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NUSANTARA: A New Model of Knowledge Management in Government Human Capital Management

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Abstract

Knowledge management is one of organizational strategy to improve the organizational competitive value. Align with presidential regulation No. 81 Year 2010 about bureaucratic reform and PERMENPAN&RB No. 20 year 2010 about bureaucratic reform roadmap declare that one bureaucratic reform objective are human capital development. This program is important to increase the public service. Three government ministries based on the UU No. 5 Year 2014 about Government Human Capital assigned to manage them. This research aims to develop the model of knowledge management for government human capital management. Research object implicate State Ministry for State Apparatus Reform (KEMENPAN & RB), National Civil Service Agencies (BKN) and National Institute of Public Administration (LAN). While the research stages are identify the strategic issue, develop the theoretical model, evaluate the theoretical model, identify the element model and knowledge and the last develop the model. Data analysis uses multiple methods in qualitative and quantitative technique. This model was developed using hybrid and synthesis method from the theoretical model of Indonesian knowledge management, knowledge management solution and foundation and the APO framework KMP. The model of government human capital knowledge management of Republic Indonesia (NUSANTARA) consist of eight component there are vision and mission, CSF, KM Mechanisms and Technologies, KMS, KM cycle, KM process, organizational core knowledge and outcome (government public services).

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1. Introduction

Government human capital management (GHCM) became one of main ideas in bureaucratic reform program. According to UU No. 5 Year 2014 about government human capital, the government human capital management does not based on people competence and qualification yet. This process is done in whole management process from recruitment, selection, placement, promotion and development. Therefore, the GHCM is changed into merit system based on qualification, performance and competence under responsibility of three government ministries (KEMENPAN&RB, LAN and BKN). The main problem is the implementation of government human capital management is not professional yet. This can be proven with the LAKIP (accountability performance) and PRMB (bureaucratic reform) result in 2015 until 2016. KEMENPAN&RB and BKN have decreased accountability performance hence KEMENPAN&RB get the decreased bureaucratic reform value in 2015. Other important objectives align with bureaucratic reform is knowledge management. Knowledge management is strategic issue in organization which believe can improve the organizational performance. Therefore, in 2011 KEMENPAN&RB declare the PERMENPAN No. 14 Year 2011 of KM implementation for all the government ministries.

According to some research knowledge management (KM) can bridge the knowledge gap within people and organization¹⁻³. KM also can enhance the organizational learning to achieve their objectives with collaboration and cooperation among employee and institution align with their job and function in managing government human capital^{4,5}. KM implementation can enhance the government human capital management performance through the knowledge exchange and collaboration assignment². Hence, some related study about KM model development based on KM solution and foundation is done by Jia *et al.*⁶, they develop the KMS framework based on knowledge and artificial intelligent. This KMS identify every KM activities into technology for government public services. Edwards *et al.*⁷ used KM solution and KM foundation approach to analyze the technology that support KM process in their organization. Hence, in Korea KM mechanism and technologies are used to define the government public services⁸. In 2012, KM activities are elaborate with IT for develop the KMS⁹.

Otherwise, some previous research aligned with APO framework KMP are the implementation of knowledge center in international enterprise in Singapore. This KM center has an information warehouse for share and capture knowledge also experience within team and expert. While, India develop KM project that manage the knowledge related to development and improvement of their productivity in Bharat Electronics Limited. KM tools and repository in Taphanhin Crown Prince Hospital Thailand was developed for share, transform and reuse individual knowledge. Agency for Science, Technology and Research in Singapore create knowledge based for their research result and expert so they can collaborate and share the resources and manage their knowledge capital. The last research use APO framework KMP is Malaysian Agriculture Research Development, they perform the knowledge transfer, knowledge retention and development across government department and develop an expertise locator system also the KM initiative align with their business process⁸.

Those previous study verify that KM implementation in organization is important and it can be develop using some approaches. However, the previous KM model represents some KM implementation needs such as the KM process, KM tools and KM infrastructure in their organizational scope. While, the outcomes of the KM implementation are not clearly defined. This research aims to develop the KM model holistically that will be implemented in government human capital management in order to cover all of the organizational problems. The goal is to improve the government human capital management performance.

2. Knowledge Management Model

2.1. Knowledge management

Knowledge management (KM) is aims to identify, select, manage, share and disseminate information to improve the knowledge for problem solving, strategic planning and enhance the organizational intellectual capital value⁵. Whereas,¹⁰ claimed that KM can increase the organizational competitive value and objectives through their process and innovation. Several activities such as acquire, represent, exchange, maintain and integrated the tacit and explicit knowledge intend to create the organizational knowledge as part of KM process¹¹. Human resource management

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