

Knowledge Management To Improve Local Government Services

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Abstract

This study aimed to improve the service of local governments in combining existing knowledge in an organization so that it can create, collect, maintain and manage employee knowledge and performance through the mastery of knowledge by all members. When knowledge sharing has been successfully applied in ensuring the services survived in which each apparatus can synergy to achieve better performance to achieve common goals. employees in the Regional Government experience high mobility between agencies in the regions with various basic tasks and functions. Therefore, we need a high adaptability by an employee to be able to carry out tasks in a new place as quickly as possible. This condition results in an agency that is very important to manage its resources in order to support every employee (HR) possessed to carry out their duties properly even though the employee concerned has just entered his institution. This is where the importance of knowledge management or knowledge management can be felt to keep the organization moving forward despite facing various situations that affect the performance of achieving organizational goals. This study uses a qualitative approach to the type of instrumental case study research. The location of the study was conducted at the Baubau City Regional Secretariat. Data collection techniques used, namely: in-depth interviews, document studies and observations. The results showed that Knowledge Management is an effort to improve the performance capabilities of local government apparatus services in managing their intellectual assets, in the form of existing knowledge and experience. The aim is to utilize these assets to achieve better service performance to accelerate the achievement of the objectives implemented in accordance with bureaucratic reform

Keyword: Knowledge Management, Services, Local Government

I. INTRODUCTION

The implementation of regional autonomy is directed at accelerating the improvement of community welfare through improved services, empowerment and community participation. Regions are also expected to be able to increase competitiveness by considering the principles of democracy, equity, justice, privileges and specialties, as well as the potential and diversity of Regions in the system of the Local government institutions accordance with their tasks to help heads of regions in organizing of government in development.[1] Therefore, local governments must increase their capacity to empower the community through community services in a more effective, efficient, accountable, transparent and responsive manner. ICT know-how and skills, designed for use of applying, knowledge management technology, and knowledge sharing are all enablers that have a huge impact on success.[2]

In the context of implementing services to the community, Local Government has limitations, especially the availability of quality human resources who have competence in government management and can carry out innovative activities in order to advance the Region. In addition, one of the weaknesses in HR management in the regions is the high turnover of employee positions between technical agencies which of course have different job descriptions and job specifications, principles and strategies for developing sustainable management of knowledge in order to improve the quality of human resources in public sector organizations.[3]. This can make it difficult to inventory and maintain knowledge assets that exist in each agency, and have an impact on the difficulty of employees who occupy new positions to learn about the governance that was carried out by previous employees.[4]. This condition illustrates the importance of knowledge sharing both at the leadership level and at each level below. Knowledge sharing can also be part of regeneration which is often likened to the heart of an organization. Without regeneration, it is difficult for

an organization to progress and be dynamic. Regeneration will give rise to new embryos that will continue the struggle of organizations that are able to innovate, provide solutions to problems faced by organizations, and become role models for others.[5]

An effective and efficient regional government can be realized if every government agency is able to take advantage of the wealth of knowledge it has, including experience in government implementation and services to the community.[6] Knowledge Management or Knowledge management is the answer to human resource development in an organization. Because through empowerment and development of intellectual capital, organizations will be able to process the information, experience, ideas and knowledge obtained into capital in decision making as well as learning for their members.[7] Knowledge Management or Knowledge Management is also an effort to improve an organization's ability to manage its intellectual assets in the form of existing knowledge and experience.[8] The goal, of course, is to utilize these assets to achieve better organizational performance to accelerate the achievement of the objectives of implementing bureaucratic reform. (PERMENPAN & RB No. 14 Year 2011) In this way local governments can actively participate in knowledge sharing which can be used in policy formulation and benchmarking of bureaucratic reform implementation.[9]. Though the knowledge management process is complicated, if a company does not share, enforce, and grow its knowledge, it risks losing its competitive advantage.[10]. Organizational knowledge is the basis for building organizational strategy and is an important resource for organizational profitability to strengthen and maintain competitive advantage. Knowledge is a mixture of experiences, values, contextual information, expert views and fundamental intuition that provides an environment and framework for evaluating and incorporating new experiences and information. Two types of knowledge, namely:

- a. *Tacit knowledge* is knowledge that is not easily seen and expressed, is very personal, difficult to formulate and codify, and is stored in the human brain, making it difficult to communicate and share with others.
- b. *Explicit Knowledge* merely something formal and systematic, can be expressed in words and numbers, and easily communicated in various forms.

Various effects of changes that occur require organizations to open up to the demands of change and strive to formulate strategies and policies that are in line with environmental changes will depend on the ability of the organization to adapt to the environment. [11] This means that an organization is able to formulate effective strategies and policies to cope with any changes that occur. The Department has the tacit and explicit knowledge that has not been optimally managed and documented.[12] In an organization, in the process of achieving goals and reforms in order to increase the capacity of the apparatus, it must be followed by an increase in performance. If the performance of the government apparatus is good and maximized, the goals of the organization will be achieved, and the organization can be said to be successful in carrying out its duties. [13] Apparatus performance can also show the ability of the apparatus, In accordance with the Minister of Administrative Reform and Bureaucratic Reform Number 20 / M.PAN / 04/2006 concerning Guidelines for Preparation of Public Service Standards, it is stated that public services are activities or a series of activities in order to fulfill basic needs in accordance with the civil rights of citizens and residents. [9] For any goods, services, and / or administrative services provided by public service providers. Meanwhile, service management is the arrangement of service delivery effectively and efficiently in order to achieve optimal service performance.[14] The theoretical basis for the ideal public service according to the New Public Service paradigm as discussed above is that public services must be responsive to the various interests and values that exist. [15] The government's task is to negotiate and elaborate on various interests among citizens and community groups, identify the process of transfer of knowledge available. This implies that the character and values contained in the public service must contain a preference for values that exist in society. Because society is dynamic, the character of public services must also always change following the development of society.[16]

II. METHODS

This study uses a qualitative approach based on phenomenology. While the analysis uses an interactive model analysis approach,[17]Content analyses were applied with the aim of obtaining a condensed and broad description of the phenomenon as well as the concepts and categories describing a phenomenon. [18]The main data of this research comes from interviews with employees who are directly involved in knowledge management of local governments in improving public services, as well as with the Regional Secretary of the City of Baubau, as well as with the public who use public services provided by the City Government of Baubau. For the purposes of triangulation, the main data is also taken by observation. Meanwhile, some additional data which is not available in the form of documentation is retrieved by record. In order to guarantee the degree of confidence in the results of this study, efforts have been made from the start to maintain the validity of the data collected. The techniques used to maintain the validity of the data include; a) Conducting observational diligence, b) Conducting triangulation, c) Organizing peer examinations through discussions, d) Presenting detailed descriptions and d) Organizing auditing.

III. RESULTS AND DISCUSSION

The function of Knowledge Management is to improve the organization in combining existing knowledge in an organization so that it can create, collect, maintain and manage knowledge of the Baubau City Regional Government in order to advance and achieve organizational goals. In this case, knowledge sharing is one part of knowledge management which plays an important role in the successful implementation of knowledge management in an organization.

The essence of the results to be obtained from the application of the concept of knowledge management is to improve the performance of organizational members through the mastery of knowledge by all members of the organization, so that each member of the organization can synergize to achieve better performance to achieve common goals. The successful application of knowledge sharing will also ensure that in the future the organization will survive all time. In general, employees in the Regional Government experience quite high mobility between agencies in the regions with various main tasks and functions. Therefore the interaction between people, knowledge, and technology play a vital role in attaining high service quality, economic development, and growth.[19]This condition results in an agency being very important to manage its resources so that it supports every employee (HR) they have to carry out their duties well even though the employee concerned has just entered the agency. This is where you can feel the importance of organizational knowledge management/knowledge management to keep the organization moving forward despite facing various situations that affect the performance of achieving organizational goals.[20]

The enactment of the Regulation of the Minister for Administrative Reform and Bureaucratic Regulations Number 14 of 2011 concerning Guidelines for Implementing Knowledge Management Programs (Knowledge Management) is one of the steps for implementing reforms in the bureaucracy where Ministries / Institutions and Regional Governments are encouraged to create effective and efficient organizations. For this reason, every government agency must be prepared to take advantage of the wealth of knowledge it has, including learning from past experiences. In general, this is manifested in the form of work regulations and procedures in each organization, as well as a series of activities for change and improvement. The constraints that are often faced are that knowledge and experience in organizations are often scattered and, Knowledge management or knowledge management is an effort to improve an organization's ability to manage its intellectual assets, in the form of existing knowledge and experience.[21]

The aim is to utilize these assets to achieve better organizational performance in order to accelerate the achievement of the objectives of implementing bureaucratic reform. The National Bureaucratic Reform Management Unit (UPRBN) manages a knowledge management forum which is used as knowledge sharing which is useful for advancing in the formulation of national bureaucratic reform policies as well as benchmarking for Ministries / Institutions and Regional Governments. Meanwhile, Ministries / Institutions

and Local Governments are expected to be able to actively participate in providing knowledge sharing experiences in implementing bureaucratic reform in the knowledge management forum. Therefore the guidelines provided by the Ministry of PAN & RB provide an overview of the application of knowledge management (knowledge management). Although the application of knowledge management is not an aspect that is assessed in the implementation of bureaucratic reform, it can help in the implementation of bureaucratic reform to run well.[22]

While the other knowledge management processes are supervised and monitored by the knowledge management department, although that they are offered as a package with the knowledge management model for the organization.[23] In several stages in implementing knowledge management in local governments can be described as follows:

a. *Knowledge Creation*

Knowledge Creation through a knowledge conversion process (knowledge conversion) which consists of four forms, namely socialization, externalization, combination and internalization.

- 1) Socialization, Socialization processes in local government organizations are carried out through informal talks such as discussions, exchange of opinions / experiences (best practice) between employees, observation, communication with stakeholders and experiences of other agencies. The socialization process is also obtained from employees through technical guidance, education and training, training or internships who then share the knowledge gained with colleagues or team work in one agency. The socialization process can also be obtained in coordination meetings, routine meetings.
- 2) Externalization, The externalization process is the conversion of tacit knowledge to explicit through documentation so that knowledge that originally existed as a thought, idea, idea, experience can be realized in document form (knowledge in explicit form). Realizing an explicit form of knowledge will require a place to store and maintain the resulting documents so that in the future it can become learning material for employees who have just entered the agency or employees who have shifted to replace the process of colleagues internally in the context of refreshment. The facilities provided by this agency / organization will certainly be very beneficial for the continuity of improving organizational performance.
- 3) Combination, Combination processes are the conversion of explicit knowledge into explicit knowledge carried out through the preparation of a knowledge management system based on topics, application of mission concepts and operationalization of concepts in the management function. Data that has been stored in the system such as: data on the number of tourist visits, PAD realization data, regional potential data, regional demographic data and other operational data as well as regional performance indicator and target data are compiled and entered in the knowledge management database system to facilitate access for all employees who need them. Further developed, a system can be built with enterprise portal features that have functions for categorizing and searching information (taxonomy) as well as content management which has the function of processing agency data and information both structured (database) and unstructured (documents, reports and minutes) can support the combination process. Regional demographic data and other operational data as well as regional performance indicator and target data are compiled and entered in the knowledge management database system to facilitate access for all employees who need them.
- 4) Internalization, The internalization process is the conversion from explicit to tacit which is carried out by obtaining knowledge through the media (which can be in the form of the internet, mass media, electronic media). The internalization process is an important part of knowledge creation, because the search for knowledge is carried out through various media to increase knowledge. All documents, data and information as well as well-documented knowledge can be read by other employees, it can increase employees who read them so that each employee can increase their knowledge more easily and compare it with knowledge

obtained from other sources / media. The developing information technology has supported the internalization process, namely in the search for knowledge and retrieval of documents as an explicit form of knowledge. Content management besides supporting the combination form is also a necessary facility in the internalization process. This process is triggered by the application of learning by doing.

b. Knowledge Sharing

In local government activities, knowledge sharing can be done in several ways, namely:

- 1) Documentation of results of meetings, seminars, workshops, focus group discussions (FGD), which are distributed to employees in agencies as a reference / guideline for the implementation of agency tasks.
- 2) Through the communication media and correspondence of the applicable agencies within the agency, such as official notes, social media groups formed within an agency (WhatsApp group, BBM, Messenger, etc.) which are adjusted to the general conditions of the agency. The group chat model is usually more desirable because it can take place interactively even though it is in a separate place so that it is more effective and efficient in the process of sharing knowledge.
- 3) Using agency websites that contain news, articles or writing of knowledge obtained from outside for all employees to know

c. Knowledge Implementing

The steps in implementing knowledge management can be divided into four stages, namely:

- 1) Hold infrastructure evaluation
It consists of analyzing the available infrastructure and adjusting it to business strategies.
- 2) Designing knowledge management system (KMS)
Designing KMS includes designing KMS infrastructure, assessing knowledgethere, designing the KMS team, making KM blueprints, and developing KMS and designing its development.
- 3) Development stage
The development stage includes: disseminating Knowledge Management, applying the KMS methodology, managing and structuring change, culture and reward systems.
- 4) The evaluation stage
Evaluation of the performance and impact of KMS for the organization aims to be able to make improvements and development of KMS.[24]

The knowledge management successfully implemented in a prosperous multi-national company
Example: KM in AIRBUS - KM Solution Portfolio

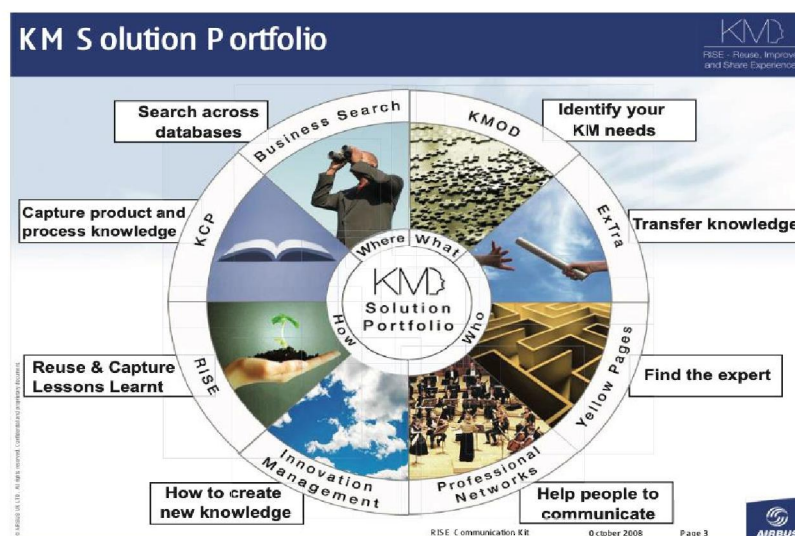
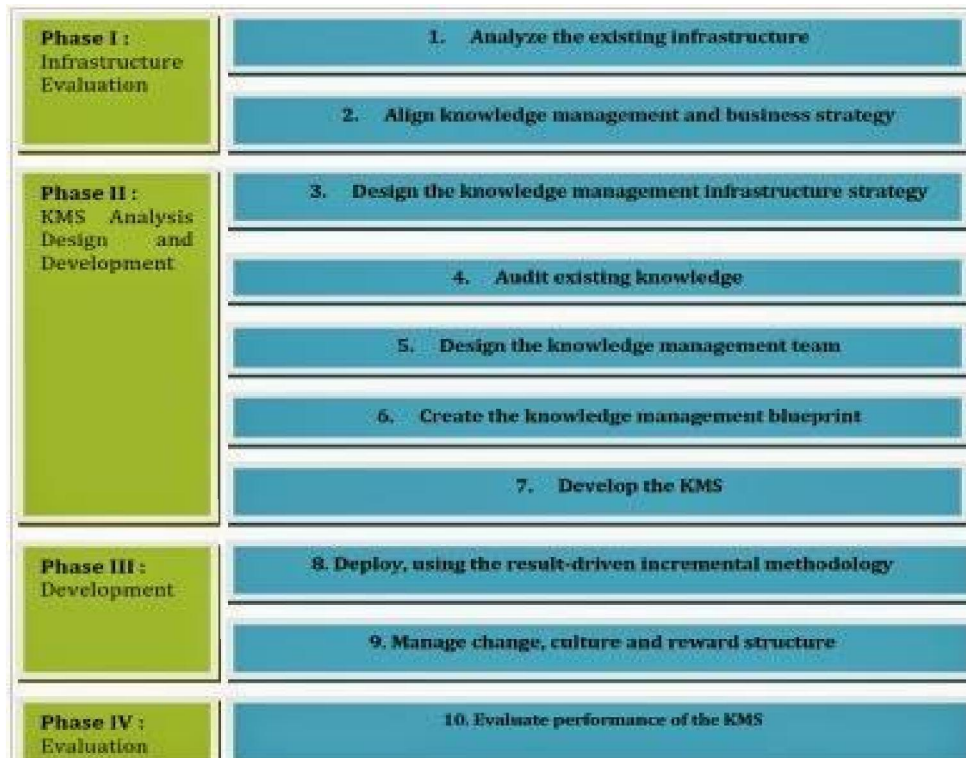


Fig. 1. KM in AIRBUS, KM Solution Portfolio (Carnicky, et al,2006)

Managers must make choices in a complex and challenging world. It is reasonable to conclude that in such a setting, management' demands to be possible to produce sound decisions are increasing.[24]Government must innovate the company's management and administrative processes, so previously underutilized yet advantageous management systems should be introduced. One of them is information management, which can be used positively and effectively in the decision-making process with the aim of improving it.

Table 1. Image: Knowledge Management Implementation Stages



Search: Amrit Tiwana (2002) (modified)

Knowledge Implementing in Local Government

Activities carried out by local government officials can lead to the operation of government organizations.[7], the factors that affect employee / apparatus performance are as follows:

- a. Effectiveness and efficiency, Effectiveness can be realized if goals can be achieved according to planned needs. Meanwhile, efficiency is related to the amount of costs / expenses incurred in an effort to achieve organizational goals.
- b. Authority and responsibility, In good organizations authority is well delegated without overlapping and duties. Clarity of authority and responsibility of each person in an organization will support employee performance. Employee performance will be realized if employees have a commitment to their organization and are supported by high work discipline. Likewise with government organizations.
- c. Discipline, Discipline includes obedience to rules and is closely related to the sanctions that need to be imposed on the violating party.
- d. Initiative, Someone's initiative is related to thinking power, creativity in the form of ideas to plan something related to organizational goals.

Assessment of the performance of the apparatus is needed to know and see the performance of the apparatus. Bernardin and Russel in [25] explain, six primary performances that can be used to measure performance, namely:

- a. *Quality*
is the extent to which the process or results of the implementation of activities approach the expected goals.
- b. *Quantity*

Is the amount produced, for example the amount of rupiah, units and cycle of activities carried out

c. *Timeliness*

Is the extent to which an activity is completed at the desired time, taking into account the output and time required by others to complete the same activity.

d. *Cost effectiveness*

It is the extent to which the use of organizational resources (human, financial, technological and material) is maximized to achieve the highest yield or reduction in losses from each unit of resource use.

e. *Need for supervision*

Is the extent to which a worker can carry out a job function without requiring the supervision of a supervisor to prevent unwanted actions.

f. *Interpersonal impact*

It is the degree to which employees maintain self-respect, good name and cooperation with colleagues and subordinates.

The application of knowledge management in public sector organizations consists of 4 (four) stages, consisting of a total of 10 (ten) steps. The four stages of knowledge management are (Tiwana, Amrit, 2000) in[10]:

Phase I: Infrastructure Evaluation

Step 1. Analysis of organizational infrastructure. In the first step, an understanding of the various components of the strategy and technology framework is needed, by analyzing and calculating the components that are ready in the organization. Identify gaps in existing infrastructure, so that more accurate knowledge management systems can be established and developed.

Step 2. Adjust knowledge management and business strategy. Knowledge becomes a guide for designing strategy, and strategy guides the implementation of knowledge management. Without clarity in translating the relationship between knowledge management and business strategy, there will not be a relationship between the knowledge management system design and the organization's strategy to build long-term competitive advantage.

Phase II: Knowledge Management System Analysis, Design and development

Step 3. Design knowledge management and integrate existing infrastructure. The step for the dissemination of knowledge management, an integrated infrastructure component should be selected in the knowledge management system design. The selection of the components of the knowledge management system infrastructure is largely determined by the culture and work norms of the organization.

Step 4. Auditing and analyzing existing knowledge. Knowledge management activities begin with the knowledge the organization possesses. Analysis and auditing of knowledge begins with understanding why a knowledge audit is required, then employs an audit team that represents various parts of the organization. The knowledge audit team assesses the existing knowledge assets within the organization to identify the knowledge of the organization.

Step 5. Design a knowledge management team. In this step, namely designing a knowledge management team that will design, build, implement and deploy an organization's knowledge management system. Designing an effective knowledge management team by identifying key stakeholders both inside and outside the organization, and identifying competent individual resources to balance managerial needs.

Step 6. Create a knowledge management blueprint. The knowledge management system blueprint consists of a knowledge management system development and improvement plan to optimize organizational performance through the integration of the organization's collaborative internet platform.

Step 7. Develop a knowledge management system. Developing a knowledge management system by building a collaborative document system used in an easy-to-use web-based organization that is based on the organization's computer design.

Stage III: System Deployment

Rareh 8. Deployment of systems by research and development Knowledge management systems on a large scale should consider the needs of users in the organization. Although the organization's cross-functional knowledge management team helps address some of the user's needs.

IV. CONCLUSION

Knowlegde Management the regional government is very much needed considering the very high frequency of mutations between agencies in the regional government and limited human resources. If the knowlegde management in the Regional Government has been running well, then the wheels of government and improving the quality of services to the community will still be improved in various conditions. The implementation of knowledge management in the Regional Government has been outlined by the enactment of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2011 concerning Guidelines for the Implementation of the Knowledge Management Program. The developing the stages of implementing knowledge management in bureaucratic reform in Local Government is carried out in stages:

- a. Steps that must be done at stage One
 - 1) Identify the knowledge management context in the organization;
 - 2) Identify knowledge management practices in the organization;
 - 3) Identify and conduct analysis of stakeholders;
 - 4) Formulate a knowledge management strategy;
 - 5) Develop a change management strategy;
 - 6) Develop a knowledge management implementation strategy.
- b. Steps that must be done in the Second stage:
 - 1) Formation of habits;
 - 2) Provision of a regulatory umbrella;
 - 3) Utilization of technology;
 - 4) Alignment with change management strategies
- c. Steps that must be done in the Third stage:
 - 1) Periodic mechanisms for improvement and development of knowledge;
 - 2) Rebuilding Community of Practices;
 - 3) Continuously refining Governance and knowledge management strategies.

In implementing knowledge management in the Regional Government, it is still necessary to prevent certain knowledge from leaking out of the government agencies that have it. This is because there is knowledge of a special nature regarding the provisions of the law regulating data and information which are classified as occupational secrets and agency secrets. For this kind of knowledge, it will require strong integrity for employees who have this knowledge so as not to cause losses to the agency, even though they have left the agency with the knowledge.

The improvement of information technology greatly assists the development of knowledge management in a government organization. Ease of data management and information systems, storage and access to knowledge needs can be managed in a knowledge management system, one of which can be a database that can be accessed through the regional apparatus website. The easiest and most efficient practical knowledge sharing technique today, one of which is the dissemination of knowledge and discussions through social media groups (such as WhatsApp, BBM, messenger, etc.) groups. An employee community forms a group according to the knowledge sharing needs of each employee. The application of knowledge management to local governments is a key factor in shaping a continuous learning process in organizations. so as not only to form consistent behavior for every state apparatus and in providing consistent quality public services, but also to assist Ministries / Agencies and Local

Governments in developing the quality of work of the relevant organizations. This capability will be an indicator of the successful implementation of bureaucratic reform.

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