

Knowledge Management Approach in Law Enforcement Division of Indonesian Food and Drug Authority to Improve Organizational Performance

Terry Yessi Evelin¹, Dedy Sushandoyo², Emilia Fitriana Dewi³

School of Business and Management, Institut Teknologi Bandung^{1,2,3}

TK Low Center for Executive Education, Graha Irama (Indorama) 12th floor

Jl. HR. Rasuna Said Kav 1-2 Jakarta, 12950, Indonesia

Correspondence Email: terry_evelin@sbm-itb.ac.id

ORCID ID: https://orcid.org/0000-0002-9180-1625

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Indonesian Food and Drug Authority (BPOM) functions are to conduct investigations into violations of Food and Drug Administration regulation. It protects the public from the illegal distribution of drugs, traditional medicines, dietary supplements, cosmetics, and foods that could harm health. However, in practice, the implementation of law enforcement has not been optimal due to several factors, including the lack of a system or database that allows for the sharing of knowledge, experience, and lessons learned that can aid in decision making regarding the law enforcement process. This research aims to assess the current system of knowledge management and find the knowledge management strategies that support the organization's performance. The findings show that the BPOM Law Enforcement Division currently lacks knowledge management. It shows that there is a lack of skill in converting tacit knowledge into explicit knowledge. The system does not support facilitation. Recommendations are made for the BPOM Law Enforcement Division to establish a standardized documentation and database system and build facilities, infrastructure, and information systems supported by the leader and system. This study can help all work units, particularly the Law Enforcement Division, improve quality and maximize available human resources.

Keywords: BPOM, Explicit Knowledge, Knowledge Management, Law Enforcement, Sharing Knowledge, Tacit Knowledge

JEL Classification: D83, K10

INTRODUCTION

National economic recovery during the Covid-19 pandemic is one of the necessary developments in the field of Drug and Food Supervision to improve the quality of life of Indonesian people to support the acceleration of national development goals, where the role of Drug and Food Supervision is needed to protect public health through safe, efficacious/sound, and quality drug and food. In line with RPJMN 2020-2024 that the focus of development is to realize an independent, advanced, fair, and prosperous Indonesian society through accelerating development in various fields by emphasizing the establishment of a robust economic structure based on competitive advantage in various regions supported by quality and competitive human resources. In carrying out government duties, BPOM conducts supervision of illegal/counterfeit products, up to the initial investigation and law enforcement process against various parties who commit deviations in the way of production and distribution, as well as the distribution of products that are not following applicable provisions (BPOM, 2021). The Law Enforcement Division is the implementation of one of BPOM's functions, namely carrying out intelligence activities and investigating violations of the provisions of laws and regulations in the field of drug and food supervision to protect the public from the widespread circulation of drugs, traditional medicines, dietary supplements, cosmetics and illegal foods that affect health.

Knowledge is a valuable strategic resource in organizations, especially in dynamic environments where decisions are made (Nonaka, 2007). Knowledge is a vital asset for every firm. In order to progress, an organization must have knowledge. Knowledge Management may assist firms exchange expertise regarding business processes, difficulties within work units, and experiences outside of work that can help people build knowledge. Knowledge management helps businesses discover, select, organize, share, and transmit important information and experiences (Mathew, 2011). Knowledge management is critical in organizations because it increases employee knowledge, speeds up work processes, and promotes knowledge dissemination to all employees.

As one of the divisions that carry out the functions of supervision and law enforcement in BPOM, the Law Enforcement Division recognizes the importance of changing the paradigm of Drug and Food supervision through increasing the strengthening of Human Resources (HR) capacity through Knowledge Management to effectively carry out supervision, enforcement and increased understanding and involvement of business actors, stakeholders, and the community in drug and food supervision. Knowledge Management energy is one of the alternative strategies that can be considered by the Law Enforcement Division in improving organizational performance. Knowledge Management is one of the tools that support problem solving, strategic planning, and organizational decision making, especially in this case decision making on the law enforcement process. This research intends to analyze the current conditions in the organization, especially in the Law Enforcement Division that is tailored to the review of knowledge management theories and models and recommends appropriate knowledge management strategies to be able to achieve the target (output) of activities that support organizational performance.

LITERATURE REVIEW

Law Enforcement

In legislation, the terms criminal acts, criminal events, and criminal acts are also often called *delicts*. Lawmakers also use the terms criminal events and criminal acts. Criminal is an act that should not be done, which is prohibited, accompanied by threats or sanctions in the form of certain criminals for anyone who violates the rules of law applicable in a State. Law enforcement according to Hardjasoemantri is the obligation of all members of the community so that for that understanding of rights and obligations becomes an absolute requirement. The process of realizing these ideas is what is the essence of law enforcement (Lontoh, 2021).

Investigators are state police officers of the Republic of Indonesia or certain civil servant officials who are given special authority by law to conduct investigations and law enforcement. Civil Servant Investigators (PPNS) of the BPOM have the main task of carrying out investigation and investigation activities against unlawful acts in the field of therapeutic products, narcotics, psychotropic and addictive substances, traditional drugs, cosmetics and food, and other similar products. Its authority is regulated in the Law of the Republic of Indonesia Number 8 of 1981 concerning KUHAP article 7 paragraph (2) and Indonesian Law No. 36 of 2009 on Health (UU Kesehatan) article 189 paragraph (2).

Knowledge Management

An organization's ability to develop new information, communicate it in business, and realize it in goods, services, and systems is known as Knowledge Management (Nonaka & Takeuchi, 1995). Organizations can utilize knowledge management to promote innovation and improve organizational performance by capturing collective knowledge, expertise, insight and experience. The most important factor in knowledge management is creating a learning environment that encourages employees to keep learning, using company information or knowledge to improve their own expertise, and eventually sharing new knowledge to become organizational knowledge (Davenport, 1998).

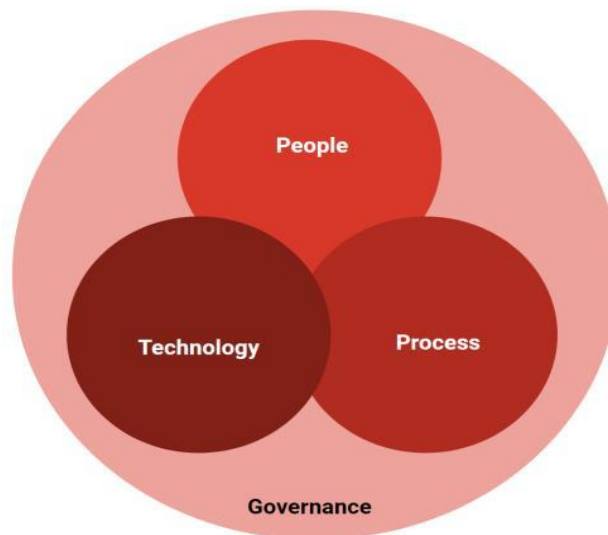
Organizational knowledge can be tacit or explicit, according to Nonaka and Takuechi (1995). Embedded in the mind, tacit knowledge can be communicated through application; it is imparted through learning by doing and learning by watching. Tacit knowledge is the accumulation of experience, intuition, judgment, and heuristics through time. Tacit knowledge can't be taught or exported. Deep learning, internships, sociability, and mentoring all help. On the other hand, explicit knowledge refers to knowledge recognized and embedded in organizational practices, such as manuals and procedures. This type of knowledge is easily obtained. To meet the organization's goals, each employee must have and use clear knowledge that becomes the organization's standard (Marzuki, 2020).

Knowledge Management System

People, Process, Technology, & Governance

People, Process, and Technology are linked elements of knowledge management, according to Bhatt (2000). Governance is an essential factor in the success of its implementation (Wiig, 1997).

Figure 1. Knowledge Management Elements
(Source: Kristinawati, 2017)



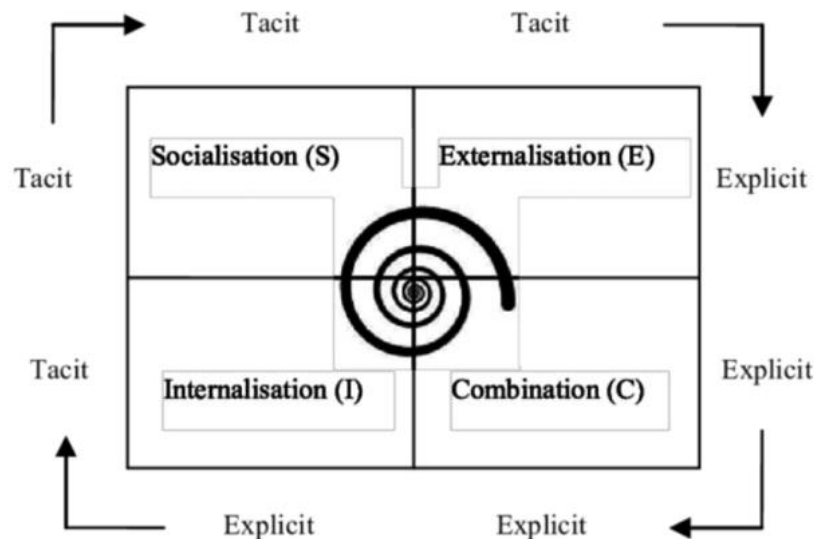
- a. People play a vital role in knowledge management. People are at the center of many organizations' KM initiatives. People (workers) must have soft and hard skills to attain the benefits and goals of KM. People with varying personalities, degrees of motivation, leadership skills, cultural backgrounds, etc. react differently to different components of the KM process.
- b. Process is an element of knowledge management. Standard protocols for knowledge contribution and content management (receiving material, ensuring consistency, maintaining content quality, keeping content up-to-date, removing or archiving outdated content, retrieval, group participation, knowledge-based project implementation, methodology, and standard formats for recording best practices and case studies, etc).
- c. Technology is the third ingredient that helps people and processes work smoothly. Technology provides the foundation and tools for knowledge exchange, collaboration, workflow, and document management across the company and beyond.
- d. Governance is the application of decision rights and responsibilities through control and feedback mechanisms (Zyngier, Burstein & McKay, 2006). Authority, risk management, strategy development, company culture, and assessment and measurement are all aspects of KM governance.

Knowledge Conversion Mechanism (SECI)

Knowledge is a valuable asset that can be used as a primary source of capital for survival. That's what motivates every individual, business, and even country to not only accept but also improve and innovate today's knowledge (Polanyi, 1966). The gap between tacit and explicit knowledge is one of three key factors in the formation of knowledge. Nonaka created a model of knowledge development called SECI or Spiral Knowledge Creation Nonaka (1994) based on these two categories of knowledge. The four forms of knowledge conversion assume that tacit and explicit knowledge interact to create knowledge. Nonaka and Takeuchi (1995) propose four knowledge conversion models: SECI (Socialization, Externalization, Combination, and Internalization).

Figure 2. SECI Model

(Source: Nonaka dan Takeuchi, 1995)



Socialization (Tacit – Tacit)

The process of sharing experiences and thus creating tacit knowledge such as shared mental models and technical skills. Examples of Socialization include Mentorship, Training, Rotation and Knowledge Café.

Externalization (Tacit – Explicit)

Transforming implicit information into explicit concepts. It is the process of making tacit knowledge apparent through metaphors, analogies, concepts, hypotheses, or models. A K-Based Exit Interview is an example of Tacit Knowledge Capture.

Combination (Explicit - Explicit)

The process of systemizing concepts into a knowledge system. This mode of knowledge conversion involves merging various bodies of explicit knowledge. Individuals exchange and combine knowledge through media such as documents, meetings, telephone conversations, or computerized communication networks. Examples of combinations include Archiving, Websites, Repositories, Knowledge Centers and Servers.

Internalization (Explicit – Tacit)

Making explicit knowledge tacit. It's similar to "learning by doing". Internalization can occur without needing to "re-experience" others' experiences. Assume that reading or hearing a success story makes some organization members experience the narrative's realism and essence. Then past events can become a tacit mental mode. Other examples of internalization are Search Engines and Expert Directories.

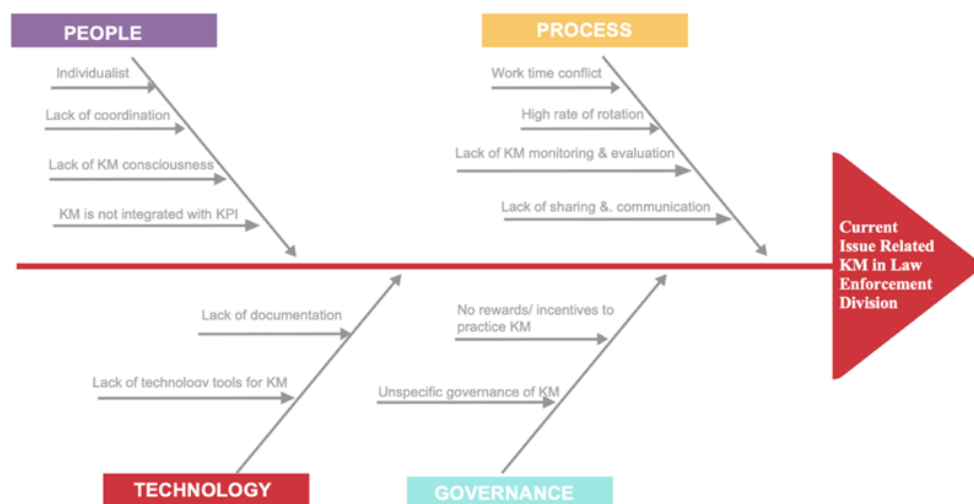
RESEARCH METHOD

The methodology in this study is to use the qualitative approach, which is carried out through Interviews, Observations, as well as literature and document studies.

RESULTS

Based on the results of interviews conducted to five sources, it is known that the achievement of the target output of Law Enforcement activities almost every year did not reach the target, including in the last data in 2020. The cause of the non-achievement of the target there are several factors, including the limitations of human resources that already have appropriate competencies and still a lack of understanding of existing human resources to the law enforcement process caused by the new working period, there is no experience and lack of knowledge transfer from employees who handled previous enforcement. The fishbone diagram below will provide further visual means related to the problem of the implementation of knowledge management in the Law Enforcement division.

Figure 3. Fishbone Diagram



To propose the KM system as a business solution to the problem of knowledge transfer in the law enforcement division, the author first categorizes which root problems from the above fish bone analysis can be solved later using the proposed KM system. As root causes of Knowledge Management, 10 (ten) points are addressed. Then there are 2 (two) points that are not classified as root causes of Knowledge Management, which are a high rate of rotation and a lack of documentation storage.

DISCUSSION

Effective knowledge management is about managing people and systems so that information is used. It makes information accessible to individuals and encourages those individuals to develop and apply their knowledge to the benefit of the organization. It is the active transformation of information from something itself, into something useful, usable, and reusable. Once knowledge management objectives are determined from each root cause that the knowledge management system deems to be resolved, then the the author incorporates issues of people, process, and technology into the knowledge management framework, all of which are viewed as critical variables that must be modified to match with knowledge management goals. The author then defined the proposed knowledge conversion mode in SECI Model terminology, which should aid the division in resolving knowledge management difficulties inside BPOM's Law Enforcement division. By emphasizing the relationship of tacit and explicit knowledge, the SECI paradigm contributes to knowledge production. As a result, the following table summarizes the Knowledge Management Framework and SECI:

Table 1. Knowledge Management Framework & SECI

Aspects	Root Causes		KM Objectives	KM Framework & SECI
People	1	Individualist	Able to coordinate and communicate within the team effectively and efficiently in problem-solving activities	Coordinator & Staff of Law Enforcement Division Knowledge Café, Weekly Briefing, Informal Meetings Whatsapp, Video Conference
	2	Lack of coordination	Provide ease of knowledge sharing activities between employees of the Law Enforcement Division	Coordinator & Staff of Law Enforcement Division Minutes of Meetings/ Agendas Access, Informal Meetings, Weekly Briefings Whatsapp, Video Conference
	3	Lack of Knowledge Management consciousness	Provide Knowledge Management understanding program for employees in the Law Enforcement Division	Coordinator & Staff of Law Enforcement Division Training, Workshop, Organization Newsletter/ Bulletins, Computer-based Training Podcast, Video Conference
	4	Knowledge Management is not integrated with KPI	Applying for Knowledge Management to integrate with KPI	Top Management Discussion Forum, Review existing system Repository, Video Conference, Portal
Process	5	Work time conflict	Scheduling and mobility of work	Coordinator of Law Enforcement Division Lesson Learnt Paper, Best Practice Paper, Peer Assist Repository (Dropbox/ GDrive)
	6	Lack of Knowledge Management monitoring & evaluation	Redefine standard processes and related procedures for KM implementation	Top Management, Training and Development Division Discussion Forum, Review existing system Repository, Video Conference, Portal
	7	Lack of sharing & communication	Encourage employees to share knowledge informally	Coordinator & Staff of Law Enforcement Division Knowledge Café, Weekly Briefing, Informal Meetings Whatsapp, Video Conference, Repository (Dropbox/ GDrive)
Technology	8	Lack of technology tools for Knowledge Management	Encourage the implementation of digital systems used explicitly for KM activities.	Coordinator & Staff of Law Enforcement Division, IT Division Discussion Forum Repository (Dropbox/ GDrive)

Governance	9	No rewards/incentives to practice Knowledge Management	Compiling a rewards/incentives system in the implementation of KM in the form of credit numbers	Top Management, Training and Development Division Discussion Forum, Review existing system Repository, Video Conference, Portal
	10	Unspecific governance for Knowledge Management	Develop specific standards and procedures related to Knowledge Management	Top Management, Training and Development Division Discussion Forum, Review existing system Repository, Video Conference, Portal

There are root causes that can be handled without employing knowledge management systems, as the authors recommend. One of the difficulties causing a lack of competent human resources in the Law Enforcement Division is significant staff rotation and mutation. In the future, the authors propose that personnel who receive particular law enforcement training be evaluated first to see if they can perform in the Law Enforcement Division. The performance agreement between employees and upper management might be strengthened if needed. Employees who receive special training must work in the Law Enforcement Division for a set duration. The organization lacks both soft-copy and hard-copy document storage. There is no organized documentation storage, thus employees who change jobs frequently struggle to learn more about their new employment. The Author proposes to buy adequate storage for both soft and hard copies.

CONCLUSION

Based on the results of the analysis in answering research questions in this study, the conclusions that can be obtained are as follows:

1. The implementation of law enforcement has not run optimally judging by the non-achievement of the organization's output target (KPI), this is due to several factors including the absence of a system or database that accommodates sharing knowledge, experience, and lesson learned that can support in decision making on the law enforcement process.
2. To propose a knowledge management system in the BPOM Law Enforcement Division, the Author uses a knowledge management framework in the People, Process and Technology Framework and SECI Model. First, the Author identifies the possible root of the problem related to knowledge transfer problems, then addresses the problems of people, processes, and technologies into the PPT framework to be aligned with knowledge management initiatives. Next, the authors define the proposed mode of knowledge conversion in SECI Model terms, highlighting the interaction of tacit and explicit knowledge.
3. Need the willingness of employees to participate and their willingness to share knowledge and information to create an open environment for the organization's benefit so that competitive advantage and service excellence will be achieved. In addition, the involvement of top management, the coordinator of the Law Enforcement division, even the IT division is an essential aspect in the successful implementation of knowledge management.

LIMITATION

This research is limited to time, namely July – September 2021, and environmental limitations analysis which only includes the application of knowledge management in the BPOM Law Enforcement Division.

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DECLARATION OF CONFLICTING INTERESTS

The authors declare that they have no known conflicting financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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