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Knowledge Management Mediator Strategy for Resolving Industrial Conflicts in Makassar

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INFO ARTICLE

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ABSTRACT

Conflicts within a company that are handled quickly and precisely will result in new ideas, changes, and better working relationships. This research was conducted to analyze how conflicts that occur in companies can be mediated using the knowledge management approach. The analysis technique used in this study is qualitative, using the interview method addressed to dispute mediators at the Makassar City Manpower Office and the Chairperson of the Labor Union. The results of the study show that good knowledge management, owned by mediators, is able to handle conflicts more quickly and precisely. Furthermore, tacit knowledge is knowledge in the form of experience and expertise possessed by each mediator that is most needed to unravel corporate conflicts in Makassar.

INTRODUCTION

Conflict in the industrial environment is one of the major types of conflict in Indonesia due to the large number of companies, both national and international. Every company is always faced with the challenges of global economic competition, which requires them to always maintain their existence by improving internal qualities within the company in line with the advancement of civilization. For that, balance in the company is important, in this case between the demands and needs of the company and the workforce. The company needs labor to create productivity, and labor requires wages from the work that is obtained to have an income. However, this tends not to be separated from the emergence of conflicts, which are caused by the unfulfilled needs of both parties, both from the company and from the workforce, so that one party has to sacrifice. One example of industrial conflict that often occurs is the occurrence of a unilateral termination of employment from a company without any clear reason. The cause of this can be triggered by various factors, such as individual-group conflicts or the existence of an interest in a company that requires the company to terminate the employment relationship of an employee. Efforts to deal with conflicts that occur in industrial relations at this time have been carried out in various ways, one of which is through mediation. Mediation carried out by mediators has a major role in handling and providing solutions to existing conflict cases. The government has a role as a mediator, which is mostly handled by the Office of Manpower. In this case, they participate as mediators, whose role is to provide options and suggestions for resolving conflicts that occur between the two conflicting parties until a mutual peace agreement is realized.

The settlement of industrial relations disputes requires the development of human resources, which will bring progress to an organization in order to survive in an unstable, competitive business environment. Therefore, efforts to improve employee performance are the most serious management challenge because success in achieving organizational goals and survival depends on the quality of the performance of the human resources within it. Knowledge management is a strategy for getting the right knowledge to the right people at the right time and helping people share and process information into action that will improve organizational performance.

Organizations are very aware of the importance of knowledge management for the competence of the organization and its employees. But there are still problems that occur in companies related to the implementation of the knowledge itself. Activities to spread knowledge, skills, and creativity within the company are only carried out voluntarily between employees, and there has been no special attention from the organization. Therefore, in this case, the Makassar Employment Service needs to pay attention to knowledge management and HR development as mediators of disputes between companies and labor. It can be indicated that the employee's cultural factors, for example, are comfortable with the existing job, so that the ability to increase knowledge is not really needed. Human resource development can be interpreted as an activity carried out by a company or organization over a certain period of time to improve the skills and expertise of its human resources and ultimately improve the overall goals of the organization. In addition, the purpose of human resource development is to produce positive changes in employee attitudes. In addition, an employee can also have organizational skills. The development usually starts with the onboarding process and then provides courses and seminars for employees. Basically, a successful organization certainly has good human resource development because, in implementing this, knowledge about their duties is certainly given so that they can produce good performance.

In such a rapid environment of uncertainty and change, the long-term survival of the organization and good performance are highly dependent on management's response to internal and external challenges (Athiyaman & Robertson, 2015). In this case, human resource management at the Makassar City Manpower Office requires a management system that is able to anticipate such dynamic environmental changes. It is important for leaders (management) to increase the capabilities of employees in deciding the direction of handling dispute resolution in a more adaptive and innovative manner so that no one feels disadvantaged between the company and the workforce.

In its implementation, industrial relations is core to the clarity of rights and obligations for workers, laborers, and employers in all aspects that are collective in nature. The practice of industrial relations has a role in the economic development of a country. Safe and dynamic industrial relations create harmony in the working relationship between workers, laborers, and employers or companies. However, according to the facts that researchers found in the field, sometimes what hinders the effectiveness of dispute resolution is the quality and number of human resources and mediators who are still minimal in resolving and mediating industrial relations disputes that occur in Makassar City. Not to mention that the task of industrial relations mediators is not only to resolve disputes in industrial relations but also to carry out guidance and development in industrial relations so that this research is deemed necessary.

Knowledge Management

Knowledge management (KM) is very important to transfer knowledge, skills, and effective work behavior. (Budihardjo 2017). According to Didhl (2013), the role of knowledge management is increasingly important in organizations because, as a tool to facilitate better interactions through the availability of information flow, this is good for becoming an HR learning organization. Cut Zurnali (2008) Knowledge management is increasing the ability of organizations to carry out this process more efficiently. The general goals of the knowledge management system are: Creating knowledge, capturing knowledge, storing knowledge, processing knowledge, and disseminating knowledge. Knowledge management is needed for all scale organizations, be they large or small. In general, the purpose of knowledge management is to increase organizational efficiency and also store knowledge contained within the organization itself. With this knowledge management, all parts of the organization are expected to be able to gain knowledge and insight regarding their duties and responsibilities, which are carried out in greater depth. The definition of "knowledge management depends on the way the organization uses and utilizes knowledge. One definition of knowledge management is a systematic process of finding, selecting, organizing, extracting, and presenting information in a certain way that can increase the mastery of knowledge in a specific field of study. Or, in general, knowledge management is a technique for managing knowledge in organizations to create value and increase competitive advantage.

According to Davenport (2008), knowledge management is the process of translating a literature review of no more than 1000 words by presenting the state of the art in the field being researched or the technology being developed. Relevant primary sources and references, and prioritizing research results in scientific journals and/or the latest patents The lesson learned, which is in someone's self or mind, becomes information that everyone can use. Knowledge management is a discipline that treats intellectual capital as a managed asset (Jerry Honeycutt, 2000). According to him, the concept of knowledge management is basically developing from the fact that, in the present and in the future, the main assets of an organization to be able to compete are intellectual assets, or knowledge, not capital assets. KM consists of three main components: people, place, and content. KM requires competent people as a source of knowledge, a place to conduct discussions, and the contents of the discussions themselves. Of the three components, the role of information technology (IT) is to be able to remove obstacles regarding where to hold discussions. IT allows discussions to take place without a person being physically present. Thus, knowledge capitalization can continue even if not face-to-face. According to Townley (2001), knowledge management is a series of processes for creating and sharing knowledge throughout the organization to optimize the achievement of the organization's mission and goals. Thus, knowledge management is about increasing the use of organizational knowledge through information management practices and organizational learning to achieve a competitive advantage in decision-making. In its application, there are stages of KM development within the organization, namely:

a. Knowledge-chaotic (unconscious of concepts, no information processing, and no sharing of information).
b. Knowledge-aware (aware of the need for knowledge management; there are knowledge management processes; there are technologies; there are issues of information sharing).

c. Knowledge-enabled (utilizing knowledge management, adopting standards, and issues related to culture and technology).

d. Knowledge-managed (integrated framework, realized benefits, issues at the previous stage resolved). e. knowledge-centric (knowledge management is part of the mission, the value of knowledge is recognized in market capitalization, and knowledge management is integrated into culture).

KM is considered important because its implementation provides benefits in the fields of operations and services, can increase personal competence, and maintains the availability of knowledge and innovation as well as product development. An example of how important the role of KM is is when a company faces a case of resignation from an employee who has outstanding knowledge, while at that time there was no knowledge transfer for the replacement. It could happen that the employee's move was followed by a customer's move. Organizations that want to implement knowledge management in their organizations need to realize first that knowledge is in people and not in systems, even though systems have data and information that can help process knowledge. Second, knowledge creation is a social process created through interactions between individuals in their daily lives. The application of KM will have an impact on the organization's business processes.

a. Time and cost savings with well-structured knowledge sources, it will be easy for organizations to use this knowledge in other contexts, so they will be able to save time and money.

b. Improvement of knowledge assets Sources of knowledge will make it easy for every employee to utilize them, so that the process of utilizing knowledge in the organizational environment will increase, which in turn will encourage the process of creativity and innovation to be wider, and each employee can improve his competence.

c. Adaptability. Organizations will be able to easily adapt to changes in the business environment that occur.

d. Increased productivity Existing knowledge can be reused for processes or products to be developed, so that the productivity of the organization will increase.

Development of Human Resources (HR)

Understanding the concept of human resource development and its approach is essential for examining how HRM can achieve success. Therefore, analyzing and understanding the nature of HRM and related issues and challenges around what one wants to do is relevant for assessing the role of HRM in a sustainability orientation. The literature on human resource development has recently been developed, representing efforts to address the relationship between HRM practices and outcomes beyond financial consequences [Kramar, R. Beyond, 2014]. However, many disciplines have published a great deal of diverse and fragmented research on the concept of HRM. There is no single, specific definition of the term, and it has been practiced in various ways for various purposes. Generally, it has started to refer to the social and economic results that contribute to the long-term sustainability of a company. These are also referred to as HRM activities that enhance positive environmental outcomes (e.g., green initiatives, positive social and financial outcomes).

Regarding the historical background of the HRM concept, it is rooted in many research avenues: corporate sustainability research, corporate social responsibility research, sustainable work systems research, traditional or strategic HRM research, and ergonomics and human factors research [Anesinya, A.; Susomrith, P. Sustainable, 2020; Piwowar-Sulej, K. Core, 2021]. The terms green HRM, green HRM, responsible HRM, and SHRM have been used interchangeably in previous literature [Macke, J.; Genari, D., 2019, Roscoe, S.; Subramanian, N.; Jabbour, C.J.; Chong, T., 2019]. While these terms differ in how they seek to achieve economic branding goals, positive social or human outcomes, and environmental outcomes, they all focus on recognizing, either explicitly or implicitly, the results of social and economic enterprises. They all recognized the impact HR outcomes had on the overall survival and success of the company. Turning to the hospitality industry, Zaki, K. (2022) guarantees a high level of performance when hotels adjust to environmental predictions.

There are many definitions for the term HRM. One of the most popular definitions has its roots in 2009 as the intended or evolving form of HR policies and procedures that enable a company to fulfill its objectives

over time [Ehnert, I.; 2009]. The notion of reducing unwanted effects on the environment, people, and society was added and recognized the important enabling roles of head office, middle and line managers, HRM experts, and employees [Anesinya, A.; Susomrith, P. Sustainable, 2020]. However, three main characteristics can be summed up in an attempt to define HRM: first, the focus is on employee and human resource development as an important outcome of HRM practices; second, HRM challenges the notion that the main purpose of HRM is the achievement of business goals; and third, the overriding concern is the long-term success of using responsible HRM practices and strategies to contribute to this success [Ehnert, I.; Parsa, S.; Roper, I.; Wagner, M.; Muller-Camen, 2016]. Most definitions of HRM are related to a long-term understanding of corporate success and organizational sustainability [Wikhamn, W. Innovation; 2019].

The HR function has a dominant role in the hospitality context. This can motivate the inclusion of sustainability initiatives within the various relationships within the company and with other market rivals [Luu, T.T.; 2012]. In general, the term HRM has shown great resonance, with increasing importance being seen in the hotel business environment. It represents an overall policy to promote the sustainable use of available resources within hotels and a focus on a sustainable environment. It is also a key element in enabling different organizations to integrate HRM objectives with organizational environmental management, thereby serving to enhance green empowerment, which contributes to increased employee participation as it pertains to the work area. Thus, HRM includes several activities, such as ongoing job analysis and description, continuous HR planning, ongoing recruitment, ongoing selection, ongoing training, other performance evaluations, and ongoing benefits [Anesinya, A.; Susomrith, P. Sustainable, 2020].

It can be concluded that HRM practices are generally considered traditional, and there can be various ongoing functions under each. HRM practices include: appointing staff with a concern for assessing sustainable initiatives; providing targeted training to increase awareness and skills needed for employee behavior change; evaluating the performance of socially responsible employees; rewarding employees who contribute to environmental initiatives; and prioritizing employment for people from the local community [Shen, J.; Zhang, H.; 2019]. Today, hotels are increasingly adopting HRM practices due to pressure from external stakeholders.

METHODOLOGY

This research uses a qualitative research approach to explain the role of the mediator in the settlement of industrial relations disputes. This research is planned to be carried out at the Makassar City Manpower Office and the Makassar Industrial Area.

a. Population and Sample

The population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2012). The population in this study was all Civil Servants Functional Position: Industrial Relations Mediator, Makassar City Employment Service The sample is a subset of the population, consisting of several members of the population. This subset is taken because, in many cases, it is not possible to examine all members of the population; therefore, a representative sample of the population is formed. If the population is less than 100, then this population can be used as a sample. Meanwhile, Sugiyono (2012) states that a saturated sample or census is a sampling technique when the entire population is used as a sample. This is done when the population is relatively small. Thus, the sample in this study included the entire existing population.

b. Type and Source

Types of Data The types of data used in this study are descriptive qualitative data in the form of data obtained by observation and interviews. Data Sources The data sources used in this study, namely: a) Primary Data. This data is directly obtained from field research, namely direct observation of the object to be studied through data collection techniques in the form of observation; b. Secondary Data. This data was obtained from a literature study by studying the literature and other sources that are related and relevant to the problem and topic being studied.

c. Data Collection Methods

In general, the data collection techniques contained in qualitative research are in-depth interviews with individuals and groups, systematic observation of behavior, and document analysis. Researchers conducted interviews with informants related to the problem. The selection of informants in this study used a purposive sampling method, in which informants were selected with a specific purpose to describe a social phenomenon. To obtain information for this study, the researcher conducts interviews with related informants that are both participatory, frank, and covert, as well as unstructured observation.In addition to complementing the data in this study, the researcher also collects relevant documents, scientific books relating to them, the results of previous research, literature, and related journals (national and international) as secondary data, as well as making observations of social situations, including workspaces and places, employee activities in mediating industrial relations between companies and workers, and the behavior of servants and people, even using triangulation techniques.

d. Method of Analysis

Qualitative analysis is an analysis that is based on the existence of a semantic relationship between the variables being studied. The goal is for researchers to get the meaning of the relationship between variables so that it can be used to answer the problems formulated in research. The relationship between semantics is very important because, in qualitative analysis, researchers do not use numbers like in quantitative analysis. The main principle of qualitative analysis is to process and analyze collected data into systematic, orderly, structured, and meaningful data. The qualitative data analysis procedure is divided into five steps, namely:

a) Organizing data: This method is done by reading the existing data repeatedly so that researchers can find data that is in accordance with their research and discard data that is not appropriate;

b) Create categories, determine themes, and identify patterns: the second step is to determine categories, which is a fairly complicated process because researchers must be able to group existing data into a category with each theme so that the pattern of regularity of the data becomes clearly visible;

c) Testing the hypotheses that arise using existing data: after the process of making categories, the researcher tests the possibility of developing a hypothesis and tests it using the available data;

d) Look for alternative explanations of data: the next step is for the researcher to provide a reasonable explanation of the existing data, and the researcher must be able to explain the data based on the logical relationship of meaning contained in the data.

e) Report writing: Report writing is an integral part of the qualitative analysis.

e. Validity Test

Data Validity Test The data that will be carried out in this study is the data credibility test (internal validity), the data reliability (reliability) test, the transferability test (external variable/generalization), and the confirmation test (objectivity). Data validity is also carried out by extending observations, increasing persistence in data reading, triangulation, and discussions with supervisors.

RESULT AND DISCUSSION

The application of the knowledge management strategy at the Makassar City Manpower and Trasmigration Office, especially in the settlement of industrial relations disputes, is a fairly long process that includes changes in the behavior of all mediators. Birkinsaw underlined three facts that affect the success or failure of knowledge management, namely: (1) Its application does not only generate new knowledge but also recycles existing knowledge; (2) Information technology has not completely replaced the functions of social networks between mediators; and (3) Most mediators never know what they really know. There is a lot of important knowledge that should be found with special efforts. Even though the knowledge has been owned by the Makassar City Manpower and Transmigration Service for a long time.

One of the knowledge management systems that is already owned by the Makassar City Manpower and Transmigration Mediator is Tacit Knowledge. Tacit knowledge is a challenge in itself because knowledge is often felt to be very valuable and should be shared and used in the right way. Tacit knowledge is not stated in written form but is something that is in the mind of the mediator when resolving industrial relations disputes. Tacit knowledge owned by the mediator is generally described as: (a) understanding and application of the subconscious mind; (b) difficult to pronounce; (c) developing from direct events and experiences; and (d) sharing knowledge through conversations. Based on its understanding, tacit knowledge is categorized as personal knowledge, or, in other words, knowledge obtained from the mediator itself. In addition to personal knowledge, the Makassar City Manpower and Transmigration Mediator also has formal and systematic explicit knowledge that is easy to communicate and share. When explicit knowledge can be controlled in the mind of the mediator, it must instead depend on tacit understanding and application; therefore, all knowledge is rooted in explicit knowledge because it has been collected and translated into a form of documentation or summary so that it is easier to understand by others.

This knowledge is formal and easy to share with other mediators in the form of documentation because it is generally theoretical knowledge, which makes it easier for a mediator to share his knowledge with other mediators through books, articles, and journals without having to come directly to teach the other mediator. Knowledge management is very much in line with human resource development carried out by the Makassar City Manpower and Transmigration Office. The development of human resources will bring progress to the Makassar City Manpower and Transmigration Office. Therefore, efforts to improve the performance of mediators are the most serious management challenge because success in achieving the goal of settling industrial relations depends on the quality of the performance of the human resources involved. Knowledge management is a strategy for getting the right knowledge to the right mediator at the right time and helping people share and process information into action that will improve the performance of the Makassar City Manpower and Migration Office.

Makassar City Employment and Transmigration Office is very aware of the importance of knowledge management to improve the competitiveness and competence of the organization and its employees. But there are still problems that occur in the Makassar City Manpower and Transmigration Office related to the implementation of the knowledge itself. Activities to spread knowledge, skills, and creativity at the Makassar City Manpower and Trasmigration Office are only carried out voluntarily between mediators, and there has been no special attention from the Makassar City Employment and Trasmigration Office. Therefore, in this case, the Makassar City Employment and Trasmigration Office needs to pay attention to knowledge management and HR development for employee performance. It can be indicated that cultural factors, for example, are comfortable with the existing job, so that the ability to increase knowledge is not really needed. In this case, knowledge management (KM) is a discipline that is very important for transferring knowledge, skills, and effective work behavior. (Jodjana 2016, in Budihardjo 2017). According to Costa (2009), Didhl (2013) states that the role of knowledge management is increasingly important in organizations because, as a tool to facilitate better interactions through the availability of information flow, this is good for becoming a learning organization.

The Makassar City Manpower and Migration Service should conduct a learning organization for industrial relations dispute resolution. In theory, according to Cut Zurnali (2008), knowledge management is intended to improve the ability of organizations to carry out this process more efficiently. Davenport et al. (1998) in Cut Zurnali (2008) describe the general objectives of a knowledge management system, namely: creating knowledge, capturing knowledge, storing knowledge, processing knowledge, and disseminating knowledge.

CONCLUSION

This study discusses knowledge management strategy and human resource development as independent variables on the performance of mediators in resolving industrial relations disputes, finds that there is a significant influence of knowledge management on the ability of mediators to resolve disputes they handle. The higher the level of knowledge management, the more dispute cases are resolved without having to go to court. Based on the results of the research and discussion that have been explained previously, there is a significant influence between knowledge management and the development of human resources, especially mediators at the Makassar City Manpower and Transmigration Office. This is because knowledge management is a strong factor in encouraging the performance of mediators because, through the development of employee human resources, the mediator is continuously provided with information about the work to be carried out as well as general knowledge outside of work. The Office of Employment and Trasmigration in Makassar City often conducts training (hard skills and soft skills) and career development so that employees are able to develop and explore their job skills.

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