

The Implementation of Knowledge Management in Optimizing the Potential of Human Capital in PT Sari Dharma Mandiri

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Abstract: This research is based on a company that until now has grown rapidly due to the application of *knowledge management*. The company itself considers that the application of *knowledge management* is very important because it functions as a planned and systematic approach to ensure good application of organizational knowledge. At the same time increasing ideas, innovation, thinking, competence, and expertise. Every decision will be born with a very mature mind. Because it was decided based on various important considerations based on experience and information in terms of various important aspects. For example, *knowledge management* constantly studies market dynamics as well as the demands that consumers need. That way, the company always focuses on selling only what is needed by consumers or the target market. This research was conducted with a qualitative descriptive analysis, with field observations and interviews with companies. Therefore, this research aims to find out how effective is the application of knowledge management in optimizing their *human capital potential*?

Keywords: Company, Knowledge Management, Human Capital.

1. Preliminary

Knowledge is a very valuable asset for the company. The more knowledge the human capital possesses of the company, the more advanced the company will be. One company that implements *knowledge management* is PT Sari Dharma Mandiri which is a limited company engaged in services and general trading in Bali. The management of PT Sari Dharma Mandiri company realizes that for now, the competition is getting tighter in the field of services and general trade, with this phenomenon the company PT Sari Dharma Mandiri is making a move by applying the concept of *knowledge management* to optimize its human capital potential so that it is ready to compete.

Knowledge Management can help companies to share knowledge about business processes, problems that occur in each work unit, to share experiences about things outside of work that is beneficial for the development of knowledge from company employees. When viewed from its definition, *Knowledge Management is a key element of any prosperous organization. Under local government conditions, modern management trends are applied slowly and gradually* (Andrea Cajkova, 2018 page 9). Of course, in the implementation of *knowledge management* is to be happening a harmony between superiors and subordinates, fellow employees, as well as of the organization and external parties. In a system that occurs within the organization, interactions occur, one of which is communication. *Knowledge is a critical success factor in all organizations. Some researchers believe that knowledge management (KM) is the management of humans and human management is the management of knowledge. KM is a social and humane approach that improves human capital to achieves the better performance of the organizations becomes* (Mohsen Mirzaie, 2017 p. 3). This Knowledge Transfer process takes place repeatedly to form a cycle and causes *knowledge to* continue to develop from time to time. The management of the elements of the knowledge management system is intended to make the company always creative, innovative, and efficient. Thus, it has high competitiveness for a long period. With this system, the company will be able to quickly develop strategies and act to respond to any changes and dynamics that occur within and outside the organization. Through this system, the company can continue to increase its business value according to its core competencies. Because organizational *knowledge* always develops from time to time. (Lita Wulantika, 2018 p. 264).

Organizational success will increase along with the organization's ability to adapt to its environment, move quickly while remaining customer-oriented, continuously innovating while still paying attention to efficiency, and especially optimizing the talents of its employees. *Knowledge management is very important for a venture capital-funded company. Knowledge approach and knowledge management implementation are useful to fulfill the business needs of the investee - company. And KM is helpful in the formulation of strategy and decision-making by Provecta Capital (as venture capital) in managing their business portfolio. The aim of this final project makes knowledge management for Provecta Capital as a business* (Ramadhan Fahroni, 2013 p. 1248).

In applying this *knowledge management*, a company certainly needs qualified *human capital* to carry out its operational activities., *human capital is considered a key element in improving the assets of an organization, since it is a sustainable competitive advantage and increases the employees' efficiency* (Mohammad Pasban, 2016 p. 249). The mention of human capital for human resources does not seem to be widely embraced by business people, even though the role of human capital in the future of the company is very decisive. *Human capital* can continue to grow over time and the dynamics of the business environment as well as advances in science (Endri, 2011 p. 83).

In the observations made by PT Sari Dharma Mandiri in the *engineering* department, it received S1 and SMA *engineering* graduates with the main task of checking work equipment to be used by employees, for work safety in the company, implementing a technical approach in solving the problem of damage to production equipment. Seeing the current developments, the success of this company depends on the ability of the organization to act as an entrepreneur, so that it can generate and use existing resources to support new ideas, without paying attention to the type of education (Nuzulul Kusuma Putri, 2016 p. 95). *The skills necessary for each type of activity come embodied in people, in part via their educational preparation, and access to people with the necessary skills and education becomes a critical factor enabling structural change and economic growth* (Charles R. Hulten, 2017 p. 3).

For this reason, this is where the importance of harmony between superiors and subordinates, fellow employees, as well as from the organization with outsiders. In a system that occurs within the organization, interactions occur, one of which is communication. *Managers must analyze the training needs and provide proper leadership, the division of tasks and responsibilities, remuneration systems, and performance appraisals to facilitate KM and hence to contribute to overall organizations' HRM. People management should be an integral part of corporate strategy and a key responsibility for all managers* (Fazluz Zaman, 2014 p. 111). *The eight-step approach will help plan for common challenges, minimize the risks, and maximize the rewards. This approach was developed based on tried-and-true activities for implementing any new organizational program. The early steps emphasize the strategy, planning, and requirements gathering; the later steps focus on execution and continual improvement* (Alexey Philippovich, 2019 p.6). The existence of high performance from employees, apart from support from management in the form of organizational learning, the influence in providing the information is also very important to determine the success of the organization. *Knowledge management* has an important role in increasing the competence and abilities of individuals by sharing information and knowledge. *This is best done by measuring and rewarding knowledge performance. Sustained strategic commitment and a corporate culture that is conducive to knowledge performance are vital for success in Knowledge Management* (Bhojaraju Gunjal, 2015 page 3).

Usually, the relationship between the employee and the organization is made by contracts, in which the employee commits himself to use his knowledge, learning, and skills for the benefit of the company. In return, the organization provides reasonable compensation. *The context of a contractual relationship is dynamic: market developments, social changes, and personal growth can disrupt the fragile status quo. In this turbulent environment employers and employees continually have to reposition themselves. They both have to find a balance between the principles of agency and communion and together create a win-win position in being employee and employer* (Marcel Van Marrewijk 2012; Aggarwal, 2017; Nneka et al., 2016; Kustina et al., 2019).

Knowledge management applied to companies can have different results. This is also influenced by how each company manages existing knowledge and then uses it to solve problems that arise in day-to-day activities that occur within the company. For this reason, the authors are very interested in knowing what strategies are implemented by PT Sari Dharma Mandiri and are optimistic about this in increasing their human capital in the future.

2. Research Methods

This research uses descriptive qualitative research methods. Descriptive research as a problem-solving procedure is investigated by describing or describing the current state of the subject or object of research (a person, institution, society, etc.) based on facts that appear as they are, to make conclusions as a result of the analysis of research problems (Sugiyono, 2010: 15). This research was conducted at PT Sari Dharma Mandiri. This research used data sources in the form of field notes, interview transcripts which were recorded through written notes. The type of data in this study consists of qualitative data consisting of transcripts from interviews, field notes, pictures, photos, and so on (Saryono, 2010: 1).

In conducting this research the writer collected data using interviews, observation, documentation. Researchers observe directly how the application of knowledge management is applied, and whether this affects in increasing the potential capabilities of their human capital.

In testing the validity of the data the author uses the source triangulation technique where the technique uses more than one source to get data that is more valid and well analyzed. The data analysis technique is through the data collection stage, the data reduction stage, the data presentation stage, and the conclusion and verification stages (Moleong, 2012: 157).

3. Results and Discussion

From the entire research process conducted by researchers entitled *Knowledge Management Implementation Strategy in Optimizing Human Capital Potential of PT Sari Dharma Mandiri Regional Government* and through the results of interviews with the *Manager, Quality Assurance, Engineering Engineering* conclusions can be drawn to answer the formulation of the problem from the research that Knowledge Management is proven to be optimizing the potential for human capital that they have in the PT Sari Dharma Mandiri company itself implements *knowledge sharing management*, among other things:

Knowledge management in the category of forecasting in terms of this manager can control the activities of the organization as it has the knowledge and ability to anticipate the future based on the multi interpretation, then to the manager at PT Sari Dharma Mandiri dare to provide opportunities for their employees who only go through high school education over to be able to work for the company because the manager spreads knowledge and authority more evenly. So that in this case PT Sari Dharma Mandiri focuses on individual skills and attitudes compared to education.

Knowledge management in organizing this category has a purpose that PT Sari Dharma Mandiri must create an appropriate decision for all activities and obligations that must be done by each respective position so that the company can work optimally. Every decision will be born with a very mature mind. Because it was decided based on various important considerations based on experience and information in terms of various important aspects. For example, PT Sari Dharma Mandiri's knowledge sharing is always studying market dynamics as well as the demands needed by consumers. That way, the company always focuses on selling only something popular and needed by consumers or the target market (Pemayun & Yasa, 2020; Sari & Sedana, 2020; Putri & Rahyuda, 2020).

Knowledge management in the motivation category This has to do with leadership, communication, working groups, behavioral modification, the delegation of power, wealth, work, job satisfaction, quickness embodiment, organizational change, employee morale, and managerial morale. By implementing efficient motivation in work processes and methods, better work results are created. If you often conduct evaluations on the performance of the organization, each individual can work smarter. Especially being able to take advantage of all the resources that have been available from time to time.

Knowledge management in the category of *staffing* activities is centered on human resource management or internal audit. Includes wage and salary administration, employee benefits, interviews, hiring, firing, management development, employee security, discipline policy, public relations. The success of an organization to win the competition can be done by designing and implementing the right strategy. *staffing* is a superior strategy that organizations can rely on. Every organization must be able to explore the resources, knowledge, and capabilities of the organization (Ratnaningsih & Widanaputra, 2019; Asa & Sari, 2019; Putra & Sedana, 2019). So that they can measure the impact of knowledge management, provide knowledge facilities based on corporate culture and knowledge management presented in the form of databases and documents.

Knowledge management in the category of Lima, *controlling* (supervision) in the form of managerial activities are monitored so that the result of the fact that the same consistency on the results that have been planned. This means the strategy evaluation stage if it is good, will be rewarded and improved. If it is bad, it will be evaluated, sanctioned, and/or corrected. This controlling principle focuses on individual skills and attitudes, paying less attention to the role of structures and systems. In the classic view, organizations that want to change must seek to change the attitudes and views of people before changing the organizational structure or technology used by an organization. In other words, there must first be a change in employee behavior, before attitudes, norms, and skills are perfectly formed, then changes informal structures and systems can take place, a commitment and competence can develop through the involvement of all organizational members in the change process.

4. Conclusion

From the entire research process conducted by researchers entitled Knowledge Management Implementation Strategy in Optimizing Human Capital Potential, it can be concluded that with the application of this knowledge management, PT Sari Dharma Mandiri company can increase their human capital potential, including the following:

PT Sari Dharma Mandiri applies good *knowledge management* to its employees because the success of an organization to win the competition can be done by designing and implementing strategies appropriately. PT Sari Dharma Mandiri believes that *Knowledge management* is a superior strategy that organizations can rely on. Every organization must be able to explore the resources, knowledge, and capabilities of the organization. And this can be proven that PT Sari Dharma Mandiri can manage and make a profitable service business, become Pertamina's *arm-length* in LPG services, non-LPG services, and trading and provide sustainable benefits for *stakeholders*.

By applying the knowledge management of PT Sari Dharma Mandiri, it is proven that it can improve the ability to obtain employees such as staff/employees who only have a high school education, they can work with companies under the auspices of PT Pertamina thanks to the success of knowledge management implemented by the company, and can increase employee productivity, by developing production processes or developing company products.

The process of *sharing knowledge* among employees has been running, supported by facilities from the company, which in the end will find the best work knowledge from colleagues. The application of knowledge management that has been carried out by several leaders of PT Sari Dharma Mandiri can increase trust, creativity, initiative, and innovation in completing work. The knowledge-sharing program that is supported by existing facilities creates a high sense of teamwork for each employee to achieve the company's organizational goals so that employees can be ready for conditions or able to adapt quickly if there is a rotation where the rotation is needed to add experience for future employee careers. and the achievement of common goals.

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