



Enhancing Human Capital Development with Knowledge Management Strategy through Public Private Partnership

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ABSTRACT

Knowledge Management uses the Nonaka's SECI model in the creation of knowledge that can provide guidance for learning situations and activities. However, an understanding of the process of socialization, externalization, combination and internalization needs to be strengthened with extensive direct practices. Knowledge Management (KM) can accelerate joint learning to develop human capital that can enhance competitiveness and proactively respond to market changes. An understanding of knowledge management is needed to determine its influence on organizations.

A systemic approach through dynamic systems can be used to determine the effect of knowledge management well and the applications of the SECI model. This study explains the use of the SECI model and dynamic system to determine the effect of knowledge management on human capital development through public private partnership.

The source of knowledge provides ease to every human capital to utilize it. Thus, the process of utilizing knowledge in his environment increases, which then pushes the process of creativity and innovation in a more broadly manner, and thus increasing competence. Identifying source and network of expertise and making expertise more visible and easily accessible, in this case, facilitate a connection between those who possess the knowledge and those who need the knowledge.

Keywords: Knowledge management (KM), SECI Model, System dynamic, Human Capital Development

SARI PATI

Knowledge Management (KM) dapat mempercepat pembelajaran bersama untuk mengembangkan sumber daya manusia yang mampu meningkatkan kemampuan daya saing dan merespons perubahan pasar secara proaktif. Pemahaman terhadap knowledge management sangat diperlukan untuk mengetahui pengaruhnya dalam organisasi. Pendekatan kesisteman melalui system dynamic dapat dipergunakan untuk mengetahui pengaruh knowledge management tersebut dengan baik dan juga penerapan dalam menggunakan model SECI. Penelitian ini menjelaskan penggunaan model SECI dan system dynamic untuk mengetahui pengaruh knowledge management dalam peningkatan sumber daya manusia melalui kerjasama pemerintah dan badan usaha (KPBU).

Kata Kunci: Knowledge management (KM), SECI Model, System dynamic, Human Capital Development

INTRODUCTION

Knowledge management is not merely a theoretical concept, but its applications can be put into practice, which seems to be correspond to an urgent need for adequate human capital development management. Creativity and knowledge become key intellectual assets and commodities in creating the structures and mapping the knowledge necessary for performance improvement.

According to Dalkir (2011:4), knowledge management is defined as a systematic coordination within an organization that regulates human capital, technology, organizational processes and structures in order to increase value through reuse and innovation. Such coordination can be achieved through creating, sharing and applying knowledge using experiences and actions learned by the organization for the purpose of organizational learning. Well-structured knowledge increases the flexibility of knowledge acquisition, sharing, and application and improves integration across different types of knowledge in the systems development process. Moreover, the selective knowledge identification provides a level of transparency that enables individuals in systems development team to find direction and gain better access to knowledge resources. This helps them achieve synergy and make valuable contacts.

In this light, the role of science becomes more prominent because only with knowledge the changes taking place can be properly scrutinized. Public private partnership (PPP) provides infrastructure for the public interest by referring to the specifications previously set by the minister. The purpose of this article is to highlight the applications of knowledge management suitable for PPPs to support and develop quality human capital.

METHOD

The stages of research methodology used in this study are the planning stage and the analysis stage.

1. Planning stage

The activities carried out at this stage are: Preparation. The preparatory activities carried out were preparing matters related to the research plan, including literature studies on knowledge management, collection of initial data related to PPP through surveys and questionnaires.

2. Analysis stage

The activities referred to include:

- a. Identifying problems on infrastructure.
The activities carried out were related to collection of information about infrastructure problems.
- b. Identification of knowledge management to promote quality human capital through PPP.
- c. Identifying and analyzing the needs in accordance with the PPP process.

DISCUSSION

Knowledge management is necessary and is an integral part of support for effective and successful organizations. Knowledge management is a set of human interventions, processes and tools to support the creation, assimilation, dissemination and application of knowledge (Kotnour et al. 1997). Knowledge creation is an increase and/or increase in the certainty of a piece of knowledge and occurs during experiential learning. Knowledge assimilation is the collection, storage and refinement of knowledge created with existing knowledge. Knowledge dissemination is the collection and distribution of knowledge for use in other learning experiences. The application of

knowledge is the use of past knowledge to help solve current problems.

In general, knowledge management includes two main parts: processes within the knowledge itself and supporting elements, such as human capital. Processes in knowledge management are the right approach to serve as a basis for supporting the development of quality human capital, because the processes themselves occur in the learning process. Many experts have proposed the processes contained in knowledge management.

Knowledge management in systems development can emphasize creative system creation, commercialize ideas quickly, pursue new solutions, adapt and shape. Successful development projects exceed user expectations, are developed in a timely and economical manner, and are resistant to change and adaptation. Furthermore, the development life cycle must be controlled and measured to ensure that the system development is complete (Quatrani, 1998).

According to Munir (2008: 30-33), descriptions of each method of knowledge conversion are as follows:

Socialization refers to knowledge conversion (Tacit to Tacit). The term socialization is used

to emphasize the importance of joint activities between knowledge sources and knowledge recipients in the tacit knowledge conversion process.

Because tacit knowledge is significantly influenced by the context and extremely difficult to formalize, it is necessary to pass on tacit knowledge from one individual to another experience that is formed through joint activities.

Externalization refers to the conversion of tacit knowledge to explicit knowledge (Tacit to Explicit). In this way, knowledge becomes crystallized so that it can be distributed, to other parties and becomes the basis for new knowledge. In the process of externalization, tacit knowledge is expressed and translated into metaphors, concepts, hypotheses, diagrams, models, or prototypes so that it can be understood by others.

Combination Refers to the conversion of explicit knowledge to explicit knowledge (Explicit). In this way, knowledge is exchanged and combined through media such as documents, meetings, telephone conversations, and communication via computer networks. In practice, the combination depends on three processes. First, explicit knowledge is collected from within and

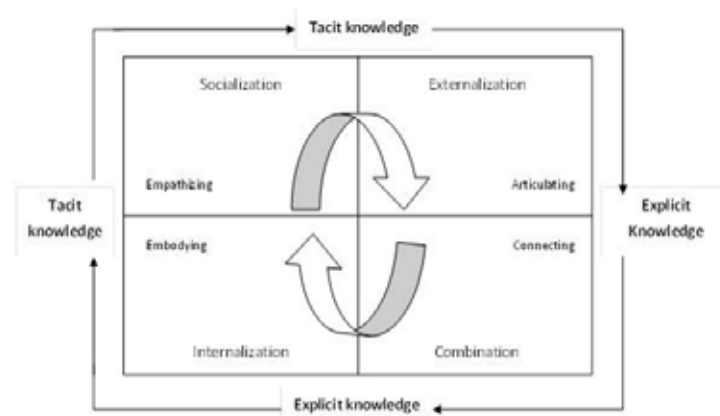


Figure 1. Nonaka's and Takeuchi's SECI Model

from outside the organization, then combined. Second, explicit knowledge is edited or processed to make it more useful for the organization. Third, this explicit knowledge is disseminated throughout the organization through various media.

Internalization Refers to the conversion of explicit knowledge into tacit knowledge (Explicit to Tacit). This method is closely similar to the activity called learning by doing.

Human capital is a highly important asset for the development of any government/company to be able to maintain its presence in the open and global competition. Increasing the capability of its human capital to be able to carry out jobs better is much needed,. Therefore most have routine training agendas to support the improvement of their human capital.

The learning process itself does not only rely on general training, but it can be done in other forms, such as dialogues, questions and answers, sharing experiences, or documents. Training is a form of sharing knowledge that is well-managed, whereas others may not. Knowledge is the main source of the learning process. Therefore, the development of human capital is very dependent on the knowledge they have learned, and has a direct influence on the organization itself.

Knowledge management can be applied to support the process of developing human capital through a more structured knowledge sharing process. Approaches that are suitable for the application of knowledge management depend very much on the goals wanted to be achieved well.

Systems Dynamic (SD) is a technique that is relatively popular for understanding the behavior of a system well. Increased knowledge of each staff will encourage knowledge sharing

with each other. This personal ability or knowledge will increase work productivity, so the completion of work will also increase. The assignments encountered from the job will provide experiences, documents or templates used so that they will also contribute to building personal knowledge.

CONCLUSION AND RECOMMENDATIONS

The application of knowledge management to support human resource development through PPP is a strategic step that is highly appropriate to be taken to foster personal knowledge that can increase productivity and knowledge. It has become known that knowledge is the basis of competitiveness and effectiveness of business operations in every company. Knowledge as a source can be lost from the organizational environment due to several reasons, such as death, job transfer, perhaps even moving to a competitor. In principle, the loss of knowledge is a loss of investment that has been made by the company, because knowledge is acquired through a fairly long learning process and experience. Organizational inability to manage knowledge can result in failure of the organization to sustain continuous innovation. Knowledge management involvement stems from the barriers to individual knowledge creation and organizational barriers related to the corporate paradigm.

The SECI model can be used and developed to allow further understanding of its effects, because human capital is extremely important. Human capital is where people are able to work to produce a service. Competition in the future is largely determined by the ability to create, blend, disseminate and apply knowledge in every part.

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