

ABSTRAK

Penelitian ini berjudul “**Pengelolaan pengetahuan (*knowledge management*) dalam pengambilan keputusan pada situasi krisis: studi perintah penyelamatan diri tsunami di Padang.**” Terdapat dua perihai utama yang melatarbelakangi studi ini: *pertama*, diskursus *explicit* dan *tacit knowledge* sebagai input bagi proses pengambilan keputusan pada situasi bencana. Para penganut paradigma analitik berargumen eksplorasi *explicit knowledge* membuka kemungkinan pencapaian *output* keputusan yang tepat di tengah situasi ketidakpastian, disaat cara kerja *tacit knowledge* distigma atas luarannya yang bias. Di sisi sebaliknya, pengikut aliran naturalistik meyakini kemampuan kognitif, kepakaran, dan pengalaman masa lalu sebagai komponen *tacit knowledge* adalah strategi utama untuk mengeksekusi keputusan secara cepat di tengah situasi berisiko, tatkala prosedur *explicit knowledge* terindikasi tidak fleksibel karena didasarkan sepenuhnya atas pemodelan yang luarannya kerap sulit diinterpretasi oleh aktor keputusan. Perihai *kedua*, mengemukakan gagasan *cultural knowledge* sebagai elemen pengetahuan ketiga yang memberi corak bagi pemrosesan informasi dan pengelolaan pengetahuan organisasi. Pada tataran praktik, kontestasi *explicit vs tacit knowledge* serta peran penting *cultural knowledge* ini mencuat melalui tiga peristiwa bencana yakni gempa 30 September 2009, 11 April 2012, dan 2 Maret 2016 ketika dua institusi pemegang mandat pembuat keputusan perlindungan diri justru menghasilkan rekomendasi-rekomendasi yang berbeda. Berkaca dari sini, permasalahan penelitian yang disarikan adalah: bagaimana proses pengelolaan pengetahuan di instansi penanggulangan kebencanaan di Padang yakni Pusdalops/BPBD Kota Padang dan Pusdalops/BPBD Provinsi Sumatera Barat, serta mengapa informasi dan prosedur pengambilan keputusan yang sama justru menghasilkan *output* yang berbeda bahkan bertolak belakang diantara kedua otoritas dimaksud. Menimbang ragam aktivitas pengambilan keputusan dalam siklus kebencanaan maka penelitian ini difokuskan pada fase kesiapsiagaan sebagai bagian dari aktivitas merencanakan respon terhadap bencana.

Metode kualitatif dengan pendekatan fenomenologi digunakan untuk menggali informasi dalam rangka menemukan jawaban atas pertanyaan-pertanyaan penelitian. Wawancara dilakukan terhadap orang-orang yang berperan dan/atau mengetahui persis perumusan keputusan perlindungan diri pada ketiga peristiwa gempa, diantaranya koordinator manajer dan personel Pusdalops berikut para staf BPBD. Hasil wawancara kemudian ditranskrip dan diproses secara interpretif yang diakhiri dengan menarik benang merah antara bahasa interpretif dan bahasa konseptual guna mendapatkan jawaban teoretis atas pertanyaan penelitian.

Temuan penelitian menunjukkan adanya perbedaan kemandirian dalam proses pengelolaan pengetahuan di BPBD Kota Padang dan Provinsi Sumatera Barat. Sifat otonomi ini secara khusus tergambar dalam rantai pasokan pengetahuan di kedua instansi. Organisasi dengan rantai pasokan pengetahuan yang pendek dan sederhana yang ditandai dengan minimnya peran broker pengetahuan eksternal serta proses akuisisi *explicit* dan *tacit knowledge* yang seimbang cenderung menghasilkan keputusan krisis yang cepat dan tepat. Temuan ini sekaligus menjadi pembuka jalan bagi promosi konsep *knowledge creating bureaucracy* sebagai varian dari *knowledge creating company*. Birokrasi penanganan bencana dengan strotip infleksibel dan struktur konvensional ternyata berpotensi menciptakan inovasi dalam menangani peristiwa krisis melalui siklus interaksi, akulturasi, dan eksternalisasi yang menyeimbangkan kontribusi *explicit* serta *tacit knowledge* dengan basis *cultural knowledge*.

Kata kunci: broker pengetahuan; *cultural knowledge*; *knowledge creating bureaucracy*; pengetahuan tangan pertama; rantai pasokan pengetahuan.

ABSTRACT

This research is titled “**Knowledge management in decision making during a crisis: a study of tsunami life-saving instruction in Padang City.**” There are two main backgrounds of the study: **first**, explicit discourses and tacit knowledge as inputs for decision-making process in natural disasters. Analytical paradigm theorists argue that exploring explicit knowledge opens up the possibilities of reaching effective decisive output amidst uncertain situations, when tacit knowledge means is stigmatized as having bias outputs. On the other hand, Naturalistic theorists believe that cognitive knowledge, expertise, and past experience as tacit knowledge components are the main strategy to execute decisions quickly in risky situations, when explicit knowledge procedure is considered inflexible due to the basis of modelling whose outputs are often hard to be interpreted by decision makers. The **second** background is the emergence of cultural knowledge as the third knowledge element that gives nuances for information processing and organizational knowledge management. In practical terms, the contestation between explicit and tacit knowledge as well as the important role of cultural knowledge emerge through three events of natural disasters, which are the earthquakes on September 30, 2009, April 11, 2012, and March 2, 2016, when two institutions that hold a mandate to make decision on saving life ended up creating different recommendations. Reflecting on these events, this research addresses the problem of how knowledge management is processed in disaster management agencies located in Padang City, including Emergency Operating Center (Pusdalops)/Regional Agency for Disaster Management (BPBD) of Padang Municipal Administration and West Sumatra Province, and why the same information and decision making procedures resulted it different, even contradictory, output between the two authorities. Considering the various activities in decision making in disaster sequences, this research is focused on the preparedness phase as a part of activities to plan responses towards natural disasters.

This research used qualitative method with phenomenological approach to gather information in finding answers to the research questions. Interviews were conducted to people involved in or who know precisely the decision-making process on saving life in the three earthquakes. The informants, among others, are manager coordinator and personnel of Pusdalops and BPBD staff. Interviews were then transcribed and processed interpretively and ended by tracing connections between interpretive and conceptual languages to get theoretical answers for the research questions.

Research result shows that there is a difference between BPBD of Padang City and West Sumatra Province in self-sufficiency in knowledge management process. This autonomy is specifically described in knowledge supply chain (KSC) in both agencies. The organisation with shorter and simpler KSC, indicated by the minimum role of external knowledge brokers, explicit acquisition process, and balanced tacit knowledge tend to create fast and effective crisis decision. This finding is becoming an opening path for promoting the concept of knowledge creating bureaucracy as a variant of knowledge creating company. Disaster management bureaucracy, which is stereotyped inflexible and conventionally structured happens to potentially create innovation in handling crisis through interaction sequences, acculturation, and externalization that balance the contribution of explicit and tacit knowledge with basis cultural knowledge.

Keywords: knowledge broker; cultural knowledge; first-hand knowledge; knowledge creating bureaucracy; knowledge supply chain.