Knowledge Management Strategies For Organizational Change: Study On Higher Education Organizations In Medan

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Article Info	ABSTRACT
Keywords: Management Knowledge, Change, Higher Education,	Knowledge management is one of the concepts that is currently widely used by organizations, including Higher Education organizations to manage knowledge in order to improve the knowledge and abilities of lecturers comprehensively, so that it will be easier for organizations to make changes in accordance with current demands. This research is an exploratory study on knowledge management and change in higher education organizations. The approach used is qualitative, making it easier to explore thoroughly. To collect data, interviews were used with two key informants who understood knowledge management and change, as well as the leaders. The results of the study show that higher education service organizations in Medan are less able to manage existing knowledge management with all the resources they have, so they are less able to make the changes needed today to become a quality and superior Higher Education Organization. Therefore, the change to become a quality and superior Higher Education Organization must be the concern of the entire community of Higher Education Organizations in Medan
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INTRODUCTION

At this time, Indonesia has entered the era of industry 4.0 which is marked by the massive development of information technology in all fields (Balasingham, 2015). This condition makes any organization will be faced with a very complex challenge (Dwi Sulistyo et al., 2023). If the organization does not prepare itself to face these challenges, it is not impossible that the company will suffer losses that end in the non-operation of the organization (Sagala et al., 2020). Therefore, in preparing themselves to face these challenges, organizations are obliged to adapt to the changes that occur, especially changes in information developments (Khosravi & Hussin, 2016).

For organizations, knowledge is a very valuable intellectual resource obtained from a variety of certain information (Andria & Trisyulianti, 2011). Meanwhile, certain information is

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obtained from experience, research and/or through learning and training obtained by members of the organization (Hoq & Akter, 2012). The information obtained by the organization if it is not managed properly will be useless, even though the information is very much and abundant, when not managed properly, it only becomes information that has no meaning for the organization to develop (Dwi Sulistyo et al., 2023) Therefore, knowledge management with a certain strategy is very important for organizations, because with knowledge management, organizations can change for the better and can carry out their operational activities effectively and efficiently (Purwasih & Sensuse, 2014).

Knowledge management is a concept related to the search, collection, storage, distribution and use of knowledge (Darroch, 2003). Another thing is conveyed that knowledge management is related to data that is processed to become something meaningful and produce information, and relevant information to be absorbed by a person will become knowledge for that person (Mayasari & Gita Purnama, 2010). Knowledge management can also be said to be a planning, collection, coordination, use and control of data and information from competent sources and has been combined with various forms of thinking and analysis (Akbar, 2018).

Knowledge Management as one of the concepts that is currently widely used by organizations to manage knowledge within the organization, is expected to be able to improve the knowledge and abilities of its members comprehensively (Rasyid et al., 2021). It is known that lately almost all organizations have placed knowledge management as one of the strategies to create value for their organizations, not only that, organizations also make knowledge management as one of the ways to increase their effectiveness, productivity, and competitive advantage in the face of today's very fierce competition. Implementing a knowledge management strategy within an organization directly improves the performance of the organization's citizens, in other words, a knowledge management strategy will increase the knowledge and abilities of the organization's citizens which will ultimately improve the performance of the organization's citizens. This is in accordance with the results of the study which stated that knowledge management has been proven to have a positive and significant effect on improving organizational performance (Iqbal et al., 2019).

This knowledge management concept is used so that communication between the organization's leaders and the organization's citizens runs very well, so that the work process in the organization will be well maintained, not only that, this knowledge management concept will instill knowledge to the organization's citizens to be implemented so that the organization's performance will be maximized (Mayasari & Gita Purnama, 2010). Knowledge management strategy is basically how an organization manages its citizens by utilizing information technology. It can also be said that how an organization manages its citizens who are in different locations but can still communicate with each other effectively and efficiently to produce maximum organizational performance.

However, the implementation of effective knowledge management in an organization's information system is not easy. Organizations are often faced with very classic things such as data complexity that is far from expectations, lack of awareness of organizational members to improve their knowledge, lack of ability to prioritize knowledge that is important to be

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updated, and obstacles in communicating to share knowledge between organizational members. This happens to almost all organizations, both large, medium and small organizations, regardless of the type of organization, including university organizations such as universities, high schools, polytechnics or academies.

As one of the universities in the North Sumatra region, ABC University Medan is a university that provides higher education services to the community, of course facing the current development of information technology, making ABC University Medan mandatory to have a knowledge management strategy in its organization. Knowledge management in higher education is inseparable from information about the tridharma of higher education, namely learning, research and community service (Agarwal & Marouf, 2014; Husna & Nelisa, 2019). The tridharma of higher education activities must be carried out by the entire community of ABC University Medan, therefore, comprehensive information about the tridharma of higher education is very important to be given to the community of ABC University Medan. Limited information shows that the knowledge management strategy at ABVC University Medan is not good, and there needs to be improvement in the future. The poor knowledge management strategy at ABC University Medan can be seen from the condition of the tridharma of higher education, as shown in the following data:

Table 1. Results of the Achievement of the Tridharma Standards of Higher Education at ABC University of Medan

Types of Tridharma of Higher Education	Higher Education Standards	Results of Higher Education Standard Achievement	
		College Standards	Result
Education & Teaching	Cumulative Achievement Index 3.30	80%	75%
	Study Period	3.5 – 4.5 Year	4 – 5.5 Year
	On-Time Graduation	80%	65%
	RPS	100%	80%
	Availability of Modules/Lecture Materials	200 Title of each Study Program	176 Title
	Guidelines for teaching methods, media and assessment	Tersedia	Tersedia
	Lecturer Qualifications S3	15%	20%
Research & Publications	Publication of research results to reputable international journals (Scopus & WoS) per year	15%	20%
	Publication of research results to reputable	70%	75%

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Types of Tridharma of Higher Education	Higher Education Standards	Results of Higher Education Standard Achievement	
		College Standards	Result
	national journals (Sinta) per year		
	Research grants obtained in 1 year	10 Title	7 Title
	Collaborative Research	3 Title	1 Title
Community Service	Publication of research results to the public to reputable international journals (Scopus & WoS) per year	15%	10%
	Publication of community service results to reputable national journals (Sinta) per year	70%	55%
	Community service grants obtained in 1 year	5 Title	3 Title
	Community Service Cooperation	3 Title	0 Title

Data Source: ABC University Medan, 2024

Table 1 shows that the results of the achievement of the tridharma standards of ABC Medan University are not achieved optimally. This certainly provides information that there are obstacles faced by ABC University Medan in its knowledge management strategy. Therefore, this paper will try to review the obstacles faced by ABC University Medan and solutions that can be done to overcome these obstacles, so that ABC University Medan knowledge management becomes better and able to achieve superior accreditation.

In the reality of higher education organizations, the university community basically uses its ability to create value in two forms, namely by transferring knowledge and changing knowledge, both sourced from inside and outside the university to be subsequently owned by the university. The formulation of strategies built by universities should concentrate on efforts to avoid obstacles that will prevent the sharing and creation of new knowledge. Knowledge transfer and transformation are at the core of knowledge management activities (Wahyudi & Sunarsi, 2021). Knowledge transfer between two university community members is a two-way process, where it tends to be able to improve competence, both personally and the university community and their work team (Akbar, 2018).

There are ten strategies that can be carried out by organizations in an effort to encourage value creation through knowledge transfer and transformation activities (Sveiby, 2001), i.e. transfer of knowledge between individuals, transfer of knowledge from individuals to external structures, transfer of knowledge from external structures to individuals, transfer

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of knowledge from individual competencies into internal structures, transfer of knowledge from internal structures to individual competencies, transfer of knowledge in external structures, transfer of knowledge from external structures to internal structures, transfer of knowledge from internal structures to external structures, Knowledge transfer in the internal structure, knowledge transfer between individuals that focuses on how to enable communication between members of the organization within the organization so that creativity of members of the organization is created within the organization.

METHODS

The approach used is qualitative, making it easier to explore thoroughly. To collect data, interviews with two key informants were used. The first key informant is a person who understands knowledge management and change, then the other key informant is the leader of the university.

RESULTS AND DISCUSSION

Knowledge management strategies can basically be carried out by all organizations, both government and private organizations, commercial organizations and non-profit organizations, because basically the strategy in knowledge management is how organizations manage their knowledge to make changes for the better and become the best in their business environment. Likewise with university organizations, in the context of this discussion is ABC University Medan as discussed previously.

If you look at the phenomena that occurred at ABC University Medan in connection with the performance of the tridharma of higher education that exists in them, it is known that some have been achieved, but not a few have not been achieved. The following is the data classified into targets that have been achieved and targets that have not been achieved.

Table 2. Analysis of the Results of the Tridharma Standards of Higher Education at ABC University Medan

Types of Tridharma of Higher Education	Higher Education Standards	Achievement Analysis
Education & Teaching	Cumulative Achievement Index 3.30	Not Achieved
	Study Period	Not Achieved
	On-Time Graduation	Not Achieved
	RPS	Not Achieved
	Availability of Modules/Lecture Materials	Not Achieved
	Guidelines for teaching methods, media and assessment	Achieved
	Lecturer Qualifications S3	Achieved
Research & Publications	Publication of research results to reputable international journals (Scopus & WoS) per year	Achieved
	Publication of research results to reputable national journals (Sinta) per year	Achieved
	Research grants obtained in 1 year	Not Achieved
	Collaborative Research	Not Achieved

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Types of Tridharma of Higher Education	Higher Education Standards	Achievement Analysis
Community Service	Publication of research results to the public to reputable international journals (Scopus & WoS) per year	Not Achieved
	Publication of community service results to reputable national journals (Sinta) per year	Not Achieved
	Community service grants obtained in 1 year	Not Achieved
	Community Service Cooperation	Not Achieved

Data Source: Data Processed, 2024

Table 2 shows that in the Dharma of Education & Teaching there are 5 (five) performance indicators that are not achieved, and there are only two performance indicators that can be achieved. Then in the dharma of research and publication there are two that have been achieved and two that have not been achieved. Meanwhile, the dharma of community service is not achieved at all. This shows that ABC University Medan lacks a strategy in managing its knowledge.

When viewed from the side of facilities owned by ABC University Medan, it is known that they have very good facilities, starting from communication media, internet facilities and so on. ABC University Medan should have a very good performance of the tridharma of higher education, not only that, ABC University Medan can become one of the leading universities in North Sumatra. But the fact that happened was the opposite. So it can be said that ABC University Medan is experiencing problems with the transfer of knowledge they currently have.

Knowledge Transfer Between Individuals

ABC University Medan as one of the universities in North Sumatra should collaborate to the maximum. Not only internally the lecturer group in each study program, but also can collaborate with lecturer groups in other study programs. Lecturers who have more knowledge than other lecturers, should have a high initiative in transferring their knowledge to other lecturers, but this is not the case.

This condition is caused by the lack of mutual trust between one lecturer and another. This condition does not only occur in one study program, but also in almost all study programs at ABC University Medan. In addition, the lack of meeting time between lecturers is a problem in itself, considering that some lecturers are not only lecturers but also practitioners in other business fields. This is an obstacle that must be immediately resolved by the leadership of ABC University Medan, so that the performance of the tridharma of higher education that is currently achieved can be improved for the better.

Therefore, this paper provides recommendations to the leadership of ABC University Medan to build mutual trust between lecturers. This can be done by frequent meetings between lecturers, both at the study program level, faculty and university, both formal and informal meetings. Frequent meetings will foster a sense of togetherness and trust in each other because they already know each other. Meanwhile, with limited time, the leadership of ABC University Medan can schedule these meetings in the academic calendar set by the

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Rector or Dean of their respective faculties to be held on time considering that most of the lecturers are also practitioners in other business organizations.

Knowledge Transfer From External to Individual

Another known problem that makes the performance of the tridharma of ABC University Medan is not optimal is the lack of knowledge transfer from external parties to individuals of all lecturers at ABC University Medan. As lecturers, it is important for them to update their knowledge. A lecturer must of course have *up-to-date* knowledge so that the education and learning process can run optimally. However, this rarely happens, because what tends to happen is that the leadership of ABC University Medan is always a resource person for new knowledge information.

This condition can be caused by many things that are obstacles. The lack of status and appreciation from ABC University Medan to people who have knowledge can be suspected to be one of the obstacles, so that resource persons as people with knowledge are reluctant to attend to transfer knowledge. Then the cultural difference between those who have knowledge and ABC University Medan is also what makes the leadership of ABC University Medan reluctant to invite resource persons to transfer knowledge. Of course, this is not good for the development of ABC Medan University, therefore it must be improved immediately.

Therefore, this study provides recommendations to the leadership of ABC University Medan so that the transfer of knowledge to all lecturers can take place well as desired. The leadership of ABC University of Medan first established an intense relationship with the resource persons whose knowledge was expected to be transferred to the lecturers of ABC University Medan. The intense communication can discuss the incentives that will be received and introduce the organizational culture at ABC University Medan to the speakers. The leadership of ABC University Medan gave confidence to the speakers that lecturers at ABC University Medan really want to upgrade and update their knowledge, but with all the limitations that ABC University Medan has in fulfilling the wishes of the resource person's incentives. This is certainly not wrong to be done by the leadership of the University.

Transfer of Internal Structure Knowledge to Individual Competencies

The transfer of internal structural knowledge to the individual competencies of lecturers is the most frequent knowledge transfer activity carried out by ABC University Medan. Of course, this is not wrong, very good to do, therefore the leadership of ABC University Medan can continue to do it regularly and continuously, so that the lecturers will understand the importance of implementing the tridharma of higher education not only for individual lecturers but also for the performance of the tridharma of higher education ABC University Medan itself in its reporting to the government. Also, individual lecturers can also contribute both directly and indirectly to the campus accreditation process.

Knowledge Transfer from External Structure to Internal Structure

This problem is basically the same as the previous discussion that the condition of knowledge transfer from external structures to internal structures is very rare. Even if it occurs because of the close relationship between the owner of external structure knowledge and the internal structure. Therefore, the same recommendation conveyed by this study is that the leadership of ABC University Medan first establishes an intense relationship with the resource

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persons whose knowledge is expected to be transferred to the internal structure of ABC University Medan. The intense communication can discuss the incentives that will be received and introduce the organizational culture at ABC University Medan to the speakers. The leadership of ABC University Medan gave confidence to the resource persons that all internal structures at ABC University Medan really want to upgrade and update their knowledge, but with all the limitations that ABC University Medan has in fulfilling the incentive desires of the resource persons. This is certainly not wrong to be done by the leadership of the University.

CONCLUSION

The lack of optimal performance of the tridharma of higher education at ABC University of Medan has almost no knowledge transfer between lecturers. This condition is experienced by almost all study programs at ABC University Medan. Then the lack of knowledge transfer activities from external to individual lecturers causes lecturers' knowledge to be less *updated* and not *up to date*. The condition causes the low performance of the tridharma of lecturer universities which ultimately leads to the low performance of the tridharma of universities at ABC University Medan. Furthermore, the transfer of knowledge of the internal structure to individual competencies is very often carried out by the leadership of ABC University Medan to its lecturers, as well as to the internal structure itself. This is associated with changes in regulations made by the government. Of course, this is very good to increase the knowledge of lecturers and the internal structure of the latest regulations from the government. Finally, the far from knowledge transfer activities from external structures to internal structures is also one of the low knowledge of internal structures over knowledge relevant to their positions. This makes many of the performance of the tridharma of higher education unachieved.

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