

SIMULACRA OF KNOWLEDGE CREATION AND TALENT MANAGEMENT: OBSTACLES IN THE COMPLEXITY OF POSTMODERN CULTURE

Muhammad Haidar Fikri Kurniali^{1*} Chalimah²

Department of Management, Faculty of Economics and Business, Universitas Pekalongan, Pekalongan, 51111, Indonesia

ABSTRACT

In the postmodern era, society is synonymous with sign consumption. This consumption of signs eventually blurs reality into hyperreality. The belief in hyperreality ultimately forces people to live in simulation, or simulacra. This research aims to provide in-depth insight into contemporary cultural barriers to talent management and knowledge creation. This research uses qualitative methods with data collection techniques in the form of documentation studies. Data were analyzed using an interactive data analysis model involving data condensation, data presentation, and conclusion drawing. The results show that the process of knowledge creation and talent management in the complexity of postmodern culture is not far from the process of signifiers and signs. The pattern of interpreting explicit knowledge in knowledge creation is a crucial point in talent management. Excessive consumption of signs rather than the essence itself threatens the stability of talents in developing or maintaining their talents.

ARTICLE INFO

Keywords:
Knowledge creation,
talent management,
postmodern, sign,
simulacra

* Corresponding Author at Department of Management, Faculty of Economics and Business, Universitas Pekalongan, Jl. Sriwijaya No. 3 Kota Pekalongan, 51111, Indonesia
E-mail address: haidar.kurniali@gmail.com (author#1), chalimah@unikal.ac.id (author2)

1. Introduction

According to Nonaka (1994: 15-19), knowledge creation is the process of creating new knowledge in the organization as a form of knowledge exchange between organizational members. Knowledge creation is part of knowledge management. There are four patterns of interaction, including tacit knowledge and explicit knowledge. Knowledge must go through a knowledge spiral process (Figure 1).

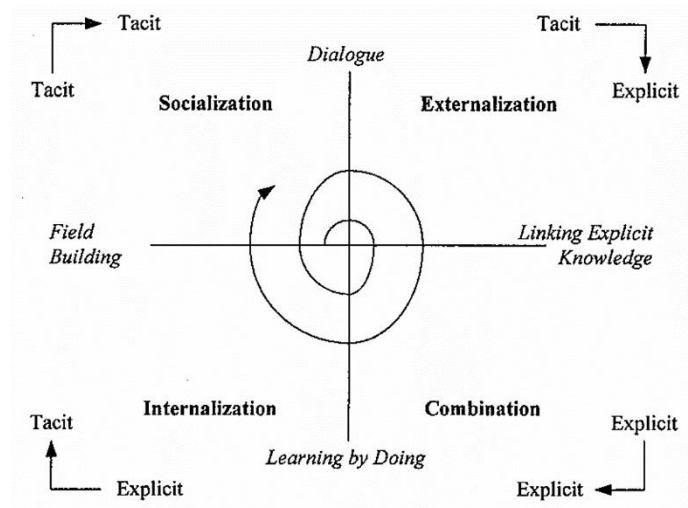


Figure 1. Knowledge Spiral

In the knowledge spiral, there are several stages of the process. The first is the externalization process, which is the conversion of tacit knowledge into explicit knowledge. The second is the combination process, which develops existing explicit knowledge into more useful explicit knowledge. The third is the internalization process, which is the process of converting explicit knowledge into inspiration for tacit knowledge or simply learning by doing. By referring to existing references, a new understanding can emerge that is not obtained from these references. The fourth is the socialization process, the process of converting tacit knowledge to other tacit knowledge (Wahono, 2012). Leadership has a role in the knowledge creation process. According to Bryant (2003: 34-37), a leader has control over the organization so that they understand the urgency of providing encouragement for their members to create new knowledge. Leaders can provide comfort for their members to share knowledge so that the organization has a competitive advantage (Prasetyawan and Wardhana, 2017).

In the 20th century, business leaders gave opinions about three important assets in business competition, including capital, products and labor. However, labor is the most valuable asset among the three (Susilo and Hanna, 2018). One of the scientific branches that study labor is HR management as a set of knowledge about how to manage human resources (Ayuningtyas and Rachmawati, 2017). Talent management is part of HR management, talent management can be a comprehensive strategic approach in identifying, evaluating, developing and allocating the best human resources in achieving organizational performance (Susilo and Hanna, 2018). Talent can affect current or future organizational growth (Ayuningtyas and Rachmawati, 2017). The knowledge creation process often results in demand for new skills and knowledge that are not available in the organization. So that it can affect talent recruitment and development strategies. Challenges in managing talent

management include the generation gap in the organization, cultural barriers and cultural competence.

One school of thought that is closely related to contemporary culture is postmodernism. Postmodernism is a movement and ideology that developed out of criticism of modernism at the end of the 20th century. Postmodernism does not stand alone as a single theory, but is formed from various theories, making it difficult to find a single point of convergence. Various figures interpret postmodernism as a continuation of modernism, but with various interpretations. For Lyotard and Geldner, it is a total break from modernism. For Derrida, Foucault and Baudrillard, postmodernism is a radical form of modernity that cannot survive because of the difficulty of homogenizing theory. The term postmodernism first appeared in 1930 in the field of art by Federico de Onis to indicate a reaction to modernism (Sugiharto, 1996). Baudrillard also described postmodern as a situation when life has been restrained by high levels of technology. Postmodernism rejects the strict separation between aspects of cultural life such as literature, music and media. Postmodernism also criticizes mass culture because it can affect individual and collective identity. According to postmoderns, culture cannot be viewed singularly but is shaped by many different factors.

Postmodern society is synonymous with sign consumption. Simulation uses sign mechanisms to create false representations. Simulation cloaks the building of representation as simulacra or simulacrum. While dissimulation means negating the existent, simulation means creating the absent, it does not mean pretending, simulation has a more complicated definition than that. "Anyone who pretends to be sick can easily stay in bed and make everyone believe that he is sick. Anyone who simulates illness produces some symptoms in themselves" says Littré. Pretending still leaves a clear reality, just masked, but simulation threatens the distinction between "true" and "false", "real" and "imaginary", because if a symptom can be "produced", and can no longer be considered a fact of nature, then every disease is considered simulatable and simulated, so medicine loses its meaning because it only knows how to treat "real" diseases according to how it treats them for their objective purposes (Baudrillard, 1998). The existing simulation will lead society into a state of hyperreality or a state where reality and fantasy are no longer distinguishable.

As explained, knowledge creation is the process of creating knowledge through the process of externalization, combination, internalization and socialization. New knowledge that is not available must be accommodated through talent management. But in reality, talent management often faces challenges that are cultural in nature. One school of thought that is closely related to contemporary culture is postmodernism. This school of thought focuses on the consumption of signs that is identical to postmodern society, this pattern of sign consumption can affect the process of knowledge creation, talent management or even create simulation among others due to the

hyperreality that occurs. Therefore, it is interesting to examine how hyperreality in simulacra affects the process of knowledge creation and talent management in the complexity of postmodern culture?

2. Method, Data, and Analysis

In this study, researchers used qualitative methods to gain a deep understanding of the phenomenon under study. According to Hendryadi et al (2019: 218), qualitative research is a naturalistic inquiry process and aims to gain a deep understanding of social phenomena in a natural way. The qualitative approach was chosen because it allows researchers to explore the complexity and uniqueness of the situation under study holistically, taking into account the context and perspectives of the participants. This method allows researchers to obtain rich, descriptive data, and provides room for interpretation.

The data collection technique used in this research is documentation study. Sugiyono (2018: 476) states that documentation is a method used to collect data and information in the form of books, articles, archives, documents, writings, numbers, and images, which consist of reports and information that support research. The documentation study involves an in-depth analysis of related documents, such as reports, notes, articles, and other literature relevant to the research topic. Through documentation studies, researchers can gather important information, understand the historical context, and identify patterns or trends relevant to the research. This technique allows researchers to access previously available data and provides a rich perspective on the phenomenon under study.

After the data is collected through the documentation study, the researcher will use the interactive data analysis model developed by Miles, Huberman, and Saldana (2014: 12-14). This model involves three main components, namely data condensation, data display, and conclusions drawing. Data condensation involves the process of selecting, simplifying, and transforming raw data obtained from documentation studies. Data presentation involves organizing and presenting data in a simpler and easier-to-understand form, such as charts, graphs, or matrices. Finally, conclusion drawing involves the process of interpreting and giving meaning to the data that has been presented, taking into account emerging patterns, themes and relationships.

3. Result and Discussion

3.1. Knowledge Creation dan Talent Management

Knowledge creation is part of knowledge management. The essence of knowledge management is to create a comfortable learning environment so that employees are encouraged to learn, utilize existing knowledge and share new knowledge. Knowledge management is believed to be one of the factors of organizational success. First, because the economy that is now developing refers to the era of the knowledge economy. Organizational competitiveness is more determined by the level of institutionalized knowledge. Human capital is a crucial sector to increase organizational

productivity and provide a characteristic that cannot be imitated by other organizations. Second, knowledge management is not just information management, but a progressive logic, meaning that it will be influenced by the quality of the work environment. Third, knowledge management is believed to be a form of integration and culmination of various organizational methods. (Herawati, 2008).

Knowledge and talent management are implemented through a cross-relational integration mechanism, which means integrating organizational variables and human resources into socio-technical forms effectively (Herawati, 2008). Talent management is the process of maintaining productivity, developing and motivating employees to create high performance. As an effort to continue the organization, knowledge management is needed as the management and processing and transfer of knowledge as a form of new knowledge creation (Justitiano, 2022).

3.2. Barriers in the Complexity of Postmodern Culture

3.2.1. Consumption Society

The society of consumption is a further argument from The System of Objects because it is concerned with the relationship between objects and consumers and the larger consumption trends that govern the era of object obsession. Consumption has become a conspicuous activity, shaped by the multiplication of objects, services and material goods. In this age, humans are no longer surrounded by other humans, but objects. "Objects" here are not only inanimate 'things', but also people. As we saw in The System of Objects, the distinction between people and objects has become so transparent that the two have become indistinguishable.

Signs in a society of consumption serve to take form Presence and absence occur simultaneously in the construction of signs, and this leaves us "covered by signs, in apparent denial". Media is perceived as a dizzying vortex of reality. Media is the main distributor of sign presence. Media becomes "a place where nothing happens". Consumers are left to consume media emptiness. The media responds to their indifference by continuing to reproduce signs.

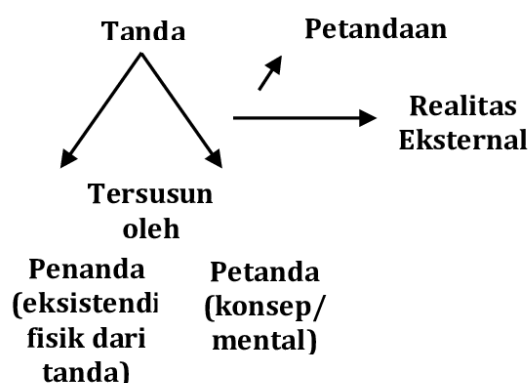
The consumption society gets a deeper argumentation on the analysis of a movie *The Student of Prague*, which tells the story of an ambitious student in love. One day a demon comes to the student offering a pile of gold in exchange for the student's mirror image. In order to win the affection of his crush, he took the gold and at that moment the devil peeled the student's reflection from the mirror. After that the student could no longer see his reflection in the mirror, uncomfortable but not too troublesome. However, one day he saw his mirror image walking on the streets of Prague, out of fear he tried to avoid his reflection. But his reflection kept appearing until finally the student chose to kill his reflection with a firearm. He happened to meet his reflection right at the place where he sold his reflection and shot him, killing him. However, after killing him he fell to the ground: "because, by killing his image, he killed himself". The mirror image symbolically

represents the meaning of our actions, building our image. The transparency of our relationship with the world is well illustrated by the individual's undisturbed relationship with his reflection in the mirror. However, symbolically if the image is lost, the world becomes opaque and we have no perspective of ourselves. This applies not only to the individual, but also to society as a whole. This consumption society is related to Simulacra and Simulation which discusses the role of images in the consumption society and the way reality is mediated by these images. The concept is termed as "hyperreal" (Baudrillard, 1998).

3.1.1. Hiperrealitas dan Simulakra

Today's simulations have escalated to the point where they structure our understanding of reality, this is referred to as the "hyperreal" which is a representation that is so realistic that it cannot be distinguished as a representation, but is treated as reality. For example, a person who is "really" sick may just lie in bed without showing any symptoms, while a person who is pretending deliberately shows symptoms that will be diagnosed by a doctor. What can we do about a person who truly believes himself to be sick or has been convinced of his illness, or a person whose symptoms disappear after being given a placebo? Is there a difference?

There are four phases of the sign order: (1) reflection (a sign that is a true copy), (2) mask (a sign that is a distorted copy), (3) illusion (which pretends to be a true copy), and (4) pure simulacrum (which has nothing to do with reality at all). Simulacra has three orders: (1) natural (based on image, imitation, and forgery, aiming for optimistic ideals); (2) productive (based on labor and power, realized by machines, aiming for development); and (3) simulation (based on information, models, cybernetic games, aiming for total control) (Baudrillard, 1983).



Gambar 2. Struktur Tanda Saussure

In understanding hyperreality, it is most appropriate to look at it using the sign structure. This is because the emergence of hyperreality is due to the consumption of signs that have exceeded reality. One of the sign structures in semiotics is Ferdinand de Saussure's sign structure. The sign does not stand alone but is conveyed by the signifier. The signifier or the signified includes the sign itself.

The process of signifier and signified will produce external reality (Pangestu et al, 2021). The signifier is a visible element while the sign is the concept, meaning and essence of the object (Khaerunnisa and Tanti, 2022). *Knowledge Creation* builds on tacit knowledge to become explicit knowledge, this process involves signifiers and signs. Likewise, talent management that is adapted to knowledge creation will inevitably go through the same process. This sign process will later obscure the essence of the knowledge and will affect the talent management process. For example, explicit knowledge about the routine of working 8 hours a day without being late will become a model employee. The essence of working 8 hours a day, which is actually related to performance, has finally shifted its meaning to become a place to transfer predicates. This can be considered positive as a motivation for employees but basically the sign consumed by employees is “will become a model employee if you work 8 hours a day without being late” can have a negative effect on performance because the essence has shifted and becomes a crucial turning point if you do not get the title of a model employee.

4. Conclusion and Suggestion

In the postmodern era, hyperreality has blurred reality. Simulation has become a daily habitual pattern of society. This is due to the synonymous of postmodern society with sign consumption. Sign consumption has touched various elements of life, one of which is the organizational element. The pattern of sign consumption in knowledge is a challenge to be managed. One of the obstacles of talent management is culture, considering that in contemporary postmodernist culture, society has become synonymous with sign consumption. Essence is no longer a consideration, but meaning. This will disrupt the stability of talent if explicit knowledge in knowledge creation is interpreted through signs.

Reference

Journal

- Octavia, H. V., & Susilo, H. (2018). Pengaruh manajemen talenta terhadap kinerja karyawan. *Jurnal Administrasi Bisnis*, 60 (2), 186, 191.
- Rachmadinata, N. S., & Ayuningtias, H. G. (2017). Pengaruh manajemen talenta terhadap kinerja karyawan Lintasarta kota Jakarta. *Jurnal Manajemen Indonesia*, 17(3), 197-204.
- Sitompul, A. L., Patriansyah, M., & Pangestu, R. (2021). Analisis Poster Video Klip Lathi: Kajian Semiotika Ferdinand De Saussure. *Besaung: Jurnal Seni Desain dan Budaya*, 6(1).
- Sugiharto, I. (2014). *Postmodernisme: tantangan bagi filsafat*. Yayasan Kanisius.
- Tanti, S. (2022). Petanda Pada Cerpen Anak "Ke Hutan" Karya Yosep Rustandi Pendekatan Semiotik: Ferdinand De Saussure. *METAMORFOSIS Jurnal Bahasa, Sastra Indonesia dan Pengajarannya*, 15(1), 19-25.
- Wahono, R. S. (2012). MENGHIDUPKAN PENGETAHUAN, SUDAHKAH KITA LAKUKAN?. *BACA: Jurnal Dokumentasi dan Informasi*, 28(2), 88-94.
- Wardhana, R. A. P., & Prasetyawan, Y. Y. (2017). ANALISIS KNOWLEDGE CREATION PENGELOLA PERPUSTAKAAN DAN ARSIP DAERAH KOTA SALATIGA. *Jurnal Ilmu Perpustakaan*, 6(1), 391-400.

Thesis

Justitian, A. A. R. (2022). *ANALISIS TALENT MANAGEMENT DAN SOCIAL CAPITAL TERHADAP KNOWLEDGE CREATION DAN KINERJA INOVASI* (Doctoral dissertation, UNIVERSITAS ISLAM SULTAN AGUNG SEMARANG).

Herawati, A. R. (2008). Knowledge dan talent management dalam meningkatkan kinerja organisasi publik. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu dan Praktek Administrasi*, 5(1), 01-01.

Books

Baudrillard, J. (1998). Jean baudrillard. Simulacra and simulations. *Jean Baudrillard, selected writings*.

Baudrillard, J. (1983). *Simulations*. New York: Semiotext(E), Cop.

Baudrillard, J. (1998). *The Consumer Society : Myths and Structures*. London: Sage.

Hendryadi, Tricahyadinata, I., & Zannati, R. (2019). *Metode Penelitian: Pedoman Penelitian Bisnis dan Akademik*. Jakarta: Lembaga Pengembangan Manajemen dan Publikasi Imperium (LPMP Imperium).

Miles, M.B, Huberman, A.M, & Saldana, J. (2014). *Qualitative Data Analysis, A Methods Sourcebook*, Edition 3. USA: Sage Publications. Terjemahan Tjetjep Rohindi Rohidi, UI-Press.

Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.