

## Knowledge Management for Development and Innovation to Improve Quality and Minimise the Impact of Employee Turnover at PT Daekyo Indonesia

Ainaya Fathia Suyono

Institut Teknologi Bandung, Indonesia  
ainayafathia@gmail.com

**Submitted:** 13<sup>rd</sup> Feb 2025 | **Edited:** 15<sup>th</sup> April 2025 | **Issued:** 01<sup>st</sup> June 2025

**Cited on:** Suyono, A. F. (2025). Knowledge Management for Development and Innovation to Improve Quality and Minimise the Impact of Employee Turnover at PT Daekyo Indonesia. *INOVASI: Jurnal Ilmiah Ilmu Manajemen*, 12(1), 98-113.

### Abstract

This study analyzes the implementation of Knowledge Management (KM) for development and innovation to improve quality and minimize the impact of employee turnover at PT Daekyo Indonesia. The KM maturity assessment using the APO KM assessment tool indicates that PT Daekyo is at the *introduction* or *expansion* level, with a score of 141 out of 210. The lowest-scoring categories are *People* (18) and *KM Outcomes* (gap of 12), followed by *Process* (20). Meanwhile, the highest-scoring category is *Technology* (23). The main factors hindering KM implementation include a lack of support and awareness regarding KM execution, an unstructured evaluation process, an unclear competency matrix, and the absence of career development pathways. To address these challenges, semi-structured interviews were conducted with senior managers, the HR team, the recruitment team, and the training team to analyze KM strengths and opportunities for improvement. The analysis resulted in eight business solutions, which were then translated into 13 implementation plans scheduled to take place from June 2025 to May 2026. This study emphasizes the importance of a structured KM implementation to enhance organizational efficiency and reduce the negative impact of employee turnover.

**Keywords:** Knowledge Management; Innovation; Employee Turnover; Organizational Quality; APO KM assessment

### INTRODUCTION

The non-formal education industry in Indonesia has come a long way since the pre-colonial era, developing into a very important sector for skills development and improving people's quality of life. Non-formal education now has a significant role in shaping practical skills and improving the dignity and quality of life of learners (Ahmed, et al., 2021). This progress is increasingly visible with the presence of various non-formal education institutions that focus on flexible learning and are relevant to the needs of the labour market, which are increasingly in demand in the globalisation era.

One company that plays a role in the non-formal education industry in Indonesia is PT Daekyo Indonesia (Eye Level), an institution known for its skills and knowledge development programmes for children in the fields of mathematics and English. Eye Level Indonesia faces challenges similar to

many organisations in the non-formal education industry, including high employee turnover, the need for planned expansion, and the need to adapt to the intense competition in the sector. To maintain competitiveness, service quality, and consistency in the learning process, the implementation of knowledge management (KM) is becoming increasingly important.

Knowledge management is an approach that enables organisations to systematically collect, store, and disseminate their knowledge. In the context of PT Daekyo Indonesia (Eye Level), KM has a strategic role in facing employee turnover challenges, high employee turnover in the non-formal education sector can result in the loss of valuable knowledge and experience (Akhtar, 2020). With effective KM, PT Daekyo Indonesia can retain critical knowledge through good documentation and structured knowledge transfer. This ensures that critical knowledge remains despite staff turnover, so that learning processes and service quality are not compromised.

The implementation of knowledge management at PT Daekyo Indonesia (Eye Level) will not only improve operational stability, but will also provide a strong foundation for future growth and innovation. With effective knowledge management, Eye Level Indonesia can maintain service quality, support continuous expansion, and solidify its position as a leader in the non-formal education industry in Indonesia.

## **LITERATURE REVIEW**

### **Knowledge Definition**

Knowledge is a combination of value experience, contextual information, expert views and fundamental intuition that provides an environment and framework for evaluating and integrating new experiences with information (Thomas Davenport, 1998). Knowledge is obtained from a set of information that is systematically interconnected, so that it has a pattern, meaning and fosters human awareness to act, to make decisions or to make choices of direction or decide on certain business strategy options (Bushra, 2018).

### **Knowledge Creation**

Knowledge is the process of improving existing knowledge through the process of discovering new knowledge, or through the process of reflecting on past experiences. This process is possible when employees have an open attitude when they detect work errors and endeavour to make improvements. Lesson learnt is one example of the output of the knowledge creation process. (De Mesquita, et al., 2015)

### **Knowledge Management**

The term knowledge management (KM) was first introduced in 1986, at a European management conference (American Productivity and Quality Center = APQC) KM can be seen from two sides, namely operationally and strategically (Solikhah and Amyati, 2022). Operationally, KM is an organisational activity that focuses on developing and utilising knowledge within an organisation. Strategically, it is defined as a step towards becoming a knowledge- based organisation.

### **APO KM Assesment Tool**

The Asian Productivity Organization atau disingkat APO is a survey questionnaire designed to help organizations conduct a rapid initial assessment

of their readiness for KM (Young, 2020). The assessment is carried out at the beginning of the KM program. Before starting on the KM journey, it is important for the organization to know its strengths and opportunities for improvement. The organization can then focus on its KM programs to address the gaps identified through the assessment.

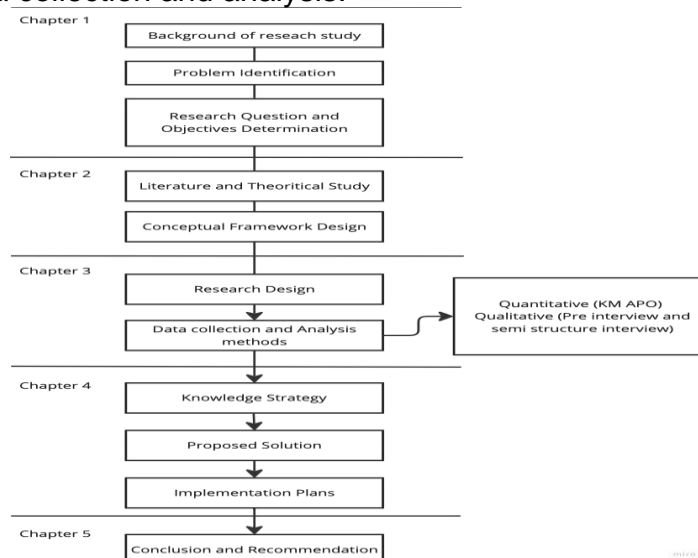
### Interview

An interview is a conversation that has a structure and a purpose. It goes beyond the spontaneous exchange of views in everyday conversations, and becomes a careful questioning and listening approach with the purpose of obtaining thoroughly tested knowledge. The research interview is not a conversation between equal partners, because the researcher defines and controls the situation. The interview researcher introduces the topic of the interview and also critically follows up on the subject's answers to their questions. (McIntosh & Morse, 2015)

## METHOD

### Research Design

The researcher used mixed-methods research, which combines elements of quantitative and qualitative research, in order to answer the research questions. Mixed methods help to gain more complete picture and combining the two types of data can gain the benefit of both detailed, contextualized insights from qualitative data, than a standalone quantitative or qualitative study, as they integrate the benefits of both methods (Sugiyono, 2016). Quantitative data collection and analysis come first in an exploratory-sequential, followed by qualitative data collection and analysis.



**Figure 1. Research Flowchart**

Source: Research Data, 2025

The research methodology for this research is displayed in Figure 1 above. It starts from identifying the background of the research study by identifying the current condition first. The complementary data collected is used for problem identification and process mapping of organizational capability, then search for the research questions and objectives. Next do a literature review and also design the conceptual framework to determine the flow of the research

and what step to be done for conducting this research The subsequent action is to evaluate the maturity level of knowledge management based on survey data and interviews.

### **Data Collection Methods**

This research is focused on internal control activities over employee turnover systems and procedures at PT Daekyo Indonesia. The focus of the research is to make a conclusion as what the applocatopn of knowledge management. The researcher used, pre- interview, questionnaire and also semi structure interview. Pre-Interview conducted with Adrian Irsyad as the head of Human Resource and Dwiyanto Bayu as Senior Manager for gathering insight about the current condition of PT Daekyo. The data collection through questionnaire will focus on how the employee looking at the current stare of the company knowledge management and data collection. The questionnaire held on November 2024 with 18 respondent from 21 consist all the members of the organization. The questions consist of 42 questions with seven process area in each chapter questions based on the question in Appendix such as leadership, process, people, technology, knowledge process, learning and innovation, and knowledge management output. These questionnaire require the correspondent to fill each question based on most to least appropriate conditions, on scale of each questions are 1 (very bad or not done at all), 2 (bad), 3 (enough), 4 (well done) and 5 (very well done).

For the qualitative data collection from semi-structured interview bersama senior manager, HR team, trainer, and recruiter team. The observation part focus on how all the employee support these knowledge management. Quantitative and qualitative data collection is carried out for further quantitative and qualitative analysis.

### **APO Framework- Readiness Level of Knowledge Management**

Reseachers used Google forms as an online survey or self administered survey for the data collection method. This survey are provide as a primary data collection method by providing questions to individual respondents. The statistical population of this research is all the employee of PT Daekyo Indonesia. Among 18 respondent from 21 of total employees join the survey.

The instrument for collecting this data is the standard questionnaire of the Asian Performance Organization Model (APO) wich consists of the following components Leadership (6 questions), Process (6 questions), People (6 questions), Technology (6 questions), Knowledge Processes (6 question), Learning and Innovation (6 questions), Outcomes (6 questions). These elements assign a maximum score of 210 points to the organizations. Each category have a maximum score of 30 and each question, will be in accordance with the following table from 1 to 5.

**Tabel 1. Scoring Guidelines**

Score	1	2	3	4	5
Description	Runs very poorly/ Doesn't do at all	Runs poorly/Does poorly	Runs moderately/ Does moderately	Runs well/ Performs well	Runs very well/Performs very well

Source: Research Data, 2025

The minimum sample size checked using Cross sectional Research Sample Formula. Determination of reliability of the completed questionnaire is calculated using Cronbach's Alpha correlation. Determination of the validity of the completed questionnaire is calculated using Pearson's correlation.

### Semi-structured Interview

Semi-structured interview were new idea can be freely added during the interview, yet is still organized in order to guide questions before it begins in order to control the flow of conversations so it will not shift to opinion irrelevant to the topic. It makes it unique among interview methods for the degree of relevancy it provides to the topic while remaining responsive to the participant (Morse, 2015)

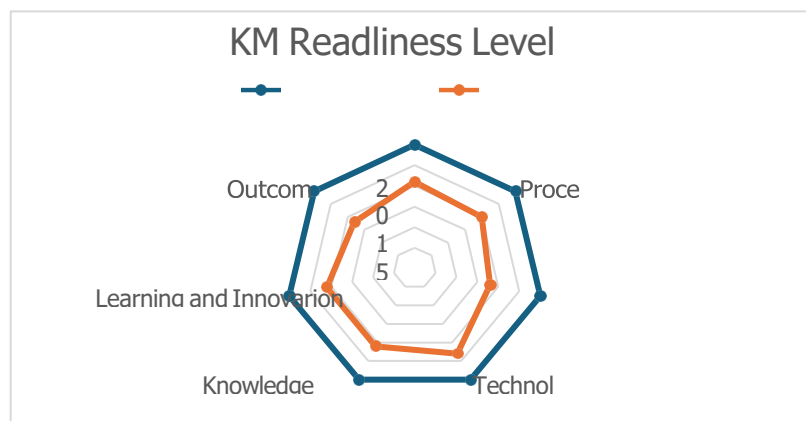
## RESULT

### APO KM Readiness Level Assessment Overall Result

**Tabel 2. C KM Readiness Level Overall Score**

KM Element	Max Score	Average Score	Gap
Leadership	30	21	9
Process	30	20	10
People	30	18	12
Technology	30	23	8
Knowledge Process	30	21	9
Learning and Innovation	30	21	9
Outcomes	30	18	12
Total	210	141	69

Source: Research Data, 2025



**Figure 2. Radar Chart of KM Readiness Level Gap**

Source: Research Data, 2025

From the figure 2 (radar chart) and table IV.10, the KM readiness level gap for each category is almost similar between 8-12. Category People and Outcomes become the highest readiness level gap with an average score 18. On the other hand, Technology, Knowledge process, learning and innovation, and also leadership became the categories with the lowest readiness gap with an average score 21.

These gaps become the indicator of how all the categories have to do gaps reduction through KM improvement. The highest gaps which are in People and Outcomes indicate that PT Daekyo Indonesia needs improvement in these

categories. People category has one question which scores two, it is shown that PT. Daekyo Indonesia lacks in terms of staff competencies database. Meanwhile for Outcomes category each of the questions got 3 score that means PT. Daekyo still has gaps in KM implementation and change initiatives. The company claims to have measures to assess the contribution and impact of Knowledge Management, but the results are still considered insufficient, this could be due to the lack of measurement indicators. effective. So it can be concluded that the Knowledge Management strategy and change initiatives carried out have not achieved optimal impact or have not provided a clear competitive advantage.

For the Process category there is one question that got a score of 2, PT Daekyo is considered to lack a system to manage unexpected events to ensure operations are not disrupted, PT Daekyo must improve their work processes to achieve better performance, to improve products and services, and to be updated with the latest in business trends, developments and directions.

Knowledge process, Learning and innovation, and Leadership categories got moderate answer 3 of the questions got 3 score and the other 3 got 4 score, it can be concluded that these categories result is adequate in all of the indicators given. In terms of Knowledge process by overall, the management should increase organization ability to identify, create, share, store and apply knowledge. In terms of Learning and Innovation, PT Daekyo should increase measurements to see the impact of applying knowledge to increase profits and achieve high productivity.

In this research, Technology category gained the highest readiness level with score of 23. 5 of the indicators are scored 4 means good, and only 1 of the indicator got 1, and it is about the Information displayed on PT Daekyo's website not always updated daily. In term of technology by overall, the organization is able to develop, maintain, and deliver the reliability and accessibility of the technology infrastructure through knowledge based solutions such as collaborative tools and content management systems.

### **Business Solution**

To investigate and generate business solutions, the researcher conduct semi-structred interviews with Senior manager, HR team, Recruiter team, Trainer team.

### **KM Strengths and Opportunities for improvement**

Knowledge Strengths and Opportunities for Improvement Matrix is a tool that used to identifying and analyze organization's strengths and Opportunitires for improvements. As summarised by the OFI, the researcher posits that the interviewees anticipate that, despite the existence of a training, mentoring and coaching programme at PT Daekyo, it is imperative to augment this with a delineated system and configuration of the employee competency matrix at each level. It is further posited that career development programmes should be subjected to further enhancement and clarification, thereby engendering heightened enthusiasm among employees with regard to career progression. Moreover, it is recommended that regeneration programmes for both outgoing and incoming employees be initiated.

Following a thorough examination of the interview data, it was determined that the interviewees expressed a desire for the establishment of a systematic

framework for the evaluation and measurement of Knowledge Management. This framework, as proposed, would entail the creation of precise Key Performance Indicators (KPIs), the periodic conduction of audits, and the incorporation of analytical technology or digital dashboards to facilitate the ongoing monitoring of KM implementation.

In consideration of the aforementioned findings, it can be concluded that the interviewees expressed a desire for the decision-making process to be accelerated. Furthermore, a recommendation has been made for the restructuring of the core competency framework with the objective of enhancing employee comprehension.

As demonstrated in the above table of interview results, it can be concluded that the interviewees expect the formation of a team that can be responsible for the management and coordination of knowledge management (KM), including the budgeting, investment and implementation of KM, and also the evaluation of the KM system.

It can be concluded that the interviewees are in favour of the implementation of a clearly defined reward or incentive system, with the aim of fostering the spirit of collaboration among employees and facilitating the exchange of knowledge. In addition, the establishment of evaluation systems and SOPs to support cross-team collaboration activities is deemed to be a prerequisite for the success of such an initiative.

The establishment of Key Performance Indicators (KPIs) to measure the success of the service is imperative. The utilisation of data-driven methodologies for decision-making, facilitated by sophisticated analytical tools, is paramount for effective evaluation. This expectation is fundamental to the responses given to this learning and process category interview.

### **Developing OFI as Business Solutions**

The findings of the OFI investigation have the capacity to engender business solutions that, in turn, engender implementation solutions. The researcher arrived at the conclusion that the main points in developing business solutions to reduce gaps were to be found in the interview data and summaries arranged from the lowest to highest scoring categories.

1. Establish a competency management system by creating a structured competency matrix

It is imperative that the competency management system is made more structured and clear. The completion of the competency matrix is to be encouraged immediately, with its use as a collaborative guide in the implementation of effective and efficient training and career development, competencies, and capabilities of employees (Ndatshe, et al., 2024). PT Daekyo Indonesia can use the RASCI method, with the job competency matrix then to be distributed to employees and trade unions. The implementation of a comprehensive job competency matrix is expected to have a multifaceted impact on employees, including enhancing their personal and professional development, fostering a deeper understanding of their rights and obligations, and enhancing their motivation levels. Furthermore, the adoption of this system has the potential to contribute to an increase in innovation within the organisation.

**2. Implementatin of rewads and incentive system**

This paper sets out the findings of an assessment of APO KM tools and interview data, which suggests that there is an absence of a clear and structured system of rewards, appreciation, and incentives given to employees when they make achievements, or also when they transfer knowledge (Sharma, et al., 2021). The paper goes on to argue that a well-structured reward and correction management system would help to stimulate employees to be enthusiastic about innovating, providing ideas, and performing knowledge transfer, which would play an active role in the formation of knowledge management and transfer habits in the company. Consequently, the establishment of a comprehensive reward and correction system is of paramount importance for companies to implement.

**3. Clear and Structured Career Development Programmes.**

Employee career development programs must be established and disseminated by the company as soon as possible so that every employee has a career from the time they start working at Daikyo until they retire. Employee career development is an important part of the company as a form of responsibility to employees for performance. If the company is increasing, then performance management is increasing and must be considered, because so that the personal qualities of employees experience an increase in competitiveness. according to Kasmir (2016) is a process carried out by companies on employees with the aim of developing, refreshing, and improving the ability of employees in promotion to become better employee abilities than previously.

There are a lot of benefits of career development for the company; The company can gains the responsibility and loyalty of employees for career development in the company. And for the employees can have better prootions for their performance, also employees pay more attention to greater personal responsibility to performance and career.

**4. Form a team that is responsible for the implementation of Knowledge Management.**

The establishment of a Knowledge Management (KM) Team has been identified as a key factor in facilitating the implementation of KM within an organisation. The primary responsibility of this Team is the development of a comprehensive KM framework, the allocation of budgetary investments for KM initiatives, the creation of Key Performance Indicators (KPIs) for KM, and the conduct of regular audits to evaluate the effectiveness of KM implementation for employees (Masa'deh, et al., 2016). These audits are intended to ensure that the methods employed are still relevant and effective in enhancing employees' respective competencies. Furthermore, regular audits contribute to maintaining consistency and ensuring compliance with the standardisation of Knowledge Management at PT Daekyo.

**Developing KM Methods & Tools as Business Solutions**

In addition to employing OFI to close the gaps across all the catagories, it is crucial to have a process model for knowledge management development that connects to the APO five steps knowledge management process. The five key steps are: 1) Identifying knowledge; 2) Creating knowledge; 3) Storing



knowledge; 4) Sharing knowledge; 5) Applying knowledge. As the first step, researcher used APO KM Tools to identify which of the five steps for the things we want to address in the KM implementation project resulted in a list of KM methods and tools to think about using that are based on optimal KM practices.

### Developing KM Methods & Tools as Business Solutions

In addition to employing OFI to close the gaps across all the categories, it is crucial to have a process model for knowledge management development that connects to the APO five steps knowledge management process. The five key steps are: 1) Identifying knowledge; 2) Creating knowledge; 3) Storing knowledge; 4) Sharing knowledge; 5) Applying knowledge. As the first step, researcher used APO KM Tools to identify which of the five steps for the things we want to address in the KM implementation project resulted in a list of KM methods and tools to think about using that are based on optimal KM practices.

Step	KM Methods and Tools to consider (guide only)	Step	KM Methods and Tools to consider (guide only)
1. Identifying the knowledge	08. APO Knowledge Assessment Tool	4. Sharing knowledge	03. Peer Assist
	09. Knowledge Café		04. Learning Reviews
	10. Communities of Practice		05. After Action Reviews
	17. Advanced Search Tools		06. Storytelling
	18. Building Knowledge Clusters		07. Collaborative Physical Workspaces
	19. Expertise Locator/Who's Who		09. Knowledge Café
	20. Collaborative Virtual Workspaces		10. Communities of Practice
	22. Knowledge Mapping		12. Document Libraries
	23. KM Maturity Model		13. Knowledge Bases (Wikis, etc.)
	24. Mentor/Mentee Scheme		14. Blogs
2. Creating knowledge	01. Brainstorming	5. Applying knowledge	15. Social Network Services
	02. Learnings and Ideas Capture		16. Video Communication and Webinars
	04. Learning Reviews		18. Building Knowledge Clusters
	05. After Action Reviews		19. Expertise Locator/Who's Who
	07. Collaborative Physical Workspaces		20. Collaborative Virtual Workspaces
	09. Knowledge Café		25. Knowledge Portal
	10. Communities of Practice		26. Video Sharing
	13. Knowledge Bases (Wikis, etc.)		24. Mentor/Mentee Scheme
	14. Blogs		03. Peer Assist
	16. Video Communication and Webinars		07. Collaborative Physical Workspaces
3. Storing knowledge	17. Advanced Search		09. Knowledge Café
	18. Building Knowledge Clusters		10. Communities of Practice
	19. Expertise Locator/Who's Who		12. Document Libraries
	20. Collaborative Virtual Workspaces		13. Knowledge Bases (Wikis, etc.)
	24. Mentor/Mentee Scheme		14. Blogs
	25. Knowledge Portal		16. Video Communication and Webinars
	26. Video Sharing		17. Advanced Search
	04. Learning Reviews		18. Building Knowledge Clusters
	05. After Action Reviews		19. Expertise Locator/Who's Who
	07. Collaborative Physical Workspaces		20. Collaborative Virtual Workspaces
	09. Knowledge Café		21. Knowledge Worker Competency Plan
	10. Communities of Practice		24. Mentor/Mentee Scheme
	13. Knowledge Bases (Wikis, etc.)		25. Knowledge Portal
	14. Blogs		
	16. Video Communication and Webinars		
	17. Advanced Search		
	18. Building Knowledge Clusters		
	19. Expertise Locator/Who's Who		
	20. Collaborative Virtual Workspaces		
	24. Mentor/Mentee Scheme		

**Figure 3. List of KM Methods**

Source: Research Data, 2025

Figure 3 shows that some methods and tools only cover several step and some others are sufficient to cover all those five-steps. Based on the findings of the OFI analysis and the interview, KM techniques and tools were chosen. Along with thorough coverage of five steps KM process, the researcher also selected a few KM

The selection of KM methods and tools was carried out based on the result of the interview and OFI analysis. The researcher also chose some KM methods and tools that can be utilized as an extra business solution as well as complete coverage to the Five-Steps KM process. The chosen methods and tools are Collaborative Physical Workspace; Communities of Practices; Knowledge Café, and Mentor/mentee Scheme.

## Collaborative Physical Workspace

A Physical workspace in this context literally means the settings in which we actually work, or simply the physical aspects of our office. The act of sharing or creating knowledge is typically characterised by interpersonal interaction, which manifests in various forms such as discussion, dialogue or the posing of questions. The physical workspace constitutes the setting for these human interactions and, when designed effectively, can foster knowledge creation. However, it is important to note that an ideal physical workspace does not equate to a luxurious office environment, which is often beyond the financial reach of small and medium- sized enterprises. Instead, it is essential to comprehend the manner in which individuals interact, create, and disseminate knowledge, and to meticulously craft a physical environment that fosters these human activities. It is imperative to engage in discourse regarding employees' desired work practices and the manner in which physical space can facilitate these work practices. A fruitful starting point would be to observe employees in their natural working environment, thereby identifying opportunities to encourage behaviours that can lead to enhanced knowledge creation and dissemination. Example of physical workspace setting for KM given in the table

**Tabel 2. Physical Workspace Setting**

Open Space for adhoc/informal interaction	Working people interact naturally when necessary. But sometimes, unexpected interactions generate good results. Good open space encourages such ad-hoc, informal interactions among employees or even between staff and customers. The key to encouraging such ad-hoc interactions for employees to come to shared spaces. Those reasons could be coffee and snacks, magazines and books, or mailboxes and printers to pick up letters and copies.
Space for team collaboration	Most of the companies have meeting rooms, however, a meeting room is not necessarily a good place for team collaboration. Any good collaborative space has many small but well thought out amenities. For example, a room's walls can significantly support collaboration by providing a surface for displaying information and data to visualize the contexts of the project. No investment in IT is necessary: simply use paper and magnets to turn walls into collaboratives tools. Walls can also work as a whiteboard for writing down the content of discussion. If multiple teams need to share one room, a movable board can be used to display everything ( paper, sticky notes, graffiti) that was discussed and then stowed away. Playful tools or even toys can support producing a creative atmosphere.
Space for prototyping	Ideas can only develop value when they are put into action. Space for prototyping is where people can experiment with their ideas.

Source: Knowledge Management Tools, 2025

Collaborative Physical Workspaces are highly likely to be introduced at PT Daekyo. Collaboration initiatives, such as HR for non-HR, Trainer for non-Trainer and so on. PT Daekyo has 35 franchise centres all over Indonesia, collaboration initiatives can be done between centres and centres (franchise centres). For example the marketing team of the centre and the marketing team of the centre (example of centres in West Java), physical workplace collaboration can be done by formal assignment for a certain period of time. This way all procurement personnel can have the same exposure, improve

competencies and skills, it is possible that new ideas from collaborative physical work activities can develop with new exposure and experience from each centre and also the centre which will drive increased innovation.

### **Communities of Practices (COPs)**

COP's are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly. In the context of knowledge management, COP's are formed, either intentionally or spontaneously, to share and create common skills, knowledge, and expertise among employee. COP's are groups of people working together to share and develop common skills, knowledge, and expertise. They can exist in a division, across departments, or beyond boundaries of multiple organizations. The size of COP'S varies from two or three people to thousand of them, member of expertise groups can be either homogeneous or heterogeneous. Three elements are important when designing a COP are effective or efficient problem solving, improving the quality of product, and generating new knowledge and innovation. COP'S can be applied to SME's for various reasons, but the simplest and strongest is probably to effectively share and develop skills and knowledge among employees without huge investment, if the COP is well designed. The greatest benefit from an effective internal COP is that it will encourage knowledge to flow across the community, which often spans several divisions in company. This means that COP'S will open up knowledge sharing and break down knowledge silos that can often occur in hierarchical organizations. COP'S usually do not require significant investment; a COP can be formed as long as there is a certain domain and people who have a passion for it. This is quite appealing for SME's that usually cannot afford expensive skill development programs for employees. Keynotes in the implementation of COP is shown in figure. (APO, 2020, P.24-28)

The utilisation of COPs within PT Daekyo has been demonstrated to facilitate the resolution of a multitude of challenges encountered within and between various departments. A case in point is the establishment of a COP tasked with the management of corrosion-related issues, comprising representatives from pertinent departments. This COP has been shown to play a pivotal role in the formulation of a structured programme, ensuring the effective and efficient functioning of the COP. Moreover, the efficacy of COPs has been substantiated through interviews, and their potential to be constituted into small groups, thereby ensuring a focused and dedicated group of individuals committed to problem-solving, has been demonstrated. The formation of such groups can be facilitated through commitment, insight, and the generation of ideas, thereby enhancing innovation rates within the organisation.

### **Knowledge Café**

A knowledge café is a way to have group discussion, to reflect, and to develop and share any thoughts and insights that will emerge, in a very non-confrontational way. A knowledge café suspends all judgment and normally leads to developing deeper insights and sharing than usual. In an organization, especially one that is hierarchical, people are not often given the opportunity to reflect on discussions. People are normally tied to performance pressures.

Much of the value that could be gained from good discussion, dialogue, reflection is lost.

Periodic knowledge cafés provide the opportunity for people to better discuss and reflect. Normally, people leave knowledge cafés more motivated and inspired, and many of them find that they have received some valuable insights. The Knowledge Café commences with the participants seated in a circular arrangement of chairs. The facilitator initiates the session by articulating the objective of the Knowledge Café and the significance of conversation in the context of business. Subsequently, the facilitator introduces the designated topic and poses one or two key open-ended inquiries. Following the introductory session, the group is divided into smaller groups, with approximately five individuals in each group. Each small group engages in a discussion on the questions for a duration of approximately 45 minutes. It is important to note that these discussions are not presided over by the facilitator. Thereafter, participants return to the main group, where the facilitator guides the remaining 45 minutes in a reflection session. During this time, individuals share their insights and ideas that may have emerged from the small group discussions.

A Knowledge café is most effective with between 15 and 50 participants. One to two hours are required for a worthwhile Knowledge café. The only hard and fast rule is that the meeting be conducted in such a way that most of time is spent in conversation. Presentations and feedback sessions have no place in Knowledge Cafés. The most important point is that people cannot be forced to attend and participate in a knowledge café. For best results, a knowledge café must be a natural, voluntary, and participatory act of the individuals involved. (APO, 2020, P.23-24) At PT Daekyo's Knowledge café can be a formal discussions about daily work for solving a problem, such as "apa penyebab penurunan performa tiap center/ franchise?" Aside from technical matters, the Knowledge Café can be a vehicle for discussing non- formal matters in the workplace as a place for sharing in order to create a harmonis, relationship in the workplace without high confrontation, like regular discussion or meetings. When doing the Knowledge Café, it is possible to consider providing a small promotion of rewards or incentives for participation in this activity, such as simply having lunch together or prizes for most active and prominent speaker. This initiative along with the discussion will gather more ideas, more insight, and increase the possibility of innovation rate.

### **Mentor/Mentee Scheme**

Mentoring is work relationship between a senior and a junior organization member with an intentional agenda designed to transfer experience and learning. The mentor has experience and seniority in the organization and personally advises, consels, coaches, and promotes the mentee's career development.

Mentoring is an intervention that has proven highly effective and that has become especially popular in recent years. Mentoring is an excellent vehicle for general corporate career development. It allows the mentor to transfer tacit knowledge to junior staff. Mentoring is a type of knowledge transfer. It fosters trust and lovely culture. It made a space for people to integrate explicit information through reflection on their experiences, with ideas around in a safe socializing context. Self reflection that can occur as a result of a mentoring relationship can be a very big growth experience for mentor and also mentee.

The scheme's primary goal is to provide a platform for an informal exchange of knowledge and expertise between senior and junior personnel. Mentoring can meet two unique requirements; functional, technical, and professional competencies; soft abilities. Key personnel functionas mentors for skill development because of their position in the organization. Senior manager acts as coaches to help employees improve soft skills and provide career counseling. (APO,2020,-.55-56)

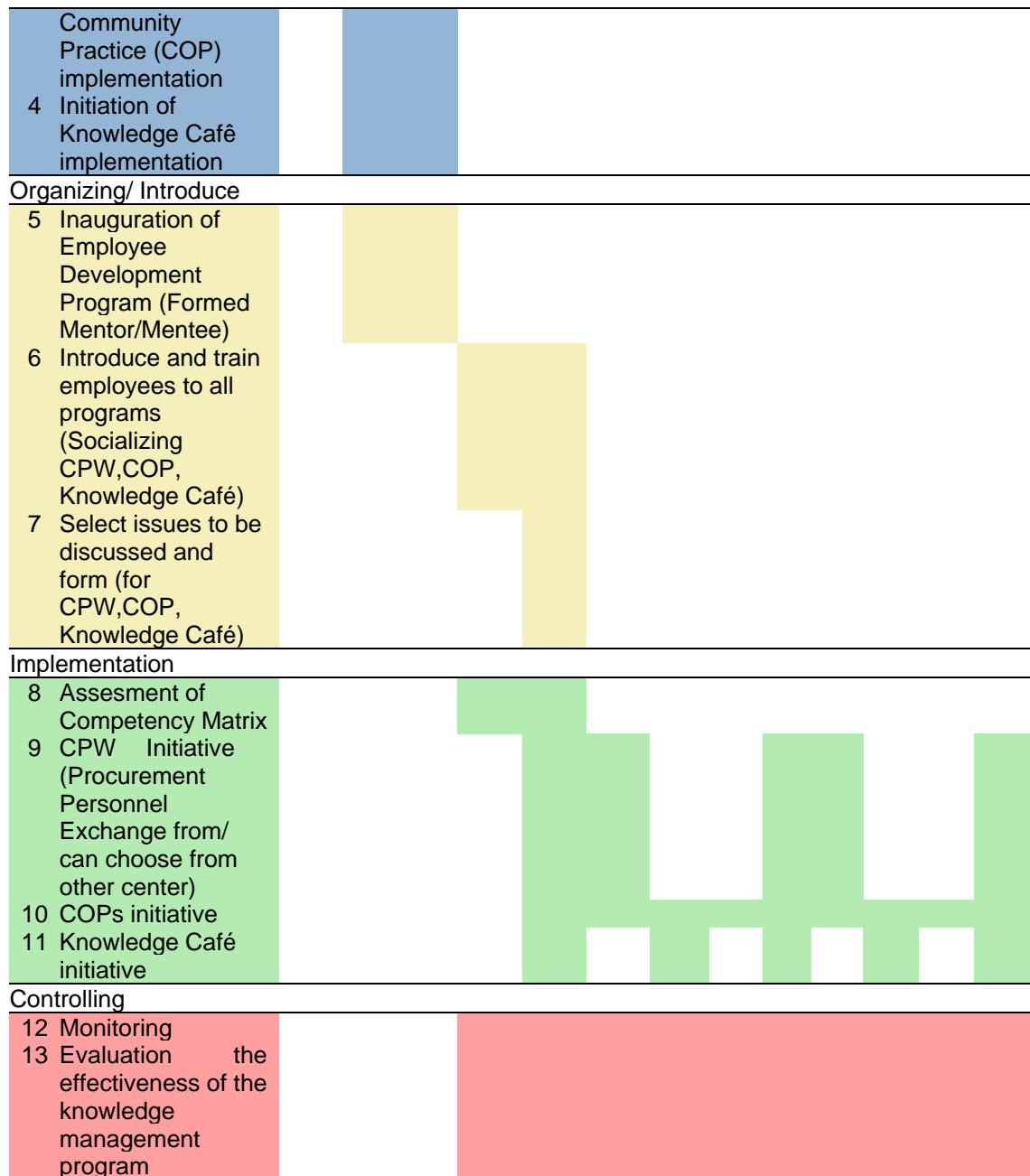
Mentoring, coaching, and tutoring programs already exist at PT DAEKYO, but their implementation is inefficient, non-standardized, and primarily exist for the sake of status. PT DAEKYO can mae a program that can prepare cadres for future strategic positions. Superiors and management can select the best applicant of candidates using the mentor/mentee program. Program for mentoring and coaching can also be a way for mentors and mentees to exchange information in both directions, which may boost the likelihood of an increase in innovation rate within divisio and businesses.

### Implementation Plan

Business solutions must be structured in such a way that they may become practical implementation processes. Are you sure this attempt to integrate business solution using interview analysis and KMS methods and tools into schedule program in one year implementation. Begin in June 2025 until May 2026 which is 12 months. The programs are based on analysis and ideas from interviews and approvals can be justified indirectly at the individual key person level. For the next, the compilation and analysis of these concepts will be returned to the key person level and the appropriate departments, and the top management will conduct a complete and in-depth examination. In practice, it may be done in stages or as a trial project first. Related to the cost of events, there's no additional budgetary prepared for the implementation plan. The cause is burden to the exciting existing. Budgets restructure. It is not enough to simply install the this business solutions, it must also be monitored and reviewed on a regular basis by the project leader or the department. As the supervisory board. At the end of 2026. The KTM readiness level may be. We measured to maintain the gap. The timetable details for implementing this initiative for various business solution.

**Table 3. Timeline of Implementation Plan for PT Daekyo**

No	Activities	PIC	Proposed time framework											
			Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	Jan 26	Feb 26	Mar 26	Apr 26	May 26
Design Stages/ Planning														
1	Determine job competency requirements, types of competences and the competency matrix													
2	Initiation of Collaborative Physical Workspace (CPW) implementation													
3	Initiation of													



Source: Research Data, 2025

## CONCLUSION

Based on the research that has been conducted, several conclusions can be drawn, including:

1. The knowledge management maturity level at PT Daekyo received a score of 141 out of a possible 210, which can be categorised as an introduction or expansion level (Smith, 2019). This indicates that KM practices occur in several areas, representing a broad KM implementation. The utilisation of this measurement was endorsed by 18 out of 21 employees at PT Daekyo Indonesia, thereby satisfying the criteria for employing the APO KM assessment instrument, which necessitates the participation of 70-80% of employees.

2. The results of the APO KM assessment tool demonstrate that the People and KM Outcomes categories have obtained the lowest scores, with a score of 18 and a gap of 12, respectively. The Process category is the second lowest, with a score of 20, and the Leadership, Knowledge Process, Learning and Innovation categories are in the middle, with a score of 21 each. The highest score was obtained by the Technology category, with a score of 23.
3. A series of interviews were conducted with the team, and the results of the assessment were considered. It was determined that the factors hindering the implementation of knowledge management within the company included the following:
4. the failure to provide adequate support and awareness regarding the execution of knowledge management
  - a. an evaluation process that was less structured
  - b. a competency matrix that was unclear
  - c. career development paths that were not yet in place
  - d. These factors contributed to the inadequate performance of knowledge sharing among employees.
5. The researcher conducted semi-structured interviews with senior managers, the HR team, the recruitment team and the training team in order to obtain qualitative data for the analysis of KM strengths and opportunities for improvement. The analysis of KM strengths and opportunities for improvement was arranged in accordance with the urgency of the categories, with the categories ranging from people, KM outcomes, processes, leadership, knowledge process, learning and innovation process, and technology. The analysis yielded eight business solutions, which were then transformed into 13 implementation plans. These implementation plans are scheduled to commence from June 2025 to May 2026, spanning a period of 12 months.

## REFERENCES

- Ahmed, Z., Hussain, A. B., Alam, R., & Singha, A. K. (2021). Perils and prospects of Manipuri handloom industries in Bangladesh: An ethnic community development perspective. *GeoJournal*, 1-16.
- Akhtar, H. (2020). *Analisis Data yang Tidak Berdistribusi Normal dengan Bootstrapping di SPSS*.
- Asian Productivity Organization. (2020). Knowledge Management Tools: and Techniques Manual. Tokto: Asian Productivity Organization. Retrieved from <https://www.apo-tokyo.org/wp-content/uploads/2020/02/KM-Tools-and-Techniques-Manual.pdf>
- Bushra, M. (2018). *Validity of Test*. JOJ Nursing & Health Care. Juniper Publishers.
- Davenport, Thomas H and Prusak, L., 1998. *Working Knowledge: how organizations*. Davidson, M.J. and Sandra L.F. 2003. *Individual diversity and psychology in organization*. John Wiley & Sons, Ltd. USA. p.57-75.
- De Mesquita Ferreira, Luciana Carvalho, & de Aquino Almeida, Ciro Barbosa. (2015). *Employee turnover and organizational performance: A study of the*

- Brazilian retail sector*. *Brazilian Business Review*, 12(4), 27–56. Google Scholar.
- Kasmir. 2016. *Manajemen Sumber Daya Manusia (Teori dan Praktik)*. Depok: PT Rajagrafindo Persada
- Masa'deh, R. E., Obeidat, B. Y., & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach. *Journal of management development*, 35(5), 681-705.
- McIntosh, J., & Morse, M. (2015). *Global Qualitative Nursing Research: Situating and Constructing Diversity in Semi-Structured Interview*.
- Morse J. M. (2003). Editorial: Biasphobia. *Qualitative Health Research*, 13, 891–892.
- Mulyanto, A. (2009). *Sistem Informasi Konsep dan Aplikasi*. Yogyakarta : Pustaka Pelajar.
- Ndatshe, Y., Mokhele, M. O., & Jakoet-Salie, A. (2024). The effects of employee turnover on the loss of organisational knowledge in South African municipalities: Balancing rhetoric with actual practice. *International Journal of Research in Business & Social Science*, 13(7).
- Sharma, S., Singh, K., & Arya, V. (2021). Innovation and employee turnover in biotechnology companies: rethinking the role of strategic human resource management. *World Review of Entrepreneurship, Management and Sustainable Development*, 17(2-3), 291-305.
- Solikhah, Solikhah and Amyati, Amyati (2022) *BIOSTATISTIK: Sebuah Aplikasi SPSS dalam Bidang Kesehatan dan Kedokteran*. Jejak Pustaka, Yogyakarta. ISBN 978-623-5422-14-5
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: PT Alfabet.
- Young, R. (2020). *APO Knowledge Management Facilitators' Guide*. <https://doi.org/10.61145/QHQT9093>.