KNOWLEDGE MANAGEMENT FRAMEWORK IMPLEMENTATION IN GOVERNMENT TO INCREASE ORGANIZATION PERFORMANCE

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Abstract

The Jak preneur Program is one of Dinas PPUMKM's most successful MSME empowerment and development initiatives in Jakarta. MSMEs are critical to the global economy, contributing to job creation, innovation, and economic growth. However, they frequently face challenges in effectively harnessing and utilizing their knowledge assets to drive competitiveness, particularly for the DKI Jakarta Provincial Government (Pemprov DKI Jakarta). This study investigates the implications of knowledge management in a government organization's Jak preneur program under the supervision of Dinas PPUKM (Provincial Government Department of Industry, Trade, Small and Medium-sized Enterprises). Furthermore, the study's findings will help MSMEs overcome the lack of knowledge-based growth barriers. This thesis investigates the concept of knowledge management (KM) in the context of public government organizations. The goal of this study is to provide a comprehensive analysis of Knowledge Management practices in government organizations, examining current approaches, challenges, and potential strategies and frameworks for improvement. The study employs a qualitative approach that includes in-depth interviews and focuses on group discussions (FGD) with multiple perspectives from MSME owners, managers, mentors, and facilitators in order to identify knowledge gaps, which will be classified into four categories: people, processes, technology, and governance. Each stakeholder is expected to participate in the knowledge management process, accelerating the organization's goal of raising the standard of its MSMEs. The study's findings can help policymakers, MSME practitioners, and researchers design and implement effective knowledge management initiatives. The proposed system is intended to be used to clarify the management of Dinas PPUMKM (Provincial Government Department of Industry, Trade, Small and Medium-sized Enterprises), including not only roles and responsibilities but also how the knowledge management system can improve the company's day-to-day performance.

Keywords: Knowledge Management, Entrepreneur, Learning Organization, Micro, Small and Medium Enterprises (MSME).

INTRODUCTION

Entrepreneurs are essential actors in the nation's economy. By creating new products and delivering new services, they stimulate new employment, ultimately accelerating economic development (Mohamed, 2020). Within the past few years, the country ranks in 16th place for the largest economy in the world. According to the World Bank (2022), Indonesia has experienced a steady growth of 5,1% GDP in 2022, establishing itself as a confident potential middle-income country. In addition to contributing to economic growth and employment,

MSMEs play an important role in disseminating development outcomes. Digital economist Rudy Salahuddin stated nation's economic recovery is inseparable from the role of MSMEs which are critical engines of the economy, considering that 99% of businesses in this country are MSMEs (Handayani, 2023).

As of 2023, several economic experts predict that Indonesia's economy will be relatively strong, mainly the digital economy is predicted to become a source of growth for Indonesia in the future. Thus, MSMEs are still a powerful source of Indonesia's economic growth. The Micro, Small and Medium-sized Enterprises (MSMEs) Act of 2008 governs MSMEs which are defined by annual revenue of IDR 500 million. Yet, many business opportunities were emerging in Indonesia, specifically in the capital city like Jakarta.

The definition of MSMEs is typically defined by the number of total assets, annual sales, and the number of employees. According to Law No.20/2008: Micro, Small, Medium-sized Enterprises (MSMEs) should be a functional entity owned by an individual or a standalone business unit that is not a wholly owned, controlled subsidiary of, or a branch of, another company. Companies that are wholly or partially controlled by a foreign entity or have received significant investment from outside are not considered micro, small, or medium enterprises (MSMEs), even if they fit the other criteria below.

	Assets (excluding land and building)	Annual sales	Number (2013)	Employment (2013)
Micro	< 50 million IDR	< 300 million IRD	57,189,393	104,624,466
Small	50 – 500 million IDR	300 million – 2.5 billion IDR	654,222	5,570,231
Medium	500 – 10 billion IDR	2.5 billion – 50 billion IDR	52,106	3,949,385
Corporates	> 10 billion IDR	> 50 billion IDR	5,006	3,537,162

Figure I. Classification of of MSMEs in Indonesia based on Omzet
Source : SME Law 20/2008, Ministry of Cooperatives and SMEs

According to the DKI Jakarta Central Statistic Agency (BPS), there are at least 1,100,000 MSMEs in the DKI Jakarta Area. This figure represents 98,78% of the total number of business in DKI Jakarta (Rezqiana, 2021). Recognizing this potential, the DKI Jakarta Provincial Government (Pemprov DKI Jakarta) encourages the development of its MSMEs through *Integrated Entrepreneurship Development (*PKT). After a number of year, the program was redeveloped and improved using the new brand called *Jak prenuer*. A program that facilitates collaboration on MSME development into an entrepreneurial ecosystem. Because of the enormous digital potential for the economy, the government has continue to encourage MSMEs to take advantage of it, particularly in the post-pandemic era. In 2023, Pemprov DKI Jakarta has optimistic targets to leverage the size of MSMEs, adopt their digitalization to develop their business, as well as boosting the productivity and skills of the knowledge worker (Kepala Dinas Perindustrian, Strategi Pemberdayaan UMKM di DKI Jakarta Melalui Program Jakpreneur, 2023).

When it comes to serving the needs of MSMEs as business players, the government needs a solid strategy, foundation, and organizational knowledge to manage the development of MSMEs effectively. Aldi and Elnath (2005)argues that this sort of management will pave the way for the acquisition of new knowledge, which in turn will help businesses keep up with the exponential rate of change. As the most valuable asset, knowledge should be sought where it

resides, primarily in employees. It explains how changes in organizations and production processes, such as flexible organizations, differentiated products, and versatile and multifunctional workers, have resulted in the formation of new business structures that are adaptable to changes and demands in the global market (Esthi & Sukmawati , 2011).

Under Dinas PPUMKM (Industry, Trade, Small, Medium Enterprise Cooperatives) this study will investigate the implications of knowledge management in a government organization *Jak preneur* program. Furthermore, the study's findings will assist MSMEs in overcoming the barrier to growth caused by a lack of knowledge. In order to achieve their goal of increasing the development of MMSEs, Dinas PPUMKM is suggested to incorporate knowledge management practices into their *Jak preneur* program. Due to the ongoing national economic crisis, large-scale businesses are playing a more minor role, and small and medium-sized enterprises (SMEs) are rising to prominence as a result. This suggests that SMEs have the potential to become an integral part of the economy as a whole. To that end, change-producing processes are implemented in organizational culture, information, motivation and incentives, and staff training or education (Hendrawan, Kuswantoro, & Sucahyawati, 2018).

According to Governor Regulation No. 2 of 2020 Article 2 states that "Society can develop entrepreneurial potential by utilizing human potential as independent entrepreneurs, qualified and resilient and can reduce unemployment and poverty through entrepreneurial opportunities". Therefore, this entrepreneurship development program can be expected to be able to utilize the potential that is owned in order to improve business quality and reduce unemployment through entrepreneurship opportunities. As a result, the government must understand the characteristics, challenges, and opportunities that MSMEs faced, especially in today's digital world. Cities that recognize the opportunity and can take a novel approach to provide new innovative services to leverage MSMEs can benefit from a growing economy and helps enterprises acknowledge their business potential. Providing adequate infrastructure to support the potential of its MSME sector will also contribute to the country's future economic prosperity.

RESEARCH METHOD

The theoretical framework is the foundation upon which all knowledge for a research study to provides structure and support for the study's rationale, problem statement, purpose, significance, and research questions. A research plan with a theoretical framework, on the other hand, enables the dissertation study to be strong and structured, with an organized flow from one chapter to the next research. The research design framework was formed to assist the author in proposing an appropriate strategy of knowledge management that the organization of Jak preneur could adopt to improve its organizational's goal to leverage the performance of its MSMEs members.

As the research methodology, a qualitative approach will be utilized to investigate high-quality data which is suitable and tradition for being used in the SMEs field (Desouza & Awazu, 2006; Chetty, 1996; Romano, 1989; Gill, 1995). The objective of qualitative research is to investigate the significance of people's experiences, the meaning of people's culture, and how people view issues or cases (Creswell, 2009).

According to the research questions, the authors believe that applying the qualitative approach to this research will have a more significant impact in terms of evaluating the current problems and exploring the precise solution that relates to the problems that have occurred.

The author will take part in the interviews and FGD (focus group discussion) process, seek documents needed, conduct observations, and then consolidate all the data with the amount of time to generate those things into them.

The secondary data source will include books, journals, papers, government records, and other personal sources. An extensive literature review was conducted, which aided in the formulation of the direct data collection questionaries. More precise qualitative and quantitative data and statistics are required to profile MSME entrepreneurs (demographic information, barriers to start-up, and growth). As a result, the visibility of MSMEs entrepreneurs would increase. Using a lens like the one described in the report could aid in making sense of the data.

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Once all of the data has been collected, methods for analyzing qualitative data will be investigated. The data were qualitatively analyzed by looking for recurring topics and providing an overview of a data set's characteristics, identifying patterns, and highlighting any significant features or outliers. The author employs descriptive analysis to describe the circumstances and their characteristics, with a focus on contextual issues (Gall, Gall, & Borg, 2007).

One similarity between qualitative and descriptive research is the use of naturalistic data-fields (Hossein, 2015). It is critical to accurately record and transcribe the interview in order to avoid errors and data loss during direct data collection. For each type of interview, a separate recording file will be created to be used in the later stages of data organization and analysis prior to the formation of any conclusions

RESULT AND DISCUSSION

Root Cause and Altivernative Solution for Jak preneur People.

Table 1. Root Cause And Altivernative Solution For Jak Preneur

Category	Root Cause	Alternative Solution
People	1. Lack of human resource as the business mentor for the member of Jak pruner – causing vagueness of detail job's task 2. Lack of motivation to grow and learn more 3. Communication is limited and sometimes not clear	1. The organization should start to build integrated ecosystem which include collaborating with former businessman and current successful member 2. Find the suitable strategies that match with the current regulation and financial allocation planning but also concerned about the development of employees 3. Building the learning culture by investing more on the people well-being 4. Build a project management system to enhance the communication and clear out the task
Process	1. No specific agenda for each learning and mentoring process so that in the process of developing umkm, which make it not follow through. 2. The learning process is still one-way, which two way learning has not taken place. 3. The system created is still complicated and does not support the 7P mission of the Jak preneur program. 4. Lack of available business ecosystem and limited network among Jakpreur members.	1. Set a new department of Knowledge Management that can be included in the human resource management department. 2. Online and offline activities should be made two-way such as being able to build Community of Practice (CoP), Innovation Circles, and Knowledge forums 3. Reset the system focus, and reduce the unnecessary list and proved more clear friendly system. 4. Create a business ecosystem using an integrated website system, where all mentors and business actors can connect online or directly. 5. Establishing knowledge sharing time which is important for the management as well as the Jak preneur members and should be documented well in storage.
Technology	1. Limited acess to technology 2. Data bank has not been systematically collectd 3. Technology is still used one-way, making users unwilling to use the existing Jak preneur system.	1. Create app extensions or super apps that are easily accessible not only from PCs but also from cell phones. 2. Set new knowledge repository so that knowledge sources can be recorded and accessed. 3. Organizations can create feedback reports and analysis so that users can also be educated and want to use the *Jak preneur* system. So that this

		community can collaborate on knowledge.
Government	1. Limitation of innovation and development within the government ecosystem	1. The need for internal government initiatives, for example, through TGUPP channels that can help change existing regulations in the government. With internal changes in the DKI Jakarta government, matters regarding regulations, SOPs, and KPIs can help change the work objectives of the organization.

With the table above, the author concludes by writing 4 factors of key elements of the KM framework that need to be implemented below on Tabl2

Table 2. Key Elements of the Four Building Blocks of the Jak preneur Knowledge Management Framework: People, Process, Technology, and Government.

	People	Process	Technology	Government
Key Competencies	Leadership Ability to encourage behaviour Individual Capacity Collaborative culture	Individual commitment Managerial Skills Sharing information	Information Data system	Realistic Target Consulted / Key person Policy
Approach	Increase productivity and motivation with collective information.	The full use of integrated system	Efficient and easy system	Concentrated task and achievable quality target
Support	Support program Adequate compensation for the member of Jak preneur.	Government KM Leader & Staffs	Internet of Things Data bank Manual books	Information technology and data base
Other Consideration	Communication and training CoP (Community of Practice)	To maintain standardized and equal knowledge among workers	Cloud sharing Public training on the system	Bureaucracy Maintain relationship

Proposed SECI Model

In the process of knowledge development with the passage of time and the wider and more active of each Jak preneur member and management, it is hoped that each stakeholder will participate in the SECI process, so the acceleration curve of the growth and development of new organizational knowledge is getting higher and it is hoped that it can accelerate the organization's goal of raising the level of MSMEs. From figure IV.1 below, the process of continuous interaction between explicit and tacit knowledge is expected to take place in the Jak prenur program.
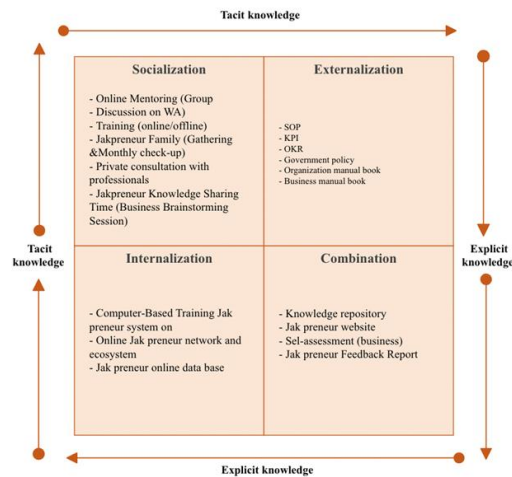
Figure 2. Proposed SECI

Proposed Jann House Model

Jann's KM model framework for the Jakpreneur program by the PPUMKM Agency is explained using the analogy of a two-level house building on figure 3
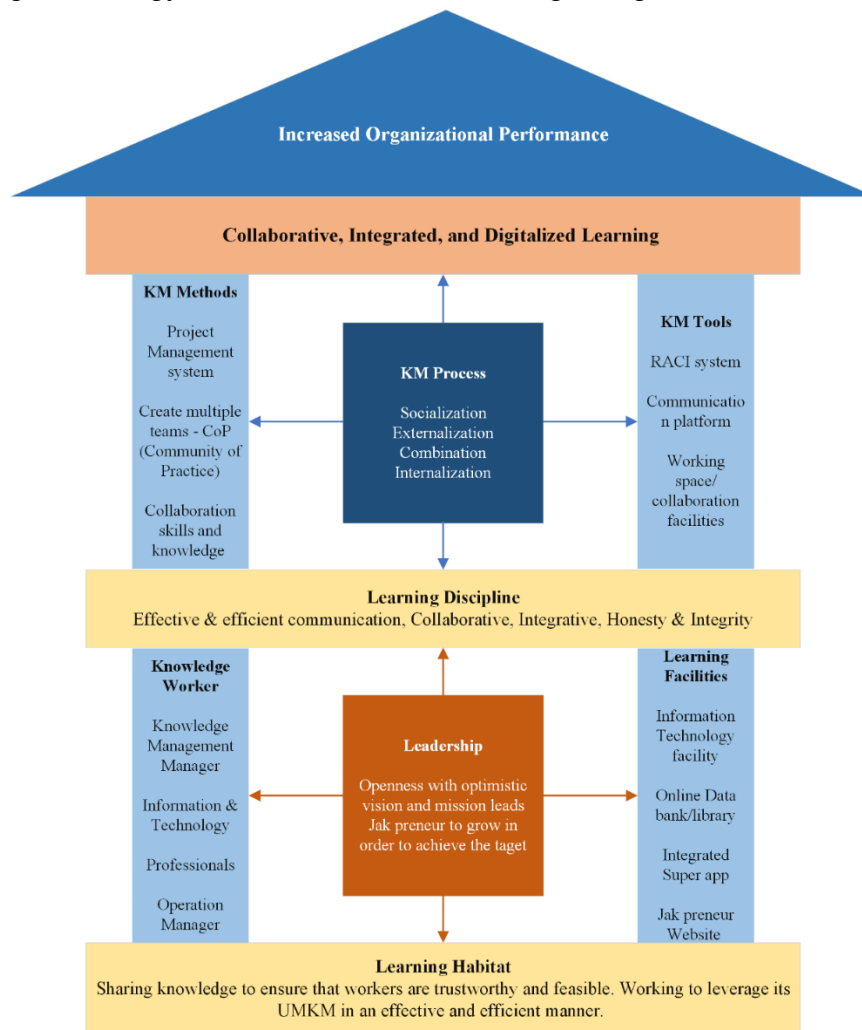

Figure 3 Proposed Jann House Model

The internal management system and bureaucracy is one of the main problem from Jak preneur organization to accelerate their performance. Therefore, making an integrated system of communication and working activity between all the stakeholder components need to be done. Organization can start consider by creating a knowledge management division which focuses on managing the internal company knowledge resources. This division focusses on analyzing the organization's vision and mission, then making detail strategies to making it happen. KM division will work along with the main sections of Dinas PPUMKM which are industry sector, SMEs sector and marketing. Thus, this division will also balanced out not just the overwhelming task but rather to synchronized the target of the government to the mission of the organization.
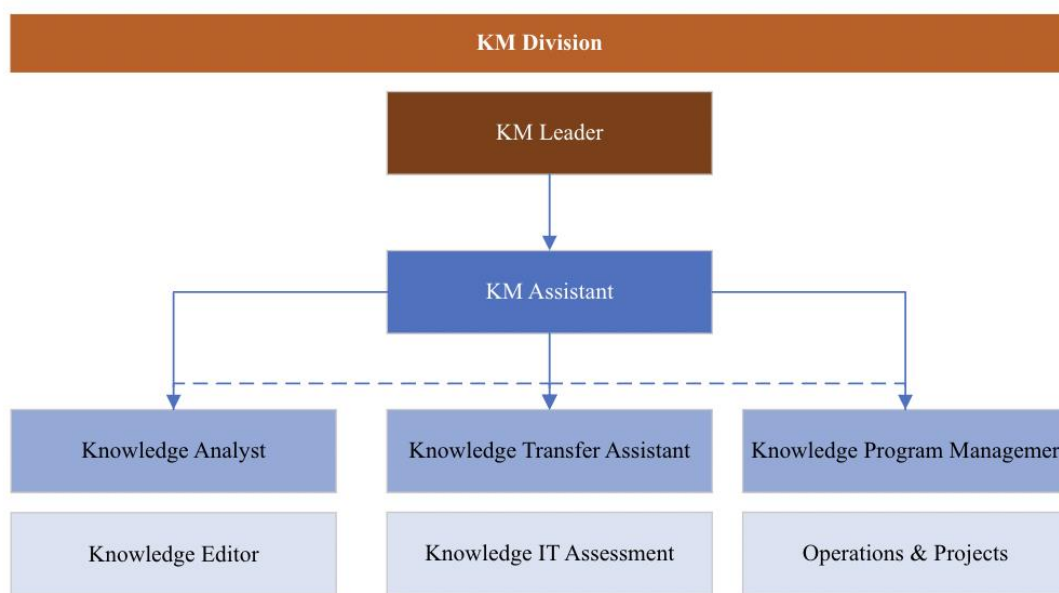

Figure 4 Proposed KM Division

Proposed RACI System

In its daily activities, the Jak preneur program experiences great difficulties, especially in human capital where many work tasks overlap with each other, therefore the author suggests a solution for project management that can be implemented in the learning process in the organization. The solution regarding the RACI (Responsible, Accountabl Consulted, and Informed) system below.

Table 3 Proposed RACI System – Example: on establishing business monthly feedback to the member of Jakrpreneur

Project Task	SMEs	Industry	Training Center	PUSDATIN	Head of Dinas PPUMKM	Senior Manager
Phase 1: Research						
Strategic Framework & Model	A	A	A	R	C	I
Risk factor	R	A	A	A	C	I
Phase 2 : Structure & Data Collection						
Concept & Modelling	R	R	A	A	C	I
Data collection	R	R	R	A	C	I
Design wire frame	A	A	A	R	C	I
User journey & Testing	A	A	A	R	C	I
Development backlog	A	A	A	R	C	I
Delivery roadmap	R	R	A	R	C	I
Legend	**Responsible**	**Accountable**	**Consulted**		Informed	

(Source : https://www.forbes.com/advisor/business/raci-chart/)

The proposed system is intended to be used to clarify the management of Dinas PPUMKM, not only the roles and responsibilities, but also the milestones and decisions that take place, thereby improving the organization's daily performance. RACI can help with clarity on task ownership, management can empower each employee to fulfill their respective roles and collaborate more effectively. This makes employees more motivated and more productive. In short, the RACI matrix template allows you to do more, with less effort which can help the organization's performance as well.

For programs or organizations with multiple projects and complex deliverables, the template can even be customized for each division of work using a consistent RACI model. This consistency allows for greater visibility into who is doing what for each milestone and task within a project. Since the RACI format is the same for the entire company, you will know how other teams are using it, even if they are in different departments. With consistent use, confusion is reduced and people feel more connected to their work.

Implementation Plan and Justification

To be successful, the approach to improvement has to be targeted, pragmatic, and results-oriented. The organization needs to rethink the knowledge development model to manage its resources as well as boost its performance. The five steps of Knowledge Management Strategy in figure below can be implemented to Jak preneur program in Dinas PPUMKM to solve problem in management system.
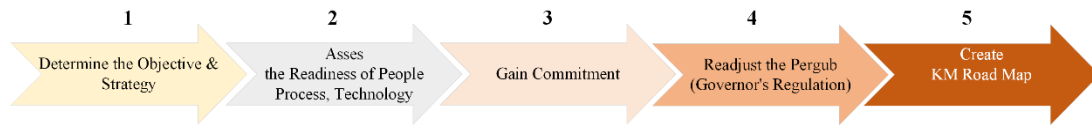
Figure 4 Proposed Implementation Plan

Determine the Objective & Strategy

Related to the result of the data collection, the main concerns that Jak preneur program in Dinas PPUMKM faced are lack of human resources management, unintegrated system, and no clear establishment on knowledge management system. Therefore, here are some objective of Knowledge Management Strategy of *Jak preneur*:

a. Employee development in increasing soft skill, and leadership capabilities of management resource and employee.

b. Establishing and improving the integrated information system/data bank in PUSDATIN (Data and Information Center) section.

c. Developing central coordination unit and Knowledge management division.

Referring to the three objectives listed above, the organization needed to conduct training for the management and employees of Dinas PPUMKM in order to improve the essential skills that the organization may require to achieve their performance. Based on the FGD process, it was agreed that the administrators and mentors of this program should also be given knowledge in order for the mentoring and learning process to run smoothly. Leadership development is another critical aspect that will provide and improve confidence, strengthen internal and external communication, and develop character and culture within the organization.

Furthermore, the PUSDATIN (Data and Information Center) is not only improving its existing system but also establishing a data bank and knowledge repository. This establishment is critical because it will aid the new division of KM and provide the organization with useful information, allowing them to resolve organizational issues. Knowledge repositories will assist in making knowledge easily accessible to the entire team.

The author has considered and determine the KM Strategy related to the analysis from chapter 4. Strategies are listed below.

a. Improving the skills and quality of employee of Dinas PPUMKM

b. Encouraging a CoP – Community of Practice within the organization.

c. Integrating the information system and data bank and developing the current system.

d. Formulate the new additional KM and organization system.

e. Encouraging the employee to learn and use the existing system.

Asses the Readiness of People, Process, and Technology

People, processes, and technology are the three key components of Knowledge Management that must be properly integrated. The synergy of these three aspects will add value

to the organization's knowledge management process. According to the discussion in the FGD process, people in the organization as knowledge workers are aware that the knowledge sharing and transfer process exists, but they do not understand or know what knowledge management means. We need to encourage employees to be able to implement a knowledge management system and to be more aware of the importance of carrying out these activities for the organization's ideals to be sustained.

Furthermore, the *Jak preneur* program already has a good division of information - PUSDATIN. As a result, the organization continues to struggle with documenting knowledge and storing resources. A data bank system must be built so that these resources remain in the organization, making it easier for employees to search for and learn from existing knowledge. Finally, in terms of technology, the creation of the Jakpreneur website has already been a success. However, there is still room for improvement so that the website can meet all of the stakeholders' needs and facilitate learning interactions.

Readjust the Pergub (Governor's Regulation)

The Governor Regulation No.2 of 2020, Governor Regulation (PERGUB) on the Implementation of Integrated Entrepreneurship Development, governs the Jak Preneur program. As long as it is ordered by higher laws and regulations or formed on authority, PERGUB, or Governor Regulation, has binding legal force. Pergub No. 2 of 2020 governs activities carried out in collaboration between the DKI Jakarta Provincial Government and other stakeholders to develop potential skills and business independence.

With the beginning of the creation of the KM division in the management of the PPUMKM Office, the organizational structure will change, causing the Pergub to change indirectly. According to the analysis of stakeholder mapping in Chapter 1, it is critical that the Head of Service and its members, as well as TGUPP, be consulted and informed about this initiation change.

Gain Commitment

Gaining commitment in the organization especially in the government is crucial for several reason such, alignment of organization goals, improved performance, engaged and motivated workers, and will enhanced team work and collaboration. Employees and teams who are dedicated to the organization are more likely to share knowledge, offer assistance, and collaborate as a unit. This collaboration improves problem-solving, innovation, and team performance. Some suggestion towards the organization's commitment:

a. Leader & the Management must be open, committed, and aware of current trends.
b. Lader & the Management must listen to internal or external parties such as the business actor's opinions, suggestions, input, or other criticism.
c. Leader & the Management must foster a supportive and optimistic work environment that values, rewards, and understands one another.

KM Road Map

Below is the figure of KM Road Map Initiative that can be implemented by the Dinas PPUMKM in *the Jak preneur* program.

Figure 5 Proposed KM Road Map

CONCLUSION

Finally, this study investigated and analyzed various aspects of Knowledge Management in order to shed light on its implementation in a public sector organization. We have delved into the knowledge gaps, proposed framework, and solution with the implementation plan throughout this thesis, revealing valuable insights into Knowledge Management. We have provided a comprehensive understanding of Knowledge Management and its implications in the Dinas PPUMKM by examining the knowledge gaps and needs of establishing a KM system for the Jak preneur program. The proposed SECI and Jann House diagrams were also used to describe the KM framework in the study. While this study significantly contributes to the existing body of knowledge, there are still avenues for further exploration and investigation. This final chapter aims to synthesize the main findings, discuss their broader implications, and propose potential future research directions, inviting scholars and practitioners to delve deeper into this fascinating field of study.

The thesis' proposed knowledge management implementation plan highlights several key recommendations for improving organizational learning and maximizing organizational goals. The main recommendations are to establish a KM division before implementing the KM framework and delivering the roadmap. The author suggests that the organization establish the KM Division within the internal organization before implementing the KM framework and delivering the roadmap. Furthermore, a centralized knowledge repository will be established to consolidate and organize information resources, a comprehensive training program will be implemented to promote knowledge transfer and acquisition among employees, an integrated system will be developed to encourage knowledge sharing behaviors, a culture of collaboration and communication will be fostered through cross-functional teams and communities of

practice, and technology will be leveraged. These recommendations are intended to foster within the organization a knowledge-driven environment that facilitates the creation, capture, and dissemination of valuable knowledge assets.

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