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Conserving Core Competence of Company through Knowledge Management Strategy in PT. Perkasa (Group of PGN)

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Abstract

In the increasingly fierce competition, companies need to know how to leverage the existing knowledge within their corporate organization as it exists across management ranks to increase their competitive advantage in the marketplace. Knowledge management is a branch of science that presents an integrated approach in identifying, capturing, evaluating, retrieving and sharing everything from a company's information assets. These assets include databases, documents, policies, procedures and expertise that have not been captured as well as experience in individual workers as individuals. There are two types of knowledge that is tacit and explicit knowledge. Knowledge management has many benefits for the company so there are many studies on the sources of knowledge, how knowledge management models are formed and some of the approaches used when implementing them: technology, human and mass media approaches. This study aims to design the implementation of knowledge management on employee performance with case studies at PT. Perkasa.

Keywords: Explicit knowledge, knowledge management, knowledge management system, tacit knowledge, management

1. Introduction

Facing increasingly stringent competition, high competence is needed in the field to improve the competitiveness of the company. Optimal competence improvement can only be fulfilled through collaboration among workers, among Unit/Unit of Work, inter-function, interdisciplinary knowledge and different expertise so that innovative products can be produced to meet customer needs. Increased competence can no longer be done only by relying on the process of education and training and coaching by superiors, but also done through the process of learning and transfer of knowledge that utilize the mechanism of Knowledge Management.

PT. Permata Karya Jasa, herein after abbreviated as PERKASA which was established on April 29, 2015, realized that as a new company it is very appropriate to apply Knowledge Management as a strategy to improve the competitiveness of the company. Knowledge Management is an integral part of corporate governance as a whole. Therefore, policies that guide, facilitate and ensure that the culture and Knowledge Management system run optimally in every process of corporate activity. In general, the scope of application of Knowledge Management in PERKASA includes the following:

1. Defining the stages of implementation of knowledge management from the preparation of policy, organization, implementation to evaluation;
2. Mapping the conditions and gaps of corporate knowledge needs, namely mapping of knowledge of all workers and corporates and its gap with the needs of current and future knowledge;
3. Development and testing of infrastructure, techniques and culture knowledge management is the development of knowledge management system and tools followed by implementation test;
4. Socialization of the application of knowledge management, which is continuous socialization of policies, systems, applications, procedures and culture knowledge management to all workers;
5. Integration of knowledge management policies, HR competencies and corporate strategy, namely knowledge management is an integral part of corporate strategy and worker competence;
6. Monitoring the implementation of knowledge management, which is monitoring and evaluation of knowledge management implementation in order to improve policy and measure the benefits that have been achieved.

The purpose of KM implementation in PT. PERKASA is as follows:

1. Maintenance and development of PERKASA's knowledge assets in line with the business development of PERKASA;
2. Increased efficiency of business processes, quality of employee decisions and reduced risk of recurrent errors;
3. The whole activities of the creation, documentation, identification, storage and distribution, learning and utilization of knowledge needed in running PERKASA's business

strategy;

4. Centralized storage of knowledge that can be accessed at any time by workers in need;

5. Increased cooperation and knowledge transfer activities that encourage the development of innovation;

6. Increased quality of products and services to obtain customer satisfaction and loyalty.

Preparation of corporate best-practice into an effective benchmark for worker work.

a. Best practice is a way or method based on experience has proven to consistently deliver the desired results.

b. The community of practice is a group of workers with the same interests, interests and passions, to discuss a topic by sharing ideas and experiences, interacting and learning together on an ongoing basis with the aim of producing best practice and innovation.

c. Change agent is a worker in charge of socializing, motivating, facilitating and monitoring and reporting knowledge management activities in each unit / work unit.

d. Explicit knowledge is a documented knowledge in writing, diagrams, audio visuals and other media.

e. Innovation is a gradual process that turns an idea into a new or better product, service or business process in order to improve corporate competitiveness.

f. Knowledge is an individual's understanding of information obtained as a result of practicing that information, comparing, seeing effects and linking them with other information or experiences.

g. Knowledge management is a set of corporate and corporate knowledge management activities through various techniques, systems and cultures that encourage the process of creation, discussion, documentation, identification, distribution, learning and utilization of knowledge, so that corporate objectives can be achieved more effectively and efficiently.

h. Competence is a combination of knowledge, skills and attitude of the worker, which overall has a direct impact on the attainment of tasks and goals.

i. Knowledge transfer is a series of activities undertaken to transfer knowledge from sources of knowledge to others in need.

Terms and Definitions

1. Knowledge credit point is a reward in the form of value points provided to workers who engage or engage in certain knowledge management activities. Accumulated value points can then be used as a reference for management in awarding, performance appraisal and monitoring activities.

2. Learning is the activity of acquiring new knowledge, skills, attitudes, values or understanding through teaching, conditioning, observation, games, discussion, training and involvement.

3. Learning organization is a corporation that facilitates the learning process for its employees to keep on transforming to improve themselves.

4. Subject Matter Expert (SME) is a worker who has knowledge and expertise in a particular field, selected and willing to be responsible for material knowledge documented into PERKASA's Knowledge Management system.

5. Tacit Knowledge is the knowledge that still resides in the self or individual thinking as a result of experience and or learning. Tacit knowledge is very personal and not easily transferred to other parties.

2. Literature Review

2.1 Knowledge

Knowledge is the process of translating information and past experiences into meaningful relationships that are understood and applied by individuals (Debowski, 2006). Knowledge is the center of knowledge management activities. Given the importance of knowledge as a company asset, knowledge management activities are created, transferred, and applied with knowledge that is essential for the company to achieve competitive advantage, and information technology (IT) can play an important role in facilitating and improving company performance.

Today, corporations and the world economy widely assume that knowledge is important and accepted as a firm competitive advantage (Mertins, 2003). In terms of working knowledge related to a person, this leads to two levels of accessible ability, namely explicit knowledge and tacit knowledge. Explicit knowledge is knowledge that can be shared with others, such as documents, categories, transmissions to other information, and illustrates to others through demonstrations, explanations, and more. Tacit knowledge describes a person's experience and learning and is usually difficult to produce or share with others. Although tacit knowledge is difficult to document, categorize and share, organizations rely on tacit knowledge of quality and value (Debowski, 2006).

Organizations focus more on information technology investment for explicit knowledge than tacit knowledge. There are three underlying reasons; firstly, explicit knowledge is often conveyed as the standard of many transaction-based information systems; second, explicit knowledge is easier to convey and capture than tacit knowledge; third, tacit knowledge cannot be trusted because it cannot be delivered objectively and measurably. Explanations of knowledge management, knowledge management systems will be further elaborated.

2.2 Knowledge Chain

Knowledge chain (K-chain) is a number of interactions that lift the innovation of the organizational cycle. The basis of the definition of knowledge management is the concept of a knowledge chain. The knowledge chain was first introduced by Koulopoulos, Tom and Spinello in his corporate instinct. According to Koulopoulos in Frappaolo (2006), there are four connectors in the knowledge chain (K-chain) that explain the uniqueness and sustainability of an organization. Knowledge management creates a stream between 4 K-chain cells and accelerated speed of innovation. The four stages in K-chain define the flow of knowledge within the organization. The following 4 connectors (Frappaolo, 2006):

1. Internal awareness; Internal awareness is the ability of an organization to quickly access the inventory of key skills and competencies, namely talent, know-how, interaction, performance processes, and community of practice from its employees. Full attention to the functional organizational structure, which emphasizes the development of internal awareness.

2. Internal responsiveness; Internal responsiveness is the ability to exploit internal awareness.

3. External responsiveness; External responsiveness is the best ability with market needs and the ability to respond effectively to opportunities and challenges from outside the organization within a certain time.

4. External awareness. External awareness is a reflection of internal awareness, the ability of an organization to understand how the market perceives value is linked to its products and services.

2.3 Knowledge Management

Knowledge management (KM) is the planning, organizing, motivation, control of people, processes and systematic in the organization to ensure its relationship with knowledge assets is continuously improved and effectively used (King, 2009). KM includes all the methods, instruments and tools that contribute to the promotion of core knowledge process integration (Mertins, 2003). KM becomes a tool that facilitates the collection, recording, organization, filtering, analysis, retrieval, and dissemination of explicit and tacit knowledge (Tiwana, 2002). A KM-based process includes the process of identification, collection, sharing, documentation and the repeated use of a combination of explicit and tacit knowledge.

Focus knowledge management on knowledge creation and dissemination processes to all levels of employees involved in learning, building, and sharing organizational knowledge. KM life cycle can be summed up into four steps, namely knowledge capture, knowledge development, knowledge sharing, and knowledge utilization (Lee and Hong, 2002).

The purpose of Knowledge Management is to increase the capacity, opportunities and interests of employees to share their professional knowledge; and develop knowledge strategies that facilitate easy access to valuable knowledge. It also clarifies the importance of knowledge so that employees care and feel the need to manage knowledge, both as a distributor and as a user only (Debowski, 2006). Another goal of KM as a process is to improve the organization's ability to perform its core business functions to be more efficient and effective.

2.4 Knowledge Management Systems

Knowledge Management System (KMS) provides technology for knowledge management efficiency. Technology that supports KMS will facilitate the interaction, distribution, retrieval, and storage of knowledge. KMS should be made as easy as possible so that users can have a commitment to knowledge management to access and use existing knowledge resources within the organization. Good KMS contributes greatly to the successful implementation and adoption of knowledge management.

The objective of KMS is to provide technical support that allows to capture and exchange knowledge freely among stakeholders in the organization. A good KMS ensures that there is no obstacle for users to search, share, or gain knowledge from various sources.

3. Discussion

(Knowledge Management Implementation Design)

3.1 Vision, Mission and Value of Knowledge Management

Vision Knowledge Management PERKASA is "Being a learning and knowledge based organization". The vision is needed in order to improve the competence of workers to support the vision of the company is "Becoming a world-class company in the field of oil and gas supporting services".

Knowledge Management Mission are:

1. To provide and develop the required knowledge of PERKASA through an integrated process by mobilizing the sources of knowledge, both internally and externally;
2. Provide systems, procedures and technologies that support the process of creation, sharing, documentation, identification, storage and distribution, learning and utilization of knowledge for all PERKASA's employees.

ProCISE cultural values in the application of Knowledge Management are as follows:

1. Professionalism: improving competence through active involvement in Knowledge Management activities;
2. Continuous Improvement: continuous improvement through Knowledge Management activities resulting in best practice and innovation;
3. Integrity: active in Knowledge Management activities, acknowledge the contribution of knowledge and other parties' innovations, communicate the benefits of Knowledge Management, invite other workers to engage in Knowledge Management activities;
4. Safety: ensuring that corporate knowledge is documented as per applicable classification, stored and distributed securely within the PERKASA Knowledge Management system;
5. Excellent Service: best effort in every Knowledge Management activity.

3.1.1 Knowledge Management Strategy

To ensure that PERKASA's Knowledge Management policies work properly, appropriate management strategies are required:

1. Management Commitment: management stipulates that the implementation of Knowledge Management is an integral part of all business processes of PERKASA. The realization of the commitment is that the board of directors and top management are obliged to sponsor, become facilitators and actively involved in every Knowledge Management activity and provide the resources needed to realize the vision of Knowledge Management;
2. Policy Integration: Knowledge Management policy must be integrated with other PERKASA policies, especially human resources management policies, organization and

business process policies and information systems and technology policies;

3. Workers' Commitment: all employees must be implement and utilize knowledge management consistently.

3.1.2 Knowledge Management Process

Knowledge management process is one of the major steps in acquiring competencies required by corporates when it comes to implementing its business strategy. The established corporate business strategy becomes the basis for identifying the knowledge needs that are input to the knowledge management process. The knowledge management process begins with an individual's awareness of something (the process of creation) and ends with action as a manifestation of the utilization of the knowledge (process of utilization) described in the diagram as follows:

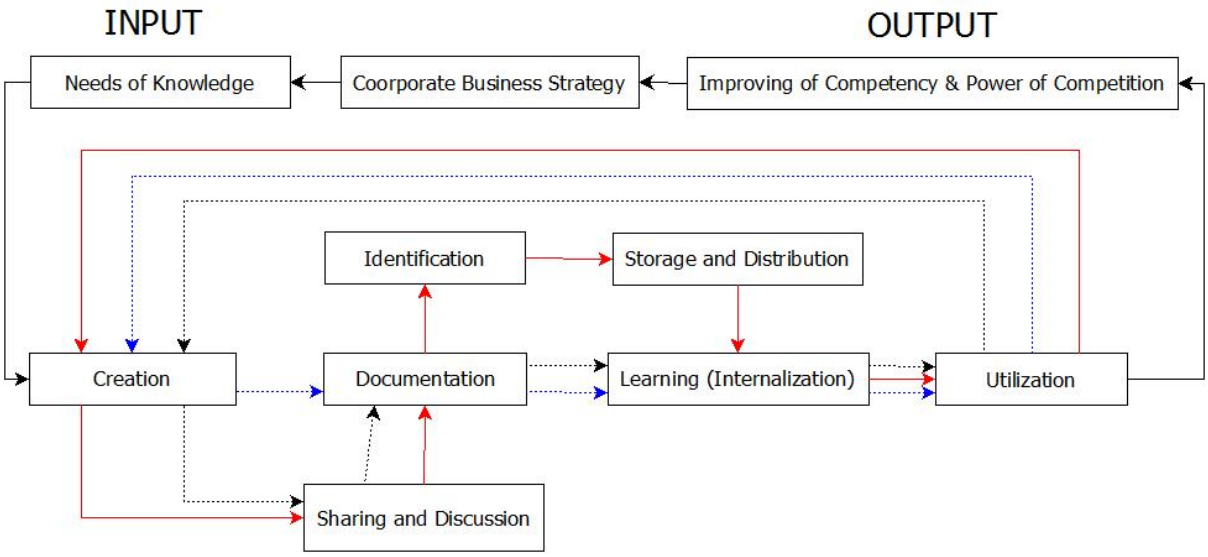

Figure 1. Diagram of the Knowledge Management Proses

1 Proses KM in Personel Level
2 Proses KM in Team Level
3 Proses KM in Corporate Level

Each element in the above Knowledge Management process diagram can be explained as follows:

1. Creation is the process of activating the awareness, understanding or knowledge possessed by the worker of a memory stored within himself;

2. Sharing is the process of transferring a knowledge from workers to other workers through face-to-face activities, discussions or through other media;

3. Documentation is the process of recording or pouring knowledge from a tacit into a document

4. explicit in the form of writing, diagrams, audio visuals and other media so that it can be used as a material for later learning or distributed to other workers;

5. Identification is the process of mapping or classifying an explicit knowledge by both the worker and the system so that it is easy to trace in the future;

6. Storage and distribution is the activity of storing explicit knowledge and distributing it to those who need it effectively and on time;

7. Learning (internalization) is the activity of accessing and exploring explicit knowledge and relating it to experience or understanding so that new knowledge in tacit knowledge is born;

8. Utilization is to practice or utilize a tacit knowledge into the work process to improve the quality of work.

3.1.3 Knowledge Management Implementation Level

Knowledge management process mentioned above is applied in three levels both offline and online, that is:

1. Personal Level is the process of knowledge management that is managed by each worker for personal knowledge needs consisting of the process of creation, documentation, learning and utilization of knowledge. At this level the worker creates a work record of his or her experience and knowledge, which can then become a reference for the worker in the future or become the subject/topic of discussion at the team and corporate level.

2. Team level is knowledge management process managed by a group consisting of the process of creation, sharing/discussion, documentation, learning and utilization of knowledge. At this level discussion or sharing can be both formal and informal. Documents generated by this team can also be a reference for Knowledge Management processes at the personal and corporate level.

3. Corporate level, namely the process of knowledge management managed by the corporation consists of the process of creation, documentation, identification, storage and distribution, learning and utilization. At this level, the worker or group documenting the knowledge it has in the knowledge management information system. Furthermore, the knowledge is reviewed by SME before it can be approved as a corporate knowledge asset. Such corporate knowledge can then be accessed, learned and utilized by workers to improve corporate competence and performance.

3.1.4 Stakeholder, Roles and Responsibilities

Implementation of knowledge management must be supported by all parties in the corporate environment both as sponsors and promoters, coordinators and facilitators as well as supporters and implementers, as follows:

1. Sponsors and Promoters

The president director has a sponsorship role in knowledge management activities, which is

responsible for establishing policies, ensuring their implementation and development activities, and providing resources needed for Knowledge Management activities.

All directors in addition to the president director shall serve as promoters responsible for ensuring the implementation of their policy integration with knowledge management policies, as well as the development and maintenance of knowledge in their directorates.

2. Coordinator

Chief of knowledge officer and knowledge management committee is appointed as the coordinator of knowledge management implementation. The chief of knowledge officer (CKO) is held by the director in charge of HR activities, responsible for the implementation of the integration of knowledge management policy with human resource management policy and in accordance with PERKASA's business process so that knowledge management activities run effectively.

Knowledge management committee is responsible for building knowledge management system and culture and monitoring its implementation so that knowledge in the field of exploitation and technology of gas business can be developed and maintained optimally which include:

a. Develop knowledge management policy / strategy;

b. Defining, realizing and instituting the implementation stages of Knowledge Management;

c. Identify and introduce various learning tools (learning) that can be applied;

d. Design and introduce knowledge management programs to all workers and introduce application systems to document knowledge;

e. Conducting regular committee meetings to evaluate the effectiveness of the implementation as well as to prepare reports on the progress of applying knowledge management within the company.

3. Facilitator

Top management and secretary of the knowledge management committee are appointed as knowledge management facilitators.

a. Head management is responsible for motivating and facilitating workers in knowledge management.

b. The secretariat of the knowledge management committee is responsible for carrying out the day-to-day tasks of the knowledge management committee.

4. Supporters and Executives

a. Subject Matter Expert (SME)

SME is appointed in accordance with the competence of their respective fields, serving as

moderators and editors reviewing the materials and modules of education and training, advising on improving and approving the materials knowledge, as well as the education and training modules as corporate knowledge assets. The task as SME is an enrichment of their regular duties in the unit / work unit.

b. Community of Practice (CoP)

CoP members may come from one or more units / work units that run the knowledge management process at the team level. The results of discussion in the form of strengthening understanding of certain knowledge, improvement of existing work processes, solutions to problems and generate best practice and innovation.

c. Change Agent

The change agent is selected by the knowledge management committee of employees with good communication skills, as well as confidence in the benefits of the knowledge management program. The task as a change agent is an additional task of each routine task in unit / work unit.

d. Contributor

All workers are required to become active contributors in the knowledge management process, whether in personal level, team level or corporate level.

3.2 Integration of Knowledge Management Policies at PERKASA Policy

Knowledge management policy must be integrated with other PERKASA policies, especially human resources management policies, organization policy and business process and information system and technology policy.

1. One of the selection requirements of PERKASA's job Human Resource Policy

a. Recruitment Criteria

Candidates is to have an attitude that is in line with ProCISE's cultural values in knowledge management.

b. Increased Competence

Knowledge management process is the main process used to improve the competence of knowledge and skill aspects of workers.

c. Work management

The contribution of workers in the knowledge management process is one part of the performance appraisal system.

d. Career development

The contribution of workers in the process of knowledge management is one element of assessment in career movement.

e. Knowledge Credit Point (K-point)

Workers who contribute to knowledge management activities receive knowledge credit points that are taken into account in the evaluation of the application of knowledge management.

2. System Policy and Information Technology

The management policy of Information Technology and Systems (SISTI) should include the development of knowledge management by providing infrastructure and application of technology needed for the process of creation, documentation, identification, storage and distribution, learning and knowledge utilization technology.

3.3 Infrastructure Knowledge Management

In order for the process of knowledge management to run properly and effectively, it requires adequate infrastructure in the form of online (technology facilities) and offline.

3.3.1 Online Infrastructure

Utilization of technology facilities can be seen from each component of knowledge management process adopted by PERKASA namely:

1. Technology for Knowledge Creation

Includes technology applications that facilitate the creation of new knowledge such as brainstorming applications, virtual whiteboard, business intelligence application, Decision support system and data warehouse (which summarizes information so that knowledge emerges new to readers).

2. Technology for Sharing / Knowledge Discussion

Includes all applications that enable interaction and exchange of knowledge such as video conferencing, chat, email, online discussion forums and telecommunications equipment in general (telephone, fax and others).

3. Technology for Documentation and Identification of Knowledge

Includes technology applications that facilitate documentation of knowledge such as the document management system application (which maps and organizes all corporate electronic and audio visual documents), content management system applications (which store the results of knowledge sharing), wiki applications (which facilitate crystallization of collective knowledge writing) and the e-Library application (which stores all digital books in the form of online libraries) as well as data warehouse or business intelligence applications (which view data or corporate information from a new perspective).

4. Technology for the Storage and Distribution of Knowledge

It includes technology applications that facilitate the storage of knowledge such as content management system applications (which store the results of knowledge sharing) and that facilitate the distribution of knowledge such as the document management system application (which maps and organizes corporate electronic and audio visual documents).

5. Technology for Learning & Utilization Knowledge

Includes applications that facilitate learning activities such as e-learning applications (which facilitate the online learning process) and other applications utilizing corporate knowledge such as customer relationship management applications (monitoring corporate interactions with customers), enterprise resource planning applications (recording corporate business transactions), project management system applications (managing project activities) and human resource management system (managing corporate staff).

3.3.2 Offline Infrastructure

Offline infrastructure includes all activities related to knowledge management established as a medium for regular meetings of workers whose results are documented and disseminated both online and offline, including:

1. Knowledge Café

Knowledge café is an informal meeting for workers who have an interest in one particular topic in cafe nuance. Characteristic of this meeting is the participants are divided into several discussion groups to then exchange knowledge between groups.

2. Knowledge Breakfast Club

Knowledge breakfast club is an informal meeting that discusses a particular topic that is carried out in the morning before starting work in order to broaden work-related or worker's interests. The hallmark of this meeting is that participants use the post-it note method to briefly write their knowledge's.

3. Synergy Forum

Synergy forum is a formal meeting attended by workers from various unit / work unit and can also involve external parties such as partners, suppliers and regulators related to the topic of discussion. The hallmark of this meeting is preceded by the exposure of the context, concepts, issues and needs of coordination by the facilitator, followed by more detailed discussion by the expert or the invited worker to be presented in the forum.

4. Knowledge Battle

Knowledge battle is a meeting designed in the form of a group discussion to discuss a job failure or activity that is used as a lesson for the same work in the future. The hallmark of this meeting is attended by workers who understand and experience the incident.

5. Knowledge Apprenticeship

Knowledge apprenticeship is an on-job training for new workers to introduce PERKASA's business as a whole or mentoring activities for workers who occupy new positions with their seniors to discuss matters related to their positions or positions.

6. Built In Training (BIT)

BIT is a meeting that must be performed by workers who have attended the education and

training to transfer the knowledge it gained to other workers.

7. Book Review

Book review is an informal meeting designed to discuss the content of a particular book that is relevant, directly or indirectly, to the corporate business and documented in book reviews. The meeting's source is the author of a book or worker who has understood the contents of the book.

3.4. Knowledge Management Technique

Some knowledge management techniques and methods can be integrated into corporate business process routines in each unit / work unit, i.e.:

1. Knowledge Audit (KA), which is a process of mapping or qualitative evaluation to see the needs of corporate knowledge, corporate knowledge assets, existing knowledge flow and critical points, to ensure that knowledge management activities support the company's strategy and determine priorities for follow-up.

2. Peer Assist (PA), a discussion with colleagues who have been involved in a project or completed activities to get input prior to execution of the same project plan or activity.

3. After Action Review (AAR), which is a review process or discussion of a project or activities that have been completed to be a lesson in the project or the next activity. This activity is carried out by all workers involved in the project, and facilitated by the project leader.

4. Knowledge Harvesting (KH), which is the process of taking knowledge through interviews, discussions, or writing knowledge by workers who are experts or experienced in a particular field or competence.

5. Exit Interview (EI), an interview conducted to document opinion and knowledge of workers who will leave the company or a certain position.

3.5. Corporate Knowledge Assets

Knowledge assets are all corporate-owned knowledge that makes the business process add value or profit. Knowledge assets consist of: individual knowledge owners (such as workers, SME and CoP), documented knowledge (such as best practices, databases, procedures, products, skills databases etc.) and environmental recognition (such as brands, patents and intellectual property rights).

When a knowledge has been approved by SME, then the knowledge becomes a corporate knowledge asset that can be disseminated and utilized by all PERKASA workers, namely:

1. Regulation: is a letter containing a policy stipulated by the Board of Directors that organizes corporate activities and organizations.

2. Reference document: a set of official corporate documents, comprising of guidelines, operating procedures, work instructions and work notes that organize the conduct of all

business processes within the corporate environment.

3. Best Practice: is a paper documenting a way or method based on experience has proven to consistently deliver the desired results. For best practice to be relevant, it must always be constantly developed and updated by CoP.

4. Innovation: a corporate asset that must be documented from the time the idea starts up to its application in the field.

5. Training Modules: are educational and training materials compiled based on dictionary of position competency and proficiency level to enable workers to learn the required knowledge in order to improve their competence.

6. Lesson Learned: is writing as a learning material about the success or failure of a project or activity, which includes the key to success or causes of failure, lessons learned and improvements that can be made to similar activities in the future.

7. Articles: are writings that are composed as a result of thoughts, experiences, discussions and the results of studying references from various sources of knowledge related to a particular competency;

3.6 Roadmap Knowledge Management

Implementation of knowledge management requires an integrated and comprehensive change process covering aspects of people, process and technology gradually and in control. Therefore, a roadmap is developed which explains the stages of development and application of Knowledge Management in the PERKASA environment. Each element of the knowledge management guidelines to be implemented at PERKASA must begin with the drafting of the concept and the socialization to get initial feedback and support from management and workers (level initiate). The pilot project is then designated as a test of its implementation and development to see how the element is successfully executed in accordance with the culture and local conditions (level develop).

Further experiments that have been successfully applied is confirmed to be a standard Knowledge Management in the environment PERKASA (level standardize). When the standard is widely applied to all unit/work unit, then the problem that often arise is the control system. Therefore, a practical and effective measurement method should be developed so that standard implementation can be optimized and controlled (level optimize). Furthermore, continuous improvement and refinement is needed to obtain new breakthroughs (innovate levels).

Roadmap knowledge management is structured in a two-and-a-half year program gradually based on management priorities tailored to the ability of control and resource availability, as follows:

1. Development Stage (Semester 1)

In this phase, basic preparations such as the concept of knowledge management, guidelines, implementing organizations and infrastructure are required.

2. Socialization Phase (Semester 2)

The main focus of this phase is to carry out socialization of guidelines and knowledge management infrastructure to all unit / work unit to gain understanding and support in its implementation. Also implemented pilots the implementation of some important knowledge management elements such as CoP, SME, change agent and supporting applications.

3. Implementation Phase (Semester 3)

The main focus at this stage is the widespread adoption of the elements that have been successfully tested in the pilot project and become the standard application of knowledge management in PERKASA. Also tested on other knowledge management elements.

4. Optimization Stage (Semester 4)

The main focus at this stage is to synergize the application of the knowledge management implementation standards with broader systems and policies and the establishment of measurement methods that enable optimization and control over those standards.

5. Improvement Stage (Semester 5)

The main focus at this stage is to review the achievements that have been gained in the application of the knowledge management guidelines and, if necessary, improvements to the guidelines are made.

3.7 Evaluation of Knowledge Management

Evaluations are conducted to ensure that the implementation of knowledge management contributes positively to all stakeholders of PERKASA. Evaluations are conducted periodically covering:

1. Utilization of knowledge management in corporate strategy

The goal is to evaluate the role of knowledge management in supporting the achievement of corporate strategic targets and objectives thereby fostering greater management commitment.

2. Infrastructure effectiveness knowledge management online and offline

The objective is to technically evaluate the use of knowledge management infrastructure both online and offline by workers so that sustainable improvement can be made. Also to measure the benefits felt by workers with the infrastructure.

3. Maturity implementation of knowledge management

Evaluation of the implementation maturity of knowledge management is done quantitatively on the implementation of knowledge management roadmap and also qualitatively through benchmarking to other companies that successfully use the same standards. From here it can be seen how far knowledge management has been successfully applied well in PERKASA.

4. Cultural Evaluation of Knowledge Management

Cultural evaluation knowledge management is conducted to ensure that PERKASA's

employees have the cultural values of knowledge management in performing their daily work. The evaluation is conducted through a survey to management and workers who are followed up with the programming of strengthening the values of knowledge management.

3.8 Appreciation

Awards are given to motivate workers to better utilize knowledge management to improve their competence and effectiveness in work. The awarding rules are set out in the knowledge management award policy. The award consists of three programs, namely:

1. Regular rewards program through K-point.

Every worker involved in knowledge management activities is given a knowledge credit point (k-point) to be accumulated.

2. Program awards through career promotion.

The involvement of workers in knowledge management activities will directly improve their competence, productivity and competitiveness. Therefore performance appraisals, career paths and remuneration of workers are directed to gradually incorporate knowledge management elements in the assessment criteria.

3. Annual awards program.

This award is given annually in the form of innovation awards, knowledge harvesting awards, CoP awards, SME awards or other awards.

4. Conclusion

The design of knowledge management implementation in PT Perkasa has considered: Integration with corporate vision, mission and policy, commitment, culture and technology, and evaluation and rewards. There are several determinants of successful implementation of KM, i.e. people, including leadership, infrastructure, process (learning), culture, and technology. Leadership and cultural factors are the main factors of successful implementation of KM in the organization. The product of KM as the impact of KM implementation is the learning process (organizational learning) and the innovation ability that becomes the value for the company to be able to continue to be competitive.

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