

Analysis Of Knowledge Management Implementation To Improve Employee Performance At The West Pamulang Village Office, South Tangerang

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ABSTRACT

This study aims to analyze the implementation of Knowledge Management (KM) in improving employee performance at the Pamulang Barat Sub-district Office, South Tangerang. The research focuses on the implementation of KM based on the Socialization, Externalization, Combination, and Internalization (SECI) stages, the effectiveness of KM implementation on employee performance improvement, and the factors that cause KM implementation to be less than optimal. This study used a qualitative approach with a descriptive method. Data were collected through in-depth interviews, observation, and documentation of purposively selected informants, and analyzed through data reduction, data display, and conclusion drawing, with validity maintained through source and data triangulation. The results show that KM implementation based on the SECI Model has taken place through knowledge sharing among employees, documentation of work knowledge, integration of organizational data, and the application of knowledge in task execution. KM implementation has a positive impact on work communication, organizational coordination, service effectiveness, employee adaptability, and work competency. However, KM implementation has not run optimally due to constraints such as suboptimal knowledge documentation, the absence of a structured knowledge-sharing system, limited information system integration, dependence on individual knowledge, and limited training and competency development. The study concludes that a more structured, integrated, and sustainable knowledge management system is needed for KM implementation to run more optimally in supporting public sector organizational performance.

INTRODUCTION

Public organizations in the modern era face increasingly complex challenges in realizing good governance. Demands for transparency, accountability, participation, and effective public services drive the need for innovation and efficiency in managing

organizational resources, particularly human resources and knowledge. With the advancement of the digital era, the flow of information and knowledge is growing so rapidly that organizations that fail to manage knowledge adaptively will experience stagnation, or even decline, in performance.

In the context of public organizations, Knowledge Management (KM) is a strategic approach to maintaining the continuity of service quality and strengthening organizational capacity. KM is not only about storing information but also encompasses the process of creating, sharing, and applying knowledge inherent in individuals and organizational systems (Dalkir, 2021). The SECI model developed by Nonaka and Takeuchi (1995) is one of the most widely used approaches in KM studies because it describes the conversion of tacit and explicit knowledge through four stages: Socialization, Externalization, Combination, and Internalization.

Employee performance is one indicator of an organization's success in achieving its goals, influenced by individual abilities, motivation, the work environment, and the availability of relevant information and knowledge. Research by Saputro and Mayowan (2018) shows that knowledge sharing, as part of knowledge management, has a positive impact on employee performance. Effective knowledge management not only drives innovation but also improves the quality of work. Increasingly complex competition and rapid developments in information technology require every organization to possess both sound knowledge and the ability to manage that knowledge (Wulantika, 2012).

Human resources within an organization possess varying knowledge, attitudes, and abilities, requiring special attention to maximize each individual's potential. They are also encouraged to continue learning, both independently and through organizationally facilitated learning. Several previous studies have shown that SECI-based KM can improve organizational effectiveness and individual performance across various sectors. Jorge et al. (2019) concluded in their study of Unilever South America that a structured SECI process creates innovation and efficiency in decision-making. In government, Siswanto (2021) demonstrated that the systematic implementation of KM can improve the performance capacity of civil servants through continuous organizational learning. However, common challenges often encountered include the lack of a structured documentation system, minimal incentives for knowledge sharing, and weak integration between work units.

Syam (2017) emphasized that a culture of knowledge sharing must be fostered within an organization because the information held by an individual will not be useful and increase in value if it is not shared with others. Knowledge sharing practices play a crucial role in improving the quality of human resource performance, developing institutional innovation, and facilitating the dissemination of knowledge within a work environment. Shofa (2013) also emphasized that effective human resource management determines the overall efficiency of an organization's work; failure to manage human resources will disrupt the achievement of

organizational goals, while high employee performance will encourage the achievement of organizational goals and employee well-being.

Pamulang Barat Village is one of the government units in Pamulang District, South Tangerang, an area with a large population and dynamic socio-economic activities, thus demanding fast, accurate, and quality administrative services. The main tasks of Pamulang Barat Village include the preparation of development plans, government and employee development, community services, community empowerment, maintenance of public order and peace, and maintenance of facilities and infrastructure, which are carried out by the Village Head, Secretary, and section heads for Government, Economy and Development, and Social Welfare. The complexity of these tasks requires good organizational knowledge management so that services to the community can run optimally. Based on this description, the author is interested in researching "Analysis of Knowledge Management Implementation to Improve the Performance of Pamulang Barat Village Office Employees, South Tangerang".

Based on this background, the focus of this research is directed at three main questions, namely: (1) how is the implementation of Knowledge Management in improving the performance of employees in Pamulang Barat Village, South Tangerang; (2) how effective is the implementation of Knowledge Management in improving employee performance; and (3) what are the factors that cause the implementation of Knowledge Management to not run optimally in supporting employee performance. The purpose of this research is to analyze the implementation of Knowledge Management, evaluate the effectiveness of its implementation, and identify factors that hinder the implementation of Knowledge Management in Pamulang Barat Village, South Tangerang. This research is expected to provide theoretical contributions to the development of knowledge management studies in the public sector, as well as practical benefits for Pamulang Barat Village in formulating a more structured knowledge management strategy to improve employee work effectiveness and the quality of public services.

RESEARCH METHODS

Research Approaches and Types

This research uses a qualitative approach with a descriptive method. According to Satori and Komariah (2010), descriptive qualitative research is a method used to describe an object or phenomenon in narrative writing, where the collected data and facts are presented in the form of words or images, not numbers. Describing something means describing what, why, and how an event occurred. This type of research is empirical and uses a descriptive qualitative approach.

Scope and Location of Research

The scope of this research is the employees of the Pamulang Barat Village Office, South Tangerang, located in Pamulang District, with a population recorded at 339,054 in the first semester of 2025. The scope limitation is based on the background and problem identification outlined previously.

Population, Sample, and Research Informants

The population of this study was all stakeholders involved in carrying out tasks in the Pamulang Barat Subdistrict, South Tangerang. Informants were selected using a purposive sampling technique, selecting parties deemed to have relevant information and a direct relationship to the research problem, particularly those involved in the knowledge management process and daily work implementation.

No	Informant Code	Position	Length of Service (Years)
1	I1	Head of Office / Village Head	5
2	I2	Head of the General Administration Sub-Division	6
3	I3	Administrative staff	7
4	I4	HR Analyst	9
5	I5	Personnel Manager	6

Table 2. List of Research Informants (names disguised to maintain confidentiality of identity in accordance with the code of ethics for qualitative research) (Source: Data processed by researchers, 2026).

Data Types and Sources

The primary data in this study consisted of the words and actions of informants obtained through interviews and field observations. Secondary data were obtained from written documents, such as the 2022–2024 West Pamulang Village Government Agency Performance Report (LKjIP), Standard Operating Procedures (SOPs), activity archives, and other supporting documents. Data collection tools included interview guides, stationery, a recording device, notebooks, and a camera.

Data collection technique

- Observation, namely direct observation of knowledge management activities and work implementation in the sub-district office environment;
- Semi-structured in-depth interviews based on interview guidelines compiled with reference to the SECI Model indicators;
- Documentation, namely the collection of secondary data in the form of relevant organizational documents.

Operationalization of Variables

The operationalization of the Knowledge Management variable is based on five indicators: knowledge creation, knowledge storage, knowledge sharing, knowledge utilization, and KM-supporting technology. Each of these indicators is described in interview questions regarding the experience exchange process, documentation of work procedures, knowledge sharing activities, application of prior knowledge, and utilization of digital systems in work. The operationalization of the employee performance variable is based on five indicators: work productivity, quality of work results, discipline and compliance,

adaptability, and initiative and innovation. These indicators are described through interview questions related to workload completion, fulfillment of work standards, discipline, adaptation to changes in work systems, and proposed improvements to work processes (Mangkunegara, 2022; Robbins & Judge, 2022).

Data Analysis Techniques and Validity

Data analysis is a crucial stage in the research process because it answers the research questions. According to Irawan (2000), data analysis is the activity of transforming data into information, where data is the result of recording and information is the meaning of those recordings. Data collected from participant observation, in-depth interviews with leaders and staff, and documentation are analyzed through the stages of data reduction, data presentation, and conclusion drawing, which take place from the data collection process to the final analysis stage.

Data validity was tested through source triangulation, which involved checking data obtained from various interrelated sources within the Pamulang Barat Village Office, South Tangerang, and comparing the results of interviews with relevant organizational documents. Researchers also conducted member checking on information requiring confirmation to ensure the data obtained was more valid and consistent.

RESULTS AND DISCUSSION

This study employed a qualitative approach, with data collection techniques consisting of in-depth interviews conducted directly with informants in the Pamulang Barat sub-district of South Tangerang. This was accompanied by observations and documentation in the form of the 2022–2024 LKjIP, SOPs, and activity archives. To maintain research ethics and confidentiality, all informants are coded I1, I2, I3, and so on.

Implementation of Knowledge Management Based on the SECI Model

a. Socialization Stage (Knowledge Socialization)

The socialization stage focuses on the transfer of tacit knowledge through direct interaction between individuals. Interviews indicate that this process occurs through official meetings, work discussions, inter-employee coordination, mentoring, and collaboration in completing tasks. One informant stated that the organization regularly holds tiered official meetings as a means of communication and sharing work experiences.

"The activities carried out are holding service meetings every first Monday of the week in stages..." (I1, direct interview, 2026).

In addition to formal activities, knowledge sharing also occurs through informal communication, where practical tips for managing administrative systems are often shared informally. A collaborative work culture also strengthens the socialization process, as informants reported that employees help each other when colleagues encounter difficulties completing their work.

Based on data reduction, five main themes were identified at this stage: knowledge sharing forums through meetings and coordination, informal interactions between employees, a collaborative culture in completing work, mentoring and hands-on learning, and exchange of work experiences based on field practice. The socialization process in West Pamulang Village has been quite successful and has helped accelerate the transfer of tacit knowledge. However, the knowledge sharing process is still personal and not yet fully documented systematically, potentially leading to knowledge loss when employee transfers or rotations occur.

b. Externalization Stage (Externalization of Knowledge)

The externalization stage is the process of converting tacit knowledge into explicit knowledge that can be documented and reused by the organization. Interviews indicate that employee work experience is beginning to be converted into formal reports and technical guidelines, such as the development of Internal Data Synchronization Technical Guidelines. “Knowledge and work experience are documented and poured into a report... one of the most relevant real-life experiences related to the preparation of the Internal Data Synchronization Technical Guide.” (I1, face-to-face interview, 2026).

Knowledge documentation is also beginning to be directed towards digital storage for continued access. However, research shows that the documentation process is not optimal due to time and resource constraints, resulting in some work experiences not being documented formally. Furthermore, several SOPs and work documents between units still use different formats and are not yet integrated.

The main themes at this stage include documenting work experience in the form of reports, developing SOPs and internal technical guidelines, digitizing organizational documents, archiving work knowledge, and addressing obstacles in the documentation process. Identified obstacles include time constraints, the lack of standardized document formats, a suboptimal archiving system, and the lack of integration of work documents between units, resulting in some knowledge being stored individually and potentially lost.

c. Combination Stage (Knowledge Combination)

The combination stage is the process of combining various documented explicit knowledge into a more integrated system. Interviews indicate that organizations have utilized digital information systems (EMIS) as data integration centers to identify organizational needs and support decision-making.

“Data... is combined to see patterns of needs... EMIS functions as a data center.” (I1, face-to-face interview, 2026).

The explicit knowledge management process is carried out through data collection, digitization, classification, collaboration, and archiving. However, information integration has not been fully optimized due to delays in updating facility and infrastructure data, and some data between work units is still stored separately, requiring manual coordination for synchronization. Key themes in the combination phase include data integration through

information systems, document digitization, data archiving and classification, coordination between work units, and challenges with data synchronization and updating.

d. Internalization Stage (Internalization of Knowledge)

The internalization stage is the process of transforming explicit knowledge into tacit knowledge that is inherent in an individual through work experience, training, and hands-on practice. Interviews indicate that this process occurs through training, work simulations, system adaptation, and hands-on experience in carrying out tasks, which forms the foundation of employee self-confidence.

“Knowledge in the adaptation process... becomes the foundation of self-confidence... understanding is strengthened by simulation... the work carried out is organized and follows the flow.” (I1 & I2, face-to-face interview, 2026).

The main themes at this stage include the process of adapting knowledge to work, training and job simulations, implementing standard operating procedures (SOPs) in carrying out tasks, improving employee competency, and learning based on work experience. The internalization stage has a positive impact on improving work competency, accelerating adaptation, improving service effectiveness, and improving the quality of organizational task implementation, although ongoing training and ensuring a shared understanding among employees are still needed.

The Effectiveness of Knowledge Management Implementation in Improving Employee Performance

The research results show that the implementation of KM has a positive impact on improving employee performance, particularly in aspects of work communication, task completion, adaptation to work systems, service effectiveness, and competency improvement. The knowledge sharing process helps employees find work solutions more quickly through the experiences of colleagues, as stated by one informant:

“When there are work obstacles, we usually help each other and share experiences so that the work can be completed more quickly.” (I2, face-to-face interview, 2026).

The implementation of SOPs and work guidelines resulting from the externalization and combination processes helps create more structured work implementation standards, enabling employees to work more effectively and minimize errors. Knowledge management (KM) implementation also helps employees adapt to changes in digital-based work systems such as EMIS, as stated by the collaborative learning and experience sharing process that facilitates understanding of the new system. Based on the analysis of the 2021–2023 LKjIP documents, the implementation of KM contributed to maintaining organizational performance in the "Good" category despite a downward trend in the past three years, indicating that knowledge management plays a role in maintaining the stability of organizational performance.

Identified indicators of KM effectiveness on employee performance include: improved communication and work coordination; accelerated work completion; increased

understanding of tasks and SOPs; increased employee adaptability; increased service effectiveness; and increased employee work competency. However, the effectiveness of KM implementation has not been optimal due to constraints on documentation, data integration, knowledge sharing systems, and reliance on the knowledge of certain individuals, resulting in uneven knowledge transfer across all work units.

Factors Inhibiting Knowledge Management Implementation

a. Knowledge Documentation is Less Than Optimal

Much knowledge remains confined to individual experience and has not yet been fully documented. Time constraints and heavy administrative workloads cause employees to focus more on completing operational tasks than recording work experience, resulting in documentation not yet becoming a structured work culture.

b. There is no structured knowledge sharing system yet

Knowledge sharing still occurs informally and relies on interpersonal relationships between employees. Organizations lack formal mechanisms such as regular knowledge-sharing forums, digital knowledge banks, or internal learning systems, resulting in uneven knowledge transfer across work units.

c. Limitations of Information System Integration and Updates

Even though organizations have adopted digital systems like EMIS, data synchronization and updating remain challenging, particularly with outdated facility and infrastructure data. Some data between work units is still stored separately, requiring manual processes to coordinate information.

d. Dependence on Individual Knowledge

Much technical knowledge and work experience remains tied to specific individuals, resulting in person-to-person knowledge transfer and incomplete documentation within organizational systems. This situation has the potential to lead to knowledge loss in the event of employee transfers, rotations, or retirements.

e. Limitations of Training and Competency Development

Not all employees have the same level of understanding and ability in using information systems and managing organizational knowledge, so that the ability to adapt to digital work systems still varies and the application of knowledge in work is not yet evenly distributed.

These factors are interrelated and influence the overall effectiveness of KM implementation: when knowledge is poorly documented, knowledge transfer is limited, and limited information system integration leads to suboptimal organizational knowledge dissemination. Therefore, it is necessary to develop an integrated knowledge documentation system, strengthen a culture of knowledge sharing, improve employee training, and optimize organizational information systems.

Discussion

The results of the study indicate that the implementation of KM in the West Pamulang Village has progressed through the four stages of the SECI Model and has had a positive impact on improving work communication, organizational coordination, service effectiveness, and employee competence. At the socialization stage, the findings of this study align with Siswanto (2021) who stated that the implementation of KM based on the SECI Model can improve the knowledge and capabilities of organizational human resources, and support the results of the study by Șandor and Tonț (2021) which showed that the SECI Model effectively supports the knowledge sharing process. These findings are also relevant to the research of Anggraini (2022) who concluded that the implementation of the SECI Model improves coordination and work productivity through knowledge sharing among organizational members.

At the externalization stage, the research findings support Zuraidah's (2018) findings, which state that implementing the SECI Model encourages improved knowledge documentation and work efficiency. This is in line with Wakhdi et al.'s (2021) findings that SECI implementation helps organizations develop standard operating procedures (SOPs) and service protocols. However, the challenges in documentation and digital archive management identified in this study are relevant to the findings of Indriyani and Sulistyowati (2023), who stated that the externalization and combination stages are often the main weaknesses in organizational digital document management.

At the combination stage, the results of this study align with Rosdiyanto et al. (2024) who stated that a SECI-based KM system can facilitate knowledge sharing and organizational information integration, and support the findings of Fernando et al. (2019) regarding the effectiveness of SECI in building a KM environment that supports organizational coordination. The data integration constraints found in this study reinforce the findings of Widiyanti and Oktavianor (2022) who stated that the main obstacles to KM implementation lie in human resources and understanding of knowledge management systems.

At the internalization stage, the research findings are relevant to the findings of Wijaya and Gunawan (2023), who showed that the implementation of SECI-based KM improves employee performance and coordination, and also support Wahyuningsih's (2023) research, which states that SECI implementation supports service innovation in public organizations. The limited training and differences in adaptability among employees found in this study align with Rahman and Lestari (2022), who stated that the internalization stage often experiences obstacles due to a lack of training and competency strengthening.

Overall, the findings regarding the effectiveness of KM on employee performance support the findings of Siswanto (2021) and Wijaya and Gunawan (2023) regarding improving HR capabilities and work coordination through KM implementation. The inhibiting factors found in this study align with Widiyanti and Oktavianor (2022) regarding barriers to human resources and KM systems, and support Hidayat (2023) who emphasized that organizational culture and leadership support are crucial factors in the successful

implementation of SECI in government. These findings emphasize that successful KM implementation relies not only on information technology support but also requires an organizational culture that supports continuous learning, knowledge documentation, and collaboration between employees.

CONCLUSION AND SUGGESTIONS

Conclusion

1. The implementation of Knowledge Management based on the SECI Model at the Pamulang Barat Village Office, South Tangerang, has progressed through the stages of Socialization, Externalization, Combination, and Internalization. The socialization stage is carried out through coordination meetings, informal discussions, mentoring, and collaboration between employees; the externalization stage through documentation of reports, SOPs, technical guidelines, and digital documents; the combination stage through data integration and information digitization using the EMIS system; and the internalization stage through training, work simulations, and the application of SOPs in carrying out tasks. In general, the implementation of KM has supported the organizational learning process, although it has not yet run optimally.
2. The implementation of Knowledge Management has had a positive impact on improving employee performance at the Pamulang Barat Village Office, South Tangerang. KM implementation helps improve communication and work coordination, accelerates work completion, enhances understanding of tasks and SOPs, strengthens employee adaptability to digital work systems, and increases the effectiveness of organizational services. KM implementation also helps improve employee competency through formal and informal organizational learning processes.
3. The implementation of Knowledge Management at the Pamulang Barat Village Office, South Tangerang, has not been optimal due to several inhibiting factors, namely suboptimal knowledge documentation, the absence of a structured knowledge sharing system, limited integration and updating of information systems, dependence on the knowledge of certain individuals, and limited training and development of employee competencies. These factors cause the process of knowledge transfer and management to not run evenly and sustainably across all work units of the organization.

Suggestion

- a. For the West Pamulang Sub-district Office, South Tangerang

The Pamulang Barat sub-district of South Tangerang is expected to strengthen the implementation of Knowledge Management through the development of a more structured and integrated knowledge management system. Organizations need to build a culture of sustainable knowledge sharing through regular discussion forums, documentation of work experiences, and the development of digital-based knowledge storage media. In addition, organizations need to improve the standardization of knowledge documentation such as SOPs,

technical guidelines, and digital archives so that information can be accessed more easily and systematically by all employees, and strengthen the integration of information systems so that data management processes and coordination between work units run more effectively. Improved training and employee competency development, especially in the use of information technology and knowledge management, are also necessary so that KM implementation can support optimal organizational performance improvements.

b. For Employees

Employees are expected to increase their awareness to be active in the process of sharing knowledge, documenting work experiences, and developing organizational learning, as well as utilizing information technology and the organization's digital systems more optimally to support the implementation of tasks and public services.

c. For Further Researchers

Further research is expected to develop studies on Knowledge Management based on the SECI Model with a broader research approach, both quantitatively and mixed methods, as well as adding other variables such as organizational culture, leadership, work innovation, or digital transformation in order to obtain a more comprehensive understanding of the implementation of Knowledge Management in public sector organizations.

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