

Analysis of the quality of knowledge on employees of PT. Hadji Kalla Toyota

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ABSTRACT

Knowledge is more aimed at efforts to develop and maintain the company's competitiveness. In building and maintaining competitiveness, intellectual basis must exist in various fields within the company. With the increasing specialization in the company, the role of knowledge management is increasingly needed in various aspects of the company. The purpose of this study was to determine the analysis of the quality of knowledge on employees of PT. Hadji Kalla Toyota. The type of data in this study consists of qualitative data. The research results are PT. Hadji Kalla Toyota is ready to apply knowledge in his company. Conceptually, a knowledge management audit is conducted to obtain an overview of the knowledge possessed and needed by the organization, the readiness of the organization to facilitate learning, and the quality of knowledge management processes.

Keywords: Quality , Knowledge , Employee

INTRODUCTION

Science and technology as well as the development of the company's human resources are commonly referred to as *intangible resources*. According to Itami (Munir, 2008) "*invisible assets* or intangible assets are a source of competitive advantage for companies". To facilitate the development of the company's human resources, it is necessary to have the ability to manage and develop the *knowledge* possessed. This *knowledge management* can ultimately become a reliable support for companies to increase competitiveness.

PT. Hadji Kalla Toyota is one of the 5 main dealer distributors of vehicles under the Toyota brand in Indonesia. PT. Hadji Kalla Toyota (later abbreviated as Kalla Toyota) has a sales area of Toyota brand vehicles covering the areas of South Sulawesi, West Sulawesi, Central Sulawesi and Southeast Sulawesi, which means they control Toyota vehicle sales in these areas.

The notion of knowledge as stated by Malhotra (2000: 125) is "as information that has added value. The information contains a specific context, has meaning and purpose, and the information is relevant to carry out. Turban (in Munir, 2008:18) defines knowledge as information that has been analyzed and organized so that it can be understood and used to solve problems and make decisions. *Knowledge management* is a managerial function that is responsible for the regular selection, implementation and evaluation of strategic knowledge related to organizational goals aimed at increasing organizational capability in handling knowledge both internally and externally in order to advance organizational performance. *Knowledge management* is the process of managing the resources owned by the organization. The scope of *knowledge management* work is the internal environment of the organization. To achieve company goals, organizations also need to look at the company's external conditions to further align them with the company's internal conditions. According to Setiarso, *et.al* (in Nawawi, 2012:9) that cultural factors play a very important role in supporting the process of creating company *knowledge* and success of *knowledge management* in the company.

The previous research that supports this research are 1). PT. Piramedia Sejahtera applies KMS in the form of *digital knowledge management* at *Red Pyramid*. The direct benefits obtained are in the form of increasing company performance to achieve the targeted competitive advantage and encourage clients to grow to a higher level. In addition, the result of the application is the cost efficiency of implementing *knowledge sharing* up to 74.8% (Lim Bui Ho, Bawa Wuryaningtyas, Ronald). With this knowledge management system, the media for sharing knowledge of motorcycle repair services is getting better. With the forum feature in this system, employees in each branch can share and gain new knowledge about motorcycle repair services, so that they can provide the best quality services (Aldo Alinto, Yulianti, and Desy Iba Recoida). The researcher concludes that the implementation of KM can be done in the form of: The process of collecting, organizing, clarifying, disseminating knowledge; policies, procedures and technologies connected to the internet network; use information technology to capture the knowledge possessed by researchers/lecturers; ensure the development of the use of *expert systems* (Agus Mulyanto).

RESEARCH METHOD

This research is a study on the analysis of readiness to apply knowledge in increasing the competitiveness of PT. Hadji Kalla Toyota. The type of data in this study consisted of qualitative data, namely data in the form of employee perceptions regarding everything related to the readiness to implement *knowledge management* at PT. Hadji Kalla Toyota. Data obtained from two sources, namely primary data and secondary data. Primary data were obtained directly from respondents by using a questionnaire

distribution guide. While secondary data is literature data obtained from PT. Hadji Kalla Toyota. The data analysis method in this study uses descriptive analysis method which is a way of formulating and interpreting the processed data from the results of distributed interviews so as to provide a clear picture of the readiness to implement knowledge in the company.

RESULTS OF RESEARCH AND DISCUSSION

The concept of measuring or auditing knowledge management in the practice of knowledge management is still relatively new in line with the increasing recognition of the knowledge management approach in increasing the competitiveness of companies. The terminology used is not standard terminology so that each company can develop certain methods with certain goals. The researcher's interest here is only to measure intellectual basis at the company level. This is an important matter because it is related to the current condition of the company and the company's condition in the future.

The direction given by the Knowledge Management Audit book by Ningky Munir (2008) regarding knowledge quality audits, with the aim of getting an overview of the various knowledge groups needed and their levels, the types of knowledge groups already possessed and their levels, and the types of knowledge that need to be acquired, levels, and their priorities.

From this, it shows that this research takes on the second and third functions, namely determining the types of knowledge groups that are already owned and their levels and the types of knowledge that need to be acquired, their levels, and priorities. While the various groups of knowledge needed and their levels are groups of knowledge that currently exist in the company and are believed to be the basis of existing knowledge in PT. Hadji Kalla Toyota.

This information is valuable information for the management of PT. Hadji Kalla Toyota. The management can see that the knowledge capital owned by the company is very large, where the figure of 75.3% is enough to make PT. Hadji Kalla Toyota as a company whose employees have high quality knowledge and directly makes PT. Hadji Kalla Toyota is a highly competitive company. Especially competing in the business of selling four-wheeled vehicles with main dealers of different vehicle brands. According to Nonaka and Takeuchi (in Nawawi, 2012: 23) Japanese companies have competitiveness because they understand that *knowledge* is a source of competitiveness.

Returning to Toffler's opinion (in Nawawi, 2012:11) who claims that knowledge is the most qualified source of power and the key to power shifts forward, knowledge is a very important resource for company competitiveness. Knowledge management is more aimed at efforts to develop and maintain company competitiveness. In building and maintaining competitiveness, intellectual capital must exist in various fields within the company. With the increasing specialization in the company, the role of knowledge management is increasingly needed in various aspects of the company. Ningky Munir

(2008) in his book Knowledge Management Audit discusses the learning quality audit, which will get an overview of the company's readiness to facilitate the learning of its employees and the company's readiness to utilize the learning outcomes of its members to change the company for the better.

A learning organization is an organization that builds capacity to adapt and change continuously. As an organization that is constantly changing itself to better manage knowledge, utilize technology, empower employees, and expand learning to better adapt and succeed in an ever-changing environment. Peter Senge (in Buang, 2010:71) as an expert who popularized learning organizations explains that "learning organizations aim where people continuously expand their capacities and create the results they really want, where new patterns of thinking and expansion of thinking patterns are nurtured, collective aspirations are freely structured and people continually learn how to learn together".

Marquadt (in Nawawi, 2012:151) sees that there are 18 important characteristics that arise when a company has become a learning organization, among others, is that learning is carried out by the organization as a whole, organizational members feel the importance of continuous organizational learning processes for the sake of achieving current success. and in the future, learning is carried out continuously and in terms of learning strategies in line with improving performance, organizational climate and reward systems that are conducive and allow employees both individually and in groups to learn and others.

Having a good foundation as a learning organization is a strength that PT. Hadji Kalla Toyota to become a better company and follow the changes that will occur in the future. The results of distributing questionnaires to respondents indicate that the opportunity to become better as a learning organization can be increased again by conducting benchmarking, surveys, and research on the external environment. And further strengthen the information within the company about the relationship between one job with another job and give appreciation to innovative ideas so that it becomes a stimulus for the emergence of the next innovative ideas.

CONCLUSION

PT. Hadji Kalla Toyota is ready to apply knowledge in his company. Conceptually, a knowledge management audit is conducted to obtain an overview of the knowledge possessed and needed by the organization, the readiness of the organization to facilitate learning, and the quality of knowledge management processes. According to the criteria, PT. Hadji Kalla Toyota has met the three requirements above. With the application of *knowledge management* in the company, PT. Hadji Kalla Toyota will be able to increase the company's competitiveness in the business of selling four-wheeled vehicles in its sales area.

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