Strategy for Improving the Knowledge Management of Industrial Dispute Mediators based on the Knowledge based Organizational Model at the Department of Manpower in Makassar

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Abstract— A knowledge management strategy is urgently needed at this time, due to the high level of Industrial Disputes, the Department of Manpower has to improve its human resources. In this study, the knowledge-based organizational model is used as a solution to the application of knowledge management strategies to solve the problems faced by industrial dispute mediators today. Before implementing the knowledge-based organizational model, it is necessary to first measure the quality and quality of human resources in the Ministry of Manpower using a Likert scale and testing the quality of human resource management by combining the knowledge management approach. The Likert scale calculation and quality testing reached the same conclusion, namely the quality of human resource management at the Ministry of Manpower was good (Likert scale = 3.78 while the actual percentage = 75.88%). Although this has already been stated to be beneficial, it is necessary to increase the quality of the employees of the Department of Manpower to improve industrial disputes.

I. INTRODUCTION

The capacity of a country in terms of science and technology is one of the most important competitive factors today. Realizing that the competition is getting tougher, it is necessary to have an organizational paradigm from initially relying on resource-based competitiveness to knowledge-based competitiveness. The first concept rests on the superiority of natural resources, location, and geographical conditions. On the other hand, the latter concept rests on science and technology (science and technology) and human resource development. This is where the role of education and science becomes very crucial. Countries compete using "brains" instead of "muscles". The ability of a nation to develop a good education system and develop the knowledge and skills of its employees becomes very vital in winning a global competition and resolving industrial disputes. The current level of industrial disputes is getting higher, and the role of knowledge management in improving the ability of employees to resolve industrial disputes is very large, all of which comes from knowledge.

Jerry Jones (2020:5) also revealed that "knowledge is self-power" which means that in this new economic era of the twenty-first century we have moved to a world where sharing knowledge is power or strength. If the knowledge is managed effectively and efficiently, there

will be a conversion of knowledge from tacit to tacit or to explicit through socialization, externalization, internalization, and combination (Nonaka, 1995). For the knowledge possessed by an organization to be managed and then put to good use, a strategy is needed on how that knowledge can be placed on a certain media so that knowledge can ultimately be easily accessed and disseminated to all industrial dispute mediators (Tang et al., 2010).

In Indonesia, there are already several organizations that have implemented knowledge management. One of them is the Manpower Office in Makassar which uses knowledge management which is one of the public organizations entrusted by the government in handling industrial disputes. Nowadays, the development of information and communication is getting faster, thus triggering the emergence of many industrial disputes. In addition, the high number of business competitors is the cause of increasing industrial conflicts. Success in managing human resources is a big responsibility of organizational managers. As contained in various management literature, the achievement of organizational goals managerially begins with the planning function (Ivancevich et al, 2004: 66-87). The involvement of the apparatus in planning has a significant role, especially concerning their attitudes and behavior. As identified by Boyne & Gould-Williams (2003), the attitude of the apparatus involved in planning plays an important role in achieving the success of mediators in resolving industrial disputes in addition to the influence of a number of other technical variables. Quality human resources have an important role in the planning stage to achieve the industrial dispute settlement target. Furthermore, in the form of direction, implementation, and evaluation, it must be supported by a qualified mediator.

The mediator can more easily assist in the settlement of industrial disputes and must carry out a strategy to improve the knowledge management that has been previously owned. The initial goal of implementing knowledge management at the Manpower Office in Makassar was to create collaboration and communication so that it could become a driving force for Mediators to communicate and share knowledge. Therefore, this study is proposed how to make a good strategy to maintain knowledge management that has been carried out by Industrial Dispute mediators in Makassar and make a good strategy for employees and mediators to increase competent human resources.

The existing knowledge management at the Manpower Office in Makassar has been running for quite a long time and is used by employees and mediators continuously as one of the provisions to become a mediator, especially to search for sources of problems and create ways to resolve Industrial Disputes. But the existing knowledge management is not always used optimally. Many factors cause this to happen, including the following: classification of employees (mediator civil servants and non-mediator civil servants), differences in employees' tenure, employees' positions, employees' busyness, lack of awareness of employees, restrictions on the use of portals, and monotonous content design on a portal.

With the addition of these factors, it is necessary to have a knowledge management strategy to further improve the performance of existing human resources at the Makassar City Manpower Office. This is because knowledge competition among employees is very high. In this case, the strategy is created using a knowledge-based organizational model based on the criteria set out in the knowledge management approach and the criteria for measuring the ability to resolve industrial disputes regarding the quality of human resources.

II.   RESEARCH METHOD

The research method used data collection methods, data analysis methods, and knowledge management strategy methods. The data collection methods used two data sources which consist of primary data and secondary data.

Primary data conducted by the authors include the following:

a. Interview

A question-and-answer activity is carried out directly to obtain information or more in-depth information about knowledge management to parties related to Industrial Disputes in Makassar.

b. Observation

The activity is to obtain data directly on knowledge management that is available at the Makassar City Manpower Office.

c. Survey Method

The activity was carried out to strengthen the previous data by using a questionnaire where in the questionnaire there is a statement that will be filled out by the respondent, namely the Makassar City Manpower Office itself.

The secondary data used by the authors include:

a. Library Studies Data and information obtained through literature studies are secondary data, namely data obtained through literature studies, research journals, books, and scientific writings on Knowledge Management, Knowledge Management Systems, and Knowledge-Based Organizational Models.

b. Internet Access Currently, it is very possible to develop data sources from the internet as a support, such as references to various books, e-books, and journals that can be accessed via the internet.

To measure the quality level of human resources using a knowledge management approach or often called a KM strategy, the following are the results of the combination of previously mentioned models: A. Codification Strategy → Knowledge management approach

1. Policy and Strategy

2. Processes

3. Impact on the Environment (Impact on Society)

4. Business Results

The knowledge Based Organizational Model was used to provide solutions from the results of research that has been carried out based on the stages in the Knowledge-Based Organizational Model and combined using 4 (four) phases of knowledge management, namely 7 IRSA (Identification, Reflect, Share, and Application).

III. RESULTS AND DISCUSSION

Based on the calculations carried out by the author by obtaining the results of the questionnaire that has been distributed to a sample of 50 respondents, by using the Likert scale, the resulting number 3.79 is fulfilled to become 3.8 with results obtained information is Good. This figure is not perfect for an assessment, due to the lack of employees' awareness in managing knowledge management portals.

In testing the quality of human resource management used in this study, the criteria for the knowledge management strategy were used. The formula for measuring the quality of knowledge management is as follows:

$$\% \ \boldsymbol{S} \text{)} \ a = \frac{\boldsymbol{S}1 \ a}{\boldsymbol{S}1 \ i} x \ 1 \ \%$$

Information :

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To relate the influence of the knowledge management approach using the Linkert scale. The Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Table 1. Likert Scale

	Answers	Score
SS	Strongly Agree	5
S	Agree	4
N	Neutral	3
TS	Disagree	2
STS	Strongly Disagree	1

Table 2. Likert skala scale intervals

	Answers
4,20 – 5.00	Strongly Agree
3.40 – 4.19	Agree
2.60 – 3.39	Neutral
1.80 – 2.59	Disagree
1.00 – 1.79	Strongly Disagree

- Actual score is the number of respondents' answers to the questionnaire that has been given.
- The ideal score is the highest number of respondents' answers.

The researcher also uses the criteria table for the percentage of respondents' responses to the ideal score as a reference in measuring the quality of knowledge management.

Table 3. Criteria for the Percentage of Responses to the Ideal Score

% Total score	Criteria
84.01% - 100 %	Strongly Agree
68.01% – 84.00 %	Agree
52.01% – 68.00%	Neutral
36.01% – 52.00%	Disagree
20.00% - 36.00%	Strongly Disagree

1.1 Codification Strategy

Table 4. Codification Strategy Component Test

Criteria	score	policy & Strategy		Processes		Impact On Society				Business Result			Total
		1	2	3	4	5	6	7	8	9	10	11	
SS	5	6	13	16	0	2	22	2	19	21	8	13	610
S	4	26	33	29	4	39	26	12	31	25	37	35	1188
N	3	12	2	4	8	7	2	6	0	2	4	0	141
TS	2	6	2	1	36	2	0	30	0	2	1	2	164
STS	1	0	0	0	2	0	0	0	0	0	0	0	2
Respondent		50	50	50	50	50	50	50	50	50	50	50	
Actual Score		182	207	210	114	191	220	136	219	215	202	209	2105
Ideal Score		250	250	250	250	250	250	250	250	250	250	250	2750

Source: Research result (2022)

$$\% \text{ Actual Score} = \frac{2105}{2750} x\ 100\%$$
$$= 76{,}54\ \% \text{ (good)}$$

Based on the results of the test (Table 6), it can be seen that the resulting value is 76.54%, in other words, respondents assess the proposed strategy to assess the codification strategy in knowledge management as "Good"

1.2 Personalization Strategy

Table. 5. Testing Components of Personalization Strategy

Criteria	Score	Leadership		People Management		Resources	Customer Satisfaction			Employees Satisfaction	Total
		12	13	14	15	16	17	18	19	20	
SS	5	29	14	35	2	5	29	1	10	32	785
S	4	15	11	13	23	25	17	0	28	16	592
N	3	4	6	2	13	9	2	7	2	1	138
TS	2	2	10	0	12	11	2	28	10	0	150
STS	1	0	9	0	0	0	0	14	0	1	24
Respondent		50	50	50	50	50	50	50	50	50	
Actual Score		221	161	233	165	174	223	96	188	228	1689
Ideal Score		250	250	250	250	250	250	250	250	250	2250

Source: Research result (2022)

$$\% \text{ Actual Score} = \frac{1689}{2250} x\ 100\%$$

$$= 75{,}06\ \% \text{ (good)}$$

From the results in Table 5, it can be seen that the result is 75.06%, in other words, respondents assess the proposed strategy to assess the personalization strategy in knowledge management as good.

Table 6. Results of the Recapitulation of the Quality of Human Resources

Aspel	Actual Score	Ideal Score	% Actual Score	Result
CodificationStrategy	2105	2750	76,54	Good
Personalization Strategy	1689	2250	75,06	Good
Total	3794	5000	75,88	Good

Source: Research result (2022)

From the results in Table 6, it can be concluded that the quality of human resources using the quality test obtained is "Good" with a percentage obtained of 75.88%.

In implementing a knowledge management strategy using a knowledge-based organizational model to increase the competitiveness of industrial dispute mediators, the Makassar City Manpower and Transmigration Office need to use the following knowledge management strategies.

Stages of Knowledge-Based Organizational Model I, explain the purpose of the knowledge management strategy to improve operational efficiency in the form of the application of IRSA (identification, reflect, share, and apply)

a. Identification: knowledge assets in the Makassar City Manpower and Transmigration Office which are identified as follows, most of which are in the mediator's memory or are tacit in nature, experiences, mediator creativity, notes, documents, manuals, reports, research results need to be properly inventoried and made knowledge mapping.

b. Reflect: changing tacit knowledge to explicit knowledge so that it can be easily shared or shared with other mediators, taking an inventory of what has become best practices, making good manuals or documentation so that they are easily understood by others, analyzing whether there is a gap between the knowledge that has been inventoried with the required knowledge.

c. The results of the reflection are a collection of best practice descriptions in each organizational function of the Makassar City Manpower and Transmigration Office, suggestions for improvement, an index of existing information, and the results of gap analysis in the form of knowledge-sharing programs or activities to close the knowledge gap.

d. Share and Application: there is a system or mechanism and therefore staff can access the available knowledge-based systems, created discussion groups for mediators, working groups or workshops that are systematic and continuous, a

culture of learning throughout the ages needs to be socialized and implemented, then the application of knowledge assets to To improve the performance of the Manpower and Transmigration Office of Makassar City, it is necessary to form and create a knowledge-based system, the performance of intangible assets is continuously improved and disseminated periodically and there is a knowledge performance system audit.

The stages of Knowledge-Based Organizational Model II, to determine the factors needed for the successful implementation of the KM strategy of the Makassar City Manpower and Transmigration Office are as follows:

a. Scanning on the Environment of the Manpower and Transmigration Office of Makassar City;

b. Conditions and practices for resolving industrial disputes, whether the mediator collects information and knowledge about the conditions and practices for resolving industrial disputes outside the Manpower and Transmigration Office of Makassar City;

c. Operationally, whether the mediator understands the internal workings or operations determined by the Makassar City Manpower and Transmigration Office;

d. Entering knowledge as a Set;

e. The culture of the Makassar City Manpower and Transmigration Service based on knowledge, such as an organizational culture needs to be created so that innovation becomes entrenched in the Makassar City Manpower and Transmigration Office;

f. The mediators of the Makassar City Manpower and Transmigration Office face the fact that they need the management of knowledge assets for important investments in the form of manpower, networks, and information and knowledge systems.

Stages of Knowledge-Based Organizational Model III and IV, explain that one of the influences of the knowledge management strategy is the culture of the mediator itself so

each role between mediators is very useful. Each mediator must remind the other between employees.

Stages of Knowledge-Based Organizational Models V and VI determine knowledge so that it can be used at certain times. Thus, the mediator can maximize the use of knowledge management. Each mediator endeavored to ask each other questions and therefore they can interact with each other.

Stages of Knowledge-Based Organizational Model VII, so that the overall knowledge management strategy can be implemented as well as possible regularly and can be implemented strategically in the human resources of the Makassar City Manpower and Transmigration Office.

IV. CONCLUSION

Testing of the human resource strategy in this case the industrial dispute mediator, which was carried out using the Likert scale and quality testing based on the percentage of the actual score produced the same data where the results were good. (Linkert scale = 3.78 while the actual percentage = 75.88%). The results of the Likert scale are also supported by the results of interviews with several mediators including the classification of employees at the Makassar City Manpower and Transmigration Service (ordinary civil servants and employees with mediator functions), differences in employee tenure, employee positions, the busyness of mediators, lack of awareness by several mediators, restrictions use of portals, and content design on portals that are too monotonous.

The Manpower and Transmigration Office of Makassar City needs to implement a knowledge management strategy so that the quality of human resources in the organization is further improved. The implementation of a knowledge management strategy must also be regulated in a framework that has been previously applied using a knowledge-based organization model. The implementation of this strategy cannot be separated from the role of the leadership of the Makassar City Manpower and Transmigration Office and therefore the strategy can run as it should and can improve the ability of mediators in resolving industrial relations disputes in Makassar City.

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