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# Multi Methods for Knowledge Management Strategy Roadmap of Government Human Capital Management

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## Abstract

Knowledge management strategy roadmap consists of several stages to implement knowledge management in three government organization who manage the government human capital management process. They are State Ministry for State Apparatus Reform (KEMENPAN & RB), National Civil Service Agencies (BKN) and National Institute of Public Administration (LAN). Generally this KM strategy roadmap covers three important aspects in the government human capital management there are people, process and technology. This research describes the development of the KM strategy using multi methods there are OCAI (Organizational Culture Assessment Instrument), gap analysis assessment and risk analysis assessment. Questionnaire and interviews are conducted to discover the data related to the KM strategy roadmap of government human capital management. Result of the KM strategy roadmap was validated using expert judgment. Research finding that the KM strategy roadmap for government human capital management was describes in three criteria and three phase. There are people (three phase), process (three phase), technology (two phase) and each of phase has their own strategic action plan.

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*Keywords:* knowledge management; knowledge management strategy; government human capital management; gap analysis; risk analysis; OCAI

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## 1. Introduction

Government human capital (GHC) became one of eight objectives area in grand design of bureaucratic reform. Hence, the knowledge management is a part of bureaucratic reform roadmap that should be implemented by all government ministries in Indonesia. Knowledge management (KM) believed can increase the organizational

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learning culture and experience transfer among the organizational member and stakeholder. The outcome is the professionalism of government human capital and effective public service by using KM. The government regulation related to the bureaucratic reform, knowledge management and government human capital management (GHCM) were declared on Presidential Decree No. 81 Year 2010, PERMENPAN legislation, UU No. 5 Year 2014 and other government policy. Therefore all government ministries should implement the KM to improve their professionalism for the public services.

The government human capital management process are conducted in three government ministries there are State Ministry for State Apparatus Reform (KEMENPAN&RB), National Institute of Public Administration Republic of Indonesia (LAN), National Civil Service Agency (BKN). These three ministries have to collaborate and cooperate in the process of GHCM. Therefore, KM process should be implemented to exchange their knowledge to do their duties efficiently.

According to several studies KM can enhance knowledge by discovering, capturing, sharing and applying it in their organization. KM also can increase the organizational value from their human capital<sup>1,2</sup>. However, it's a big challenge to implement KM in government institution because of their culture, regulation, policy, organizational structure and also their human capital itself. Hence, we need to define the best strategy and action plan to implement the KM in GHCM. This research aims to develop the KM strategy roadmap of government human capital management in Indonesia. This objective is to improve the organizational performance in conducting the government human capital management process.

## **2. Knowledge Management Strategy**

### *2.1. Knowledge Management*

Knowledge management (KM) is important to achieve the organizational objectives, its purpose to manage individual knowledge in organization which consist of some activities such as discovering, capturing, sharing and applying their knowledge<sup>1</sup>. Whereas,<sup>2</sup> claimed that KM can increase the intellectual capital of organization to improve the organizational competitive value and objectives. This process can be done by identify, select, manage, transfer and disseminate the information for problem solving, decision making and strategic planning in the future. KM in organization aims to create the organizational knowledge by using several activities such as acquire, represent, exchange, maintain and integrated the tacit and explicit knowledge<sup>3</sup>. KM also embedded in the human resource management and organizational process by create, store, distribute and interpret the knowledge<sup>4</sup>.

### *2.2. Knowledge Management Strategy*

Strategies consist of several steps to achieve the long term of organizational objectives in the future. Hence, the organizational strategy aims to develop the organizational initiatives through the action plan. According to<sup>5</sup>, the knowledge management strategy is a set of organizational process and infrastructure which used to manage the organizational knowledge. Furthermore this strategy can improve the organizational performance, initiatives, financial revenue, process business improvement and the capabilities of each human resource<sup>6</sup>.

## **3. Government Human Capital Management**

### *3.1. Government Human Capital*

Human capital (HC) in organization is famous as the precious asset for organization. Organizational intellectual capital reflected in the individual knowledge, skill, experiences, abilities and self motivation<sup>7</sup>. Hence, organizational value also can be measured by their human capital<sup>8</sup>. It also consider that human capital represent every organizational member ideas, knowledge, innovation and how they make the decision making in working activities<sup>9</sup>. Furthermore, HC can be consist of technical knowledge, experiences, and knowledge management which embedded in their organizational culture<sup>10</sup> and it can improve the organizational initiatives<sup>11</sup>. Generally,

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