Internalization of Knowledge Management in the Compilation of Integrated Social Welfare Data (Dtks) in Tambrauw District

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Abstract: Knowledge managementplays an important role in the business processes of government organizations to achieve effectiveness and efficiency, improve performance and achieve organizational goals. This study aims to describe the understanding of the Tambrauw District Social Service apparatus regarding the internalization of knowledge management in the preparation of DTKS, describe the important factors of knowledge management, obstacles and challenges in implementing knowledge management internalization. The research method used is descriptive qualitative with a phenomenological approach. The findings of the research results are knowledge management practices in the preparation of DTKS, namely through training, socialization, knowledge transfer, knowledge sharing, collecting and reusing structured knowledge, sharing experiences from other organizations (lesson learned), identifying sources and expert networks, compiling, using and disseminating knowledge from internal and external sources. The important knowledge management factors encountered were human factors, leadership, technology and organizational learning.Obstacles and challenges faced by the Social Service are the limited human resources of the apparatus, as well as the lack of supporting facilities and infrastructure. Another finding in the study related to the implementation of the SECI knowledge management model is that the processes of socialization, externalization and combination have gone well, while the internalization of knowledge management has not run optimally because there are still obstacles and challenges.

Key words: Internalization, Knowledge Management, DTKS.

INTRODUCTION

Background

Based on the Regulation of the Minister of Social Affairs number 3 of 2021 it is explained that the Integrated Social Welfare Data (hereinafter abbreviated as DTKS) is the basis of reference in implementing social welfare, it needs to be managed properly, accountably and sustainably.(Ministry of Social Affairs of the Republic of Indonesia, 2020).

DTKS management is a process and part of*knowledge management*as stated by Rhoni Rodin, (2013)that*knowledge management*is a systematic process for finding, selecting, organizing, extracting and presenting information in a certain way that can increase the mastery of knowledge in a specific field of study.

The application of knowledge management in government and private organizations has several advantages, including being able to find new innovations in solving actual problems in public service(Muluk, 2008),(Nurmandi, 2010), And(Pujadi & Tumar, 2016), improve organizational performance(Puryantini et al., 2017), And(Winarto, 2020). Other research findings in application*knowledge management*the organization also encounters obstacles including the lack of awareness of employees in implementing*sharing knowledge* (Harahap, 2016), lack of trust in colleagues, limitations in technology and human resources and culture or habits within the company(Darudiato & Suryadi, 2013).

Research purposes

1. To describe the understanding of the state civil apparatus of the Social Service relating to the application of knowledge management in preparation and managementDTKS.

2. To describe the important factors of knowledge management in the implementation of management policiesDTKS Tambrauw district.

3. To describe the process of internalizing knowledge management in preparationDTKS Tambrauw district can be an important and sustainable part.

LITERATURE REVIEWS

1. Human Resource Management

Human Resource Management is the science and art of managing the relationships and roles of the workforce so that they can effectively and efficiently help achieve company, employee and community goals. HRM can also mean the utilization of human resources within an organization which is carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, occupational safety and health, and industrial relations.(Hertati, 2019),

2. Human Resource Management Objectives

The goal of human resource management is to optimize the productivity of all jobs in an organization. Another goal is balancing organizational challenges, human resource functions and people. There are 4 objectives of human resource management as follows(Priyono, 2010):

a. **Social Goals**is for the organization to be socially and ethically responsible for the needs and challenges of society while minimizing the negative impact those demands have on the organization.

b. **Organization goals**is the organization's formal goals created to help the organization achieve its goals, namely to increase organizational effectiveness by increasing company productivity and managing human resources properly.

c. **Functional Purpose**is to maintain the contribution of the human resources department according to the needs of the organization.

d. **Individual Goals**are personal goals and each member of the organization or company that wants to achieve through their activities in the organization.

3. Internalisation

Internalization is a process of instilling something, beliefs, attitudes and values that become social behavior. This process grows from within a person to the appreciation of a value, it is also the formation of attitudes and behavior that grows from a person's self, not because of pressure or outside influence.Pakaya Idris et al, 2020).

4. Knowledge

*Knowledge*created when information is further processed into knowledge and when a person is able to realize and understand patterns and their implications, the collection of data and information becomes knowledge. But knowledge is not just context-dependent information, but has a tendency to create its own context. (Philemon 2008)

1. Types of Knowledge

a. *Tacit knowledge*Information or knowledge stored in a person's brain.

b. *Explicit knowledge*is information or knowledge contained and stored in documents or other forms so that explicit knowledge can be stored or embedded in products, processes, services and systems.

2. Creation Process*Knowledge*

The two types of knowledge, namely tacit and explicit knowledge, by Nonaka and Takeuchi, are converted into four types of processes to produce new knowledge or better known as Nonaka's SECI model.(Kazuo Ichijo, 2007):

a. **Socialization**is the process of creating general tacit knowledge through shared experiences. Interactions are constructed in which individuals share experiences at the same time; this process is often articulated, and the skills involved are created and developed. In socialization, tacit knowledge from one person is shared with other people and becomes part of the tacit knowledge from other people.

b. **externalization**is the process of translating tacit knowledge into explicit knowledge such as concepts. Externalization is often triggered by a dialogue/discussion intended to create concepts from tacit knowledge.

c. **Combination**is the process of assembling new and existing explicit knowledge into systemic knowledge.

d. **Internalization**is the process of translating explicit knowledge into tacit knowledge, for example "learning by doing", or explicit knowledge available as text, sound, or video facilitating the internalization process used to be learned and become part of other people's tacit knowledge.

5. *Knowledge Management*

Here are some expert opinions about*knowledge management*(Probosari & Siswanti, 2017)*:*

1. **According to Wiig (1999).**KM is the systematic building, updating, and application of knowledge to maximize effectiveness with respect to organizational knowledge and the return on organizational knowledge assets.

2. **According to Townley (2001).**KM is a set of processes of creating and sharing knowledge to

optimize the achievement of an organization's mission and goals.

3. **According to Groff & Jones (2003).**KM is information that has been combined with understanding and ability, knowledge is located in the human mind, knowledge can also provide predictive abilities that come from recognizing a pattern.

6. Knowledge Management Resources

There are two sources of knowledge management namely(Probosari & Siswanti, 2017):

1. *Internals*resourcesare sources of knowledge originating from within an organization or company related to human resources, information on business processes and existing technological knowledge.

2. *external*resourcesare sources of knowledge that come from outside the organization or company that can influence the movement and development of company services.

7. Purpose of Application of Knowledge Management

1. Time and cost savings. With well-structured knowledge sources, it will be easy for companies to use this knowledge in other contexts.

2. Increase knowledge assets. The source of knowledge will make it easy for every employee to use it, so that the process of utilizing knowledge in the corporate environment will increase.

3. Adaptability. Companies will be able to easily adapt to changes in the business environment that occur in the long and short term.

4. Productivity Improvement. Existing knowledge can be reused for processes or products to be developed, so that the productivity of the company will increase.

8. Types of Knowledge Management Activities

Knowledge management activities can be classifiedin several types viz(Probosari & Siswanti, 2017):

1. Collect and reuse structured knowledge. Knowledge is often stored in some part of the output produced by the organization, where it can be reused to reduce the time and resources required.

2. Collect and share lessons learned from practices. This type of activity gathers knowledge from experience, which the user must interpret and adopt in a new context.

3. Identify sources and networks of expertise. This activity aims to make expertise more visible and accessible for every employee.

4. Create a structure and map the knowledge needed to improve performance. This activity provides influences such as the process of developing a new product or redesigning a business process by making it more explicit.

5. Measuring and managing the economic value of knowledge. Many organizations have structured intellectual assets, such as patents, and customer databases. Knowing all of these assets allows the organization to generate revenue and costs for the organization.

6. Compile and disseminate knowledge from external sources. The rapid and erratic changes in the business environment have increased the importance and seriousness of business intelligence systems.

9. Knowledge Management Supporting Factors

In an organization,KM implementation supported various factors, as follows:

1. The human factor, because knowledge resides in the human mind. The smarter and more professional the human being, the more influence it has on the organization.

2. Leadership. The main role is to build a strong vision, namely a vision that can move all members and organizational resources.

3. technology. The use of information technology is one of the enablers of knowledge management.

4. Organization. Relating to the use of operational aspects of knowledge assets

5. Organizational learning. Concerned with solving problems systematically, piloting new approaches, learning from past experiences, learning from best practices and transferring knowledge quickly and efficiently throughout the organization.

10. Definition of Knowledge Sharing

*Knowledge sharing*arises because of individual efforts to transfer knowledge to others in the organization, success in sharing depends on the ability of the recipient and the ability to learn. Knowledge sharing is based on three factors such as the characteristics of the recipient, the type of task and the type of knowledge. Knowledge sharing can involve individuals, teams and organizations, aiming to transfer knowledge from individuals to teams or to organizations (Dixon, 2000)

Research Concept Framework

The rationale for this research comes from theoretical studies: Human Resource Management Theory, Internalization, Knowledge, and Knowledge Management. Whereas empirical studies originate from previous studies, namely research from Yuli Sudargini (2021), Dhaniel Hutagalung (2021), Harlis Setiowati (2021), Mohammad Kurniadi Rashid, et al (2021), Rofikotul Arfati (2017), Bagiyono (2018), Anwar Sitepu et al (2019), Mariani Pasaribu (2016), Husri et al (2021), Erliyan Susanto (2021), Maria-Elena Boatca et al (2018), Mouna Zouari (2018), Makoto Nakayama (2021) , Siami-Nanimi (2018), Anwar Sadat (2021), Laihonen Harri (2018),Mantyla (2018), Zorita Mitrovic & Vladimir Obradovic (2018), Paul J. Mc. Evoy (2018) so that a research framework can be formed as shown in Figure 6 below:
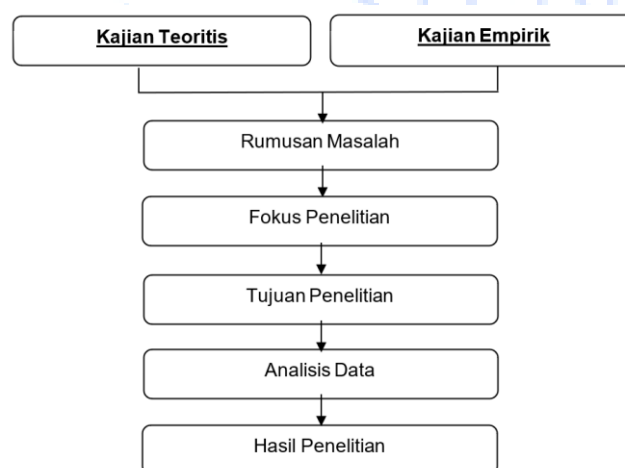

Figure 1. Research Framework

RESEARCH METHODS

Types of research

This research is a qualitative descriptive research where the researcher is the key instrument, the data obtained tends to be analytical data, is inductive/qualitative in nature. The results of research can be in the form of potentials and problems, object uniqueness, the meaning of an event, processes and social interactions, certainty of the truth of data and construction of phenomena. (Sugiyono & Setiyawami 2022). The research approach is a phenomenological approach that aims to describe the phenomena that

occur and the characteristics of these phenomena. This approach will guide researchers to explore and photograph social situations that will be studied thoroughly, broadly and in depth(Nassaji, 2015)

Location and Research Object

This research is located at the Tambrauw District Social Service Office, Southwest Papua Province

Method of collecting data

1. **Primary data.**This type of data was obtained directly from key informants in the form of interview results or answers to questions posed to informants.

2. **Secondary Data.**Is a type of supporting data that can be used as a source of reference, literature, and other supporting information on primary data.

Data collection technique

1. **In-depth interviews.**In order to understand the understanding and knowledge of the key informants on the research problem, several semi-structured questions were asked to the key informants.

2. **Documentation.**Conducted to support primary data in the form of photos, videos, voice recordings during the interview process between researchers and key informants as well as other documentation of activities, at the time the research was conducted.

Determination of Key Informants

In qualitative research, researchers enter certain social situations which can be in the form of organizations or institutions, conducting research by relying on people in these organizations or institutions who are considered to have broad and in-depth knowledge about their social situations so that they can assist researchers in solving research problems. . Samples in qualitative research are referred to as informants, informants or participants. In addition, the sample selection method was carried out by purposive or purposive sampling, namely the method of selecting samples (informants) with certain considerations and objectives.(Sugiyono & Setiyawami, 2022). Determination of key informants in this study amounted to 6 people, namely Civil Servants at the Tambrauw District Social Service.

Method of collecting data

In qualitative research, the main instrument for collecting data is the researcher himself. Other instruments that function as supporting instruments in data collection are interview guides, tape recorders, field notebooks and/or cameras(Sugiyono & Setiyawami, 2022). To obtain accurate data, the researcher took several steps, namely:

1. **Triangulation**. Conducted to see the consistency of the results of key informants' answers with theory and previous research and carried out to examine, compare the results of answers from key informants.

2. *Research reflexity*. Done by showing and explaining the problems and reasons for using the theory and research methods used to others.

3. *Member checking.*This was done by researchers to avoid the principle of being satisfied with the data and information that has been obtained from key informants.

4. *prolonged engagement*.Conducted by researchers to increase research credibility by allocating adequate time.

5. *Audit trail*. Conducted by researchers by consulting the research methods used, findings of research data and interpretation of research results with research supervisors/consultants.

6. *Thick and rich description*. At this stage the researcher must be able to defend and explain in detail the results of the research to the examining team in the final thesis examination.

Data analysis technique

The data analysis technique used in this study is the interactive model analysis developed by Miles and Hubberman, namely the activities in qualitative data analysis are carried out interactively and take place continuously until the data becomes saturated.(Abdussamad, 2021). The data analysis steps carried out are:

1. **Data reduction.** Data reduction is to select unimportant data based on answers from key informants and organize them. This activity is carried out through:

a. **Data Organization.** Grouping the answers of key informants based on their job status, the answers according to the questions asked, the date and time of the interview. Furthermore, the key informants' answers were in the form of narratives that had been organized into certain themes using codes.

b. **Data Coding**. The data obtained and grouped into themes will be coded to see the similarity of the **pattern** of informants' answers.

2. **Understanding and Presentation of Data.**The informants' answers as data will be sorted, set aside and arranged according to the theme or research objectives.

3. **Conclusion Drawing**. Is the final process in the form of drawing conclusions on the categories of data that have been reduced and presented to lead to a final conclusion that is able to answer the research problem.
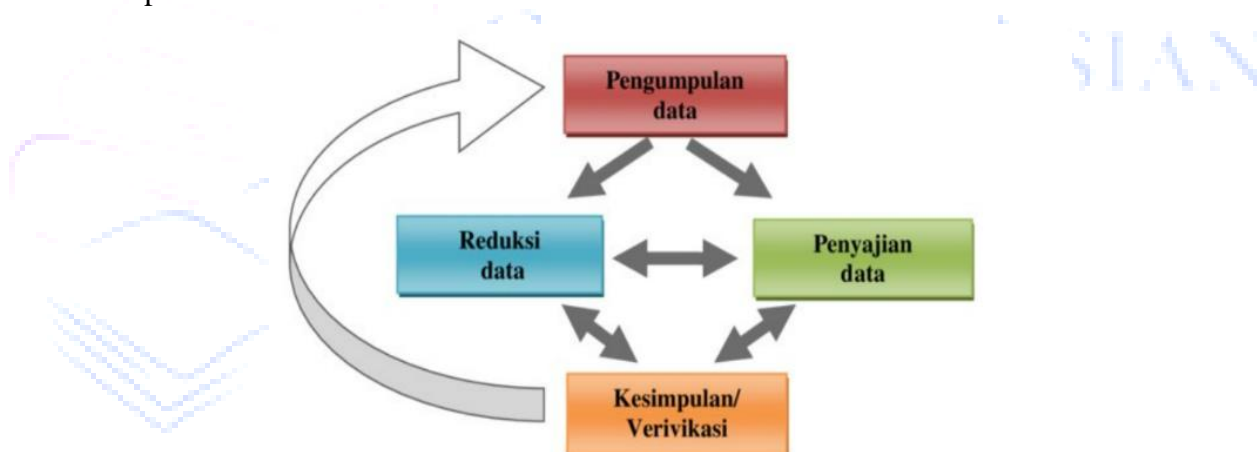

Figure 2. Sequence of data analysis of Miles and Hubberman's interactive model

Source: Research, 2022

RESEARCH RESULTS AND DISCUSSION

Research result

The selection of key informants in this study was carried out using a purposive sampling method with a total of 6 people, namely the Head of the Social Service, the Head of the Empowerment and Social Security Division, the Social Extension Officer, the Staff of the Poor Empowerment Section and the Role of the Family and the Staff of the Social Protection and Security Section.

Table1. List of Research Key Informants

No	Informant Name	Mention & Code	Age (year)	Position
1.	dr. Maria A. Hae, M.Sc	Mary (Ma1)	63	Head of Department
2.	Harun Rumadas, SE	Aaron (Hn2)	52	Head of Empowerment and Social Security Division

3.	Komang T. Astuti, SE	Komang (Ko3)	63	Social Extension
4	Theresia R. Subu, A.Md	Theresia (Te4)	42	Staff of the Poor Empowerment and Family Roles Section
5.	Sunarsih, SH	Sunarsih (Sn5)	36	Social Security and Protection Section Staff
6	Anselm Yappen, SH	Anselm (As6)	47	Social Security and Protection Section Staff

(Source: Research results, 2022)

Table2. Key Informant Geographic Data

Categories		Percentages
Sex	Male	33%
	Female	67%
age	30-40 years	17%
	40-50 years	50%
	50-60 years	33%
Religion	Islam	33%
	Christian	17%
	Catholic	50%

(Source: Research results, 2022)

Presentation of Interview Results and Determination of Themes

The initial stage in data analysis is the presentation of the results of the interviews and determining the theme based on the research focus that has been determined:

Knowledge Management Practice at the Tambrauw District Social Service

In accordance with the focus of the first research, the results of interviews with key informants show that in the preparation of DTKS, it has been found that there are practices and implementation of knowledge management, although in an imperfect form, namely socialization and training, transfer of knowledge between fellow employees and from employees to the community through counseling, mcollect and reuse structured knowledge, collect and share lessons learned from practices, namely through collaboration with BPJS and the Social Service of the city of Yogyakarta. Identify sources and networks of expertise, and compile and disseminate knowledge from external sources(Probosari & Siswanti, 2017). It also identified knowledge sharing activities and the use of knowledge sources both from internal resources and from external resources.

Important Factors of Knowledge Management

The second research focus, identified important factors in knowledge management based on statements from informants (Probosari & Siswanti, 2017):

1. **human factor**,namely human resources involved in an organization to achieve organizational goals. In the preparation of DTKS the role of humans is very important in order to achieve the goals to be achieved. Human resources include employees who carry out data collection and input data and have knowledge and expertise in using technology.

2. **Leadership**. The main role is to build a strong vision that is able to mobilize all members and organizational resources. The role of the first leader is by the first informant, formulating directions and policies in determining organizational goals, taking strategic steps in overcoming problems that exist in the organization. Another leadership role was carried out by the second informant as the technical person in charge in the field who directly handles the compilation and management of social

welfare integrated data. This role is carried out by carrying out the transfer of knowledge to his subordinates.

3. **technology**. The development of technology and information that has become entrenched in all aspects of human life has made the use of information technology one of the enablers of organizational management. In compiling integrated data on social welfare, the role of technology is very important so as to achieve the goals set. Understanding and mastery of technology by employees is the key to the success of carrying out tasks. On the other hand, the limitations of technology also cause the objectives to be achieved in the preparation and management of integrated social welfare data to be not optimal.

4. **Organizational learning**. Related to activities, namely solving problems systematically, testing new approaches, learning from past experiences, learning from best practices and transferring knowledge quickly and efficiently throughout the organization. This has been carried out by the Social Service, namely by carrying out organizational learning to BPJS and to the Social Service of the city of Yogyakarta.

Barriers and Challenges to the Implementation of Knowledge Management Internalization

The third research focus, from the results of interviews with key informants found several obstacles in the internalization of knowledge management:

1. **Limited human resources apparatus**. From the statements of key informants, the Tambrauw District Social Service lacked personnel so that the preparation of DTKS could not run optimally. There are 2 Section Heads in the Rehabilitation and Social Security Division who have not been filled, causing the existing organizational structure to not run optimally in its duties and functions.

2. **Minimal supporting facilities/facilities**, This was also revealed in the statements of all key informants in the study that the limited facilities/main support facilities in the preparation of DTKS were the problem of inadequate internet networks. This is a considerable obstacle because the preparation of the Tambrauw district DTKS depends entirely on the SIX-NG application which must be connected to the internet network. The solution taken was to input data in the city of Sorong which in turn resulted in additional funds for transportation and accommodation.

Discussion

Based on the results of the research findings that have been submitted, several things can be discussed as follows

Application of the SECI Knowledge Management Model at the Tambrauw District Social Service

Based on the concept of knowlegde management, the SECI model from Nonaka and Takeuchi consists of the following stages:

1. **Socialization**. Socialization is sharing and creating tacit knowledge through direct experience. This is usually done through meetings, discussions or counseling involving people who have knowledge and transferring knowledge to others. This has been applied to the Tambrauw Regency social service.

2. **Externalization**. The process of forming individual tacit knowledge is stored in other media so that it can be studied by other individuals. Then a report is compiled from the results of the discussion during the meeting. The results of the activity report are recorded physically and digitally, then distributed to all members.

3. **Combination**. The combination stage is the process of transferring or merging knowledge. The information that has been obtained from the externalization stage, the members already understand the tasks in the activities to be carried out.

Based on the results of research and discussion regarding the application of knowledge management in social services, it was found that the results were the same as the research conducted byHope (2018)namely the application of knowledge management at the Regional Planning and Development Agency (BAPPEDA) Pekanbaru where the results of the research have been the application of knowledge management in government organizations in carrying out tasks and program activities which are their responsibility to achieve organizational goals.

1. INTERNALIZATION OF KNOWLEDGE MANAGEMENT IN COMPILATION OF INTEGRATED SOCIAL WELFARE DATA FOR TAMBRAUW REGENCY

The fourth stage of applying Nonaka and Takeuchi's SECI knowledge management model is Internalization. The internalization stage is the knowledge process that has been combined, then used and studied, resulting in an internalization process and modification of the tacit knowledge that has been owned by the person studying it.(Praharsi, 2016).

In the context of internalizing knowledge management at the Tambrauw district Social Service, it has not been fully implemented because there are still a number of challenges and obstacles that need to be fixed. Some of the challenges encountered in the research results are the problem of limited human resources, limited technology and work equipment and limited budget in carrying out further training activities to increase the competence of social service employees.

This is in accordance with the results of the studyWidiyanti & Oktavianor (2022)who conducted research on the application of SECI knowledge management to creative and smart house foundations in the city of Banjarmasin, where the results of the final research findings wereinternalization has not been carried out effectively due to low quality of knowledge, minimal supporting facilities/facilities, psychological constraints, low personal trust in fostered members and minimal budget.

2. FINDING AND EXPLORING THE MEANING OF KNOWLEDGE MANAGEMENT

The meaning of knowledge management from the results of the research that has been done is:

1. **Head of Social Service**(first key informant – IK1). Based on the in-depth results of the various statements submitted, the meaning of knowledge management for the first key informant is Strategy and Policy. When in the early days of his leadership, he carried out an in-depth and careful analysis of the description of the organization and its members. In this process he uses tacit knowledge and experience. Knowledge management helps a leader to study all the potential of the organization and its assets. The next stage is to develop appropriate policies in accordance with the real conditions of the organization and its assets. At this stage he uses explicit knowledge sources and best practices through experience from other organizations to achieve the goals that have been set.

2. **Head of Empowerment and Social Security Division**(second key informant-IK2). Based on the results of the in-depth analysis of some of the statements made, the meaning of knowledge management for the second key informant is efficiency. Its role is to find solutions to overcome existing obstacles. Knowledge management plays a role in organizing and managing know how – ways to solve problems. He also evaluates the work programs that have been implemented and shares knowledge in completing tasks in accordance with the results of the evaluations that have been carried out.

3. **Staff of the Empowerment Section for the poor and the role of the family**(fourth key informant-IK4). Based on the results of the deepening of the several statements submitted, the meaning of knowledge management for the fourth key informant is competence. Competence here is all abilities and skills possessed in fulfilling responsibilities and duties. This competence is obtained through the results of socialization, training, practice in the field, experience in carrying out tasks and the results

of interactions with knowledge sources both from internal resources and from external resources. Knowledge management acts as a tool in achieving the performance assigned to it.

CLOSING

Conclusion

1. The application of knowledge management at the Tambrauw District Social Service is mcollect and reuse structured knowledge, gather and share lessons learned from practices. Identifying sources and networks of expertise, compiling and disseminating knowledge from external sources. Knowledge sharing activities and the use of knowledge sources from internal and external resources were also identified.

2. Important factors of knowledge management in the implementation of Social Welfare Integrated Data compilation policies, namely fhuman actors or human resources leadership or leadership roles, and application or use of technology.

3. The obstacles and challenges faced by the Tambrauw Regency Social Service are limited human resources and the lack of supporting infrastructure.

4. Internalization of knowledge management in the preparation of the Tambrauw district DTKS at the Social Service has not been carried out optimally becauselimited human resources, level of knowledge among employees, absence of local regulations and standard operating procedures, limited technology and work equipment and limited budget in implementing training activities to increase employee competency.

5. The meaning of knowledge management for Social Service Apparatuses includes:

1. **Strategy and Policy.***Knowledge*management helps to study all the potential of the organization and its assets with careful mapping and analysis, so that they are able to formulate appropriate policies in accordance with the real conditions of the organization. Knowledge management can be used as a basis for making decisions and controlling an organization.

2. **Efficiency.**Work programs prepared by considering the resources and potential possessed become a reference in completing tasks with maximum results. The role of the leader is to find solutions to overcome existing obstacles. Knowledge management plays a role in organizing and managing ways to solve problems. Sharing knowledge and evaluating work programs that have been implemented needs to be done to achieve organizational goals.

3. **Competence.**Competence is the ability and expertise possessed in fulfilling responsibilities and duties. This competence is obtained through the results of socialization, training, practice in the field, experience in carrying out tasks and the results of interactions with sources of knowledge both from internal resources and from external resources. Knowledge management plays a role as a tool in achieving the performance that has been assigned to.

Suggestion

1. The need for serious attention from the central government and local governments in handling social problems. Integrated social welfare data is a database used in mapping and determining policies in handling social problems. Therefore the provision of supporting facilities and infrastructure and work equipment is an absolute obligation that must be fulfilled.

2. Implementation of knowledge management should be a business process of a government organization that is continuously practiced and evaluated in order to assist effectiveness and efficiency in achieving organizational goals. Therefore the fulfillment of human resource needs in

terms of quality and quantity. This can be achieved through continuous training in improving the competence of employees.

3. This study uses qualitative research methods so that it is possible for further research to test this research using research methods or quantitative analysis tools.

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