfer and Knowledge transfer at 0,000 effect on SAP's success in PT Semen Indonesia.

Keywords: Knowledge Transfer, SAP (System Application and Product), ERP (Enterprise Resource Planning), SEM (Structural Equation Modelling) PLS (Partial Least Square).