

# KNOWLEDGE MANAGEMENT MODEL IN IMPROVING THE PERFORMANCE OF PT KL JAKARTA

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**Abstract.** This study aims to analyze the function of the Knowledge Management Model in improving performance and to obtain the most appropriate model in improving performance at PT KL. The population used in this study is the Knowledge Management division of PT KL Group. A questionnaire consists of written questions made based on indicators of research variables that respondents must respond to. The data analysis technique used in this research is AHP (Analytical Hierarchy Process) developed by Thomas L. Saaty. Testing the model using the latest version of ANP Super Decision Software 3.2.0, to analyze the function of the Knowledge Management Model in improving the performance of PT KL with two criterias. The first criteria (criteria-1): Quality, Quantity, Timeliness, Cost Effectiveness, Need Supervision, Intrapersonal Effect. The second criterion (criteria-2): Completeness, Connectedness, and Congruence, Perspective & Purpose. The alternatives that can be used to improve the performance of PT KL are: Passive Public Knowledge, Active Public Knowledge, Passive Share Knowledge, Active Share Knowledge, Passive Personal Knowledge, and Active Personal Knowledge. The results obtained indicate that the answers from the respondents have met the consistency requirements and the model has been proven both in terms of sensitivity or stability. The Knowledge Management Model in this study shows the importance of Passive Public Knowledge to improve performance at PT KL.

**Keywords:** knowledge management; AHP; performance.

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## INTRODUCTION

An organization is a place where a group of people work together to achieve a common goal. The term organization has two general meanings, namely organization refers to an institution or functional group such as a company, government agency, hospital and others, while the second meaning refers to the process of organizing, as one of the management functions ([Tampubolon, 2018](#)). In an organization, one of the fundamental management functions is the management or management of human resources. This is also supported by researchers from Indonesia who state that human resource management (HRM) is the design of formal systems within an organization to ensure the effective and efficient use of human talent in order to achieve organizational goals ([Abdullah, 2017](#)).

Today, organizations are also required to be able to maintain their existence amidst the onslaught of the economic crisis due to the COVID-19 pandemic. The COVID-19 pandemic has not only attacked small entrepreneurs, but several large companies are in danger of going out of business. According to the MNC Portal Indonesia R&D team, several companies such as Giant, Golden Truly, Gramedia Centro, and also Matahari went bankrupt ([Venisa & Widjaja, 2022](#)).

However, there are some companies that are finally able to survive. From the point of view of the management function, one of the things that makes the organization able to survive is the contribution of human resource

management in creating superior people. Human resource management is the utilization, development, assessment, remuneration, and management of individual members of an organization or group of workers ([Macke & Genari, 2019](#)). This is also supported by text books ([Buller & McEvoy, 2012](#)) which see that there is a significant development of functions in human resource management. The change was initially from personnel management, then developed into HRM and until now leads to HCM (Human Capital Management).

Human Capital or the term "*human capital*" is considered a key element in increasing organizational assets, because it creates a competitive advantage or competitive advantage ([Pasban & Nojedeh, 2016](#)). Organizations can build a competitive advantage, and as a result financial performance can achieve above average, by using valuable and inimitable internal resources, for the strategic benefit of human resources ([Marler & Fisher, 2013](#)).

There are three intrinsic characteristics that are only owned by intangible resources. First, it does not decrease during the usage process, because this resource is expected to provide benefits for an indefinite period of time. In other words, the more often intangible resources are used, the greater the benefits obtained by the organization. Second, it can be used simultaneously. Third, intangible resources are not material, so they are difficult to exchange, because they are often inseparable from their owners ([Rua & Franca, 2017](#)).

Skills, knowledge, and experience are

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inseparable from their owners. This can be illustrated by employees who resign/resign then look for a new company or die. In fact, employees who have previously worked for a long time already have the skills, abilities, knowledge, and experience that are qualified in carrying out each of their jobs. Some of the successes in solving problems and the best achievements have been obtained, as well as bringing the organization or company to profit. Thus, when the employee moves to another organization or is no longer in the organization, the skills, abilities, knowledge, and experience will be lost.

Best practices, hands-on skills, intuition, specialized knowledge, and heuristics are tacit knowledge (Gumilang, 2016). Based on the type, knowledge is divided into two, namely tacit knowledge and explicit knowledge. Tacit knowledge exists in the human mind and is more personal, making it difficult to formalize or articulate, whereas explicit knowledge exists in the form of documents or is recorded and available for application and can be codified and transmitted in a known and systematic language. Thus, to maintain knowledge in the organization, KM (Knowledge Management) is needed. KM helps organizations to find, collect, select, organize, disseminate and transfer information and expertise (Jemal & Zewdie, 2021).

KM (Knowledge Management) or knowledge management is a strategy and knowledge process that is applied in organizations to improve the effectiveness and efficiency of business processes, achieve knowledge strategies, and maintain organizational performance

(Kordab et al., 2020). Tacit knowledge can provide an organization's competitive advantage when managed effectively, because it is not easy to imitate (Tsai et al., 2014). Tacit knowledge, which is an intangible resource, has been researched and the results show that intangible resources contribute more than tangible resources to company performance (Greco et al., 2013).

This is further supported by research conducted in the context of Abu Dhabi television which states that KM has a role in improving performance. Not only that, companies that have a high learning culture can encourage the creation of KM (Knowledge Management) and actively participate in employee participation (Mansour & Abuarqoub, 2020). That affects the attitudes and behaviors of the organization and the performance of member organizations that then determine the performance of the organization (Djamil et al., 2018).

Active employee participation can improve company performance (Astuti et al., 2019). This happens because employees know the problems that occur in the company because they are parties who are directly involved in the company's operational activities. This employee's active participation is an activity that is actually carried out and can be observed (Astuti et al., 2019).

In this study, the focus is on Knowledge Management implemented by one of the largest retail companies in Indonesia, namely PT KL. This company started out as a simple hardware store and then progressed and developed quite rapidly. Its development has also penetrated into

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various sectors such as food, beverages, to shopping centers. Some of its subsidiaries are familiar, such as Krisbow, Ace Hardware, Informa, Chatime and so on. The progress and demands of the increasingly competitive business world have pushed PT KL to make a breakthrough in managing its human resources, one of which is the presence of Knowledge Management.

Since 2019, PT KL has implemented Knowledge Management in its business activities. The presence of Knowledge Management at PT KL cannot be separated from the company's culture which highly upholds the learning culture. This is clearly illustrated by one of PT KL's values, namely "Mastery". In this value, PT KL employees are required to continue to learn and have extensive knowledge to always be the best in their field. Regarding learning culture in organizations related to Knowledge Management, organizational learning culture is a procedure for developing, maintaining, and transferring knowledge in organizations ([Abbas & Sağsan, 2019](#)).

Some of PT KL Group's Knowledge Management performance targets, such as implementing a learning community, implementing a knowledge sharing program, implementing the My Share & Re-Share program and Library Management. Organizational performance refers to the extent to which an organization, with its multiple informational, financial, and human resources, positions itself effectively in the business market. This illustrates that one of the organizational performance is declared to be successful, if the existing (human) resources in the organization are able to have an impact on the business. However,

since its appearance in 2019 until now in October 2021, "*impact to business*" has become one of the performance achievements of the PT KL Knowledge Management Department which has not been achieved until now.

This is supported by data obtained from (IDX, 2018) which states that there was an increase in sales of all PT KL business units, namely in 2017 with a nominal value of Rp. 74,403,057,561 and in 2018 with a nominal value of Rp. 88,183,949.589. However, this increase in sales cannot show the impact of Knowledge Management, because Knowledge Management based on Nonaka Takeuchi's theory has not yet been formed. Furthermore, in 2019 the number of sales obtained was Rp. 123,908,312,582 (IDX, 2019). In other words, at that time there was an increase in sales. However, this increase in sales was supported by the massive opening of outlets (IDX, 2019) so that the influence of Knowledge Management was not visible in improving performance.

Sales of all business units of PT KL, decreased in the following year. Based on data from (IDX, 2020), the total sales of PT KL in 2020 were Rp. 66,827,811,945, meaning that sales experienced a significant decrease of 46.07% from 2019. This condition was indeed driven by the COVID-19 pandemic. However, if viewed from the point of view of human resource management related to improving performance, it is suspected to be related to Knowledge Management.

Based on data obtained from the key person Knowledge Management of PT KL Group, in 2019-2020 Knowledge

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Management continues to aggressively launch various existing programs. This can be seen from the level of active employee participation in participating in the ILC (Internal Learning Community) program for the Ace Hardware brand as much as 84.3%, the Informa brand as much as 62.59%, the Toys Kingdom brand as much as 76.61%, and the Chatime brand as much as 84.45%. Based on these data, the active participation rate of employees has an average of 76.99%. In other words, employees have a fairly high level of active participation. Ideally, the high level of employee participation involved in the implementation of Knowledge Management can support increased performance (Yip et al., 2012). The success of achieving a company's performance is based on the achievement of performance in accordance with a predetermined plan.

Employees who are actively participatory in carrying out the Knowledge Management process help improve performance, because employees are key players who know the conditions or operational conditions. If explained further, on the one hand employees who understand the operational process and on the one hand by following the Knowledge Management implementation process, employees are also provided with knowledge in terms of helping each operational activity. With this, it is hoped that it can assist employees in completing their work and can improve performance.

However, the level of participation of PT KL employees in participating in Knowledge Management programs is in contrast to the increase in performance that occurs. Based on the roadmap or

timeline from PT KL's Knowledge Management which has been formed since 2019-October 2021, it is still unable to meet one of the performance achievement criteria, namely completion of task. What is meant by Completion of task in this context is Knowledge Management is still not able to have a direct impact on usana activities. Based on the previous explanation, this shows that Knowledge Management has not been able to have an impact on improving PT KL's performance from 2019-2021.

PT KL itself is currently using the theoretical basis of Knowledge Management from Nonaka and Takeuchi. In this case, the researcher sees a gap between theory and field facts, which ideally KM can improve performance. Currently within PT KL Group itself, Knowledge Management is not running optimally to improve performance. Therefore, in this study, researchers will use Wiig's Knowledge Management Model (Wiig's Knowledge Management Model) to improve the performance of PT KL Group Jakarta.

Wiig's Knowledge Management Model states that knowledge will be useful and valuable if the knowledge is organized or grouped according to what will be used from the knowledge itself. This Wiig model emphasizes the semantic approach. The semantic approach is a useful way of representing different perspectives on the same knowledge content. The model proposed by Wigg forms a group of knowledge types in the form of levels. The first level of this model consists of 1) shared, 2) public, and 3) personal knowledge. In these types of knowledge

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there are signs that can be used to distinguish which ones are active and which ones are passive. With this organization and grouping, knowledge becomes easier to use. This Wiig model has four dimensions, namely (1) completeness, (2) connectedness, (3) congruence, (4) perspective and purpose (Dalkir, 2011).

First, completeness tries to answer the question of how much relevant knowledge is available at PT KL and comes from certain sources. Second, connectedness to see how well the existing knowledge in PT KL and that knowledge can be defined with different knowledge objects. The more connected the knowledge base (that is, the greater the number of interconnections in the semantic network), the more coherent the content and the greater the value). Third, congruency to see how consistent the facts, concepts, perspectives, values, judgments are with the object of knowledge. Fourth, point of view and purpose (perspective and purpose) to know something with a certain point of view. With this background, the researcher *intends to conduct a research entitled "Model Knowledge Management in Improving the Performance of PT KL Jakarta"*.

## **METHODS**

This study used an exploratory design. Exploratory research is needed to find the factors that are important as factors that cause difficulties. Exploratory research can be considered as the first step that is expected to be used to formulate problems where solving these problems may be solved by using other types of research, for

example, descriptive or explanatory. Because exploratory research is only looking for new ideas or relationships, there is no formal plan for it, so its implementation depends on the intelligence and imagination of the research worker concerned.

The purpose of exploratory research is to produce generalizations derived from inductive processes about the group, process, activity, or situation being studied. So that subjectivity directs a lot of researchers in selecting and analyzing data. This is because the various designs or prepositions that can be used as the main reference to explain phenomena have not been framed because basically these prepositions have just been made through this research. This research design has the meaning to introduce new phenomena related to research that has never been done before. In other words, the problem has not been studied by anyone else. In this study, researchers want to get a phenomenon related to the knowledge management model implemented by PT KL Group on performance.

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to study and draw conclusions ([Darna & Herlina, 2018](#)). Population also means the whole of the research subject. So what is meant by the population is individuals who have the same characteristics even though the percentage of similarity is small, or in other words all individuals who will be used as research objects ([Annur & Hermansyah, 2020](#)). The population used in this study is the Knowledge Management division of PT

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KL Group.

The sample is part of the number and characteristics possessed by the population. What is learned from the sample, the conclusions will be applied to the population. For this reason, samples taken from the population must be truly representative. Sample also means part or representative of the population under study (Arikunto, 2010). The samples used in this research are Learning Management Support Manager, Assistant Knowledge Management, and Knowledge Management Officer PT KL Group.

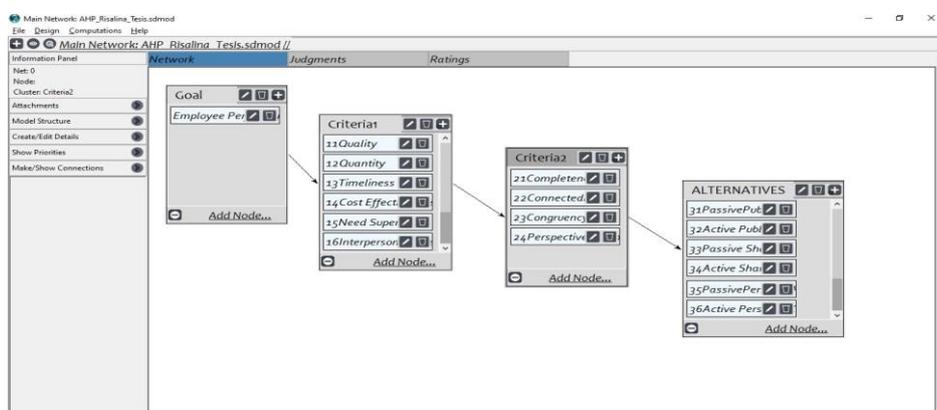
## RESULTS AND DISCUSSION

### A. Research Results

#### 1. AHP Network (Analytical Hierarchy Process Network)

Testing the model in this study using the latest version of ANP Super Decision software, namely 3.2.0. Based on the research framework (Figure 2.2, namely the Research Thinking Framework) used in this study, an analytical framework was obtained, namely

the AHP network as shown in Figure 4.1. obtained from the ANP Super Decision software version 3.2.0. The goal or purpose of the model built is to analyze the function of the Knowledge Management Model in improving the performance of PT KL with two criteria built on existing theories. The first criteria (criteria1) used are: 1) Quality 2) Quantity 3) Timeliness 4) Cost Effectiveness 5) Need Supervision 6) Intrapersonal Effect interpersonal). The second criteria (criteria2) used are: 1) Completeness 2) Connectedness 3) Congruency 4) Perspective and purpose. At the end, there are alternatives that can be used to improve the performance of PT KL, namely: 1) Passive Public Knowledge, 2) Active Public Knowledge, 3) Passive Share Knowledge, 4) Active Share Knowledge, 5) Passive Personal Knowledge, and 6) Active Personal Knowledge.



Source: Research Data (2022)

**Figure 1.** AHP Analysis Framework

As shown in Table 1, (Respondent Answer Consistency Test) the inconsistency value for pairwise comparisons with Employee Performance is 0.02648 where this value is <0.1 which indicates that the respondents' answers are consistent. Similarly, the inconsistency of answers from pairwise comparisons for 1-Quality, 2-Quantity, 3-Timeliness, WRT 4-Cost effectiveness, WRT 5-Need Supervision, WRT 6-Interpersonal Effect, WRT 1- Completeness, WRT 2- Connectedness, WRT 3- Congruency, WRT 4- Perspective and purpose, all inconsistency values obtained are less than 0.1 which indicates that the respondents' answers are consistent.

As shown in Figure 1, this research involves six Alternative Knowledge Management Strategies which will be processed using the Multi Criteria Decision Making (MCDM) technique to determine which alternative Knowledge

Management strategy is the best based on pairwise comparisons made by respondents so that they can priority is obtained.

## 2. Consistency Test of Respondents' Answers

One of the requirements of the AHP calculation is to obtain a consistency ratio (CR) value of less than 0.1 or it can be said that the hierarchy is consistent as a whole. Thus the hierarchy can be accepted and the final decisions taken are reliable. Several researchers have used AHP for Knowledge Management ([Mahrinasari et al., 2021](#)), for the purpose of determining outstanding business partners, as well as for the development of a Hotel Decision Support System ([Sakban et al., 2019](#)).

**Table 1.** Consistency Test of Respondents' Answers

Pair-wise Comparison (With Respect To/ WRT)	Inconsistency (*)	Information
WRT <i>Employee Performance</i>	0.02648	Consistent Answers
WRT 1- <i>Quality</i>	0.0 116	Consistent Answers
WRT 2- <i>Quantity</i>	0.04381	Consistent Answers
WRT 3- <i>Timeliness</i>	0 0.0 116	Consistent Answers
WRT 4- <i>Cost effectiveness</i>	0.0 116	Consistent Answers
WRT 5- <i>Need Supervision</i>	0.04381	Consistent Answers
WRT 6- <i>Interpersonal Effect</i>	0.0 116	Consistent Answers
WRT 1- <i>Completeness</i>	0.01959	Consistent Answers
WRT 2- <i>Connectedness</i>	0.01959	Consistent answers

WRT 3-Consistent	Congruency 0.03346	answers
WRT 4-Perspective and purpose	0.02648	Consistent answers

\*) Inconsistency cut off value = 0.1  
 Inconsistency > 0.1 answers from respondents are considered inconsistent  
 Inconsistency < 0.1 answers from respondents are consistent

As shown in table 1. (Respondent Answer Consistency Test) the inconsistency value for pairwise comparisons with Employee Performance is 0.02648 where this value is <0.1 which indicates that the respondents' answers are consistent. Similarly, the inconsistency of answers from pairwise comparisons for 1-Quality, 2-Quantity, 3-Timeliness, WRT 4-Cost effectiveness, WRT 5-Need Supervision, WRT 6-Interpersonal Effect, WRT 1- Completeness, WRT 2- Connectedness, WRT 3 - Congruency, WRT 4- Perspective and purpose, all inconsistency values obtained are less than 0.1 which indicates that the respondents' answers are consistent.

## B. Discussion

From the results of testing the consistency of respondents' answers, the inconsistency value is below 0.1, so it can be said that the respondent's answers are consistent. Consistency is the most important measure of the results of pairwise comparisons in AHP. Pairwise comparison is a method to calculate the weight for each element to perform a pairwise comparison of two advantages. Judgments usually contain an element of inconsistency,

and a little inconsistency is a very good thing because it shows that our thinking has the ability to learn new things that enhance and even change our understanding. But major inconsistencies can indicate a lack of coherent understanding that can lead to wrong decisions. According to ([Sakban et al., 2019](#)) with the achievement of consistency that meets the requirements, the resulting decisions can be used. With good consistency in this study (i.e. the inconsistency value < 0.1), it can be concluded that the expected results of this research will be realized and the expected results can remain stable in the face of disruptive forces if they occur during the strategy. it is applied in the field.

From the results of the sensitivity analysis for the Passive Public Knowledge alternative, the priority of Passive Public Knowledge is obtained starting from the model obtained from a stable model starting from the Passive Public Knowledge value of 0.0948 to a value of 1 (one). Sensitivity is important in determining whether a solution can be applied or implementable and the resulting solution is a strong or robust choice.

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With good consistency the decisions taken will be right and will be stable in the face of obstacles at the time of implementation.

From the results of the priority calculation analysis using the ANP Super Decision software version 3.2.0, the highest priority scale for the alternative is the Passive Public Knowledge dimension. Explicit, taught, and shared knowledge on a regular basis which is generally available in the public domain, such as library books, manuals, operating standards, websites, etc. is included in Passive Public Knowledge. Passive Public Knowledge is a strategic priority that has proven important in this research. The Passive Public Knowledge strategy includes providing public knowledge

that has been codified and disseminated, such as books that have been displayed in libraries, guide books, journals, either in the form of printouts or in the form of electronic files that can be accessed more easily. In a retail company such as PT KL, the provision of public knowledge is seen as very important because every employee (especially new employees) can relatively easily find the knowledge needed to carry out their daily duties. This public knowledge is also needed by employees who have worked in the company for a long time, especially if they face obstacles in their daily work and require referrals from libraries or journals or manuals that are available in each section.

## CONCLUSIONS

From this research, the following conclusions can be drawn: 1) Based on the results obtained from the analysis with the help of ANP Super Decision software version 3.2.0. shows that the answers from respondents have met the consistency requirements and the model that has been built has been proven both in terms of sensitivity or stability. 2) The Knowledge Management model in this study shows the importance of Passive Public Knowledge to improve performance at PT KL to improve company performance.

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