

Frontline Personnel Knowledge Sharing and Transfer (PT. Wahana Ottomitra Multiartha, Tbk.)

Mochammad Iswan Perangin-angin¹, Muslim², Andysah Putera Utama Siahaan³
Faculty of Computer Science
Universitas Pembangunan Panca Budi
Jl. Jend. Gatot Subroto Km. 4,5 Sei Sikambing, 20122, Medan, Sumatera Utara, Indonesia

Abstract - *At the moment the service is a matter that could be considered to determine the relevant performance of a company. Society in general demand for a given service can satisfy. PT Wahana Ottomitra Multiartha, Tbk is one of the leading finance companies in Indonesia. In operational activities related to improving the integrity of the service, then the PT. WOM Finance applies based services front line or better known as customer service. PT. WOM Finance has implemented knowledge management (Knowledge Management / KM) in organizational systems. In this paper, the authors try to develop several models of knowledge sharing on the environment front line in the PT. Wahana Ottomitra Multiartha, Tbk. Knowledge sharing process is more directed to the front line of new officers who still lack experience in the field. The changing the method of knowledge sharing is expected to produce some changes that lead to better conditions. One of the results of this research is it can reduce the length of time communicating among the old and new frontline personnel.*

Keywords - *Data mining, Classification, Naïve bayes, C4.5*

I. INTRODUCTION

The times are very fast at this point requires many companies to improve services in a professional manner by the field that are run by their respective companies. Developments in information technology and the ease in accessing the information needed has also become one of the factors for the company in providing products or services that can meet the needs of consumers. Much can be done by the company to meet the wishes and needs of the consumers, one of which is to give a good impression of related products or services provided to consumers [5]. At the moment the service is a matter that could be considered to determine the relevant performance of a company. Society in general demand for a given service can satisfy. The service is an additional activity beyond the basic tasks (job description) are given to consumers or customers, clients, etc., and felt both as a tribute or homage [6][7]. Human services needed are two types, namely the physical services of personal nature as human and administrative services given to others as a member of the organization, be it private or state organizations.

PT Wahana Ottomitra Multiartha, Tbk is one of the leading finance company in Indonesia which has a long history. The company has several times changed its name. Originally PT Jakarta Tokyo Leasing that was built in 1982. In the same year, the name was changed to PT Fuji Semeru Leasing. Then in 1997 the name was changed to PT Wahana Ometraco Multiartha. The quality of service must always be monitored and improved. The level of service quality can not be judged only from the viewpoint of the company, but should also be viewed from the perspective of the service user ratings. Especially for the front service line, service quality is pointing to the level of the service excellence front line held, which on one hand can satisfy the users of services and on the other procedure for the organization of the code of ethics and standards of front service line that has been set.

However, if we look at the problem only regarding service quality and customer satisfaction only, of course, we will be a lot of obstacles are significant, especially in the effort penning kalan internal productivity. Because underneath it all there is a chain long enough to be able to create good quality services and the creation of customer satisfaction [8]. One of them is a problem that is sometimes considered not to be important is the problem of the front line. The actual front line plays a very important to the creation of all of the above because the front line is the part that is directly related to the customer. In the framework of the process of achieving goals and also to overcome the problems mentioned above, it takes the ability both practically and theoretically on the front line. From the preceding, the author tries to analyze some models of knowledge management with a focus on the front line as its object to develop a system. It will be able to guide or reference for the front line, especially in Medan branch in conducting all sorts of procedures front line with service quality as well as the process of measuring the effectiveness.

II. RELATED WORK

The research related to the quantity of knowledge management is quite a lot. This is due to the direct relationship that significant between the real-world needs today, especially in the era of globalization with

the science of knowledge management [3][4]. The main elements of knowledge management and the relationship between elements. One model describes the start of the goals of knowledge, identification, acquisition, development, distribution and sharing, the use of knowledge, they are stored until the evaluation phase of the knowledge. Where the whole cycle would produce very good views and the perspective of effectiveness and efficiency of knowledge at the time of its implementation later in the real world. Figure 1 shows the complete element of knowledge.

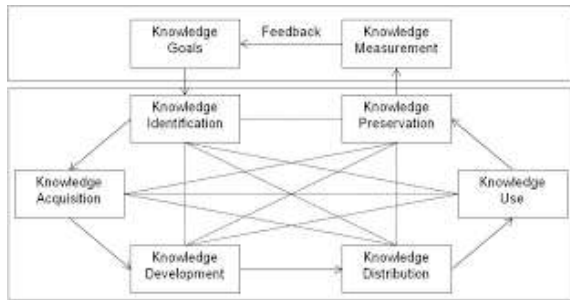


Fig. 1 Knowledge elements

Knowledge sharing is a key success factor related to the implementation of knowledge management both within the organization with a large and small scale. Several previous studies that relate directly or indirectly to this study include researchers from Cumming which addresses fully associated with implementing the technique practical knowledge sharing in knowledge management [1].

Goh in his study also describes the existence of a fairly close relationship between knowledge management to knowledge sharing which in turn is expected to result in a innovation that is efficient and has a high enough value. His research also explains the aspects of what can be a supporter or inhibiting knowledge sharing across an organization [2].

Cummings describes how valuable the process of knowledge sharing in the effort to simplify some of the tacit knowledge that is important for an organization to become explicit knowledge is easier to be documented and effective in the transfer process [1].

To determine the extent of the contribution of knowledge sharing in this study, the authors tried to do a literature review of several studies specifically addressing the types of knowledge anything that is directly related to this study.

III. PROPOSED WORK

A. Basic Model

The basic model of this study describes a long process from start recruiting front line officers up to

the job evaluation process in a company. This model is an initial input of knowledge management modeling front line. In this model, explained that a system comprising front line and two (2) main components, namely the front line officer time and the attendant new front line. Often there is still a significant gap between the front line officers a long time with the attendant new front line. Among these gaps are regarding the practical ability of front line officers that has not been in line with expectations. Then the rate of adaptation of front line officers new still not uniform in which representatives of a new front line that does not require a lot of time to adapt, but there is also a new line front officer that have not been able to adapt well to the prescribed time limit. Therefore, this model is striving to reduce this gap by providing an accurate picture of both parties about their functions and responsibilities, relationships with the performance, productivity and quality of service in the front line of a company. Figure 2 shows the basic model.

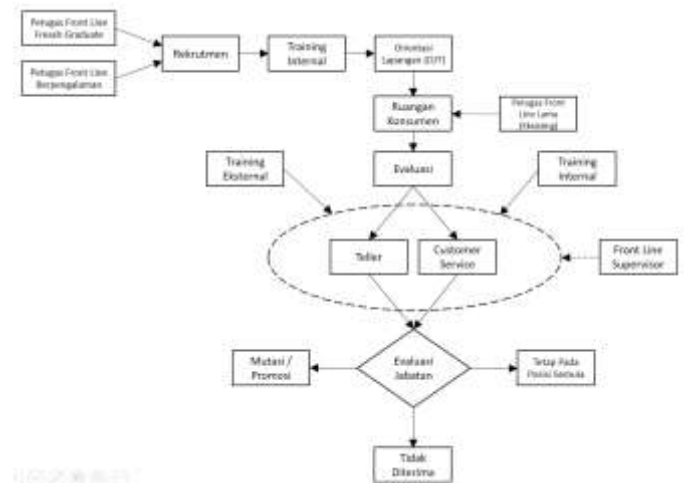


Fig. 2 Basic Model

B. Knowledge Transfer Model

Model knowledge transfer looks focused on the real issues going on in the world front line. In this model, explained that the success of a system irrespective of the front line is no good cooperation between the supporting elements, namely a front line supervisor, clerk front line front line of old and new officers. In some of the consumer finance company in Indonesia, front line supervisors can be considered an expert regarding both practical skills and management capabilities. This is due to a front line supervisor selected from a long line front officer who rated it meets certain criteria. A front line supervisor usually provides their knowledge well to the clerk front line long and attendant front the new line both reactively and proactively. While the clerk front line a long time, in addition to functioning as an operational personnel front line, also serves as an assistant clerk front the new line in the running duties. Long front line officers also have contributed not a little to the development of

front line knowledge required in the process of handling consumer in the front line.

The new front line officers are also expected to function as workers prepared for the regeneration of front line officers a long time. Practical ability is still limited actual not an obstacle for front line officers new to have a good performance. It is precisely the theoretical capability that is owned and relatively still quite new because the average officer new front line is the fresh graduate, then this can be used as a control tool for front line officers a long time. Good and quick adaptation will greatly assist front line officers to display the actual performance.

In this model, described how the measures are undertaken to anticipate protracted gap between the ability of front line officers a long time with the attendant new front line. Also, to relying on training activities both internally and externally, which are compulsory and routine, there are steps that it is perceived to be more effective results is by way of knowledge sharing is done between officials with the new front line officers as well as with the old front line front line supervisors. To maintain consistency and also to simplify the process of knowledge sharing that can take place on an ongoing basis, we need a process of documentation of all existing knowledge, both practically and theoretically.

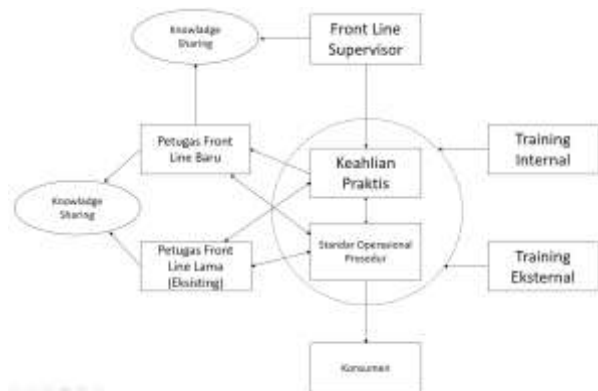


Fig. 3 Knowledge Transfer Model

C. Knowledge Sharing Model

This model is the result of the development of models of knowledge sharing that had been previously developed by Bhirud et.al (2005). Modiflksi minor mode Bhirud et.al (2005) carried out in the case of further explanation of the initial input of explicit knowledge and tacit knowledge and what elements are involved in the process of knowledge sharing, that front line officers new, frontline officers and old front line supervisor.

Explicit knowledge in this model is built from three (3) terms, namely, internal training conducted by the company where workers front line work, training external held outside the company as well as the

theory of front line that contains the standard operating procedures (SOP) front line. While tacit knowledge derived from the practical ability of front line supervisors and front line officers a long time.

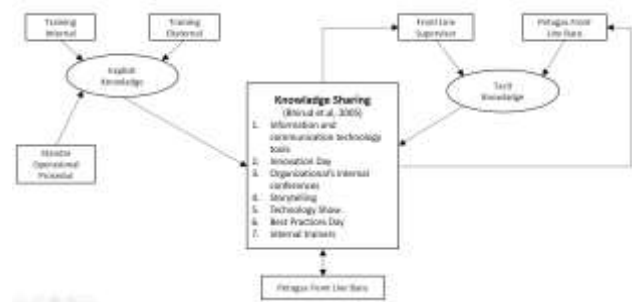


Fig. 4 Knowledge Sharing Model

In light of the above, the knowledge sharing process will be more clear direction, and purpose as well as facilitates the management of companies related to the efforts to improve the quality of existing human resources and quality of services provided.

D. Knowledge Update Model

This model explains how to run an effective knowledge update. That is in line with the times; the new knowledge will continue to emerge. So also in the world frontline, a lot of new discoveries that could be a reference to the system in a company's frontline. However, not all the new knowledge should immediately be implemented. There are several considerations that become the determining factor the selection of the new knowledge-knowledge. There are at least three (3) main criteria is whether practical expertise or special SOP for space front line belong to the core procedures. Each of these finance companies has different policies in the process of updating the application of knowledge. There were assessing three equal importance, but most assume that new knowledge related to the core procedure is a key priority in the process of updating knowledge.



Fig. 5 Knowledge Update Model

IV. CONCLUSION

Knowledge derived from the expertise of a front line officer and other reference books such as standard operating procedures have been successfully collected and categorized by type of service, type of problem, related to the implementation stages of a process of front line and also the expected results based on the knowledge base (knowledge base). This is an initial input in the design process model of knowledge management, knowledge transfer models, models of knowledge sharing, and knowledge update.

The model of knowledge transfer resulting from this research has advantages compared with the referenced previous models where in addition to describing a clear relationship between the clerk front line. It has also been described unequivocally effective solutions in the process of knowledge transfer that is by the expert system that provides capabilities practical of experts supported by standard operating procedures (SOP) front line itself.

Model knowledge sharing of this study illustrates a clear connection between tacit knowledge to explicit knowledge which is the main source in the process of knowledge sharing. Besides this model of knowledge sharing explains how to select the appropriate method of sharing knowledge to be applied in each company. While the model of knowledge update that is designed to put forward the appropriate setting priorities in the process of updating a new knowledge.

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