Knowledge Management: Sustainable Human Resource Development in Public Sector Organizations

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ABSTRACT

Knowledge management in public sector organizations is needed to improve the quality of human resources and the quality of public services. This paper aims to explain the main principles and strategies for developing sustainable management of knowledge in order to improve the quality of human resources in public sector organizations. The method used is descriptive method, which describes the strategy of developing sustainable management of knowledge from various literatures related to human resource development. The results of the literature review show that knowledge management needs to be applied and developed sustainably in every public sector organization. The quality of human resources can be improved through structured knowledge management, as well as public services can increase in line with the increase in the ability or competence of human resources for their work. Human resource governance plays an important role in building a culture of public sector organizations based on knowledge (knowledge culture). Knowledge management can be a solution to reduce the stigma of public sector organizations that are generally rigid, slow, and complicated.

Keywords: knowledge management; public sector organizations; human Resource Development

INTRODUCTION

The development of science and technology is currently very rapid, innovation continues to be created to meet human needs that continue to increase and increasingly diverse. The process of innovation and renewal in its development requires facilities or activities to facilitate each individual or member of a bureaucracy to be able to convey ideas and ideas (Farida, 2017; Isma et al., 2017; Saggaf et al., 2014). Setiarso et al., (2009) provides a perspective that knowledge development facilities within an organization are stored more in the minds or memories of their employees, followed by paper documents and electronic devices. Development of employee thought needs to be given a good space or means so that thought can be communicated to others as a transfer of knowledge. This effort will encourage the birth of new ideas or ideas to create new products and systems and can also make improvements to the old product or system (Setiarso, 2009). One of the activities that can be done by the bureaucracy in developing knowledge facilities is through knowledge management. In this paper, the author continues to use the original term, namely knowledge management, to avoid the reader's biased cognition of the meaning contained in this paper.

Knowledge management, in the management of human resources (HR), is commonly applied to private sector organizations (business sector) that require rapid adaptation to the business environment and consumer behaviour (Verbeeten, 2008). In the business sector, knowledge management is very important to ensure that organizations are able to adapt to an

ever changing environment (market and consumer behavior). According to Wasistiono et al., (2009), in public sector organizations, human resource management is very important to provide education and apply information owned by each individual to improve public services. Wasistiono (2009) mentions the differences in the application of knowledge management in HR management in public sector organizations are different in the final goal with private sector organizations. If public sector organizations aim to maximize public services, then private sector organizations aim to maximize profits. The application of knowledge management in public sector organizations is intended as an effort to facilitate the process of collecting, storing, creating, and sharing knowledge, this effort will also close the knowledge gap between one employee and another (Indonesian Ministry of National Development Planning, 2015). Furthermore, knowledge management, in the management of human resources, can also improve the ability of organizations to manage intellectual assets, knowledge, and experience that is available to every employee (Indonesian Ministry of National Development Planning, 2015). Currently in Indonesia, knowledge management, in the management of human resources, has penetrated various public organizations, such as the Directorate General of Customs and Excise, Ministry of Finance (Choirunsyah & Heryanto, 2019), General Election Commission (Maidihani, 2018), Higher Education (Murfi, 2018), Directorate General of Tax, Ministry of Finance (Budiyanto, 2018).

The implementation of knowledge management in public organizations in Indonesia to date has not been massive and efficient, although the guidelines for the implementation of knowledge management programs by the Minister of State Apparatus Empowerment and Bureaucratic Reform have been issued in 2011. In addition, the application of knowledge management in HR management in public sector organizations is also has not touched on non-business government institutions, such as state institutions (presidential institutions, the House of Representatives (DPR), the Regional Representative Council (DPD), the People's Consultative Assembly (MPR), the Supreme Audit Board (BPK), the Supreme Court (MA), the Supreme Court The Constitution (MK)) and provincial / district / city regional government, even though it is already in the ministry's ministry (Ministry of Finance) and other government institutions (KPU, Higher Education). Optimization of knowledge management is still at the level of the National Bureaucratic Reform Management Unit (UPRBN) in managing the knowledge management forum which can be used as a transfer of useful knowledge, both in the formulation of national bureaucratic reform policies and also as a benchmarking for ministries / institutions and local governments (Indonesian Ministry of National Development Planning, 2015).

Ideally, the application of knowledge management can be applied to all or some state / government institutions that manage knowledge in the form of innovation or regulation. Knowledge management here is needed so that the organization is able to carry out its functions effectively and there is no knowledge gap in every element of the organization.

Previous research was conducted by Verbeeten (2008) who examined the impact of the application of knowlege management on government performance in the Netherlands. The research was conducted at the central government, regional government, and other public sector organizations. Verbeeten's research results (2008) show that knowlege management variables, such as clear and measurable employee work objectives (SKP), and employee incentives --- such as performance benefits or additional civil servant income ---, are proven to affect performance. This indication indicates that knowledge management is very necessary for public

sector organizations to improve the performance of the apparatus. Another study was conducted by Rahutami and Budiprasetyo (2003), namely the role of organizational culture and individual knowledge management on the readiness of organizations and the Semarang City Government apparatus in implementing decentralization. Previous research conducted by Rahutami at the Semarang City Government Regional Secretariat showed that there were striking gaps in the organizational culture variable between the desired conditions and reality, as well as there were striking gaps in the individual knowledge variable between the desired conditions and reality, and there were differences in perception of reality between individual knowledge variables with organizational culture. This research indicates that knowlege management is very important for the state apparatus in providing a comprehensive understanding of new regulations and policies so that they can be optimal in providing public services.

Based on these conditions, public sector organizations must of course continue to align themselves with the development needs of society and science. A fundamental effort in this transformation is learning or increasing knowledge for HR in existing public sector organizations. The development of knowlege management in organizations is a determining factor in the existence of an organization. Knowledge and learning are two things that are a necessity needed in every change or development environment. This paper will discuss how the right concept in building management knowlege in public sector organizations.

RESULT AND DISCUSSION

In 1974 the terminology of knowledge management was first introduced by Henry who revealed that there are differences in meaning in each experience gained by a member of the organization. On the other hand, Henry argues that there is also a transition from data, information, to knowledge in an organization (Wallace, 2007). Furthermore, knowledge in an organization can be divided into two, namely, first, tacit knowledge is knowledge in the form of know-how, based on one's experience, abilities, and understanding of a problem that has been encountered in the production and management of the organization. Second, explicit knowledge is written, archived, scattered, both print and digital knowledge, and can be a learning material (reference) for others (Verbeteen, 2008). Management of explicit knowledge is easier because it has been printed in the form of written or recorded narratives, both in the form of books, websites, or other documentation and stored in the organization and can be understood by anyone inside or outside the organization. Another case with tacit knowledge management, is relatively more difficult, because it is still stored in the minds of some people in the organization so that it requires good knowledge management (Akib, 2011; Wallace, 2007).

Knowledge management in improving the quality of HR is widely applied to business organizations as a management that is integrated with HR management where employees are expected to have knowledge that is appropriate to their work. Smith in Wallace (2007) states that knowledge management in HR management is the management of resources to be able to capture, store, disseminate, and use the knowledge possessed by the organization to make the organization better over time. While Dermol et al. (2013) put forward the definition of knowledge management as "*...taken as tools, techniques, and strategies to retain, analize, organize, improve, and share business expertise.*" According to Liebowitz (1999), there are three basic processes in implementing knowledge management, namely: (1) knowledge

creation), (2) knowledge sharing, and (3) knowledge implementing. Simply put knowledge is created from experience gained by senior employees, both through education and other literacy learning. This creation can be in the form of documents or narratives, then shared with fellow employees and applied as a new innovation.

HR governance plays an important role in building a knowledge-based culture of public sector organizations. In this connection, the role of HR governance can add values through the knowledge culture formed in public sector organizations. According to Holbeche (2014), these values are created from:

1. Establishing the right structure through a process of developing good knowledge and balanced HR management in each department within a public organization.
2. Development of facilitative leadership that accommodates every organizational problem.
3. Building information technology infrastructure in accordance with the needs of the organization and the community in accordance with HR capabilities.
4. Fostering relationships with suppliers and consumers in business organizations, while in public organizations fostering good relations with the community and between institutions / agencies.

Classically, governance of public sector HR has become an important part of any bureaucratic reform effort in providing services for meeting the needs and accommodation of various interests and public welfare. The most frequently heard issue is the mismatch between the ability of the existing apparatus with the development of science and technology and the needs of society. Miwa & Ramseyer (2003) notes that HR governance in public organizations is *"(1) ...in filling offices, it is the right of the people to have the worthiest citizens in the public service fo the general welfare, ...of character and capacity which qualify him for such service; dan (2) the ability, attaintments, and character requisite for the fit discharge of official duties of any kind, – in other words, the personal merits of the candidate – are themselves the highest claim upon an office"*. According to Eugene, the success of bureaucratic reform can be started from the seriousness of the bureaucracy itself in managing its human resources and knowledge management. Therefore, it is time for the bureaucracy in Indonesia to no longer compromise in recruiting, selecting, and placing jobs or positions for staff and officials, evaluating performance, rotation and mutation, so as to build individual capacity, character and competence.

The main principles underlying the development of knowledge management in HR in public sector organizations are as follows:

1. The format of digital knowledge is more easily stored on intranet networks and the maintenance process is more efficient so that it is easily spread.
2. Each apparatus has the same responsibilities, obligations, and access rights to knowledge that is in accordance with their interests.
3. Knowledge management based on a dynamic interface that allows for the formation of a culture of sharing knowledge. Likewise with the ease of access to knowledge in various structural layers as a supporter that facilitates the process of forming a culture of knowledge transfer done.
4. Working in groups (teamwork) encourages everyone to work together better with others to complete the task that is being done.

5. Eliminating or reducing bureaucratic barriers. This is so the leader and the apparatus under him can work together synergistically. It is also possible through this system, the leader can give examples or models of various knowledge or information to all apparatuses.

Based on the explanation above, it is important to continue to develop HR management in line with knowledge management. Knowledge creation activities are divided into 4 variations of activities, namely: socialization, externalization, combination, and internalization, as follows:

a. The socialization process can be carried out through informal talks that are routinely carried out within the agency. This discussion is about discussion of best practices exchange among employees, observing problems and feedback, dialogue with stakeholders, and other institutions' experiences. This process is the easiest method of transferring knowledge. In the management of knowledge management, special assignments are needed to build certain knowledge on employees so that each employee has a high standard and in accordance with their work. This socialization process can also be carried out by employees who have attended training or training. Employees can share knowledge or information obtained from education and training with other employees by sharing knowledge.

b. The externalization process is done by documenting minutes of the meeting or the results of the discussion (which is an explicit form of knowledge that is created during the meeting / outreach). According to Setiarso (2009), documenting the results of a good transfer of knowledge is very much needed a special repository as well as an ongoing learning process to realize the results of the transfer of knowledge in the form of written concepts or systems that will be easily understood by others who read it or can be reused if necessary or can also be published to those who have an interest. In the concept of modernity, this process can be carried out by producing publications in the form of articles or summaries that can be distributed to other employees to be studied.

c. The combination process is carried out by compiling a knowledge management system based on the topic, applying the concepts in the mission, and operating the concepts in the management function. The combination process is a change of knowledge from explicit knowledge, by exchanging work documents between employees. This combination process can not only be done by exchanging working documents, but it can also be done by combining different explicit knowledge and then compiled into a knowledge management system. According to Setiarso (2009), the combination process can be mediated through an intranet (discussion forum), organizational database, and internet (to obtain external sources). Data that has been stored in the system (data warehouse), such as regional, financial, operational, and strategic conditions data analysis, such as making work indicators, are analyzed and then entered into a knowledge management system that can be accessed by other employees with rules certain. This rule is based on divisions or departments that are directly related.

d. The internalization process is a change from explicit knowledge to tacit knowledge that can be done by gaining knowledge or information through the intranet, internet, or mass media (newspapers, magazines, publications, etc.). According to Setiarso (2009), to be able to support the internalization process, a system or document search and retrieval tool is needed.

Content management in addition to supporting the combination process, can also facilitate this internalization process. Because the trigger in this process is the application of "learning by doing". Setiarso (2009) also explains if written lessons or explicit knowledge obtained through education and training can be a source of knowledge for employees.

From various studies on bureaucracy that have been conducted so far, it has produced many achievements, especially in the field of HR management. The main focus of improvement in HR is proven to be able to improve the efficiency and effectiveness of public services. Changes in the environment should be followed by changes in the quality of the apparatus and the system and paradigm in staffing the organization / bureaucracy. Verbeteen (2008) describes the behavior of bureaucrats to carefully place the learning problem in it. Bureaucracy is generally very resistant to innovation in conditions where its members are enjoying financial support and authority. Government bureaucracy prefers stability and routine. The characteristics of bureaucracy are very influential in relation to the learning organization and knowledge management of employees in the organization.

Public sector organizations need harmonization in order to achieve synergy in realizing the vision and mission of the organization. This step is taken to solve complex problems and knowledge gaps with the development of the existing environment. Increased public demands for public service organizations, limited knowledge and quality of the apparatus, are obstacles to public service and its fulfillment efforts. One step that needs to be taken is to do knowledge management on existing HR so that the quality of HR increases. Bureaucratic reform is essentially an effort to make fundamental changes to the system of government administration, especially concerning institutional aspects (organization), management (business process), and human resources.

The implementation of knowledge management can improve the quality of the apparatus, therefore for public sector organizations, knowledge management is a fundamental requirement in bureaucratic reform efforts. This is related to the urgency of the needs of innovations in the bureaucracy which is of course very dependent on the level of knowledge of bureaucratic actors and knowledge management of public sector organizations.

According to Munir (2008), in developing sustainable knowledge management for public sector human resources, it is necessary to form a knowledge culture that can provide a direct influence, the following strategies can be carried out:

1. Creating know-how in which each apparatus has the opportunity and freedom to determine new ways to complete tasks and innovate and opportunities to synergize external knowledge into institutions.
2. Capture and identify knowledge that is considered valuable and represented in a logical way.
3. Placement of new knowledge in a format that is easily accessible to all officials or officials.
4. Management of knowledge to ensure the availability of information so that it can be reviewed for relevance and accuracy.
5. The knowledge format provided on the website portal is a user friendly format so that all officials and officials can access and develop it at any time.

Davidson & Voss (2003) in Setiarso (2009) said that managing knowledge is part of managing HR capabilities and competencies, this relates to how people from different places start talking and sharing, which is now popularly known as label learning organization.

CONCLUSION

Knowledge management can improve the quality of human resources in public sector organizations. Previously, this management was mostly carried out in private sector organizations to provide certainty that employees and their production work in accordance with consumer desires and market conditions. Knowledge management is a strategy, tool, and technique for storing, analyzing, organizing, improving, and sharing the experience of an employee and other resources to improve employee quality. Knowledge can be created from experience gained by senior employees, both through education and other literacy learning, in the form of documents and narratives, to then be shared with fellow employees and applied as a new innovation. HR governance plays an important role in building a knowledge-based culture of public organizations. Classically, human resource management in public sector organizations has become an important part of any bureaucratic reform effort in providing services for meeting the needs and accommodation of various interests and public welfare.

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