ANALYSIS THE PROCESS OF KNOWLEDGE MANAGEMENT AT PT. MEARES SOPUTAN MINING LIKUPANG

ANALISIS PROSES MANAJEMEN PENGETAHUAN DI PT. MEARES SOPUTAN MINING LIKUPANG

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Abstract: The quality of the employee should be in the top priority of consideration. The objective of this study is to analyze the process of employee knowledge management at PT. MSM Likupang. The population observed is employees in PT. MSM as many as 7 informants. The results based on data collection method processed using the Non-Structural Interview due to its ability to capture both human and situational influences impacting on the social phenomena and to provide additional insights based on the recognition of the value. In conclusion, the company emphasizes knowledge management as a part of their organizational activity and applies the knowledge management standard processes, the knowledge management activities supported by some experts, the company provides self-learning, the company creates team learning called PAS (Positive Attitude Safety), and the company required sharing activity to create a sustainable distribution of new knowledge.

Keywords: human resource management, knowledge management

Abstract: *kualitas tenaga kerja menjadi pertimbangan utama do perusahaan ini. Tujuan dari penelitian ini adalah untuk menganalisa proses manajemen pengetahuan di PT. Meares Soputan Mining Likupang. Populasi yang diamati adalah karyawan di PT.MSM, sebanyak 7 orang narasumber. Hasilnya diperoleh berdasarkan metode pengumpulan data yang prosesnya menggunakan teknik wawancara yang tidak terstruktur, karena kemampuannya untuk menggambarkan manusia dan situasional dalam memengaruhi fenomena sosial dan untuk memberikan tambahan wawasan berdasarkan nilai. Pada kesimpulannya perusahaan menekankan bahwa manajemen pengetahuan adalah bagian dari activitas organisasi dan mengaplikasikan manajemen pengetahuan sesuai dengan proses standar. parah ahli mendukung aktifitas manajemen pengetahuan di perusahaan ini, oleh karena itu perusahaan ini juga mengadakan pengembangan diri bagi setiap karyawan, perusahaan ini juga membuat program untuk mendukung perkembangan tim atau kelompok karyawan yang di sebut PAS (Perilaku Positif dan keselamatan), dan perusahaan ini juga mewajibkan setiap karyawan untuk melakukan kegiatan berbagi informasi untuk menciptakan proses distribusi pengetahuan yang baru secara berkelanjutan.*

Kata kunci: manajemen sumber daya manusia, manajemen pengetahuan

INTRODUCTION

Research Background

Currently, the globalization force every company and business organization to be more complex; internationalization increases, regulations change and customers demand flexibility, speed and quality, this makes it difficult for an organization to keep up with its environment, or even be competitive. As a result, the quality of the employee should be in the top priority of consideration. In this era automatically bring some effects, some changes and fundamental change in all the aspects and human life's effort, includes patterns and the development of business activity and make it simple because of the development is science and technology that make all the things possible and easy to reach. In an atmosphere of the increasingly competition, the human resource department is useful and helping the organization to reach the goals. Recognizing the role of human resources is critical in an organization, so the organization's employees are used as the assets that have to be managed well.

In an atmosphere of the increasingly competition, the human resource department helps the organizational manager, and the human resource department is useful and helping the organization to reach the goals. Recognizing the role of human resources is critical in an organization, so the organization's employees are used as the assets that have to be managed well.

In supporting the ability of employee, it has to be well selected with any capability differentiation for each other. The basic capability that the employees should have is knowledge. Knowledge is an important issue for business organization. There have been a number of different perspectives from which researchers and practitioners have approached the management of knowledge. Knowledge about the organization, the processes within the company, and much more critical organizational knowledge need to be transferred to the other generation of employees. If this does not happen then this knowledge will disappear and the knowledge level of many organizations will become unbalanced. Especially in knowledge intensive industries this can have disastrous consequences. Knowledge management is an activity that can help organizations to overcome these threats.

Research Objectives

The research objective of this research is to examine the process of distribution knowledge management in PT. MSM LIKUPANG.

THEORETICAL FRAMEWORK

Knowledge

Gao, Li and Clarke (2008) stated that, Knowledge can be further defined as subjective or objective; or explicit or tacit/implicit. First divided human knowledge into two dimensions: explicit knowledge and tacit knowledge. Explicit knowledge is formalized and written knowledge, expressed in form of data, formulae, specifications, manuals, or textbooks and tacit knowledge is action-based and unformulated, highly personal and hard to transfer. Knowledge changes something or somebody either by becoming grounds for action, or by making an individual or an institution capable of different and more effective action.

Knowledge Management

Boisot, Davenport and Prusak (1998) stated that, Knowledge Management contains a much more complex meaning then the terms management and knowledge alone. Various topics in different contexts with different perspectives are discussed under the term knowledge management. Gao, Li and Clarke (2008) stated that, Knowledge Management in a business organization means managing the activities of knowledge workers, which is achieved through facilitating, motivating, leading, and supporting knowledge workers and providing or nurturing a suitable working environment. Knowledge Management is the activity of identifying, collecting, retaining and organizing information and distributing insights gained through past experiences, and Knowledge management is not a new subject. Its practice since throughout the human being. The human means Knowledge Management and always think, design and develop.

Previous Researches

King (2009) stated that Knowledge management is the planning, organizing, motivating, and controlling of people, processes and systems in the organization to ensure that its knowledge-related assets are improved and effectively employed. Knowledge-related assets include knowledge in the form of printed documents such as patents and manuals, knowledge stored in electronic repositories such as a "best-practices" database, employees' knowledge about the best way to do their jobs, knowledge that is held by teams who have been working on focused problems and knowledge that is embedded in the organization's products, processes and relationships.

Gao, Li and Clarke (2008) stated that knowledge managers systematically grasp knowledge about management knowledge and get a deep and full understanding of the nature, scope and methodologies of knowledge management. Through presenting a variety of perspectives on knowledge, management, the article explores the essence of knowledge management in organizations from a perspective of critical systems thinking. Knowledge management in business organizations has the task of managing the activities of knowledge workers or the transformation and interaction of organizational static substance knowledge and dynamic process knowledge for products, services, and practical process innovation" and, at the same time, creating new or justifying existing organizational systematic knowledge. Knowledge management is not simply about recording and manipulating explicit knowledge, but needs to address that which is implicit and from which can therefore be derived only through process rather than content.
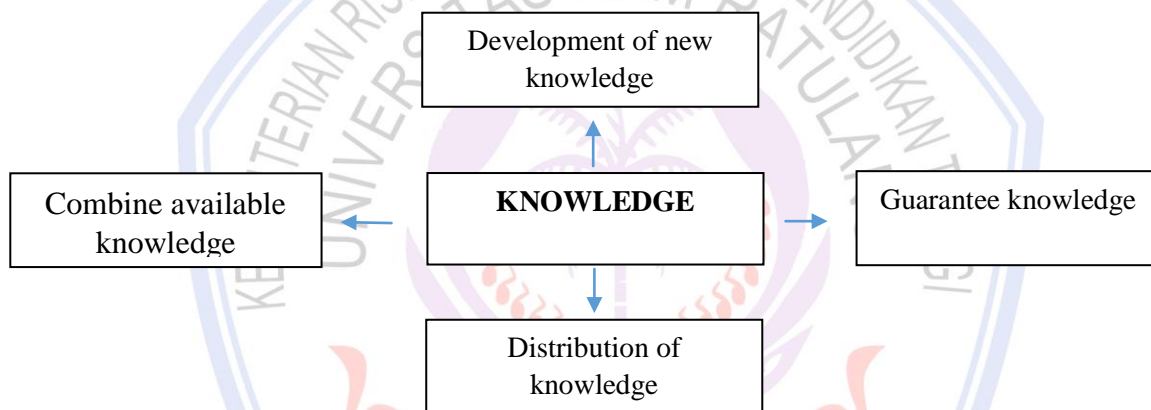
Figure 1. Conceptual Framework
Source: Theoretical Review

RESEARCH METHOD

Type of Research

This research uses qualitative research methods that will describe and investigate the phenomenon that happened related with the title and purposes of the research that is to examine the process of distribution knowledge management in PT. MSM Likupang.

Place and Time of Research

This research object is PT. MSM Likupang. The informants came from the Manado city, and the rest is comes from another city. But the interview taken places in Toka Tindung Gold project Via Desa Winuri, Kec. Likupang Timur, Kab. Minahasa Utara.

Data Collection Method

Qualitative research data collection methods are time consuming, therefore data is usually collected from a smaller sample then would be the case for quantitative approaches – therefore this makes qualitative research more expensive.

Many researcher using interview as tool in data collection, it founded that interview can explore more about the informant experience using their own words. Observational techniques are methods by which an individual or individuals gather first-hand data on programs, processes, or behaviour being studied. By directly observing operations and activities, the researcher can develop a holistic perspective. Observational approaches also allow the evaluator to learn about things the participants or staff may be unaware of or that they are unwilling or unable to discuss in an interview or focus group. The advantages of observation is providing direct information about behaviour of individuals and groups permit evaluator to enter into and understand situation/context, provide good opportunities for identifying unanticipated outcomes, exist in natural, unstructured, and flexible setting.

Interviews provide very different data from observations: they allow the evaluation team to capture the perspectives of project participants, staff, and other associated with the project. In the hypothetical example, interviews with project staff can provide information on the early stages of the implementation and problems encountered. The use of interviews as a data collection method begins with the assumption that the participant's perspectives are meaningful, knowable, and able to be made explicit, and that their perspective affect the success of the project. An interview, rather than a paper and pencil survey, is selected when interpersonal contact is important and when opportunities for follow up of interesting comments are desired.

RESULT AND DISCUSSION

Result

Informant 1 stated that usually every department often held a meeting called PAS (Positive Attitude Safety) and usually it is done every morning before starting their job. And in this meeting they not only talk about the safety in doing their job but usually they share each other about their job, about any obstacles, how to solve those things so the employee can improve their abilities from not knowing to know something. Furthermore, Informant 1 stated that the success factor that usually affects the process of knowledge management is achieving company goals. If there's an employee that find some trouble in completing their job, then this company must directly give some training to the employees so that every skill that they got can be applied in their job well.

Informant 2 stated that there's an important part that could support Human Resource Management to be improved so the goal of this company could be achieved. As a manager, Informant 2 stated that it is important for them to control the performance of employees in one department. Informant 2 also said that the distribution process of knowledge management between employees, managers or leaders to the employees or employees to managers occurred very often in this company and usually if there is a manager or employee that has just followed workshop or seminars, they directly shared or socialized each other.

Informant 3 stated that it is important to improve the ability or skills of the new employee and other employees who already work for a long time, so that these employees are capable in doing their previous job that they cannot accomplish to be capable in accomplishing those jobs. Informant 3 stated that the distribution of knowledge management already well composed, because the company already predict first about what the employees need in accomplishing their job through managers or their superiors. That's why when the job needs to be done; manager will give the employee some kind of direction how to finish their job through meetings or coaching when they do their job in the field. After that, an evaluation will be conducted. If the job hasn't been done, then usually the company will give training so that the job could be finished and the company objective can be achieved.

Informant 4 stated that the transfer process of knowledge management in PT. MSM especially in external relation department already run pretty well because every employees were evaluated every week, monthly and yearly. That's all in order to make sure that the employees know everything that they earned and achieved, and with this evaluation, employees could share their knowledge, information and skills to the other employee. Informant 5 stated that the distribution of knowledge management in this company already performed well because every employee always has been evaluated. And in particular, in every one department

there's always a meeting so that the employee can recognize and know their own improvement in their job, so company can give what the employee needs like workshops or training to support the quality of employee itself.

Informant 6 stated that of course there are many factors that influence the distribution of knowledge management, in which the most important is that the company goals can be achieved, and also to improve the human resource management or also called the employee skill improvement. In order to achieve that factor, Informant 6 stated that the company always perform some observation or evaluation, start from when doing the job, the process of doing the job and the result of that job. And if there's something wrong, company will directly take so action, start from conduct certain meeting to discuss anything troubled the employee and find the solution. Informant 7 stated that usually the transfer knowledge are given and received in training or workshops. Informant 7 also stated that the ones that usually got new knowledge are the managers, supervisors and operators, then later, the new knowledge distributed to other employees. Informant 7 stated that before the equipment operated every employee that will handle the equipment must know all about the equipment so that every employee that handles the equipment already got the training they need. Informant 7 also stated that usually in this department there will be a special training and the training are conducted inside the company, and if necessary, the training that conducted outside of the company must be appropriately suitable with the requirement and the company facilities.

Discussion

Development of New Knowledge

The result of the interview, the development of new knowledge in PT. MSM is already well composed. Every informant stated that there's some training events and workshop that conducted by the company in order to improve and develop the knowledge of their employees. Informant 6 stated that the company can held a workshop or training program for the employees, from the managers and also other employees. On the other hand, Informant 3 stated that it is important to improve the ability or skills of the new employee and other employees who already work for a long time, so that these employees are capable in doing their previous job that they cannot accomplish to be capable in accomplishing those jobs. Basically, the training program and workshop are conducted based on their current job and requirement.

Guarantee Knowledge

In general, every employee of PT. MSM are recommended to follow and join every workshop and training program prepared for them. Informant 1 stated that if there's an employee that find some trouble in completing their job, then this company must directly give some training to the employees so that every skill that they got can be applied in their job well. Of course with the prospect that the employee can finished well the unfinished previous job so that the task could be done well and right on time. In guarantee that the new knowledge is basically based on what the company need to achieve the goal, the company and management must make sure that the materials are covered every part of company goal and also match employee's requirements. Some experts hired by the company is one way to make sure this subject. Informant 2 stated that usually PT. MSM held a seminars or workshops and also some training events that surely suitable with the needs of the employees in every department. Moreover, Informant 2 stated that usually to support the guarantee knowledge, PT. MSM provide a certain event where some speakers or informants or an experienced trainer, so all of the employee could applied everything they got there in their daily work so they can achieve more than usual. Informant 3 stated that Usually PT. MSM will invite some informants outside the company or anyone competent in their field which needed by company to be the trainers.

Distribution of New Knowledge

Informant 2 stated that the distribution process of knowledge management between employees, managers or leaders to the employees or employees to managers occurred very often in this company and usually if there is a manager or employee that has just followed workshop or seminars, they directly shared or socialized each other. In general, the distribution of knowledge in PT. MSM occurred in every part of the company, especially between employees. Informant 3 stated that the distribution of new knowledge management could be occurred anytime and anywhere within the company. In addition, Informant 7 also stated that the ones that usually got new knowledge are the managers, supervisors and operators, then later, the new knowledge distributed to other employees.

Informant 3 also stated that besides the training that given by the company, employees are given a freedom to look for some information or anything that can improve their abilities such as from internet, television or by reading some books, and this is applied for every employee in every department. PAS (Positive Attitude Safety) also is the way to make sure the distribution of new knowledge to occur. PAS is conducted every morning when employee starting their job. As a mining company, PT. MSM has a lot of employee in the field. The company conduct this program to make sure that every field employees are ready to work. Informant 1 stated that during PAS duration they are not only talk about the safety in doing their job but usually they share each other about their job, about any obstacles, and how to solve those things.

Combine Available Knowledge

The basic subjects in combine available knowledge are individual learning and organizational learning. Informant 3 said that besides of training that given by the company, employees are given a freedom to look for some information or anything that can improve their abilities such as from internet, television or by reading some books, and this is applied for every employee in every department. Basically, the company gave employee freedom to improve their own ability, as long as it is match with their work requirements. Besides the self-learning, the activity that often occurred in PT. MSM is team-learning. Sometimes, when conducting seminars or workshop, only the representatives are joining in. Informant 4 stated that sharing is one of the requirements or company rules, if some employees just came back from certain training events, they must share the skill and the knowledge that they got there to the other employee that surely work in the same area or same department. This way there will be an improvement of knowledge for everyone in that department.

Informant 4 stated that they could get a new knowledge or they can raise their ability through internet surfing and also training process. And because their department contacts more with the media or journalist, they can get their new knowledge or improve their knowledge based on this connection or activities. Informant 6 stated that after the appointed employees that follow the workshop or training finished every one of these activities, these employees will make some report in form of simple presentation of what they got during the training. It is also must be shared to every employee who needed it. In general, the distribution of new knowledge is occurred from everyone for everyone.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the result of this research, there are some conclusions that can be taken which are:

1. The company emphasize knowledge management as a part of their organizational activity, and apply the knowledge management standard processes to a very comprehensive level. The knowledge management process in this company conducted to the most basic level.
2. The knowledge management activities supported by some experts, informants, and reliable speakers prepared by the company in conducting seminars, workshops and training programs.
3. Self-learning is provided by the company to support the development of new knowledge. Every knowledge management activities are created to improve employee's self-learning and this company also give a chance to the employees to search and learn every reliable information from the internet.
4. PT. MSM also creates team learning called PAS (Positive Attitude Safety). This program conducted every morning before employees start their job to make sure that all the employees are ready.
5. In PT. MSM, sharing is one of the requirements for the employees in order to create a sustainable distribution of new knowledge between employees.

Recommendation

This research was conducted in order to be useful theoretically and practically. This research theoretically will be useful for educational purpose for students and/or other researchers. And this research will be useful for PT. MSM practically. Based on the result of this research, there are several recommendations suggested by the researcher:

1. The knowledge management must be systematically maintained, and if it possible, could be improved, not only for the employees, but also the management and the equipment as the supportive part for applying the best knowledge management processes.
2. The company must improve the knowledge management activities, in term of the participants. It is very crucial for every employee to improve and experienced themselves the process and applications of knowledge management. It requires a lot of preparations than just prepared some representatives, but it will improve the company as a whole. Engaging every employee in knowledge management is very important.
3. Monitoring the process of knowledge management and the knowledge management program and then evaluate the entire program to create general overview of the result.
4. Improve the content of the materials prepared for seminars, workshop or every training program to make sure that there will be no biases in the process or in applying the programs. The management should cooperate well with the informants and the speakers to create the best knowledge management processes in company.

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