

**PEOPLE BEHAVIORS FOR KNOWLEDGE
MANAGEMENT SYSTEM (KMS) APPLICATION IN
HIGHER EDUCATION: A STUDY AT A UNIVERSITY
GAINED AWARD FROM MAKE (MOST ADMIRER
KNOWLEDGE ENTERPRISE)**

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Abstract

This study reports the practice of KMS in reputable universities which are registered on QS World University Rankings is an annual publication of university rankings by)world and received award from MAKE (Most Admired Knowledge Enterprise). The methodology used with university data collection & information through websites, interviews with university leaders, KM research reports, KM articles from the university. The results of applying the KMS through processes of integration, technology and people in sharing knowledge, knowledge creation and knowledge utilization will build an academic staff at universities into knowledge workers (KW). From the study, that as KW in HE, Lecturer needs to have the competence embodied by the general dealing with self, dealing people and dealing with Job behavior. Those Competencies are performed in the form of daily tasks in which tasks arranged in an integrated process into a management system then entrenched to form a behavior in the KMS. It is important to note with the KMS application at the university, which implies as a driver of sustainable competitive advantage and is the result of value creation by the university organization to be delivered to the customer. KMS application of best practices in line with managing people as a benchmark towards university excellence. The lecturer's role as Knowledge Worker will be recognized by his professionalism. The effects of professionalism of lecturers will strengthen social capital so that it affects the strengthening of the university Social Responsibility then strengthening University Social Leadership and University Social Innovation.

Keywords: Knowledge Management Application, People Behaviors, Social Innovation

INTRODUCTION

In the meantime, the 21st century Knowledge Society imposes a new set of graduates' characteristics. Employers' expectations of graduates are that they are professionals; they have leadership qualities, have management skills and are able to be empowered. In turn, these expectations require a different set of teaching and learning practices. Indonesian Higher Education Institutions (HEIs) must seriously understand these and action any modifications to teaching and learning as soon as possible. The natural characteristics of current students who were born into the computer age are different from their teachers/academic staffs. These create generation and thus teaching and learning gaps that render learning ineffective (Idrus, 2011). In response to these challenges, the Indonesian government promulgated a policy in 2005 stating that academic staffs & teachers should have professional, social pedagogy and personality competency. Therefore, in addition to the normal expectations of a higher education institution, HEIs as service providers must also have capabilities in innovation, social responsibility, strategic cooperation, and in the development and management of Intellectual Property Rights. The Indonesian government based on MoRTHE in 2015 report had about 31,5 % GER (Gross Enrolment Rate) while other countries such as Thailand 51.2%, Singapore 82.7% even Korea has reached 98.4%. This condition shows two important sides, on the one hand as an opportunity the university to increase their capacity, but on the other hand also shows threats due unemployment rate of the HEI's graduates, which means quality and quantity should need improvement .

To increase the GER, the number of new students will increase, this will require an additional capacity of new college establishment with the study program, then there will be many new college opportunities; this is a heavy effort for the government as a regulator.

On the other hand, the performance of universities in Indonesia in producing graduates who are able to work also shows a fairly apprehensive condition, the unemployment rate for HEI's graduates is increasing from year to year, even seen that universities make the largest contribution in the number of unemployed graduates. (Prabowo, 2009). The condition indicates the importance of concrete efforts to improve the ability of Indonesian universities to improve both their academic capacity and the high quality of their graduates to meet the needs of today's globalized work market. With the future challenges, changes in global economic and political structures have created competition in all walks of life that require institutions to continue to revise and improve the quality of organizational life and management strategies. Higher Education is required to be knowledgeable and at the same time able to apply his knowledge in practical form. To fill the challenges of the 21st century, the university's orientation has focused on building the professionalism, leadership, management and empowerment of the Indonesian

nation. Universities need to build a capability to compete for sustainability, among others, the solution is to implement KM in HE, which requires the role of lecturers and the strengthening of lecturers as Knowledge Worker.

METHODOLOGY

This study is a KMS practice report using a sample of a reputable private university, which is recognized in the KMS application of Most Admired Knowledge Enterprise (MAKE). Data collection is done by using are: an interview with university leader, of information from university web, an article about KMS from that University.

After that, the data were analyzed using KM theory and concept, People Behavior. From the results of the analysis generated an application report framework Knowledge Management System. Interview with university leaders focus on the following issues: a) Knowledge sharing process; b) Knowledge Creation Process; c) Knowledge Utilization Process; d) Evidence of KMS implementation; e) Management of academic staff in accordance with KMS; f) The role of leadership to support KMS applications; g) Maintain academic staff to ensure they are knowledge workers; h) Benefits of KMS application.

Knowledge Management in Higher Education (HE)

The higher education organizations in Indonesia are generally similar to each other because they are based on the same government regulation. The Higher Education Institution (HEI) management system is a unique system, blend between academic interest and education, service business, both of which are attractive to each other and influence each other on high performance.

HE is guided by the country's declaration that HEIs' responsibilities are governed by the educational philosophy of "Tri Dharma Perguruan Tinggi " (or The Trilogy of Higher Education) which is made up of teaching and learning, research, and services to the community. Higher Education Management system is an integrated form of Process, Content and Resources developed suitable with policy, culture and values prevailing in the organization.

Knowledge Management System, IT infrastructure becomes a strategic element to compete in HEI's globalization shown in Table 1 (Prabowo, 2010).

Table 1. Higher Education System

Process	Contents and Standards	Resources
Core processes : The Trilogy of Higher Education : Teaching & learning, Research, Community & Professional Services, Othersupporting Processes	Curriculum, Management, Methodology, Research output Academic Forum.	Human Resources : Lecturer & Employee Financial &Facilities
Information systems	Knowledge management	IT Infrastructure
Policy, Culture and Values		

Knowledge Management System

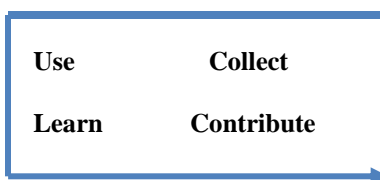
Today's economy underscores the importance of knowledge and organizational Intellectual capital. New concepts of knowledge are used to gain competitive advantage, organizations tend to capitalize on competence. so the application of knowledge has emphasized the importance of organizational KM. Thus without their employees, the organization can not develop knowledge.

- 1) The role of human in HE (Higher Education) organization in the context of Knowledge Management is a source of knowledge, innovation and renewal. People an intangible asset that is believed to be able to develop knowledge. This means that the better knowledge received by humans, then that knowledge will be able to create new knowledge better. The process of knowledge creation is an interaction between tacit knowledge and explicitly generating new knowledge through the process: Socialization includes sharing of tacit knowledge among individuals.
- 2) Externalization is to present knowledge so easily understood
- 3) Combination is the conversion of explicit knowledge into a complex and more complex set of knowledge
- 4) Internalization of new knowledge is the conversion of explicit knowledge to the tacit knowledge of the organization, (Nonaka & Takeuchi, 1999).

Steyn, G.M (2003), states that the core of the KM process is stimulated by the learned and managed knowledge. This process is shown in Figure 2 which consists of four (4) stage .

According to Bukowitz & Williams; O'Connell, 1999, that people collect and seeking the information they need to perform their daily tasks, then use the knowledge to create value, learn from what they create and then return this knowledge back to the KM system to share for others

Figure 1. Process of KM



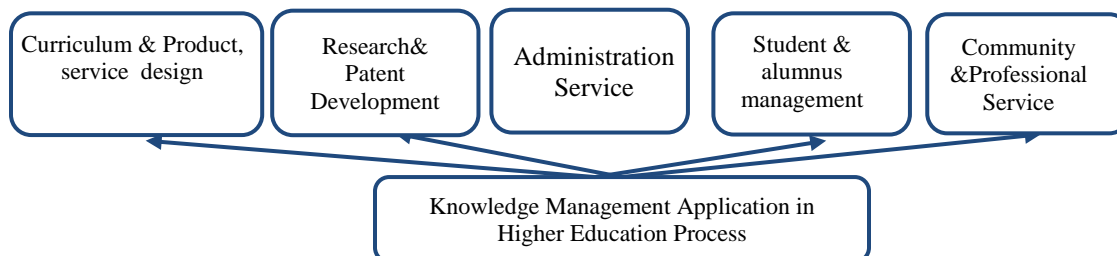
The concept of Knowledge Management is an organizational activity in managing knowledge including planning, collecting, organizing, leading, controlling data & information that has been combined with various forms of thought and analysis from competent sources (Prabowo, 2010). When the distribution of knowledge to people in a timely manner so that they can interact with each other sharing and applying knowledge in daily activities will improve the performance of the organization, then KM can serve as an organizational booster for Know What They Know.

Knowledge Management Application in Higher Education Institution (HEI) can be used as a forming factor of Sustainable competitive advantage which is the value dedicated to the consumers (Rowley, 2000). So with the KM, the organization's main capital does not focus on tangible assets such as facilities, land and so on but has shifted to become Intangible assets capital such as patent, technology, customer loyalty, recognition, etc as tangible as creativity and Innovation. Lecturers in HEI's become an important element because it is a source of innovation & renewal.

Modified from Prabowo, 2010, according to Jillinda J. Kidwell, Knowledge Management applied universities used in 5 main processes, includes : 1) Curriculum design process, both services and processes development; 2) Research process & develop patent; 3) Administrative service process; 4) The process of student affairs and alumnus management; 5) Process of community service and professional service.

As shown in Figure 2, the lecturers' role in KM application needs to have behavior in developing conveying, using knowledge so that it needs to be a true academic culture. Lecturer as Knowledge Worker, in the concept called Human Capital will further be recognized professionalism.

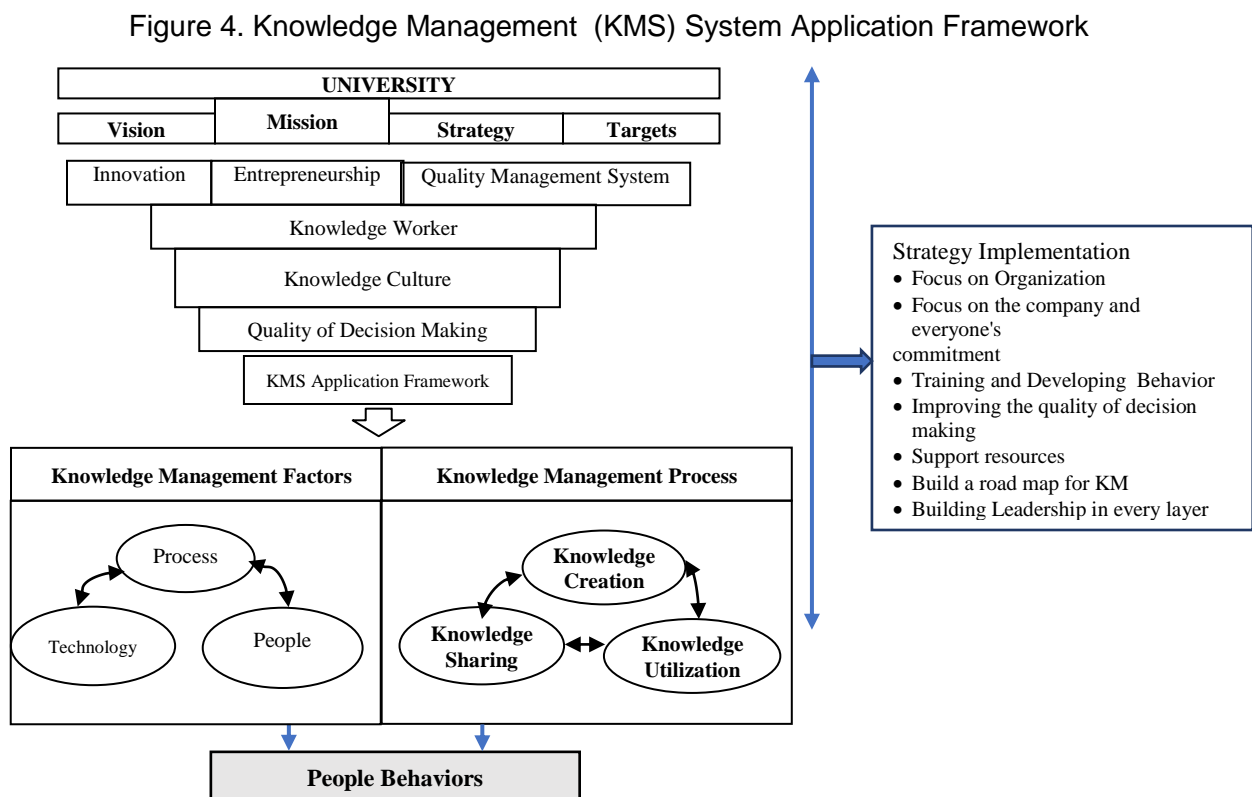
Figure 3. Knowledge Management Application in Higher Education



RESULTS AND DISCUSSION

From the results of studies at private university who received MAKE recognition for having applied knowledge management well, it can be described KMS application model in the institution in Figure 4.

From Figure 4, KMS System Application Framework, the university has Vision, Mission outlined into programs with challenging and measurable targets. To achieve the university's vision of developing a focused strategy and university of work culture and the value of values embraced in acting and undertaking planned program programs. It is also necessary to plan knowledge-oriented people so that they become knowledge workers, decision-making mechanism, work culture. All between people, processes, technology in KM must be interconnected to accommodate the KM process that occurs from knowledge creation and then knowledge sharing next knowledge utility. For the success of KMS should be developed strategy Implementation KMS that linking with the strategy of Higher Education. Collaboration or cooperation is at the heart of all processes and activities in Knowledge Management. Without cooperation and the enabling environment it is impossible for important processes such as knowledge creation, knowledge sharing, and application of knowledge. Knowledge-based activities related to innovation and responsiveness are also closely linked to Cooperation.



(Source data from study)

Fatwan, S.,Denni, A. 2009, There are 8 criteria from MAKE STUDY that need to be done for organizations that apply KMS and what universities have done according to MAKE criteria will be discussed as follows:

- 1) Creating an enterprise knowledge-driven culture which includes the following activities:
 - a) With knowledge-based enterprise, the university develops vision, strategy and determines university core competencies as knowledge assets. Information Communication Technology (ICT) is used optimally and comprehensively for the Learning Management System (LMS), Human Resource Information System, the Executive Information System. The University designs the structure and relationships among the work units, develops and manages the value of knowledge and develop quality culture. Those quality culture includes: Trust in God, Continuous Improvement, Benchmarking, Sense of Closure, and Sense of Belonging. There is a value system which contribute to the university student, alumni, and employees characters.
 - b) Developing and managing enterprise knowledge behaviors, Management also using behaviors for continuous improvement as one of the competence the employee should have, and is used for employee assess every year.
 - c) Developing and managing enterprise knowledge systems/processes, university have quality management ISO 9001 and Malcolm-Baldrige .
 - d) Developing and creating knowledge-based HR strategies.

University using Human Resources Information System (HRIS) system and blog so every university student can share the knowledge.

- 2) University through management leadership to build employees into knowledge workers which includes the following activities:
 - a) Creating Value of university enterprise through application of a management style that can drive the KM process.

The leaders facilitate acquisition and publication by: Create Sharing Knowledge (CSK), some one or some part tell their experience or lesson learned to be discussed as the implementation one of the work ethic applied in the university which is improve others. Rectorate will monitor very participant from supervisor to above. For those who attend five times in a row will get a certificate signed directly by the rector.

- b) University support for process of knowledge management
- c) University supports KM strategy
- d)University develop training for leaders, develop process human resources by Talent Based Human Resource Management, the evaluation of performance for very employee in all level by Key Performance Indicator's (KPI's).

e) Recognizing/rewarding knowledge leaders. The University provides reward to high dedicated academic staff, for the academic staff who serve and teach for 5 years, 10 years, and 15 years with a lifetime achievement award.

3) Delivering knowledge-based products/services/solutions which includes the following activities:

a) The university creates and implements a knowledge innovation strategy. University try to innovate giving their information technology-based educational services and stimulate learning environment for life-long learner.

b) The university developing and training people for idea generating and innovation .

c) The University in developing their knowledge-based services and products, involving suppliers and customers so that it is a cycle..University provided access to facility so all university member can give their suggestion to improve service quality by online.

d) Increasing/expanding enterprise knowledge University develop its knowledge by campus media such as : Journal, Digital Library, Create Sharing Knowledge, Blog, Conference, Book Fair, Entrepreneurship Center, Career and Alumni Center, Bulletin and Mailing List.

e) The university manages sharing of knowledge and ideas to the 'point of action' to support the realization of organization vision and mission, university use measurement adapted from Balanced Scorecard.

f) Recognizing/rewarding innovators university give Quality Award to grow innovation spirit and technological usage to increase organization performance. University give Quality Award annually by three best innovation category and one honorable mention as the winner : Best Academic staff Award, Best Employee Award, Research Grant for Academic staffs, Appreciation Day.

g) Managing the production and/or services of knowledge-based goods and services to improve to improve learning quality and produce smart and good graduates, then Character Building Development Center (CBDC) is the content development base who provide learning material for building.

h) The University measures the value of knowledge creation and innovation, whereas the university career unit organizes certain activities such as Job Expo, and also conducts regular surveys to some companies that use Career center services for. This kind of activity can give the image of graduates which is expected apply ready and have a good character

4) Maximizing enterprise intellectual capitalization which includes the following activities:

- a) University creating strategy as the enterprise intellectual capital. Universities have few strategies for developing models of intellectual organization.
 - b) University building employees through training as intellectual capital
University developing tools and techniques to manage and measure intellectual capital
University developing tools and techniques to manage and measure intellectual capital.
 - c) University develop intellectual capital
 - d) University protects the knowledge capital
 - e) Employee intellectual capital is recognized and reward by the university
 - f) Giving appreciation /acknowledgement to employee who considered increase” intellectual capital of the organization.
- 5) Create a collaborative knowledge-sharing environment, that includes the following activities:
- a) Develop and maintain an environment for knowledge exchange collaboration
 - b) Develop and manage the capture, categorization and use of knowledge. At universityhas applied knowledge sharing called Create Sharing Knowledge Program , through sharing and get lesson learned. Learning outcomes are stored digitally in the Knowledge repository and Knowledge Portal, so they can be accessed at any time.
 - c) Mapping the source of knowledge throughout the organization.The award system is applied at the university using a competency-based performance appraisal.
- a) Transform individual tacit into explicit company knowledge.Each university member can contribute them through this blog. Blogs as a storehouse of knowledge or as a medium for student assignments. For staff and employees blogs can be used to share knowledge or interact with staff or other communities.
 - b) Creating a systematic mechanism for sharing existing internal and external knowledge and best practices. To develop a systematic way to publicize knowledge or best practice, the university has several ways: a Quality Award, in each Internal Quality audit, Create SharingKnowledge, by Blog.
 - c) Provide an information technology platform for knowledge sharing. Developing the University's practice community has many student activities.
 - d) Manage effectiveness in accessing internal and external expertise. Human Resource Information System built with IT as a place of knowledge source, on the other hand Knowledge Portal used by connecting employee data with the result (explicit knowledge)

- e) Establishing knowledge-based reward and recognition systems annually in University Gathering special award given to organization leaders who contribute their knowledge for science and improvement in the university.
- 6) Creating Organization of the university as a learning organization

Program programs that have been developed are:

- a) Develop strategies as knowledge-based learner organizations. To develop a knowledge based environment, it is done by developing communities through Student Research Group and researching lecturers to obtain grants.
- b) Developing collaboration to accelerate learning The University has developed and implemented various strategies to achieve a conducive academic environment eg through cooperation with several industries, to accelerate learning both in the form of teaching materials and learning systems. With cooperation with some overseas universities can accelerate the world-class quality university
- c) Developing the University's learning methodology provides experience for employees to learn and practice the systems and work procedures created through comprehensive training. This program is aimed at every employee to realize that the improvement of competence.
- d) Converting individual tacit into enterprise explicit knowledge The University develops a knowledge repository through Blogs, every student, lecturer and even employees, can contribute through the writing of this blog.
- e) Developing communities of practice The University took the initiative to form a Community Forum of University Quality Assurance Center to become a reference for the development of learning organization
- f) Learning by doing The University established a learning center to improve foreign language skills by providing facilities that can be used independently and supported by a complete multimedia device. TOEFL Exercises
- g) Coaching and mentoring The University performs Performance Appraisal every member of the organization has its own responsibility measure, including people development.
- h) Supporting learning organizations with ICT-based facilities and infrastructure for the exchange of internal and external learning experiences

Universities using tools such as Microsoft Outlook and Knowledge Portal help organizations manage knowledge and as a means of sharing information and knowledge.

- 7) Delivering value based on customer knowledgewhich includes the following activities :

- a) The university needs to develop and implement knowledge-based strategies to increase customer value. Developing and leveraging value-added strategies for knowledge-based customers. The University utilizes the information systems and data warehouses that are used to support the organization's strategic plan and become an added value to the knowledge of customers. The system is also used by top level management, in this case the Rector, Dean, Head of Department or Study Program and the Manager in each unit for Management Report.
 - b) Creating and managing value added profiles and maps for customers. The University determines the marketing strategy the following year.
 - c) Creating customer value chains. Creating value-added chains for customers. The University develops an information access system on the outcomes of a learning evaluation, as well as information related to the learning process that can be accessed by the student's parents online.
 - d) The university needs to have and develop the need for a device or system application to learn and gathering knowledge from customers.
 - e) Developing and managing customer database. The University develops Student Advisory Center (SAC) organizational unit, To develop self ability in soft skill field,
 - f) Developers can easily access existing information through the Report Management application, which is useful for management to get more whole information and is used for decision making for the development of educational services and added value for customers.
 - g) The university needs to measure an increase in the customer value. The University anticipates changes in the added value chain for customers, then evaluated annually using the Key Performance Indicators (KPI's) method.
- 8) Transforming enterprise knowledge into shareholder value
- a) To increase shareholder value it is necessary to develop and deploy a university-based knowledge strategy.
 - b) University In managing and utilizing information as a knowledge-based organizational strategy, as executive information systems can be utilized by management using integrated datawarehouse over an intranet network. The management and measurement using a high-level management reporting system, combined with the reporting of achievement of Key Performance Indicator's (KPI's), creates added value for shareholders.

- c) Mapping and developing knowledge value chains University maps and develops a chain of value added values in the education process so that each processes have an integrated information system that improves services to all relevant stakeholders.
- d) Managing and measuring knowledge value chains. University manages and measures value-added chains by applying good systems and procedures.
- e) Measuring changes in the enterprise shareholder value. The University conducts Marketing analysis that includes Competitor Analysis, Student Candidate Analysis, Cost Per Customer, Market Trend Analysis, and Brand Equity.
- f) Communicating / reporting on knowledge-based value creation

A positive value university for shareholders provides, determining knowledge-based reports needed to determine strategic actions and decisions. Then public confidence will increase. This is evidenced by the increase of prospective students who register. From the results of applying KM in private universities that are reputable and received recognition from MAKE all KM application processes produce the evidence: Clearly define of Vision, Mission, Quality Policy, University Values, Quality Culture, Work Ethics, QMS (Quality Management System) ISO 9001, Malcolm Baldrige Quality Award, Entrepreneurship Center, Character Building Center, Best Employee Award Certificate, Employee dedication award, Multi-Channel Learning, Employee Competency Map, Talent & Leadership Management. Furthermore for KMS Application required people Behaviors in this case lecturers include Behaviors Dealing with Self such Self-Awareness, Self-Management, Self- Confidence, Creativity and fostering innovation. Behaviors Dealing with Job includes Achievement Orientation, Personal Credibility, Continues Learning, Information Seeking, Conceptual Thinking, Technical Expertise, Organization Awareness and Behaviors Dealing with other People include Share of Expertise, Building Collaborative & Relationships, Organization Awareness, Customer Service Orientation. In a study at the University found evidence that the University develops Leadership competencies for every organizational layer.

KMS application cannot be separated from Top Leader need to understand correctly, role & benefits about KMS so that its decision and influence power can produce the performance. So it can be concluded that for KMS application required Top Leader or in this case, Rector who has competence can Leaders who can manage the energy, self and energy of those around you. This energy is the percentage of individual, physical, mental, spiritual, emotional and social involvement in the workplace environment.

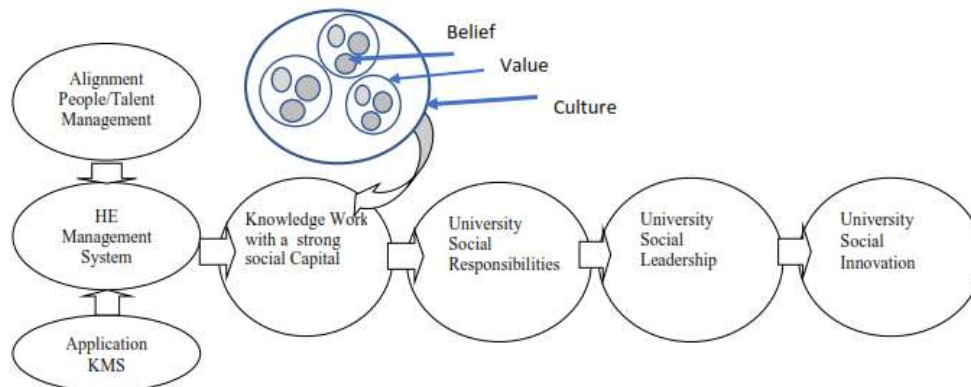
KMS Implication is Lecturer perform processes in KMS as lecturer task hence behaviors as knowledge worker will be fulfilled. The shown in Figure 5, KMS application on higher education (HE), align with people management will produce knowledge worker with good social capital

skills, this will enhance university social responsibility (USR) realization, in turn USR will become University Social Leadership (USL), finally becoming University Social Innovation as shown on figure 5. University not only stops and just care about social responsibility only, but also being an institution who pioneered in giving inspiration for social changes in the society (USL), so HE encourages innovation or as University Social Innovation inside the society, finally improving their quality of work life. With the strengthening of social capital skills of people, will form a strong organizational culture. Hall, B.W. (2008), that Culture is the sum of a set of shared values consisting of specific beliefs. If an organization wants a cultural change it is necessary to change the value.

To change the value needs to first change the trust and behavior. Moving from a set value to a defined set of behaviours: Managing culture, requiring change management and great leadership to drive organizational change that can competitive advantage.

HEI's as an organization that should be responsible to all stakeholders, especially the government including the community. The KMS application has an effect on the competencies required in the present and future worlds, but it must also contribute to the education of ethical citizens committed to peace building, human rights advocacy and democratic values.

Figure 5. From Application KMS to University Social Innovation



KM in HE is very important to improve competitiveness and quality of five main processes, such as 1) Curriculum design process, product and service development 2) research process & develop patent 3) Administrative service process; 4) Processes related to student affairs and service & alumni management; 5) Process of community service and professional service.

Product development process and curriculum, research process, administration process, student service process and alumni and service process to society. With increasing quality, HE is greatly benefited, especially to improve their performance and competitiveness. To apply

Knowledge Management in HE institution, it is necessary to change the mindset, especially in the development of lecturers as knowledge workers who need to change the new role as the main actor of KMS in HE.

HE process that needs to be done to get HE that gets quality recognition by applying KM needs to be considered academic characteristics that exist in college. Sometimes Top Leader do not understand the importance of Knowledge Management. Given the process to get Knowledge more exciting than the results of his own knowledge it is necessary to build a lecturer behavior as a knowledge force (Kusumastuti, D, 2001).

HEI's in applying KM needs to develop leadership in every layer. The effective leaders are created. If you desire you will rule. A good leader develops through independent learning, education, training, and endless experience. Just to have a hard skill

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