

Organizing Knowledge in Implementation of Knowledge Management as Strategy for Competitive Business at PT Telkom

Rd. Funny Mustikasari Elita
Department of Communication Management
Padjadjaran University
Email : funny.elita@unpad.ac.id
funny_elita@yahoo.com

Abstract—This study is entitled Organizing Knowledge in Implementation of Knowledge Management. The research was conducted in business organization. The research objectives are to find out new concept in coverage of knowledge by knowledge management implementation at Telkom organizing explicit knowledge ; to analysis personal characteristic knowledge manager. This research use by qualitative method with case study approach at Telkom Japati 1st street Bandung. Technique of gathering data uses observation, archived record, interview, documentation dan physical ware. From the results of studies that have been done, so the conclusion can be drawn as follows: Knowledge management which is done by making taxonomy based processes and business operations is called as knowledge centers that are stored on the intranet while competency-based stream called virtual competency center. Organizing knowledge in virtual storage by creating taxonomy of knowledge toward process and operating business, tree types of knowledge are: Structure knowledge: unstructure knowledge and less structure knowledge. For other media are managed by a special unit that is the library. The technology media support information and communications intended to improve information transfer and sharing of knowledge organization as a whole through cooperation and communication between individuals. Recommendation: It is better to make guidelines of writing articles on KM Tool, in order to avoid a flood of information that is not need. For example the text have been made by others. It is better also to make the theme of writing, so that the contributors will more focus in creating the knowledge. Therefore, it will give deep exploration a theme. Form of virtual communication in KM should also explore the tacit knowledge. It is appropriate if the contributors are also allowed to create works that are audio-visual format. For example how to use technology in the 3.5 G DAT file format, or how to assemble the satellite Telkom2.

Keyword: Business communication; Knowledge management; Organizational Communication; Organizing knowledge; Knowledge storage

I. INTRODUCTION

From various surveys of companies in the world, service companies engaged in information technology has always ranked top in profitability. Microsoft, Google and Telkom are some examples of companies engaged in technology of information and knowledge that earn huge profits from the business information and knowledge. These

conditions in accordance with the opinion Don Tapscott calling today's world as "the digital economy."

Interest in various organizations to implement knowledge management is enormous. According to a study in 1997, although only 28 percent of the largest organizations in the U.S. and Europe claim to have implemented knowledge management when the survey conducted, 50% are being prepared - ready to implement and 93% said already making plans. Three years after that, another study showed that 80% of the organization - the world's largest organizations to implement knowledge management (Smith and Farquhar, 2000).

Knowledge is a prerequisite for the creation of innovation in various aspects. Knowledge is an important factor (enabler factor) to direct the nature and aim direction of decisions and actions. Without sufficient knowledge, although with enough information, aim decisions and policy are more based on certain presumptions and intuition. Ability to manage organizational knowledge depends on its ability to organize, find and use data and information. Organizing the data refers to the existence of taking of inventory data, documenting the quality, accessing, prioritizing and making data to be easily accessed. One of the strategies to manage knowledge is by implementing knowledge management in organizations. Telkom made various strategic movement to secure its sustainability as well as strengthening its competitiveness in the new business environment. Certainly there are many reasons underlying the organization's Telkom to make changes in their organization. There are several strategies that are formulated to deal with these changes. Of course this planned changes are the result of the perpetrators of the organization's thought based on their knowledge in managing a business organization.

Knowledge management in Telkom is done in various ways, either conventionally or facilitated by information and communication technology, because they realize that the characteristics of knowledge and information is moving dynamically within the organization with a variety of ways. The information has been understood by a person would be for the person's knowledge. Knowledge does not set in the information, but in a person. Being supported by the experience of the person who originally made the information which is already available so that it is continued to be developed further updates until it formed a

source of organizational knowledge. To be able to manage existing knowledge within the individual or in the organization, the Telkom to form a separate unit. The unit is Assistant Vice President of Knowledge Management (KM AVP), in order to facilitate the working process of this unit so it is assisted by the Assistant Vice President of human resources (HR AVP) and ISC Unit.

Knowledge management in Telkom is aimed to make members of the organization to learn (learning organization) through existing knowledge in the organization as well as from the principals of the organization, because basically working and learning become the same process in the organization. Changes occur very rapid, so each individual that is within the organization must also be involved in the process of knowledge management, both tacit knowledge (*terbatinkan*) or explicit (already codified into an article). In situations where knowledge is owned by Telkom employees who have different backgrounds, so the exchange is a prerequisite for the incorporation of knowledge. Intellectual capital are generally created through a process of incorporation of knowledge from different parties, therefore, this capital depend on exchanges between the parties involved. Sometimes is involves the exchange of explicit knowledge transfer, either owned individually or collectively.

According to Polanyi (1967) in Simon's (1991:126) that, there's always going to remain tacit knowledge, so the process become aware (knowing) as important as knowledge itself. The process of knowledge creation is a spiral process which is the interaction between tacit and explicit knowledge. The interaction of tacit and explicit knowledge produces new knowledge. Telkom develops their own model of knowledge management which is different from other.

Research question

The study of knowledge management is very broad, that is why in particular, the study can be specifically identified with the restriction following research questions: How is the process of managing knowledge in the implementation of knowledge management at Telkom?

Research Methode

This research use by qualitative methode with case study approach at Telkom Japati 1st street Bandung. Technique of gathering data uses observation, archived record, interview, documentation dan physical ware

Literature review

Argumentation theory was once based upon foundationalism, a theory of knowledge (epistemology) in the field of philosophy. It sought to find the grounds for claims in the forms (logic) and materials (factual laws) of a universal system of knowledge. As argument scholars gradually rejected the idealism in Plato and Kant, and jettisoned with it the idea that argument premises take their

soundness from formal philosophical systems, the field broadened.^[1] Karl R. Wallace's seminal essay, "The Substance of Rhetoric: Good Reasons," *Quarterly Journal of Speech* (1963) 44, led many scholars to study "marketplace argumentation," that is the ordinary arguments of ordinary people. The seminal essay on marketplace argumentation is Anderson, Ray Lynn, and C. David Mortensen, "Logic and Marketplace Argumentation." *Quarterly Journal of Speech* 53 (1967): 143-150.^[2] ^[3]. This line of thinking led to a natural alliance with late developments in the sociology of knowledge.^[4] Some scholars drew connections with recent developments in philosophy, namely the pragmatism of John Dewey and Richard Rorty. Rorty has called this shift in emphasis "the linguistic turn." In this new hybrid approach argumentation is used with or without empirical evidence to establish convincing conclusions about issues which are moral, scientific, epistemic, or of a nature in which science alone cannot answer. Out of pragmatism and many intellectual developments in the humanities and social sciences, "non-philosophical" argumentation theories grew which located the formal and material grounds of arguments in particular intellectual fields. These theories include informal logic, social epistemology, ethnomethodology, speech acts, the sociology of knowledge, the sociology of science, and social psychology. These new theories are not non-logical or anti-logical. They find logical coherence in most communities of discourse. These theories are thus often labeled "sociological" in that they focus on the social grounds of knowledge.¹

Knowledge management is essentially appear to answer the question how to manage knowledge organization, and how to manage it. Awareness to implement knowledge management into business strategy is necessary because the company that makes the proof of knowledge resources as its main asset is always able to encourage more innovative company that is geared towards ownership of the company's competitiveness against its competitors.

According Horwitch and Armacost (2002) in Sangkala (2007:6-7) that: "knowledge management as the implementation of the creation, capture, transfer, and access the right information when needed to make better decisions, act appropriately, and provide results in order to support the business strategy. While Davidson and Voss (2002) defines knowledge management as a system that allows companies to absorb the knowledge, experience and creativity of its staff to improve company performance. Sangkala (2007:7) then is said also that knowledge management is a process that provides a way so that companies can identify where the key intellectual assets are located, capturing the size of the relevant intellectual assets to be developed. (Sangkalan, 2007:7) Knowledge Transfer International (KTI) in Sangkala (2007:7) defines knowledge management as a

¹ <http://www.argumentation> theory. Free encyclopedia.wikipedia mht. Akses 12 Januari 2008.

strategy to change the organization's intellectual assets, whether the information is already recorded and talents of its members into higher productivity, new values, and increased competitiveness. In line with the opinion of KTI, The American Productivity and Quality Centre (TAPQC) defines knowledge management as "the strategy and the process of identifying, capturing, and leveraging knowledge to enhance competitiveness.

Organizations should inhibit replication of its superior performance by running a strategy that competitors have a high uncertainty about what should be replicated and how its application. The argument based on sources for sustainable competitive advantage and performance have focused on organization-specific assets of value, rare, difficult to imitate, and difficult substituted (Barney in Simonin, 1997). Knowledge arises as a significant source of the organization's most strategic and organizational ability to learn faster than competitors as a form of sustainable competitive advantage (DeGeus in Jashapara, 2003:31-50). Drucker (1988:45-53) states that the type of organization is now based on the information. Schulz (2001:661-668) also suggests that the organization's main challenge now is to produce and process knowledge. It can be concluded that the knowledge gained from the learning process is a form of appropriate strategies that should be owned by the organization in the era of competition. Advantage based on this knowledge valuable, rare, difficult to imitate, and difficult to be substituted by competitors.

Leonard and Sensiper argued that the statement taken from the assumption of Polanyi (1967) in Simon (1991:126) which states that all knowledge has a tacit dimension. Berman et al. proposed two types of tacit knowledge: "Tacit knowledge of individuals (Individual tacit knowledge) At the individual level, the concept of tacit knowledge is closely related to the concept of skills / expertise (Nelson & Winter, 1982; Polanyi, 1969). Include pattern recognition acquired through cumulative experience, which is done with the background is not realized, it is difficult articulated, and form the basis of individual expertise is valuable. Tacit knowledge-based team (Team based tacit knowledge) Weick and Roberts (1993:357-381) argues that the knowledge associated with the group's activities are stored in something called "collective mind." Knowledge is defined as a combination of group or individual cognitive patterns obtained through shared experiences and expressed through action synchronization is not realized when the group faced with complex tasks that must be done in the context of environmental challenges. "(Berman et al. 2002:13)

Knowledge management systems provide the right information to the right people at the right time, and provides a tool - a tool for analyzing that information, as well as providing power responsive to the inspiration they get from the information obtained in the time and everything as fast as lightning. (Jerry Honeycutt, 2000).

Components of Information Technology in Knowledge Management. Application of appropriate technology could enable the technology becomes a strategic property. The use of information technology as a strategic asset in designing and managing organizations can make the organization more responsive, flexible and efficient, or even an organization in the offensive position. However, this application is not always successful. Errors in the implications and concepts can lead to failure in adopting information technology. Problems associated with planning and implementation of information technology should get serious consideration by management, it is intended to obtain information in a short time. As noted by Jann Tjakraatmadja Hidayat in the book "Knowledge Management" that, "The development of Information Technology has increased the productivity of knowledge discovery (ease the process of knowledge management) as well as accelerate the implementation process, thus allowing organizations to menginstitutionalisasikan and distribute knowledge derived from the individual - the individual members of the organization in accordance with the needs and development." (Tjakraatmadja, 2006:143 - 144)

IT developments also have a tendency to keep changing every time. This trend is divided into three stages, namely the era of data processing (data processing), the era of micro-, and the era of the network (network) between each era lasted 15 to 20 years (Nolan (1995) in Indriantoro, 1996:79). This development indicates that information technology is constantly changing. The trend of hardware continues to integrate with the development of the world as a whole. develops characterized by size (size) is getting smaller, the velocity (speed) is higher, the storage capacity (storage capacity) is the greater, durability (reliability) is getting stronger, the cost (cost) are getting cheaper, and options (options) are more and more. The trend is also developing computer software marked with easy programming and many programs are used (software package). Trends in telecommunications also developed along with the development of information technology. The most significant developments in this trend is digital technology, optical fiber transmission, wireless telecommunications, and network intelligence. The third trend has been making IT as an integral part of organizational life, especially large-scale organizations.

Suadi (1993:39) and Sudiby (1992:25) states that the impact of information technology on organizations, users, and men supporters, among others, is to increase the efficiency of operations, support strategic initiatives, expand the boundaries of the organization, changing work patterns, changing the terms of the ability of individuals in organization, change the nature of supervision, improve competitiveness, and seek the appropriate cultural platform. Farrel and Song (1988:10-16) proposes four areas of information technology applications, namely: internal operations, business units, organizational boundaries, and new products. First, the internal operation. In this field, in

addition to the use of information technology for processing data electronically, its main role is to redesign the processing operations and product development. . Second, information technology can be used to effectively coordinate among business units. Application of information technology to coordinate among business units within large organizations can improve the corporate portfolio management. The strategic objectives of such coordination is improving synergies among business units, resulting in total productivity and profit for each business unit increased. Third, boundary organizations. Information technology can provide convenience in improving inter-organizational transactions processing and supports the negotiation and partnership between organizations, connect with suppliers, customers and even partner organizations. By providing data processing services, and transaction reporting to customers and suppliers, an organization becomes "electronically bound" to them. These applications include the concept of just in time. Tenologi new information also helps strategic alliances between organizations, which facilitate joint marketing campaigns conducted by organizations in different industries. Fourth, the new product. Organizations that have slack in the ability of information systems (human and machine) introduced a new organization by selling excess capacity and information processing. Economies of scale in information systems and the rapid destruction of information to motivate this type of diversification. Applications in other fields is in the design organization. In this field, information technology is able to change or create a new organizational structure and management processes more responsive, flexible and efficient. In the determination of a plant, the technology can be used in a more formal control over the work units through the implementation of decentralization exclusion procedure. Although there are many possible applications of information technology, the use of information technology does not guarantee the success of the organization. Errors in the decision and the concept can lead to failure in using information technology. According to Rossetti and DeZoort (1989:29-35), a common mistake in introducing new technology are: (1) management failed to plan the introduction of the new system, (2) management assumes that workers can immediately make a more productive work, (3) management fails to provide compensation for workers as demanded skill-related aspects of the introduction of new systems, (4) workers are not feasible to integrate the planning, designing, and implementation of the system.

Information Technology is always changing and progressing quite large. Unnoticed, we continue facing a situation where information technology is growing rapidly and become better than before. This development can be regarded as a very large driving force for the increasing interest of the organization of knowledge management. Meanwhile, when the technology and telecommunications networks more advanced, it may be said that knowledge management technology is very dynamic growth. As said

Jablonski, Horn, and Schlundt (2001:661-681), knowledge management is now standing on three legs are:

1. artificial intelligence (artificial intelligence) that help extract information from various sources to be stored in the knowledge base. A knowledge base has a format that can be traced and accessed according to user needs. The approach is based on the assumption that the knowledge base can be separated from the knowledge carriers.
2. Document Management (document management) to store and manage various types of documents in a single center. Utilization is through metadata.
3. computer networking and hypertext technology that enables a variety of documents connected, while the search is supported by the search engines

Advances in Information Technology can indeed spur efficiency and effectiveness of the organization. Because many perceived benefits to the organization, so that efforts to further maximize information technology continues to evolve. For them, Information Technology has become an integral part and is an important infrastructure for the organization or organizations in providing added value or competitive advantage. A knowledge management (KM) will only have a positive impact when fully integrated between the technological aspects of the social aspects and organsiasi (O Leary et al., 2001). Information technology is an essential to success, but not the most important. Without the organization and management of resources so it will not be successful.

II. REVIEW

The process of Organizing Knowledge in KM, Berger and Luckmann (in Johnson, 1986: 66-67) said that all the individual knowledge of the objectives fact in the real world are defined or characterized by the social environment in which knowledge is obtained, transmitted, or learned. Individuals can never capture the reality, except within the framework of the social process in which the individual is involved. Social processes that appear as objective social reality is actually created and experienced as objectively factual in human subjective consciousness. The symbols are not only the tool of social reality but also the essence of social reality. The nature and the basic trait of social relationships and social order are defined through symbols.

Nowaday, in order to survive in facing the competition and have great competitiveness, the organization should be able to adapt. One way is by empowering the knowledge (intangible assets) owned by members of the organization. The importance of knowledge that began with very important information in the information era. Alvin Toffler divides the history of human civilization in three waves of the agricultural era, industrial era and the information era. In the agricultural era prominent factor was the muscle because at that time the productivity was determined by the muscle. In the industrial era, the

main factor is the machine, and the prominent factor in the information age the main factor is thought or knowledge (Mind). Knowledge is capital that has a profound influence in determining the progress of an organization. Information always fill all aspects of human life, ranging from the scope of individuals, families, social groups and organizations. Similarly, for an organization, any type of organization, information is one of the most important resource. Because of information, people within an organization decide to do or not do something, so that information becomes a guide for anyone who does organizational activities. From this case what is called knowledge appears. If intellectual knowledge is rated as an asset that has value, then knowledge must be managed well by the organization concerned. Knowledge is processed in such way through an approach that is now known as knowledge management.

At the beginning of its popularity, knowledge management is influenced by many considerations of information technology. It can even be said, that in the beginning of information technology, especially those that can create a network of organizations (interprise-wide network) and considered as the core of knowledge management. Organizations apply information technology it is hope that the staff share their knowledge. In conventional information systems can support knowledge is usually explicit, but there is less support for tacit knowledge. Providing a means for interchangeable use of tacit knowledge is challenges of knowledge management in the future. So basically, in a scientific community to a scientific discipline, there will be a process of codification of tacit knowledge into explicit knowledge. Forms of explicit knowledge is what will be "shared" into the community. The process share will be faster if it is supported by Information Technology.

Information technology can affect the trait and the effectiveness of processing of communication, coordination and controlling within the organization. The impact of information technology toward organizations, users, and human being supporters is to improve operating efficiency to support strategic initiatives, to expand organizational boundaries, to change work patterns, to change requirements of the individual's ability within the organization, to change the system of supervision, to improve competitiveness, and to force cultural platforms which are included.

Application of appropriate technology enable the technology becomes a strategic property in designing and managing the organization, so that is makes the organization more responsive, flexible and efficient or even the organization will be offensive. As stated by Jann Tjakraatmadja Hidayat in the book "Knowledge Management" that "The development of Information Technology has increased the productivity of knowledge discovery (ease the process of knowledge management) as well as accelerate the implementation process, enable organizations to institutionalize and distribute the

knowledge derived from the individual – to the members of the organization in accordance with the needs and development." (Tjakraatmadja, 2006:143 - 144) Suadi (1993:39) and Sudibyo (1992:25) state that the impact of information technology on organizations, users, and supporters among other human beings is to improve the efficiency of operations, to support strategic initiatives, to expand organizational boundaries, to change work patterns, to change the terms of the ability of individuals in organization, to change the nature of supervision, to improve competitiveness, and to seek the appropriate cultural platform.

Here are five meta-framework components of Knowledge Management technologies. The function of each component are:

1. Knowledge Flow: This component facilitates the flow of knowledge within the KMS.
2. Information Mapping: This component makes links and maps of information that likely will be converted into knowledge for being use by the entire organization.
3. Information Sources: the data source that supplies data and information into the KMS.
4. Information and Knowledge Exchange: devices and non-technological facilitators that enable the exchange of information between the sources of tacit and explicit, help to create and deploy context, and facilitates sensemaking (the ability to understand information and knowledge according to context).
5. Intelligent Agents and Network Mining: extracting device, linking, and retrieving knowledge, which facilitates knowledge discovery using intelligent agents and pattern mining tools.

One of the major challenges in organizational communication is to creat the communication process throughout the organization. The process is not only communication from superiors to subordinates but also the opposite way that is giving information from each members of the organization. This process is related to the flow of information which is a complex process. Storage form of various knowledge , depending on how the policies of an organization in the knowledge process and store information and knowledge. Similarly, the storage form of knowledge that applied in Telkom. From observations and discussions that have been described previously, can be analyzed that in the store of knowledge, there are some forms of storage. These are:

1. Knowledge can be stored in the thought of someone, usually it is in the form of tacit knowledge.
- 2) Knowledge can be stored in the form of written or printed document, for example in the form of books, textbooks, monographs, journals, abstracts, magazines, newspapers, brochures or pamphlets.
2. Knowledge can be stored in the form of electronic documents, for example in the form of CD-ROM, E-journal.

3. Knowledge can be stored in electronic databases, for example in the form of Bibliographic database, database publication.

Telkom as an organization engaged in the telecommunications industry always generates information and knowledge which are not in few number. Information and knowledge will be stored in the form of documents, manuals, books, reports, letters, electronic files and so forth. Form of information and knowledge that exist in Telkom's generally stored in electronic format. This is cause knowledge storage systems of Telkom has been done based on electronic. besides being, information and knowledge are available in the library. Telkom library serves as a storage medium of knowledge, can be in electronic materials or printed materials. Knowledge in the printed materials is knowledge about of the results of activities that have been issued by the perpetrators of the organization, which is shaped printed publications. While for file formats Electronics, a unit of information store. The library can only link the database to the information officer.

Generally, in the concept of knowledge management, this storage system of knowledge is identic with the knowledge repository. This Knowledge repository is implemented in a knowledge management system as a storage space of knowledge, where all the explicit knowledge that can be used if it is stored here. A repository is not only useful as a "storehouse of knowledge"but"also as a mechanism for evaluating the trust (trustworthiness) and exchange (reciprocity) of members of organizations community.

All data, information and knowledge in Telkom from each unit will be stored in each computer servers. Each program and unit has data storage procedures, information and knowledge. Storage of knowledge is done through delegation to individual programs or units, they were responsible for the storage of information and knowledge that they possess. All are stored in a certain servers, depending on what type of servers used by each unit and program. Some are using the Web Server, SQL, Exchange, Sun Accounts, File servers, and so on.

Intranet (internal network) is a computer network within a company or organization that uses standards data communication such as the Internet. It mean that all of the doer in organization can use all the internet facilities for the needs of the company or organization. In other words, an intranet can be said as accessing in the organizational environment.

In Telkom, the intranet is considered as a medium of information and communication which are more effective than other media. Intranet supports knowledge management

systems that have been applied, because the process of sending and processing data, information and knowledge can be done electronically from one place to another through the medium of this communication. Intranets can also be used as a storage medium of knowledge.

Knowledge-based organization, is generally faced with two kinds of knowledge that is soft / tacit knowledge and the hard / explicit knowledge. Knowledge is largely kept in our mind, this is referred to as tacit knowledge that is something we know and experience but it is difficult to be clearly and fully disclosed. While explicit knowledge is all knowledge that has been documented so it is easy to be communicated and accessible.

If knowledge translated carefully in the form of explicit knowledge (codified) and stored in a database so that the seeker of knowledge who need to access that knowledge, so the way of this management is called as codification strategy. However, knowledge does not only consist of explicit, but also tacit knowledge. Tacit knowledge is very hard to be translated into explicit form. Therefore knowledge transferred from one party to another through an intensive personal relationship, so main functions of a computer network (intranet or internet) not only to store knowledge but also to facilitate traffic or communication between individuals within organizations that are conducting either seeking information or taking advantage of new knowledge to support its their activities. Someone who has been dogged in a particular field would not work in isolation alone, they always collaborate and have many friends in a formal and informal network . The network that controls intelligence is already prevalent among the professionals in various fields. Such networks are able to interact so that can creat synergies even resonance even to conquer various obstacles faced by a corporation. From the network, it will bring up the "invisible college", the scientific community that formally does not exist but they always communicate in the group to talk about specific things with comprehensive studies.

So it can be concluded that the management of the message (knowledge) is done by making Taxonomy-based processes and business operations or called as knowledge centers that are stored on the intranet, while another which is based on the stream is called the virtual competence competency center. And for other media are managed by a special unit in the library. The support of information and communications technology media intended to improve information transfer and sharing of knowledge as a whole through cooperation and communication between individuals.

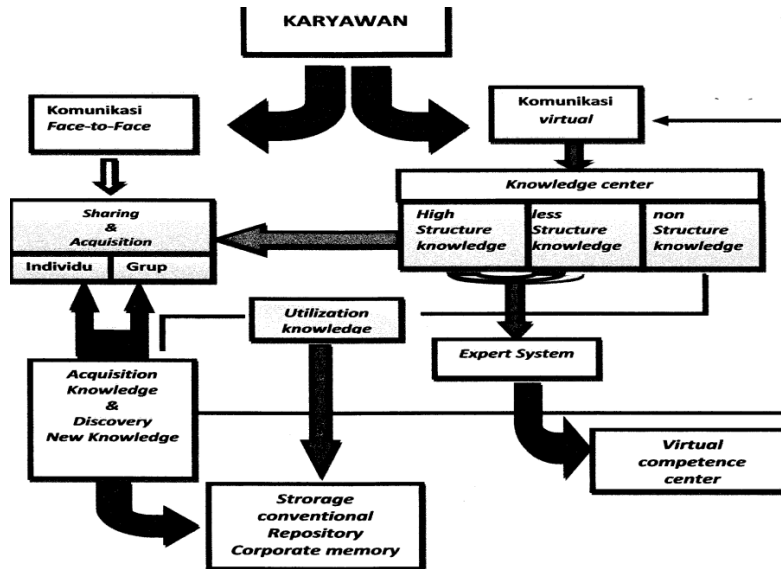


Image: Knowledge Management Model (Construction Researcher)

Review of Personnel Characteristics KM

For a long time, research in the field of management and organizations also often use information technology as a central information system (SI). One theory is the importance of information richness theory (IRT) which stated Daft & Lengel (1979). At first, the IRT is formulated to help to answer the question, "Why organizations need to process information?". The first definition of information richness itself, taken from a quote the original formulation, is an ability to change the understanding of information in a short time. However, this theory is considered have a shift in the definition of information richness contained in the e-mail. IRT also has received much criticism for initially moving on context of the organization into the context individuals and the media. And it takes not only the media but also the interactions that occur therein. From a number of empirical studies of the theory, it is obtained that the use of multiple communication media are not consistent with the theory of IRT. Consequently the argument to reject the idea that the richness communication is invariant, and only as a property of the communication medium itself. So that it appears the media richness theory (Media Richness Theory)

Studies of communication richness in electronic media can be classified into positivism and interpretive research. Positivism is essentially a model of natural science applied research in the field of social science. Based on this perspective, the interaction face-to-face is considered as the richest medium of communication and interaction through e-mail as the most impoverished. Knowing the limitations of positivism perspective, some researchers have introduced the Information System of the new perspective of looking at communication richness, interpretive perspective. This

perspective determine the capacity of the sender and receiver to process the message. The central idea of this perspective is the understanding of both parties who exchange messages. They are actively and creatively interpret the message of its business associates, especially those associated with process of innovation, to create new ideas about the realities faced on the job. In fact, they often make specific communities to discuss an issue, not only involve internal members of the organization's but also external parties. Proper personal characteristics are possessed by Management Information personnel, in addition to mastering knowledge and availability of data-information-knowledge is also necessary competencies that a person is able to empower other members of his organization. It is like a consultant, not as an executive in the path of bureaucratic lines. He should be humble not appear in front, but rather to contribute from behind. The term in Javanese: "tut wuri handayani" or go behind while empowering bureaucrats and bureaucracy. This mentality does not just belong to someone, but must be trained, and this is the good "heart management". Managers should listen more and find effective solutions based on theoretical approachment that is mastered by them. He should be able to listen and identify the essence of the problem, whether it is rooted in the process, people or technology. In connection with the organization of KM, so in various companies it have emerged a variety of varieous positions names in units of KM. Some naming of the position in KM and its function is described as follows:

1. CKO, is the supreme head of knowledge management in a company that is responsible for:
2. Creating a knowledge management vision

3. Socializing and selling the KM concept and initiative as well as sharing a vision to senior management.
4. Getting Buy-in and advocacy of senior management
5. conducting mentoring KM initiatives to senior management and other parties.
6. Delivering the benefits of KM that contributes significantly to the success of the company. (Leitch & Rosen, 2001)

In line with the opinion Leitch & Rosen, Tiwana (2000) added the duties of a CKO, namely: Optimizing the design process for KM.

- 1) Creating the canals to optimize knowledge and competence held by the company.
- 2) Integrating knowledge of the company's activities and routine tasks.
- 3) Breaking down the barriers of technique, culture and flow of work in communicating and exchanging of knowledge.
- 4) Ensuring that the company learned from the mistakes of the past.
- 5) Creating value which is produced by financial and nonfinancial knowledge assets and KM tools
- 6) Support the completion of the tasks above to bridge the gap of information technology and knowledge flow.

As stated by Pace & Faules that:

"Humans being create, maintain, and decided to reality through the use of symbols. Humans being do not just respond and adapt to what's out there. They create the environment and participate in the process of social creation. The great part of human being is challenge is to recognize and adapt to the social process itself. "(Pace & Faules, 2002:15)

All processes will always face obstacles, in order to overcome this obstacle it is necessary a media to handle it. This activity is intended to KM processes which have increase the activity of knowledge sharing besides that, the usage of knowledge will also increase the knowledge for everyone, also for the managers themselves will add new knowledge when it comes to new problems. So the manager must always renew the existing conditions so it will be always in the better condition and resolve problems in the implementation of KM in the organization. Thus we can conclude that the KM managers must have specific characteristics that is active and creative, besides that the technical capability and the general capability because of duties and responsibilities that are attached to regular work duties. Nevertheless they should be able to handle any obstacle that is done with a quick solution to anticipate the breakdown of the communication process between fellow employees and the company.

III. CLOSING

From the results of studies that have been done, so the conclusion can be drawn as follows:

1. Knowledge management which is done by making taxonomy based processes and business operations is called as knowledge centers that are stored on the intranet while competency-based stream called virtual competency center. For other media are managed by a special unit that is the library. The technology media support information and communications intended to improve information transfer and sharing of knowledge organization as a whole through cooperation and communication between individuals.
2. KM managers have specific characteristics, in addition to having technical skills also have the general ability because of the duties and responsibilities that are attached to regular work duties nevertheless, they are able to handle any obstacle with a quickly solution to anticipate the breakdown of the communication process through KM tools.

SUGGESTION

1. It is better to make guidelines of writing articles on KM Tool, in order to avoid a flood of information that is not need. For example the text have been made by others.
2. It is better also to make the theme of writing, so that the contributors will more focus in creating the knowledge. Therefore, it will give deep exploration a theme.
3. Form of virtual communication in KM should also explore the tacit knowledge. It is appropriate if the contributors are also allowed to create works that are audio-visual format. For example how to use technology in the 3.5 G DAT file format, or how to assemble the satellite Telkom2.

REFERENCES

- [1] Buckman,R.H. 2004. Building a knowledge-Driven Organization. Mc.Graw Hill.
- [2] Davenport, T. and Prusak, L. (1998) *Working knowledge: how organizations manage what they know*. Cambridge, MA: Harvard Business School Press
- [3] Honeycutt, Jerry.2000. *Knowledge Management Strategies : Strategi Knowledge management*. Jakarta : PT. Alex Media Komputindo
- [4] Leonard, D., & Sensiper, S.1969. *The Role of Tacit Knowledge in Group Innovation*.
- [5] Newel, Sue.,Et all. 2002. *Managing knowledge Work*. New york: Palgrave.
- [6] Nonaka I & Takeuci, 1995. *The knowledge creating company.*, New York: Oxford University.
- [7] Pace, R Wayne dan Faules, Don F. 1989. *Organizational Communication*, New Jersey : Prentice Hall
- [8] Polanyi,M. 1967. *The Tacit dimension*. London: Routhledge & Kegan Paul.
- [9] Tapscoot, Don. 1996. *The Digital Economy*. New York: Mc.Graw Hill
- [10] Tiwana,A. 2001.*The essential guide to knowledge Management* New jersey: Prentice hall,

- [11] Tobing, Paul L. 2007. Knowledge management: konsep Arsitektur dan Implementasi. Yogyakarta: Graha Ilmu.
- [12] Daft, R. L. dan Lengel, R. H. (1986) "Organizational information requirements, media richness and structural Design," dalam *Management Science* vol 32 no. 5 hal. 554-571.
- [13] Elita, Funny M. 2005. Kajian Manajemen Pengetahuan. SKIM IX. Mei Bandung: Unpad.
- [14] _____. 2007. Pemanfaatan Intangible Asset sebagai implementasi dari Knowledge Management. SKIM X. Kualalumpur. 28 Mei -1 Juni
- [15] Farrel, C. and Song, J.H. 1988. Strategic Uses of Information Technology. *SAM Advance Management Journal*. Winter: 10-16.
- [16] France Bouthilier & Kathleen Shearer. 2002. Understanding Knowledge management & Information management. *Juornal of Information research* Vol 8. No 1 October.
- [17] Grant, R.M. (1996) Toward a knowledge-based theory of the firm. *Strategic management journal*, vol. 17. P 109-122.
- [18] Jashapara, A. 2003 Cognition, culture and competition: an empirical test of the learning organization. *The Learning Organization*, 10(1), 31- 50, Jones,
- [19] McEvily, S.K., Das, S., & McCabe, K. 2000. Avoiding Competence Substitution Through Knowledge Sharing. *Academy of Management Review*, 25(2): 294-311
- [20] Pennings, J.M., Barkema, H., & Douma, S. 1994. Organizational Learning and Diversification. *Academy of Management Journal*, 37(3), 608-640
- [21] Rossetti, D.K, and DeZoort, F.A. 1989.. Organizational Adaptation to Technology Innovation. *SAM Advanced Management Journal*. Autumn: 29-35
- [22] Simonin, B.L. 1997. The Importance of Collaborative Know-How: An Empirical Test of The Learning Organization. *Academy of Management Journal*, 40(5), 1150-1174
- [23] Schulz, M. 2001. The Uncertain Relevance of Newness: Organizational Learning and Knowledge Flows. *Academy of Management Journal*, 44