

CHAPTER V

CLOSING

A. Conclusion

The results in a study with the title of “Implementation of Knowledge Management System”. This study is conducted at PT ANTAM Tbk (*Persero*), Jakarta, Indonesia. The results can be concluded, as follows:

1. In terms of knowledge creation process and knowledge transfer process, process that focuses on tacit to explicit knowledge (*externalization*) and (*socialization*) are proved that have an effective in influencing the implementation of knowledge management. In the process of externalization, 80% of existing KM programs is operated by conventional system and 20% existing KM programs is ran by information system such as virtual document sharing. Based on the observations, virtual document sharing still has weaknesses. In the process of socialization, “community practice” is play a role to support knowledge creation, knowledge sharing, and foster a culture of sharing in order to achieve the goal of effective knowledge management and to assist in minimizing costs and time.
2. Based on the results, researchers recommend to conduct further research to review what factors that significantly affect the implementation of knowledge management system. There are weakness that can be revised through future design in order to facilitate activities of all divisions. Therefore, knowledge management can bring up better performance. There are also three factors for

the successful of implementation of knowledge management: (1) Supportive organization, that focus on strategies to develop policies for employees by give employees an incentive, it will encourage a culture of sharing, raise the awareness of employees to learn more (gain their learning initiatives), empower employees, and motivate employees; (2) Information technology, that provided opportunities that a knowledge management program in ANTAM can run effectively and efficiently; (3) Employees or participation from communities, incooperate between their participation and sophisticated technological advantage, it is expected that increase the use of knowledge management. In order to encourage employee initiatives, employee participation, employee ethusiams, and to avoid hoarding knowledge, these can be supported by providing incentives.

B. Suggestion

Based on the research results, discussion and conclusions show a positive contribution between supportive organization, supportive employees and information technology toward the implementation of knowledge management system, but it still found some weaknesses. Therefore, it required recommendations or suggestions as follows:

1. The role of sharing knowledge and organization are the keys of implementation of knowledge management systems. Therefore it seems appropriate to suggest a future study to see how company could develop strategies to maintain a knowledge management system in the future

2. For further research, it is advisable to review the weaknesses of existing knowledge management system and building a new system (by redesign of the system) that has the ability to handle the growing amount of data or the user and when a database management system allows many transactions at the same time to access data without an impact on the performance of the system itself (*scalability*).
3. Technology plays an important role in managing knowledge. In order to improve the use of the knowledge management system, it is important to connect and look for synergies between IT applications and management practices to optimize the factors that influence the implementation of knowledge management, and tacit or explicit knowledge from the various functional areas and levels of management can be created, saved, transferred, used efficiently and effectively. To achieve this, ANTAM not only need to create a culture that supports the organization and structure, but also to train and motivate their employees to manage knowledge through IT applications.
4. Implementation of good technology and user interface (UI) that is easy to use are the key element of the implementation of knowledge management systems. Therefore it is very important to suggest a future study to examine and to determine how significant technology influencing usage knowledge management system.