

## ABSTRACT

In order to apply a knowledge management (KM) in an organization, it is imperative that certain prerequisites must be fulfilled. Implementation and adoption of KM in an organization is not always successful. One of the cause for this is that there is a failure in the organizational readiness. Therefore, it is necessary to analyze the readiness of the organization to implement KM. Organizational readiness for implementing KM processes will determine the success of KM implementation. Readiness of the organization is not only measured by the availability of organizational factors that support the successful implementation of KM but also in the receptive attitude among members of the organization. As the only “Sekolah Tinggi Penyuluh Pertanian” (STPP) accredited "A" for all study programs, STPP Magelang are expected to maintain its competitive advantage by developing the organization through knowledge management.

The purpose of this study is to analyze and to identify the factors that need to be assessed in judging the readiness of KM and the effect of receptive attitude from the members of the organization towards KM implementation using quantitative research methods with survey. The model of readiness assessment was developed from the Jalaldeen KM readiness conceptual model which consist of four variables, namely KM infrastructure, performance expectancy, effort expectancy, and a receptive attitude by inserting variable k-map systems of self-efficacy and systems characteristics from Wang. The evaluation was done with descriptive analysis from of the questionnaire and the Partial Least Square (PLS) method.

The descriptive analysis indicates that the employees of STPP Magelang has a receptive attitude to accept and to implement the processes of KM. Nevertheless, there are still weaknesses in the organizational structure, organizational culture, and information technology infrastructure that need to be addressed by the organization. Another factor that demands an attention is the system characteristics as a process of knowledge documentation in the mind of each employee that has insignifican influence on the effort expectancy. Judging from the level of education, employees paygrade, and duration of service, it can be concluded that the majority of employees that work STPP Magelang has been ready to accept changes in order to conduct the processes of KM implementation.

Keywords -- knowledge management, readiness, receptive attitude, knowledge map

## INTISARI

Penerapan *knowledge management* (KM) dalam sebuah organisasi memerlukan prasyarat tertentu. Implementasi dan pengadopsian KM dalam suatu organisasi belum tentu berhasil dengan baik. Salah satu penyebab ketidakberhasilan implementasi ini adalah kesiapan organisasi. Untuk itu perlu dilakukan analisis terhadap kesiapan dari organisasi untuk menerapkan KM. Kesiapan organisasi untuk menerapkan proses-proses KM akan menentukan keberhasilan implementasi KM. Kesiapan organisasi tidak hanya diukur dari ketersediaan faktor organisasi yang mendukung kesuksesan implementasi KM tetapi harus memperhatikan sikap reseptif anggota organisasi. Sekolah Tinggi Penyuluhan Pertanian (STPP) Magelang sebagai satu-satunya STPP yang terakreditasi “A” untuk semua program studinya diharapkan dapat terus mempertahankan keunggulan kompetitifnya dengan cara menjaga eksistensi organisasi melalui *knowledge management*.

Penelitian ini bertujuan untuk menganalisis dan mengidentifikasi faktor-faktor yang perlu diperhatikan dalam penilaian kesiapan KM serta pengaruhnya terhadap sikap reseptif anggota organisasi terhadap implementasi KM dengan menggunakan metode penelitian kuantitatif dengan pendekatan survei. Model penilaian kesiapan dikembangkan dari model konseptual penilaian kesiapan KM Jalaldeen yang terdiri atas empat variabel, yaitu infrastruktur KM, *performance expectancy*, *effort expectancy*, dan sikap reseptif dengan memasukkan variabel *k-map systems self-efficacy* dan *system characteristics* dari Wang. Evaluasi dilakukan dengan analisis deskriptif hasil kuesioner dan metode *Partial Least Square* (PLS).

Hasil analisis deskriptif mengindikasikan bahwa pegawai STPP Magelang mempunyai sikap reseptif untuk menerima dan melaksanakan proses-proses KM, akan tetapi masih terdapat kelemahan pada struktur organisasi, budaya organisasi, dan infrastruktur Teknologi Informasi yang perlu mendapat perhatian dari organisasi. Faktor lain yang juga harus diperhatikan adalah *system characteristics* sebagai proses pendokumentasian *knowledge* yang tersimpan di pikiran masing-masing pegawai yang belum berpengaruh signifikan terhadap *effort expectancy*. Berdasarkan tingkat pendidikan, golongan pegawai, dan masa kerja mayoritas pegawai STPP Magelang telah siap menerima perubahan untuk melaksanakan proses-proses implementasi KM.

**Kata kunci** -- *knowledge management*, kesiapan, sikap reseptif, *knowledge map*