

# The Implementation of BPJS Ketenagakerjaan Knowledge Management in Improving Corporation Innovation

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**Abstract:-** This study aims to conduct a scientific study of the implementation of knowledge management in BPJS Ketenagakerjaan. Data or information sources used in this study were obtained based on interviews, observations, audio-visual material, documentation and reports from informants who understood the implementation of knowledge management at the BPJS Ketenagakerjaan. This type of research is qualitative research with a case study method. The results showed that knowledge management was not optimal running well, but knowledge management became an important strategic step for BPJS Ketenagakerjaan in increasing company innovation, this is evident from the steps that have been taken by BPJS Ketenagakerjaan to maximize the application of knowledge management both in terms of People, Process & Technology. This is not optimal because there are still some obstacles in the implementation of knowledge management in BPJS Ketenagakerjaan. BPJS Ketenagakerjaan continues to strive to minimize the obstacles that occur so that the implementation of knowledge management at BPJS Ketenagakerjaan can provide maximum impact for the development of innovation in the company.

**Keywords:-** Knowledge Management, Knowledge Sharing, Innovation, Case Study.

## I. INTRODUCTION

Organizations based on work and capital are increasingly replaced by organizations based on knowledge. Knowledge increasingly recognized as an important asset of the organization. Knowledge is a major resource and has an important role in achieving sustainable competitive advantage and achieving performance. As one of the competitive assets, knowledge must be possessed by each individual to be able to develop skills, so that through the acquisition of knowledge and skills, individuals can manage their own careers. Therefore knowledge must be managed through the application of knowledge management (KM).

BPJS Ketenagakerjaan as the organizer of the workforce social security program must be able to innovate through optimizing the knowledge they have and distributing it well. The application of knowledge management in BPJS Ketenagakerjaan is carried out to continuously improve innovation in all lines of work units at

BPJS Ketenagakerjaan and to improve the quality of programs, benefits and services for all Indonesian workers and make an important contribution to improving the nation's economic growth and the welfare of the Indonesian people. In implementation, BPJS Ketenagakerjaan knowledge management is only centralized at the Head Office while the distribution of employees is mostly in the regions, so it can be seen that knowledge is not spread evenly. The existing knowledge management application as an internal communication platform and knowledge management system portal has not yet become a reference by BPJS Ketenagakerjaan employees so that it is no longer used. Lack of interest in the knowledge management portal application due to lack of socialization of the application so that many employees have not accessed so the application is no longer used.

BPJS Ketenagakerjaan has now made preparations and sought full support in the process of implementing knowledge management in an effort to increase company innovation. The preparation involves full support from the board of directors as well as support in terms of facilities that are expected to be able to maximize the results of the implementation of knowledge management.

Based on the above, the authors conducted research on the implementation of Knowledge management in BPJS Ketenagakerjaan in improving Corporation innovation.

## II. THEORITICAL REVIEW

### A. Knowledge Management

According to Khan (2012) Knowledge management is collective knowledge management to help organizations take action, compete more effectively and achieve their goals. Knowledge management is defined as a systematic action to identify, document, and distribute all relevant traces of knowledge to each member of the organization, with the aim of increasing organizational competitiveness. Knowledge management in an organization is a system in a company that is interrelated with other systems. Good knowledge management must provide a mechanism for users to provide input regarding the credibility of knowledge.

**B. Recommend Implementation of Knowledge Management.**

Broadly speaking, the road map for implementing knowledge management according to Amrit Tiwana (2002) There are 10 steps in the roadmap for implementing knowledge management divided by 4 Phases, namely :

Phase 1: Infrastructure evaluation

- 1) Step 1: Analysis of Existing Infrastructure
- 2) Step 2: KM Compliance and Business Strategy

Phase 2: KMS Analysis, Design and Development

- 3) Step 3: KM Architecture and Design
- 4) Step 4: Audit and knowledge analysis
- 5) Step 5: Design the KM Team
- 6) Step 6: Create a KMS Blueprint
- 7) Step 7: Develop KMS

Phase 3: Deployment

- 8) Step 8: Pilot Testing and Dissemination Using the RDI Methodology
- 9) Step 9: CKO, Reward Structure, Technology, and Change Management

Phase 4: Metrics for Performance Evaluation

- 10) Step 10: Metrics for Knowledge Work, Evaluating performance, Calculating ROI (return on investment), Developing KMS periodically

**C. Knowledge Management Component**

Implementation of Knowledge Management requires components that are affected by three components at a certain level. According to Dilip Bhatt (2000) that a knowledge management has three components in general, namely people, process, technology.

- 1) *People*. A successful knowledge management in its application must be supported by the availability of individual resources that have competence in it. These individuals have an important role in knowledge management, therefore the main thing that needs to be developed is the competence of each individual in the organization and subsequently each individual is certain to know clearly their roles and responsibilities in managing knowledge and carrying out the process knowledge management in the organization.

- 2) *Process*. A knowledge management that has a clear process can make it easier to create an innovation in knowledge and make it easier to channel knowledge. For this reason, a transfer process and a good flow of knowledge must be made through the identification and mapping of knowledge.

- 3) *Technology*. In facilitating the application of knowledge management, we need a technology that can help in the flow of information and data that occur in the process of knowledge management, including by capturing, storing, and facilitating the use of information in organizations. The technology that is built can be in the form of: Forums, Portals, Share Points, etc.

**III. RESEARCH METHODOLOGY**

In the context of research design, the choice of research paradigm illustrates the choice of a belief that will underlie and guide the entire research process. The social constructivism paradigm is considered the most appropriate application in this study due to the nature of research that is more directed to qualitative research that seeks to find a phenomenon of the assessment of individuals who always try to understand the world in which they live and work. By applying the social constructivism paradigm, researchers can develop subjective meanings of experiences about meanings directed at certain objects or objects through open-ended questions to participants. These questions can be so broad and general that participants can construct meaning in the situation, which is usually not original or not used in interaction with others. The more open the question, of course, the better so researchers can listen carefully to what is said and done by participants in their environment.

This type of research in this study is qualitative. According to Moleong (2008) explains that qualitative research is research that intends to understand the phenomena about what is experienced by research subjects such as behavior, perception, motivation, action, etc. Holistically and by way of description in the form of words and language, in a special natural context and by utilizing various natural methods.

Basic Axioms	Quantitative Research	Qualitative Research
The nature of reality	Can be classified, concrete, observable, measurable.	Dual, holistic, dynamic, results of construction, and understanding.
Relationship of Researchers with those studied	Independent so that objectivity is developed	Interaction with data sources in order to obtain meaning.
Variable Relationship	Causal (causal)	Reciprocal (interactive)
Possible Generalization	Tends to make generalizations	Transferability (only possible in context and time ties)
Role \ value	Tends to be value-free	Bound values carried by researchers and data sources.

Table 1:- Axiom Difference between Quantitative and Qualitative Research  
Source: Sugiyono, (2005)

The method used in this research is descriptive method with a case study approach. This study uses a case study because in researching a policy and the implementation process of the policy such as the implementation of knowledge management researchers expect to get a comprehensive explanation from the participants or

interviewees, so that the information given is not limited to one particular scope but covers the whole process implementation of knowledge management, both strengths, weaknesses, opportunities, and obstacles faced in implementing knowledge management policies at BPJS Ketenagakerjaan.

Method	Aim
Case study	1. Provide an explanation of the conditions that occur now
	2. To understand complex social phenomena
	Allows researchers to maintain the holistic and meaningful characteristics of a real life event, such as the life cycle of an individual, small group behavior, organizational and managerial processes, environmental changes, school performance, international relations, and industrial progress

Table 2:- Purpose of the Case Study Method  
Source: Yin, (2009)

Approach The case study formulated by Yin (2013) is a method that refers to research that has an element of how and why, the main question of his research examines contemporary (current) problems in real life. Case studies are used to examine various kinds of situations in individuals,

groups, organizations, social, political and related phenomena (Yin, 2009). Furthermore Yin (2013) suggested that the case study approach can be used for research in the form of planning, both regional planning, general administration, general policy, management sciences and education.

Method	Research Inquiry Form	Requires control of Behavior activities	Focus on Contemporary activities
Experiment	How, why?	Yes	Yes
Survey	What, Who, Where, How many, How much?	No	Yes
Document Analysis	What, Who, Where, How many, How much /	No	Yes / No
History	How, why?	No	No
Case study	How, why?	No	Yes

Table 3:- Relevant Situation for different research methods  
Source: Yin, (2009)

Data collection techniques in case studies are very diverse, and can be adapted to the problem, research objectives and the object under study. Data collection techniques are divided into three ways, namely interviews, observation, and document analysis. In this study, researchers applied two data collection techniques, namely interview and observation methods. Data analysis explained by Robert K. Yin there are 3 data analysis techniques, including pattern matching, making explanations (explanations), and time series analysis.

An examination of the validity of the data was also carried out in this research, namely to refute the alleged accusations of qualitative research which said to be unscientific, as well as an inseparable element of the body of qualitative research knowledge (Moleong, 2007). The validity of the data is carried out to prove whether the research conducted is really a scientific research as well as to test the data obtained. Test the validity of the data in this study using in depth interview techniques. Researchers chose to conduct in-depth interviews with the Director General and HR at BPJS Ketenagakerjaan as responsible and decision makers and policies on all matters relating to the development of the quality of human resources owned by BPJS Ketenagakerjaan.

**IV. RESULT**

*A. Analysis of BPJS Ketenagakerjaan Knowledge Management Conditions*

BPJS Ketenagakerjaan as a public legal entity engaged in the field of labor social security is required to always be able to innovate especially through optimizing the knowledge possessed by each human resource and distributing it well. The application of knowledge management in BPJS Ketenagakerjaan is carried out in order to continue to improve innovation throughout the line of work units in BPJS Ketenagakerjaan and to improve the quality of programs, benefits and services for all Indonesian workers and make an important contribution to improving the nation's economic growth and welfare of the Indonesian people.

The importance of the need for the implementation of knowledge management in BPJS Ketenagakerjaan is in line with the vision & mission that is owned by BPJS Ketenagakerjaan Knowledge management which is to continue to improve innovation and service quality for all Indonesian workers. The following are the Vision and Mission of the KM BPJS Ketenagakerjaan:

1) Vision of BPJS Ketenagakerjaan knowledge management.

Become a bridge in realizing a learning organization for the realization of superior service to all stakeholders.

2) BPJS Ketenagakerjaan knowledge management mission.

Managing knowledge comprehensively for increasing BPJS Employees' competencies and organizational excellence.

#### *B. Supporting Factors for Managing BPJS Ketenagakerjaan Knowledge Management*

In its implementation, BPJS Ketenagakerjaan knowledge management has several supporting factors in the application of knowledge management including:

- 1) There is support from the President Director & General Director & HR related to knowledge management.
- 2) The culture of sharing through sharing sessions related to strategic initiatives and occupational health issues to employees of the Central BPJS Ketenagakerjaan office
- 3) *Knowledge management Newsletter*
- 4) Digital Library Development.

#### *C. Challenges in Implementing BPJS Ketenagakerjaan Knowledge management*

The challenges facing the BPJS Ketenagakerjaan in developing management knowledge include:

- 1) The large number of regional offices, branch offices, and sub-branch offices spread throughout Indonesia has made it difficult for equitable distribution of facilities for the development of knowledge management so that the application of knowledge management is still centralized at the Head Office.
- 2) The application of knowledge management that has not been maximally and evenly distributed by all BPJS Ketenagakerjaan employees is caused by the lack of socialization regarding the application and development of knowledge management so that it has not been able to raise awareness about the importance of improving innovation through knowledge management.
- 3) There is no written Roadmap related to the implementation of knowledge management in BPJS Ketenagakerjaan.
- 4) Not yet completed supporting applications that can facilitate employees in conducting knowledge management
- 5) Not yet maximal applications such as the BPJS Ketenagakerjaan library information system which is currently only administrative in nature and the Library is only at the Head Office.

#### *D. Review Implementation of BPJS Ketenagakerjaan Knowledge management*

Some descriptions of the conditions of implementing knowledge management that are being faced by BPJS Ketenagakerjaan and solutions that will be applied include:

- 1) The wide scope of work areas and the spread of BPJS Ketenagakerjaan offices throughout Indonesia will be addressed by equitable distribution of facilities such as the development of libraries that will be socialized in the BPJS Ketenagakerjaan working area. As a first step BPJS

Ketenagakerjaan plans to develop digital library facilities. In addition BPJS Ketenagakerjaan is committed to maximizing the application of digital library information systems to improve the distribution of knowledge to the entire BPJS Ketenagakerjaan office network.

- 2) The lack of socialization regarding the implementation of knowledge management will then be addressed through work visit activities by the knowledge management implementation team from the Deputy Director of Learning, and monitoring the implementation of knowledge management in all BPJS Ketenagakerjaan offices. This is accompanied by the implementation of the target of achieving knowledge management and innovation in the INSANOVA Awards in all branch offices and regional offices of BPJS Ketenagakerjaan by setting branch leaders as the responsible parties and incorporating the achievement of knowledge management implementation as one of the assessment factors of branch offices and regional offices accompanied by providing rewards branch office or regional office that gets the best rating.
- 3) The importance of implementing knowledge management to improve company innovation makes BPJS Ketenagakerjaan open opportunities and rewards for employees who provide innovation for BPJS Ketenagakerjaan business development and provide full support for employees who want to conduct research or attend education in fields that are closely related to BPJS business development Ketenagakerjaan.

#### *E. Theoretical Aspects of Optimizing Knowledge Management Implementation*

Important factors that must be considered so that an organization's knowledge management can be implemented optimally namely;

##### *1) Human*

As a source of emerging knowledge and innovation, BPJS Ketenagakerjaan focuses on employee self-development. This is done by facilitating all employees to conduct training and education for employees so that they can explore information and ideas that are useful for BPJS Ketenagakerjaan. In addition BPJS Ketenagakerjaan also applies the principles of kinship and sharing so that employees are more interactive in developing innovations so that all ideas and innovations can be conveyed and obtained by BPJS Ketenagakerjaan.

##### *2) Leadership*

BPJS Ketenagakerjaan must realize that all development processes such as the implementation of knowledge management must be monitored, coaching and implementing targets so that the objectives of the implementation of knowledge management are on target. The role of leadership is expected in this case being able to conduct supervision and guidance to employees under their leadership structure so that the target of implementing knowledge management can be maximally executed so that it has a positive impact on the development of BPJS Ketenagakerjaan innovation. The role that must be carried

out by the leader is to build a strong vision, which is a vision that can move all members of the organization for that. Vision is not just a rhetorical statement,

### 3) Technology

Technology in this period is a necessity that cannot be separated from the development of science. Implementation of knowledge management in BPJS Ketenagakerjaan should have received full support from the technological aspects. This is to facilitate the sharing process between employees so that ideas from employees can be distributed as a whole. Utilization of technology is also a factor for automation and process simplification so that it becomes more effective and efficient without reducing the objectives of the process of implementing knowledge management itself. Besides functioning as the main media for the distribution of knowledge, the use of technology in the implementation of knowledge management also plays an important role in executing various processes, namely:

- a) *Capture, generate* or acquisition of knowledge
- b) Codification of knowledge
- c) *Knowledge* maintenance (validation, maintenance of knowledge integrity)
- d) *Security* from knowledge
- e) Monitor knowledge utilization.

### 4) Organization

Organizations which in this case BPJS Ketenagakerjaan play a very important role in the implementation of knowledge management. BPJS Ketenagakerjaan has a role in handling the operational aspects of knowledge assets, including functions, processes, formal and informal organizational structures, measurement and control indicators, refinement processes, and business process engineering. BPJS Ketenagakerjaan must always provide full support for the development of employee knowledge. In addition BPJS Ketenagakerjaan must always be flexible in following the development of global conditions so that BPJS Ketenagakerjaan is able to be a good place for ideas and innovations from all employees.

### 5) Learning

BPJS Ketenagakerjaan provides the widest possible space and facilities for the development of science. This aims include:

- a) Systematic problem solving
- b) Testing of new approaches
- c) Learn from past experience
- d) Learn from best practices
- e) Transfer / share knowledge quickly and efficiently to all elements of the company.

The learning process becomes very important in the implementation of knowledge management, because through this process it is hoped that new ideas, innovations and knowledge will emerge, which are the main commodities processed in knowledge management. For this reason, BPJS Ketenagakerjaan encourages and facilitates the learning process by ensuring that all employees collaborate and share knowledge optimally. The leader equips the process with the environment and characteristics needed for the formation of a learning organization, as well as providing solutions in overcoming learning barriers faced by BPJS Ketenagakerjaan.

### F. Designing knowledge management in BPJS Ketenagakerjaan

Steps in applying knowledge management that have been carried out by BPJS Ketenagakerjaan are:

- 1) Manage knowledge resources. Knowledge management is how to manage the knowledge contained in an organization or company. Knowledge found in the company is recorded knowledge or explicit knowledge in the form of books, scientific journals, research reports, etc. The second is tacit knowledge stored in the minds of employees. Management of knowledge resources will be carried out using two strategies, namely:
  - a) The codification strategy is that knowledge is translated in the explicit form carefully (codified) and stored in a database so that knowledge seekers easily search.
  - b) Personalization strategies are the knowledge stored in the minds of employees' heads transferred from one person to another through personal incentive relationships.
- 2) Managing Human Resources. Management is carried out by attending training, workshops, and workshops about the company as well as general information both internally and externally.
- 3) Doing knowledge sharing. Knowledge sharing is focused on tacit knowledge because that knowledge is stored in the minds of each individual.
- 4) Empower available technological means. The alternative is the use of specially created applications and the use of existing applications.

### G. Innovation in the Implementation of Knowledge Management

Based on the results of interviews with the informants, several innovations were carried out by BPJS Ketenagakerjaan in implementing knowledge management, namely:

- 1) Human Resources
- 2) Knowledge Management Process
- 3) Media Storage and Dissemination of Knowledge

No	Category	Innovation
1	Human Resources	BPJS Ketenagakerjaan data collection and collection of employees who have received training and education and also the best employees in each field of work to do knowledge sharing so that all knowledge can be distributed evenly to BPJS Ketenagakerjaan employees
2	Knowledge Management Process	Every information or knowledge related to work in BPJS Ketenagakerjaan is recorded and then inputted and can be accessed by all employees, not only certain people so that if there is rotation, mutation and promotion of employees does not cause information gaps that hinder the work of the employees
3	Media Storage and Dissemination of Knowledge	BPJS Ketenagakerjaan uses the Zoom application that makes it easy for employees to do distance learning, but in 2019 BPJS Ketenagakerjaan innovates by developing a new application called INSANOVA Gold that can be accessed by all employees and can be a vehicle for the distribution of information related to ideas, innovations, jobdesks as well as FAQs about problems encountered so that it makes it easier for all employees to carry out their work to the maximum.

Table 4:- Summary of Innovations

#### H. Data Validity Check

Results in *depth interview* with The General Director and HR at BPJS Labor in general provide similarity of information with key informants 1 and 2 related to the support and challenges faced in implementing knowledge management at BPJS Ketenagakerjaan, including:

- 1) There is support from the Managing Director & General & HR Director related to knowledge management but the Board of Directors' regulations have not yet been established to regulate Knowledge Management.
- 2) The culture of sharing and distance learning that has been carried out through sharing sessions related to strategic initiatives and occupational health issues of BPJS Ketenagakerjaan office employees both directly and virtually using the Zoom application.
- 3) *Knowledge management Newsletter* in the form of a poster that contains information both related to innovation, strategy and other general knowledge.
- 4) Focus on developing digital libraries as the beginning of the application of knowledge management in BPJS Ketenagakerjaan.
- 5) The spread of regional offices, branch offices, and sub-branch offices throughout Indonesia resulted in the difficulty of equitable distribution of facilities and socialization related to knowledge management so that it seemed that the implementation of knowledge management was only centralized at the Head Office.
- 6) Lack of socialization regarding the application and development of knowledge management that has not been able to increase awareness about the importance of increasing innovation through knowledge management.

#### I. Managerial Implications

The results of this study provide important inferences for the implementation of knowledge management in BPJS Ketenagakerjaan, especially in building a knowledge management implementation roadmap including:

- 1) Identification of various obstacles / problems faced by BPJS Ketenagakerjaan in the implementation of knowledge management can be used as a reference for

the implementation and management of knowledge management in the future.

- 2) In implementing knowledge management in BPJS Ketenagakerjaan, it is necessary to have regulations from the directors (Perdir) that bind and regulate the strategic implementation and implementation of knowledge management.
- 3) After the Board of Directors' Regulations were formed, the Deputy Director of Learning made a written Roadmap and work plan by weighing in accordance with the conditions of the corporation in BPJS Ketenagakerjaan and the targets to be achieved.
- 4) Massive socialization related to knowledge management for all employees both at the Head Office and at the BPJS Ketenagakerjaan Branch Office. it aims to increase awareness and awareness of the importance of knowledge management in improving corporation innovation.
- 5) Make a Letter (SPRIN) related to the appointment of PIC Knowledge management in each branch and regional office and monitoring the process of KM activities by each Branch Office and Regional Head.
- 6) Target and monitor completion of procurement of knowledge management application support containers and start using virtual meeting applications (Zoom / google meet) in the learning process and remote knowledge sharing.

#### J. Suggestions for further research

The results of this study can be followed up with studies related to knowledge management systems. This is necessary because in building a knowledge management within a company scope it is inseparable from the role of technology as a forum, suggestions and needs in managing and developing so that knowledge management can continue to run well. Research related to knowledge management systems can be a reference for companies that will build a knowledge management application.

## V. CONCLUSIONS & SUGGESTIONS

### A. Conclusion

Based on research on the implementation of knowledge management in BPJS Ketenagakerjaan, the researcher can draw several conclusions as follows:

- 1) The implementation of knowledge management in BPJS Ketenagakerjaan has not been optimal yet.
- 2) *Knowledge management* an important strategic step for BPJS Ketenagakerjaan in increasing corporation innovation, this is evident from the steps that have been taken by BPJS Ketenagakerjaan to maximize the application of knowledge management both in terms of People, Process & Technology, but this has not been maximized due to several obstacles unresolved.
- 3) Constraints as explained in point 2 include:
  - a) The absence of Directors' regulations regarding Knowledge Management
  - b) There is no written roadmap regarding the application of knowledge management in BPJS Ketenagakerjaan.
  - c) *Knowledge management* still centralized because there are no PICs that monitor Knowledge Management activities in all branch offices and regions.
  - d) The lack of knowledge transfer between old and new task holders, especially in the field of knowledge management in BPJS Ketenagakerjaan.
  - e) Lack of human resources that handles knowledge management.
  - f) Lack of socialization regarding the application and development of knowledge management that has not been able to increase awareness about the importance of improving innovation through knowledge management.
  - g) Not yet completed supporting applications that can facilitate employees in conducting knowledge management.
  - h) limited activities that facilitate the distribution of information to all BPJS Ketenagakerjaan employees (knowledge sharing) so that employees who have received education or training do not disseminate the knowledge gained to all other employees.

### B. Suggestion

Based on the results of research on the implementation of knowledge management, researchers provide the following advice:

- 1) To top management to immediately form a binding regulation (Perdir / Memo / Circular) to all employees in improving the implementation of knowledge management in BPJS Ketenagakerjaan.
- 2) Make immediately *Recommand* written to help and sort out the priority steps of implementing knowledge management in accordance with the conditions of the corporation in BPJS Ketenagakerjaan and the targets to be achieved.
- 3) Appoint PIC Knowledge Management in each branch office and region and *Monitoring* the process of running Knowledge Management activities by each Head of Branch and Regional Office.
- 4) Perform a handover of positions with the previous Knowledge Management management following by making a job handover memory related to the steps in

implementing Knowledge Management that have been carried out or will be carried out.

- 5) Open a job tender for the position of knowledge management in the Deputy Director of the Field of Learning to balance the number of existing HR with the burden and target of knowledge management work.
- 6) Make a work plan by the Deputy Director of Learning aimed at the General Director & HR related to knowledge management socialization activities. and monitoring the implementation of knowledge management in all BPJS Ketenagakerjaan offices
- 7) Use existing applications in implementing Knowledge management such as applications *virtual meeting (Zoom / google meet)* for activities *knowledge sharing* and setting priorities and monitoring of procurement activities knowledge management support applications in BPJS Ketenagakerjaan in order to be completed in accordance with a predetermined time target.
- 8) Include a schedule of sharing session activities in every technical training and morning briefing activity so that the exchange of information can go both ways.
- 9) Establish employee activity and discipline in filling information in knowledge management support applications as one of the KPI points for BPJS Ketenagakerjaan employees and set rewards for employees who get the best assessment in the implementation of knowledge management in BPJS Ketenagakerjaan.

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