Indonesian Government Knowledge Management Model: A Theoretical Model

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ABSTRACT

Knowledge management is a strategic issue that is usually used for strategic planning of organizational development in order to reach organization competitiveness and retaining organization knowledge. It has also become a trend in Governmental institution for implementing knowledge management align with the regulation. Internal employee rotation, promotion mutation and open bidding program among government institution take part of this loosing knowledge. Knowledge management model is set of knowledge process that encourage knowledge management initiative can enhance organizational objectives. Therefore it is needed to determine the suitable knowledge management model for the government, because the necessity of this model to accomplish some issues above. This research conducted a literature review and previous study analysis to build a theoretical model of Indonesian government knowledge management. Classification, categorization and elaboration analysis are used for construct a new theoretical model. Indonesian knowledge management model consists of two stages defining organizational strategy that delivering organizational strategy and knowledge management strategy stages which is consist of five elements, there are organization culture, critical success factor of knowledge management, SWOT analysis, organization KM process and organization knowledge map.

KEYWORDS

Knowledge, Knowledge Management Mapping, Knowledge Management Model, Knowledge Management Process, Knowledge Management Strategy

INTRODUCTION

Knowledge management (KM) is set activities of discovering, capturing, sharing and applying knowledge for increase knowledge with effective budget in order to achieve organization objectives (Bercerra-Fernandez & Sabherwal, 2004; Jasimuddin, Klein, & Connell, 2005). Otherwise (Turban, Aronson, & Liang, 2005) claimed that knowledge management process can be used for problem solving, strategic planning and decision making. It also can enhance organizational intellectual capital which is contains of human capital, structure capital and organizational capital.

Some previous study states knowledge as one of human capital element, which is a basis of individual experiences and skills (Anne-lise & Nathalie, 2011; Baron & Armstrong, 2007; Boroujerdi, Siadat, Hoveida, & Khani, 2014).
Therefore knowledge management concept become trends in organizational management development program, because in this new management era, managing knowledge as an intangible asset is very important. Some organization which is aware of their knowledge starts to think about it seriously. Align with (Dalkir, 2005), which is said that knowledge management can keep losing organizational knowledge, because this concept are used for combine data, information and knowledge both explicit and tacit knowledge.

Nowadays, government start to open mind about knowledge management concept since new regulation of civil servant which changes management concept of civil servant become states apparatus management based merit system. It makes greater opportunities to manage the state apparatus become a professional based on their qualification, competency and performance align with their organizational objectives.

In line with KM theory, implementation of knowledge management in organization has some challenges and success factor thus we need to determine knowledge management model that suitable for the organization. Knowledge management model can unify knowledge management strategy and organization business process strategy in order to reach organizations goals. Currently, there is no government knowledge management model for Indonesia, whereas it really urgent to overcome some challenges above.

Some researchers have discus and explain about knowledge management model with many perspective and approach, they differentiate their model by the purpose, function, approach and stage of activities. And some of them there is a commonality in the model element. Each model also has limitation, therefore it need to be further analyze in order to break the challenges of developing new model.

This research will explain about how to build knowledge management model for government in Indonesia, which knowledge management model is suitable for government culture. In literature review some types of knowledge management models would be explain, discuss and categorize. All of knowledge management element model were combine to develop theoretical knowledge management model for government.

KNOWLEDGE MANAGEMENT MODELS

Knowledge management model is known as coherent process knowledge that very important for knowledge management initiative in order to achieve an organization’s strategic goals. As usually knowledge management model have been reviewed, criticize, discussed among expert, academic and researcher based on some literature review (Jasimuddin, Connell, & Klein, (2012). Some of them also has been implemented and field trials (Dalkir, 2005). The following are discussed some KM model which is related in developing new model for government KM model based on theory and previous studies.

NONAKA and TAEKUCHI Knowledge Spiral Model

(Nonaka & Taekuchi, 1995) approach integrates organizational culture and epistemologies in order to create a new knowledge. This model focus in knowledge transformation between tacit and explicit knowledge (Chitto, Nowbutsing, & R.Ramchurn, 2010; Cristea & Capatina, 2009; Curado & Bontis, 2011; Dalkir, 2005; Haslinda & Sarinah, 2009) as shown in Figure 1.

Knowledge spiral in Figure 2 is a knowledge flow continuous activities as a conversion of individual, community and organization (Chitto et al., 2010; Cristea & Capatina, 2009; Curado & Bontis, 2011; Dalkir, 2005; Haslinda & Sarinah, 2009)
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