Knowledge Management In the Development of State Civil Apparatus in the Honorary Council of Election Organizers of the Republic of Indonesia (DKPP RI)

[1]Ridwan Wijayanto Said, [2]Nurliah Nurdin, [3]Tjahyo Suprayogo

Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri, Jakarta

Article Info	ABSTRACT
	The study aims to identify the causes of the suboptimal implementation of Knowledge Management in ASN development and formulate strategies to optimize its implementation. The research method used is a descriptive qualitative method with an inductive approach, using the SECI theory by Nonaka and Takeuchi and the SWOT analysis theory by Albert Humphrey. Data collection techniques include observation, interviews, and documentation. The results of the study indicate that at the socialization stage, the lack of two-way communication, minimal incentives for sharing knowledge, and low interest in training are the main obstacles. At the externalization stage, weaknesses in document management and organizational discussions hinder the transformation of tacit knowledge into explicit knowledge. The combination stage is disrupted due to the ineffectiveness of the database system, which has an impact on decision making and career development. Meanwhile, at the internalization stage, limited Information Technology infrastructure, weak internet networks, and lack of mass media utilization slow down organizational learning. These findings emphasize the need to strengthen the system, knowledge sharing culture, and adequate technology and communication support to encourage effective knowledge management at the DKPP RI. Strategies that can be carried out by overcoming weaknesses include limited human resources, low budget, and lack of supporting facilities and infrastructure. Strategic opportunities lie in increasing human resource capacity, strengthening infrastructure, increasing budgets, and preparing internal regulations related to knowledge management. Meanwhile, the main challenges include disparities in employee education levels and the lack of ongoing evaluation and policies. By utilizing existing strengths and opportunities and anticipating weaknesses and threats, DKPP RI can build a more structured, sustainable knowledge management system that supports improving institutional performance.
	Corresponding Author: Ridwan Wijayanto Said Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri, Jakarta ridwanwsaid@gmail.com

INTRODUCTION

Based on Law Number 20 of 2023 concerning State Civil Apparatus (ASN), this Law requires ASN to continue to develop their competencies because sustainable ASN competency

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development will make ASN ready to face challenges and improve the quality of public services, so that the Indonesian DKPP is obliged to follow up on it both through policies, budget allocations, human resources, and provision of facilities and infrastructure that support these matters.

In the 2020-2024 Renstra of the DKPP RI, namely, in accordance with the Vision to be achieved "Realizing the DKPP RI as a professional, effective and efficient election organizing institution in order to form a democratic, trusted and integrity-based general election organization" which is then described through 5 (five) missions that have been prepared, where one of the missions is to realize a professional and fair election court. This shows that in achieving this mission, it is also necessary to improve the quality of human resources so that they can become professional resources, so that the resulting ethical enforcement decisions can be transparent and fair.

DKPP RI incarrying out the main tasks and functions optimally is greatly influenced by several factors, including support for the availability of reliable human resources, support for facilities and infrastructure, and support for a proportional and adequate budget. Resources that affect organizational performance include human resources, work facilities and infrastructure resources.

The impact of the uneven mastery of Science, Technology, and Information (IPTEK) is very much felt in public services. The younger generation who are more adaptive to the latest technology can certainly take advantage of these advances to improve service efficiency. Meanwhile, the older generation, who may be slower to adapt, faces difficulties in keeping up with these technological developments. In addition, the uneven mastery of IPTEK can also create gaps in access to information and innovation in the work environment. The younger generation tends to be more innovative and adapts quickly to technology, while the older generation often adheres to conventional work methods that have been implemented for a long time. This difference can create an imbalance in work patterns and decision-making, which has the potential to affect the quality of service.

In public services, this gap can hinder the effectiveness of services, especially if the use of technology is not applied evenly. Therefore, collaboration between generations is needed so that experience and innovation can run in balance, so that services to the community remain optimal.

Based on the researcher's observations pThe implementation of Knowledge Management at the DKPP RI is currently still not running optimally. After conducting an investigation into the problem, it was found thatSeveral things that cause Knowledge Management in organizations to be less than optimal, namely from the aspect of employee availability which is not comparable to the number of existing employees.While the number of complaints received by the DKPP RI is very high and the number of cases that must be decided is also very high, resulting in the complaint service process being delayed which results in summons being issued by the public who make complaints at the DKPP RI. This is in line with the concept of Knowledge management, which is a process that involves the management and utilization of knowledge in an organization. One important aspect of

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Knowledge management is the availability of sufficient and quality human resources. Without competent human resources, knowledge management becomes difficult to implement effectively. Sufficient human resources, both in terms of quantity and expertise, enable organizations to access, share, and use knowledge optimally. In addition, the existence of experts who have the ability to filter, manage, and distribute knowledge is also very important to support the smooth running of the Knowledge Management process.

The researcher's intention in this research is to analyze the causes of Knowledge Management in the Development of State Civil Apparatus at the DKPP RI has not been implemented optimally. To analyze the strategies that need to be implemented at the DKPP RI so that the implementation of Knowledge Management can be optimal.

METHOD

This research is qualitative with a descriptive research method. Related to the types of data needed by the author are primary data and secondary data, and both data complement each other so that complete data or information is obtained.

The determination of informants at the DKPP RI was carried out using the purposive sampling method. According to Sugiyono, this technique of determining informants is called the purposive sampling technique, which is a sampling technique that is adjusted based on certain criteria that are determined based on research objectives. Based on the criteria that have been determined above. The determination of informants in this study is based on certain criteria to obtain informants who are relevant and in accordance with research objectives. In this case, the number of informants involved was 16 people.In government research methods, interview techniques, observation, documentation, and focus group discussions are useful for collecting data needed in research and are refined through triangulation which aims to obtain deeper information.

Qualitative data analysis takes place during the data collection process, not after the data collection is complete. Data obtained through interviews, documentation, and observation through informants that researchers have determined and then the data obtained is not used directly but is sorted according to the data needed and processed so that it can answer the problems raised in the study. The next step is that researchers must be able to present the data obtained which is used as a reference or reference for researchers to analyze so that they are able to understand the symptoms or events that arise in research activities. In the end, from these results, researchers try to conclude and re-verify the data and the data can be a reliable or credible result of the research conducted.

RESEARCH RESULTS AND DISCUSSION

The reason why Knowledge Management in the Development of State Civil Apparatus at the DKPP RI has not been implemented optimally

In an effort to improve the quality and capability in an organization in the Honorary Council of Election Organizers of the Republic of Indonesia which is intended to improve the quality of human resources, the implementation of the knowledge management program run through

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the Legal, Cooperation and Personnel Section of the Secretariat of the DKPP RI, of course, must be supported by various factors, so in this study the researcher tries to quote Nawawi's opinion in the theory of knowledge management which states that there are four dimensions that can influence knowledge management in the development of state civil servants, namely: 1. Socialization, 2. Externalization, 3. Combination, and 4. Internalization. The following researchers describe one by one the results of research related to the 4 (four) theories of knowledge management:

Socialization(Socialization)

In an effort to improve the quality of the organization, the Legal, Cooperation and Personnel Section has not been running optimally. This needs serious attention from the Secretariat considering that the Legal, Cooperation and Personnel Section is very influential in improving the quality of an organization. By adopting the socialization theory model, the Legal, Cooperation and Personnel Section is expected to strengthen collaboration between employees, facilitate effective knowledge exchange, and increase innovation in human resource management, so as to be able to provide better quality and responsive public services. Knowledge management in the Development of State Civil Apparatus at the Honorary Council of Election Organizers of the Republic of Indonesia can be done one of which is through socialization. There are 3 indicators in socialization according to Nawawi, namely 1. Two-way communication (Face to face Communication), 2. Collaboration (Collaboration Features), 3. Training.

1. Two Way Communication (Face to face Communications)

Based on interviews and observations at the Secretariat of the Honorary Council of Election Organizers of the Republic of Indonesia, it can be concluded that although the importance of two-way communication and knowledge sharing is recognized, there are still challenges in overcoming apathy and the inability of some employees to actively participate. Therefore, the implementation of good 2 (two) way communication is needed to increase awareness of the importance of training and socialization in the workplace, as well as to build an open and inclusive work culture. In addition, incentives and awards are needed for employees who actively contribute to sharing knowledge, as well as the formation of forums or platforms that facilitate the exchange of ideas and experiences openly. Thus, it is expected to increase connectedness in the workplace and the effectiveness of the implementation of knowledge management.

To overcome the challenges in implementing knowledge management inSecretariat of the Honorary Council of Election Organizers of the Republic of Indonesia, several suggestions can be proposed. First, there needs to be a comprehensive approach in increasing employee awareness and participation in knowledge management practices. This can be done through regular training and socialization programs that educate about the importance of two-way communication and knowledge sharing in the workplace. Second, the importance of providing incentives and awards to employees who are active in contributing to knowledge management practices. These incentives can be in the form of recognition, promotion, or financial incentives as a positive stimulus. In addition, the formation of forums or

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communication platforms that facilitate the exchange of ideas and experiences also needs to be strengthened, both formally and informally. With these steps, it is hoped that it can increase connectivity in the workplace, strengthen an inclusive work culture, and overall increase the effectiveness of the implementation of knowledge management in the Honorary Council of Election Organizers of the Republic of Indonesia.

2. Collaboration

Based on the research results, the collaboration process in the implementation of Knowledge Management at the Secretariat of the Honorary Council of Election Organizers of the Republic of Indonesia is very important to improve the quality of public services and human resource development. To improve the effectiveness of the collaboration process, efforts are needed to strengthen communication, coordination, and mutual understanding between related agencies. In addition, it is also necessary to continue to encourage the adoption of adequate technology to support the exchange of information and knowledge efficiently. By considering these factors, it is hoped that the collaboration process in the implementation of Knowledge Management can run more smoothly and provide maximum benefits for the progress of the DKPP RI.

To improve the effectiveness of collaboration in the implementation of Knowledge Management, it is recommended to hold regular forums between related agencies to strengthen communication, coordination, and exchange of ideas. In addition, the use of digital platforms as a means to share information and knowledge in real time also needs to be improved. Thus, it will be easier for stakeholders to work together, solve common problems, and achieve the desired goals in the development of human resources and public services in the Honorary Council of Election Organizers of the Republic of Indonesia.

3. Education and training

Based on the research results that the Head of the Personnel Sub-Division, and the Young Expert Human Resources Analyst can be felt that Training plays a very important role in the context of Knowledge Management in the institution. Both agree that Training not only plays a role in improving employee knowledge and skills, but also in strengthening the practice of Knowledge Management as a whole.

The implementation process of the Training at the Indonesian Election Organizer Honorary Council involves identifying needs, designing appropriate programs, integrating with knowledge management, and periodic evaluation to ensure program success. Special initiatives, such as a project-based approach, are also implemented to improve the effectiveness of the Training in knowledge management. related to problems in the training process at the DKPP RI Secretariat indicate that there are a number of inhibiting factors that need to be addressed to improve the effectiveness and efficiency of the training program. Budget limitations, availability of quality human resources, lack of facilities and infrastructure, policy changes, and technological challenges are the main challenges that must be faced. the importance of Training as a strategic investment in human resource development and improving organizational performance.

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In improving the education and training process at the Secretariat of the DKPP RI, it is recommended to further intensify the evaluation of needs and curriculum development that is responsive to the demands of the times and the needs of the organization. In addition, it is important to expand cooperation with external education and training institutions and to optimally utilize information technology in implementing programs, including blended learning approaches and online platforms to facilitate better access and interaction for participants and additional budget. With this, the Legal, Cooperation and Personnel Section can ensure the relevance, quality, and maximum impact of the education and training programs held.

Externalization (Externalization)

Externalization is *Tacit knowledge* to Explicit Knowledge is called the Externalization process. Transformation of knowledge from tacit form to explicit form. With externalization, the tacit knowledge that exists within an individual is released and formulated into other media or in the form of documents that can be easily studied by other individuals.

In the externalization process, tacit knowledge such as experience, intuition, or skills possessed by an individual is expressed in the form of narratives, models, concepts, or symbols that can be conveyed to others. This often involves the use of language, visualization, or other external representations to transfer existing knowledge from the tacit domain to the explicit domain.

1. **Meeting Documents**

Based on the research results, meeting documents play an important role in knowledge management practices at the DKPP RI. By recording, summarizing, and documenting the results of discussions and decisions resulting from meetings, these documents become a valuable source of information for members of the organization. Through these documents, the knowledge and experiences shared can be accessed again, both to strengthen individual understanding and to improve future processes and policies. Overall, meeting documents facilitate effective and sustainable knowledge management, supporting growth and innovation within the DKPP RI Secretariat. However, there are still several obstacles such as employees who are not yet consistent in carrying out their duties and the lack of an integrated information system to manage meeting documents.

To address the management of meeting documents and strengthen knowledge management practices at the Secretariat of the DKPP RI, several suggestions can be proposed. First, it is important to increase the awareness and understanding of organizational members about the importance of meeting documentation in knowledge management. This can be done through training and socialization that clarifies its benefits. Second, it is necessary to allocate adequate resources, both in terms of time and manpower, to compile, store, and share meeting documents efficiently. Third, the organization must provide technical training to employees to improve their skills in using the necessary software and tools.

2. **Organizational discussion**

Based on the research results, it shows that in Secretariat of the Republic of Indonesia DKPP, the organizational discussion process faced several obstacles, including lack of

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sufficient time for in-depth discussions and uncertainty and reluctance from some team members to speak openly. However, efforts have been made to overcome these obstacles. First, management prioritized meeting agendas for more efficient and effective discussions. Second, they increased online communication through available platforms to facilitate discussions outside of work hours. Third, the development of an open and inclusive culture was reinforced through regular feedback sessions, training, and coaching to motivate staff to actively participate in organizational discussions.

As the researcher's analysis of this matter shows that in the Secretariat of the DKPP RI, although there are several obstacles in building effective organizational discussions, such as lack of time and reluctance of team members to speak openly, efforts have been made to overcome these obstacles. Priority is given to efficient time management, strengthening online communication, and building an open and inclusive culture.

Combination(Combination)

Combination(Combination) is knowledge in an explicit form that already exists that is further developed and disseminated through various media that are more systematic. The media that is often used is documents, through the training/education process. Knowledge can be further developed by combining or processing various existing knowledge to produce new knowledge.

Thus, combination in SECI is an important process in managing knowledge within an organization, where existing explicit knowledge is combined and combined in innovative and creative ways to produce new knowledge that is more valuable or more effective in supporting organizational goals. In achieving the combination stage, there is 1 (one) indicator, namely 1. Database Application

1. **Database Application**

Figure 4.3 Knowledge Management Information System

*Source:*processed by researchers, 2025.

Referring to the interview results and observation results above, it can be concluded that the use of database applications in managing knowledge management in the field of civil servant procurement has an important role in increasing the efficiency and effectiveness of the procurement process and human resource management. Despite facing challenges such

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as data security and system scalability, the implementation of database applications can provide long-term benefits in the form of improved decision-making, increased transparency, and strengthening sustainable employee career development at the Honorary Council of Election Organizers of the Republic of Indonesia.

To optimize the management of knowledge management in the field of civil servant procurement, it is important to pay special attention to the development of database technology. Suggestions that can be applied are to evaluate staff training needs periodically and provide training that is in accordance with technological developments. In addition, it is also important to collaborate with information technology and data security experts in implementing secure and reliable database technology. Regular monitoring and audit efforts for data management also need to be increased to ensure compliance with applicable privacy and data security policies. With these steps, it is hoped that the Honorary Council of Election Organizers of the Republic of Indonesia can improve the effectiveness of knowledge management and civil servant procurement as a whole.

Internalization (Internalization)

Internalization is the change in the form of knowledge from explicit to tacit form carried out by individuals who try to understand existing knowledge (learning) or conduct research on a particular object within the organization. The internalization process can produce satisfactory results when an individual balances the learning process with the practice process in the real world (*learning by doing*). Ultimately, this will produce and add new knowledge within the individual. In other words, internalization in SECI is the process by which knowledge exchanged and articulated externally is eventually incorporated into the everyday mindset and practices of individuals or organizations, thereby becoming part of internal knowledge assets that can be used effectively to solve problems, make decisions, and create added value. In achieving the internalization stage, there are 3 (three) indicators, namely 1. Circulars, 2. Internet, 3. Mass Media.

1. Circular letter

From the results of interviews with various related parties above, it can be seen that the circular has a positive impact in influencing knowledge management practices in the work environment. They highlighted the increase in awareness and collaborative interaction after the issuance of the circular, although there are still challenges in overcoming resistance to change and resource limitations. However, with supportive guidance, and improvements in information technology infrastructure, the Secretariat of the DKPP RI is determined to continue strengthening knowledge management practices to create a more dynamic work environment that is oriented towards shared learning.

Based on the results of the interviews that have been conducted, several suggestions can be put forward to strengthen the practice of knowledge management in the environment of the Honorary Council of Election Organizers of the Republic of Indonesia. First, further efforts need to be made to improve employee understanding and awareness of the concept of knowledge management through the provision of more intensive and targeted training. Furthermore, it is important to design an effective communication strategy to overcome

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resistance to change and promote an open and collaborative work culture. In addition, investment is needed in the development of adequate information technology infrastructure to facilitate efficient knowledge exchange. Finally, it is important to encourage active employee participation in knowledge and experience sharing activities as part of an inclusive organizational culture that is oriented towards mutual learning. Thus, the implementation of these suggestions is expected to strengthen knowledge management practices and improve overall organizational performance.

2. **Internet**

Figure 4.4 Internet Speed at the DKPP Office

*Source:*Processed by Researchers, 2025

The problem of weak internet connection and frequent maintenance at the Secretariat of the Indonesian Election Organizer Honorary Council is a significant obstacle to achieving efficiency and productivity. Disruptions in internet connection result in delays in completing tasks, projects, and work, and disrupt the overall work process. This shows that information technology infrastructure and networks need to be strengthened to better support office tasks. In addition, good maintenance planning is also key to preventing frequent disruptions.

In order to overcome these problems, the Honorary Council of Election Organizers of the Republic of Indonesia is advised to invest in comprehensive network infrastructure and information technology updates. In addition, there needs to be careful planning for routine maintenance and maintenance to prevent frequent disruptions. Thus, the office can ensure that a strong and stable internet connection is an asset that supports efficiency and productivity in knowledge management. Then the importance of emphasizing employees who do not carry out their duties properly due to using the internet that is not in accordance with the implementation of the task.

3. **Mass Media**

Based on the results of interviews with various related parties at the Indonesian Election Organizer Honorary Council, it can be concluded that the mass media has a fairly important role in the context of personnel in the organization. Both from the perspective of leaders and subordinates, the influence of the mass media on public and employee perceptions is recognized as important. It can be seen that the Secretariat of the Indonesian DKPP has made efforts to manage the influence of the mass media by improving internal communication, providing clarification if necessary, and maintaining good relations with the mass media. Management of the influence of the mass media in the context of personnel at the Secretariat

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of the Indonesian Election Organizer Honorary Council requires cooperation and joint efforts between leaders and all employees to ensure that information conveyed to the public and employees is accurate, transparent, and in accordance with the vision and goals of the organization.

In order to overcome the challenges of mass media influence in the context of staffing at the Secretariat of the Indonesian Election Organizer Honorary Council, a number of steps can be taken. First, it is necessary to improve internal communication by holding regular meetings or using digital platforms to ensure that the information conveyed to employees is consistent and accurate. Furthermore, it is important to form a response team that is ready to act quickly in the face of inaccurate news or media coverage by providing open clarification and disseminating correct information to employees. In addition, providing training to employees to improve their communication skills and provide explanations to the public or the mass media will also help overcome situations that may arise related to mass media coverage. By implementing these steps, it is hoped that the Secretariat of the Indonesian Election Organizer Honorary Council can manage the influence of the mass media more effectively and ensure that the information conveyed is in accordance with the facts and objectives of the organization.

Strategies that need to be implemented at the Indonesian DKPP so that Knowledge Management is optimal

In the research conducted by the researcher, the researcher analyzed the strategies that need to be implemented in improving the quality of knowledge management at the Honorary Council of Election Organizers of the Republic of Indonesia.The indicators that are the focus for analysis are: 1. Strengths, 2. Weaknesses, 3. Opportunities, 4. Threats.

Strengths

Strengths are defined as internal strengths possessed by an organization or individual, which can provide competitive advantage and support the achievement of strategic goals. These strengths can be in the form of advantages in resources, core competencies, positive reputation, technological advantages, or innovation capabilities. Humphrey underlines the importance of systematically identifying strengths as a basis for formulating effective strategies.

By understanding internal strengths thoroughly, organizations can design strategic steps that are oriented towards utilizing existing potential, while maximizing opportunities and anticipating various external challenges. Therefore, Strengths analysis is an essential initial stage in a comprehensive strategic planning process. In analyzing strengths strategy, there are 2 (two) indicators, namely 1. Clarity of Vision and Mission, and 2. Organizational Culture.

1. **Clarity of the Vision and Mission of the Republic of Indonesia DKPP**

From interviews with various related parties in the Honorary Council of Election Organizers of the Republic of Indonesia, it was concluded that the implementation of knowledge management is key in supporting the vision and mission of the DKPP to create a responsive election court, and to realize human resources that can support the creation of a

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professional and just election court. With a clear vision and mission as a guide, as well as active contributions from the head of section, head of subsection, and related officials, concrete steps have been taken to promote a culture of knowledge sharing, increase access to relevant information, and ensure effective collaboration across work units. With a joint commitment from all parties, it is hoped that efforts to implement knowledge management will continue to strengthen the efficiency and effectiveness of public services in the Honorary Council of Election Organizers of the Republic of Indonesia. Based on the researcher's documentation study of the planning documents of the Honorary Council of Election Organizers, there is also an internal vision and mission related to employee development which is a reference in the management and implementation of knowledge management in the Legal, Cooperation and Personnel Section.

As a suggestion, the Honorary Council of Election Organizers of the Republic of Indonesia can continue to improve communication and collaboration between various work units, as well as strengthen the culture of learning and knowledge sharing at all levels of the organization. Concrete steps such as holding more training, seminars, and discussion forums related to knowledge management can be expanded. In addition, expanding access to information technology and the development of adequate information systems also need to be considered to facilitate a more effective exchange of knowledge among employees. Thus, the Honorary Council of Election Organizers of the Republic of Indonesia can better utilize the potential knowledge possessed by employees to achieve better development goals.

2. Organizational culture

Based on the interview results, it can be felt that related to the importance of organizational culture in the DKPP Secretariat, it was revealed that organizational culture has a very vital role in increasing employee productivity and performance. A positive culture is the foundation for collective commitment to the organization's vision and mission, as well as strengthening collaboration and innovation. DKPP has taken various steps, such as organizing training, employee participation in decision-making, and awarding achievements, to build and maintain a positive organizational culture. The expected positive impacts of a good organizational culture include increased employee satisfaction and motivation, a positive image in the eyes of the public, and the ability to attract and retain quality human resources. Through well-planned plans and strategies, the DKPP Secretariat is committed to continuing to develop an inspiring and growing organizational culture in the DKPP Secretariat in the future.

To further optimize the organizational culture in the Legal, Cooperation and Personnel Section, it is recommended that the DKPP Secretariat continue to encourage active employee participation in the formation of the culture. Concrete steps such as holding open discussion sessions, employee forums, and leadership training programs can strengthen employee involvement in the process of developing organizational culture. In addition, it is also important to ensure that the values of the organization that are upheld are reflected in policies, procedures, and daily practices in the workplace. With a shared commitment and cooperation between management and employees, the Legal, Cooperation and Personnel Section can

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strengthen an inspiring organizational culture and build a strong foundation for the organization's future success.

Weaknesses

Weaknesses refer to internal factors that can hinder the performance of an organization or individual in achieving its strategic goals. These weaknesses can be in the form of limited resources, lack of competence, low operational efficiency, weak organizational structure, or bad reputation. Humphrey emphasized that understanding weaknesses is very important in the strategic planning process, because weaknesses that are not identified and handled properly can be serious obstacles in exploiting opportunities and in facing external threats. Therefore, Weaknesses analysis functions as an internal reflection tool that aims to identify aspects that need to be fixed or improved so that the organization can develop optimally and competitively. Thus, identifying weaknesses is not a form of pessimism, but rather part of a constructive strategic evaluation process that is oriented towards continuous improvement.In analyzing strategy weaknesses, there are 4 (four) indicators, namely 1. Limited Human Resources, 2. Low Budget, 3. Lack of Facilities and Infrastructure.

1. **Limited Human Resources**

Table 4.3. DKPP Employee Status Based on Education Level in 2024

EDUCATION LEVEL	AMOUNT (Person)	RANK LEVEL	AMOUNT (Person)	ECHELON LEVEL	AMOUNT (Person)
S3	1	Senior Principal Supervisor	1	II - a	1
S2	12	Young Principal Mentor	0	III - a	6
S1/DIV	28	Supervisor Level 1	2	IV - a	14
D3	2	Mentor	4		
High School/Vocational School	1	Arranger Level 1	12		
		Arranger	5		
		Young Arranger Level 1	3		
		Young Arranger	17		

Source, Legal, Cooperation and Personnel Section of the Republic of Indonesia DKPP (2024).

Based on the interview results, it can be seen that the lack of human resources in the Secretariat of the DKPP RI is that efforts to improve the quality of human resources not only require an increase in the number of employees, but also the need for strategic steps in creating a conducive work environment, providing adequate motivation, and building an inclusive and collaborative organizational culture. With the support from various aspects, it is hoped that the Secretariat of the DKPP RI can optimally carry out its role in managing employee education and training and contribute to improving the quality of human resources in the Honorary Council of Election Organizers of the Republic of Indonesia.

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To overcome the problem of human resource shortages in the Secretariat of the DKPP RI, it is recommended to take strategic steps. First, it is necessary to increase the number of employees according to operational needs and optimal services. In addition, it is necessary to build a supportive work environment, for example by providing adequate facilities and creating an inclusive and collaborative work culture. Furthermore, it is important to provide good motivation to employees in order to increase work enthusiasm and productivity. Finally, a continuous training and career development program is needed to improve the quality and competence of human resources in the Secretariat of the DKPP RI. With the implementation of these steps, it is hoped that the Secretariat of the DKPP RI can be more effective in carrying out its duties and provide a positive contribution to the development of human resources in the Honorary Council of Election Organizers of the Republic of Indonesia.

2. Low Budget

Table 4.4 DKPP Budget Implementation Documents for 2024

Description	Budget	Realization 2024
Employee Shopping	8,500,006,000	8,452,664,960
Shopping for Goods	59,937,041,000	59,446,466,565
Capital Expenditure	7,831,126,000	7,824,619,704
Surplus / Deficit	(544,421,771)	(544,421,771)
Remaining More/Less Financing for the Relevant Year	(544,421,771)	(544,421,771)

Source: DPA DKPP 2024, (processed by researchers)

From the results of interviews and documentation, it can be concluded from the low budget in managing promotional activities and socialization of knowledge management programs at the Honorary Council of Election Organizers of the Republic of Indonesia is that it is a significant obstacle that reduces the effectiveness of program implementation and utilization. Lack of understanding of the importance of knowledge management can lead to low interest and participation from relevant stakeholders, thus hampering the progress of these programs. Therefore, efforts to increase the budget and develop a more effective communication strategy are very important to ensure the success of the knowledge management program at the Honorary Council of Election Organizers of the Republic of Indonesia.

To overcome the above problems, more creative and efficient communication efforts are needed in promoting knowledge management programs to various related parties. Steps that can be taken such as utilizing social media, holding public events, and collaborating with educational institutions and community organizations can help increase awareness and understanding of the benefits of knowledge management. In addition, it is important to obtain additional support from the central government or non-governmental organizations to expand the reach and effectiveness of these promotional activities. With these steps, it is hoped that the success of the knowledge management program at the Honorary Council of Election Organizers of the Republic of Indonesia can be achieved even in limited budget conditions.

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3. Lack of Facilities and Infrastructure

Based on the results of the study, it can be concluded that the problem of the lack of facilities and infrastructure at the DKPP RI Secretariat office is that this condition has an impact on operational efficiency and the quality of public services provided to the public. The limitations of these facilities not only slow down the administrative process and data management, but also reduce the accuracy and quality of information delivered to the public. In addition, the impact is also felt on employee motivation and productivity, and has the potential to damage the image and reputation of the DKPP RI in the eyes of the public. Therefore, urgent efforts are needed to improve and enhance the facilities and infrastructure at the DKPP RI Secretariat office as a top priority, so that the institution can carry out its duties more effectively and provide optimal services to the public. By improving infrastructure and work facilities, including investing in better technology, the DKPP RI can improve operational efficiency, improve the quality of public services, and support better knowledge management practices within the institution.

As a solution to the problem of lack of facilities and infrastructure in the DKPP RI office, it is recommended to conduct an in-depth evaluation of the urgent needs and priorities for the development of the necessary infrastructure. Furthermore, it is necessary to allocate an adequate budget to repair and improve facilities and infrastructure, with a focus on purchasing more modern technological equipment, improving workspaces, and increasing service accessibility. In addition, efforts need to be made to develop human resources in managing the new technology that is implemented, as well as steps to motivate employees to be more productive and dedicated in providing quality services. With this strategy, it is hoped that the DKPP RI office can overcome the constraints of existing facilities and infrastructure and improve operational performance and public services provided to the community.

Opportunities

In the context of strategic analysis, opportunities refer to external conditions or factors that can be utilized by an organization or individual to achieve goals and strengthen its position in a competitive environment. These opportunities can come from technological developments, positive market trends, supportive regulatory changes, and favorable socio-economic dynamics. Humphrey views the importance of an organization's ability to identify and respond to opportunities quickly and appropriately as part of a proactive adaptive strategy. Opportunities that are not utilized optimally have the potential to become an advantage for competitors. Therefore, opportunities analysis not only aims to identify favorable external conditions, but also to develop relevant strategies in order to create sustainable growth, innovation, and competitive advantage. In analyzing opportunities strategies, there are 3 (three) indicators, namely 1. Improving Human Resources, 2. Improving Facilities and Infrastructure, 3. Increasing Budget, 4. Making DKPP Regulations.

1. Human Resource Development

Based on the research results, it can be concluded that in the context of improving human resources in the Honorary Council of Election Organizers of the Republic of Indonesia,

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especially in the Legal, Cooperation and Personnel Section, training and competency development steps have been taken to ensure better quality of human resources. The implementation of the concept of knowledge management is also a focus, with efforts to build a culture of knowledge sharing and utilizing information technology. However, challenges still exist in ensuring the effectiveness and breadth of coverage of these programs. Therefore, there needs to be a strong and ongoing commitment from related parties, as well as regular evaluation of the success of program implementation, so that the goal of improving human resources can be achieved optimally.

To overcome the challenges in improving human resources in the Honorary Council of Election Organizers of the Republic of Indonesia, especially in the Legal, Cooperation and Personnel Section, concrete steps are needed. First, it is necessary to conduct an in-depth evaluation of the competency and skill needs required in carrying out administrative and public service tasks. Furthermore, it is necessary to strengthen HR training and development programs that are in accordance with these needs, by utilizing information technology and knowledge-based approaches. In addition, it is important to build an organizational culture that supports collaboration, continuous learning, and knowledge sharing across all work units of the DKPP RI Secretariat. By taking these steps, it is hoped that the DKPP RI Secretariat can improve the quality of its human resources gradually and sustainably, as well as provide greater contributions in serving the community and achieving organizational goals.

2. Improvement of Facilities and Infrastructure

Based on the research results, improving facilities and infrastructure is a crucial step in supporting knowledge management practices. With adequate facilities, such as the latest information technology and comfortable and functional workspaces, employees will be more motivated to collaborate, share knowledge, and use the tools needed to manage information efficiently. Therefore, investment in improving facilities and infrastructure is not only needed as physical support, but also as an effort to build a strong foundation for the growth of knowledge and innovation in the organization.

To improve knowledge management practices, it is recommended that related parties, including work units in the Indonesian Election Organizer Honorary Council, conduct a comprehensive evaluation of the need for supporting facilities and infrastructure. This includes increasing accessibility to information technology, providing flexible and collaborative workspaces, and training for employees to optimally utilize existing tools and systems. In addition, it is important to build an organizational culture that encourages collaboration, knowledge sharing, and continuous learning as an integral part of the human resource development strategy. With these steps, it is hoped that the Indonesian Election Organizer Honorary Council can strengthen its capabilities in managing knowledge and creating added value for society.

3. Budget Increase

Based on the research results, it can be concluded that budget constraints in the Secretariat of the DKPP RI are a serious obstacle in the development of human resources and public services. Lack of funds limits the ability to provide adequate training programs for

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employees, which has an impact on the quality of services provided to the public. In addition, it is also important for the Secretariat of the DKPP RI to implement a more efficient and effective budget management strategy. This can include stricter monitoring of expenditures, prioritization of programs that have the greatest impact on improving the quality of human resources and public services, and seeking alternative funding sources through cooperation with the private sector or donor agencies. By taking these steps, the Secretariat of the DKPP RI can overcome most of the challenges faced due to budget constraints, while remaining focused on its main goal of improving the quality of services to the public.

To overcome this challenge, the Secretariat of the Republic of Indonesia's DKPP need to advocate for an increase in adequate budget allocation from related parties. In addition, steps to improve budget efficiency also need to be considered, such as conducting regular budget audits to identify areas that can be optimized. In the long term, it is important to strengthen knowledge management practices within the organization, including the development of information systems and training for employees, so that the DKPP RI can be more effective in carrying out administrative tasks and public services. Thus, a more efficient and quality work environment will be created, which in turn will increase public satisfaction and the overall effectiveness of the DKPP RI's work.

4. Making of DKPP Regulations

Based on the research results, it can be concluded that the existence of the DKPP Regulation on knowledge management is a strategic step in improving the effectiveness and efficiency of public services at the Honorary Council of Election Organizers of the Republic of Indonesia. By managing knowledge systematically, the DKPP RI hopes to improve the quality of decision-making, strengthen collaboration between agencies, and provide better services to the public. The implementation of this regulation requires full support from all stakeholders and the establishment of a work culture that supports collaboration and knowledge sharing at the DKPP RI.

To maximize the efforts of the DKPP Regulation on knowledge management, a number of steps can be proposed. First, there needs to be a comprehensive training and socialization program for all employees within the DKPP RI environment about the importance of knowledge management and how to implement it in daily work routines. Second, it is necessary to form a special team or unit that is responsible for coordinating, monitoring, and evaluating the implementation of knowledge management at the DKPP RI. Third, it is necessary to increase the use of information technology to support the storage, distribution, and accessibility of information and knowledge throughout the DKPP RI ranks. Fourth, the importance of incentives or awards for employees who are active in contributing to the management and sharing of knowledge. With these steps, it is hoped that the implementation of the DKPP Regulation on knowledge management can run optimally and provide a significant positive impact on the effectiveness and efficiency of the DKPP RI performance.

Threats

In this framework, threats are defined as external factors that have the potential to hinder development, reduce performance, or even endanger the survival of an organization

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or individual. Threats can come from various sources such as increasing intensity of competition, changes in government policies that are not supportive, economic fluctuations, disruptive technological developments, or shifts in consumer preferences. Humphrey emphasized that early identification of threats is very important so that organizations can develop anticipatory steps and appropriate risk mitigation strategies. By understanding the various possible threats, organizations have the opportunity to develop responsive policies, increase operational resilience, and maintain competitiveness in a dynamic and uncertain external environment. Therefore, threat analysis plays an important role in the adaptive and sustainable strategic planning process. In analyzing the threat strategy, there are 3 (three) indicators, namely 1. Disparity in Education Level, 2. Absence of Continuous Evaluation

Disparity in Education Levels

Based on the research results, managing knowledge effectively and efficiently can accelerate the transfer of knowledge. From the resultsinterviews and observations conducted by researchers, it can be concluded thatThe disparity in education levels in the Honorary Council of Election Organizers of the Republic of Indonesia has been identified as one of the main priorities in ASN development through education. The main efforts implemented include improving access and quality of education for ASN, providing access to scholarships for employees interested in continuing their education, and implementing coaching and training programs for all ASN. In addition, the integration of knowledge management is also recognized as an important element in efforts to address educational gaps by strengthening the learning process, knowledge transfer, and implementation of best practices.

In order to improve the effectiveness of efforts to address educational gaps, it is recommended that the Secretariat of the Honorary Council of Election Organizers of the Republic of Indonesia actively implement knowledge management practices in their educational programs. Practical steps such as documenting successful experiences, establishing a knowledge database, and training all ASN in knowledge management will help accelerate improvements in the quality and accessibility of education. In addition, collaboration with related parties, such as higher education institutions and research institutions, can also improve access to relevant resources and knowledge. With this approach, it is hoped that educational gaps can be addressed more effectively and sustainably.

Lack of Continuous Evaluation

Based on the interview results above, it can be said that even though There are regulations governing knowledge management, but its implementation in the Honorary Council of Election Organizers of the Republic of Indonesia has not yet reached the expected level. Lack of in-depth understanding of the concept of knowledge management, lack of commitment from related parties, and limited resources both in terms of finance and human resources are some of the factors that influence this. Therefore, proactive steps are needed to increase awareness, provide the necessary training, and allocate adequate resources to support the effective implementation of knowledge management in the Honorary Council of Election Organizers of the Republic of Indonesia.

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To overcome the problem of suboptimal implementation related to knowledge management in the Honorary Council of Election Organizers of the Republic of Indonesia, more proactive strategic steps are needed. First, it is necessary to increase awareness and understanding of the concept of knowledge management through intensive training and socialization to all related parties. Second, there needs to be a strong commitment from leaders and stakeholders to support the implementation of knowledge management by providing adequate financial support and human resources. Third, there needs to be a detailed and measurable strategic plan, as well as periodic evaluations to monitor progress and make necessary improvements. With these steps, it is hoped that the implementation of knowledge management can run more effectively and sustainably in the Honorary Council of Election Organizers of the Republic of Indonesia.

CONCLUSION

Based on the discussion on "Knowledge Management in the Development of State Civil Apparatus at the DKPP RI", it can be concluded that the implementation of knowledge management is not optimal due to weak two-way communication, lack of collaboration and incentives, low interest in training, and limited technology infrastructure and internal documentation. Several inhibiting factors also include the ineffectiveness of the database system, weak utilization of circulars and mass media, and internet connectivity constraints. Strategies to overcome this include utilizing internal strengths such as clarity of vision and organizational culture, as well as utilizing opportunities to improve human resources, budget, and supporting regulations. On the other hand, weaknesses such as lack of human resources, budget, and infrastructure, as well as threats in the form of educational disparities and minimal ongoing evaluation, need to be addressed with a strategic approach through training, strengthening IT infrastructure, policy advocacy, and the formation of a special knowledge management team. With this strategy, the DKPP RI is expected to be able to build a culture of sustainable knowledge sharing and improve overall organizational performance.

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