



Assessing Knowledge Management Readiness to Improve Data Quality by Prevent Incorrect Data Input on ERP System in Component Rebuild Center PT Kalcoal

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ABSTRACT: To fulfil the demand of availability component for supporting the mining operation at PT Kalcoal. Recondition component daily activity of recondition is entanglement from one process to another until the end of process. For transform digitalization, recondition component activity will using Enterprise Resource Planning (ERP) in every process.

The purpose of this study is to understand the level of knowledge management readiness in the component rebuild center in the Implementation of the ERP work system, to understand the strengths and areas for improvement for Knowledge Management, and to find tools that can be used to implement Knowledge Management in the component rebuild center.

This research using quantitative method, collected through a questionnaire. Furthermore, qualitative data was used to enrich the primary data collected through focus group discussions. By using APO as tools of knowledge management readiness, the results showed that the component rebuild center is still in the expansion phase, where knowledge management efforts are present in the core activity process and the company sees the benefits of knowledge sharing. The component rebuild center can further develop itself by using people as its accelerator. Having committed change groups and leaders will create a culture of knowledge sharing that can be followed by all lines of business in the company. In order for employees to have a single source of knowledge, it is important to create a knowledge management tool that can be done by building a new portal that can be accessed by all employee users. For the source of knowledge to always align the needs and developments of the company, it is necessary to have the ability to grow and store information safely and freely for employees so that information is always updated and well-maintained.

KEYWORDS: Knowledge management, component rebuild centre, APO, implementation ERP

1. INTRODUCTION

PT Kalcoal Component Rebuild Center

PT Kalcoal's concession area is 90,938 hectares. Detailed design and construction started in January 1989 and the project was completed on schedule on 1 September 1991. Coal shipment to our customers has increased from 7 million tons in 1992 to 53.2 million tons in 2013. Kalcoal's operation is fully integrated and self-supporting. The dynamic of operation of Kalcoal mining need to have recondition component do by internal organization for supporting heavy equipment that operated 24 hours 7 days. To ensure fast turnaround times of component availability, reduced component rebuild costs, high quality, and improved reuse ability and salvage capability PT Kalcoal establish component rebuild center. Combined with OEM Certified Component Program which allows to exchange components, rebuild component provides solution to lower your Cost per Hour.

Before Kalcoal initiate in house rebuild component, the need of component provides by original equipment manufacturer such as Trakindo, United tractors, Hexindo, liebherr, etc. Depending only to original equipment manufacturer will has conscience of availability and cost maintenance that difficult to reduce therefore the price will periodically higher than before. CRS has responsibilities to recondition electrical & mechanical component. The majority component come from mining fleet unit and the rest others are from other customer such as CPP, Power Plant and etc.

The dynamic of operation of Kalcoal mining need to have recondition component do by internal organization. operation. Recondition component activity is operate 24 hours a day and all years. All daily activity of recondition is entanglement from one process to another until the end of process. From beginning process until finish process the component recondition have to through a long journey of the flow process. There can be called journal component recondition. The journal itself consist of two parts, the

first is the actual physical component itself, the second is the data transaction. These two parts is need to be entanglement to complete each other’s using ERP Odoo.

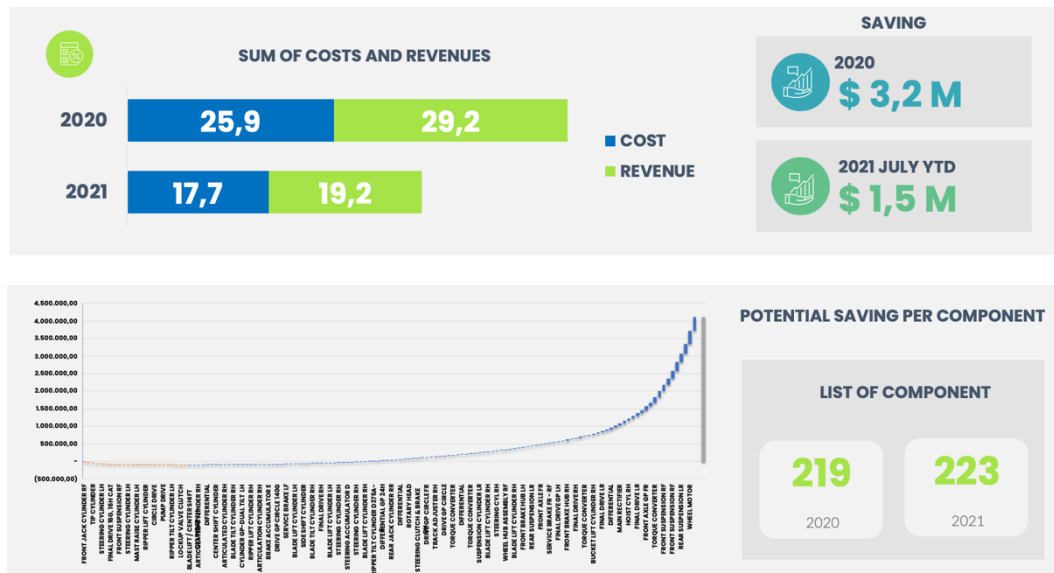


Figure 1 Journal rebuild component 2020 – 2021 YTD

Knowledge Management

Knowledge is recognized as a crucial resource that offers a sustainable competitive advantage in today's competitive economy. The significance and relevance of knowledge in the contemporary business era have become increasingly critical, especially as we transitioned into an information and knowledge-centric age (North, 2018). Companies are now emphasizing collaboration across divisions to build products, signaling a shift in organizational strategies. It is essential, yet not solely sufficient, for an organization to hire employees with specific knowledge, skills, or competencies to gain a competitive advantage. Knowledge permeates various facets of an organization, including its culture, systems, documents, and individuals themselves (Cepeda-Carrion, 2011). The determination of an organization's core competence and value creation is heavily influenced by the knowledge embedded within it (Cepeda-Carrion, 2011).

Knowledge management serves as a tool for overseeing knowledge assets within a company. The company's procedures, documents, expertise, and employees' experiences are considered valuable knowledge assets. Utilizing knowledge management has been recognized as a means to attain a competitive advantage. Through this practice, organizational performance can witness improvement, given the enhanced management of internal knowledge as a source of competitive advantage (Zack et al., 2009). By implementing knowledge management, organizations can streamline their business processes by making all necessary information for decision-making readily available and efficiently utilized. Organizations are progressively adopting the practice of capturing, managing, and storing their knowledge through knowledge management (Sanchez, 1996). The most complex scenario for knowledge management may be found in the context of supply chain as it involves multiple companies without an ownership relationship or hierarchy between them, being called by some authors as trans organizational or interorganizational knowledge. That complexity is additionally increased by industry 4.0 (or 4th industrial revolution) and digital transformation, as new challenges emerge from both the volume and speed of information flows and knowledge generation (Sartori, 2021). The Organizational knowledge plays a crucial role in the foundational capabilities of a company (Grant, 1996).

Knowledge Management and Innovation (KMI) focuses on the processes of knowledge creation, storage, dissemination, transfer, sharing, and utilization with the aim of fostering innovation, prosperity, and well-being. Given the diverse manifestations of knowledge, organizations actively pursue opportunities for growth (Argyris, C., 1993).

Digitization is the process of converting analog information into digital form using an analog-to-digital converter, such as in an image scanner or for digital audio recordings. As usage of the internet has increased since the 1990s, the usage of digitization

has also increased. Digital transformation, however, is broader than just the digitization of existing processes. Digital transformation entails considering how products, processes and organizations can be changed through the use of new digital technologies (Matt, Hess, Benlian, 2015). A 2019 review proposes a definition of digital transformation as "a process that aims to improve an entity by triggering significant changes to its properties through combinations of information, computing, communication, and connectivity technologies" Digital transformation can be seen as a socio-technical programmed (Vial, 2019).

Knowledge Management at KALCOAL

Currently Knowledge Management (KM) in Kalcoal centralized at Human Resources Division (HRD) with different terms. From HRD is delegated to each division and department including MSU for more specialized of task process. The policy and best practice of distributing specific human resources tasks and responsibilities to different departments or teams within an organization to but not coverage all activity especially on recondition process systems.

2. BUSINESS ISSUE

Recondition process seize by ERP Odoo to capture all activity. The main activities of CRS workshop are component recondition. The process of recondition consist of washing, disassembly internal component, inspection, measurement, instalment, assembly, final test, finishing. Including journal costing and all recondition activity until component ready for use.

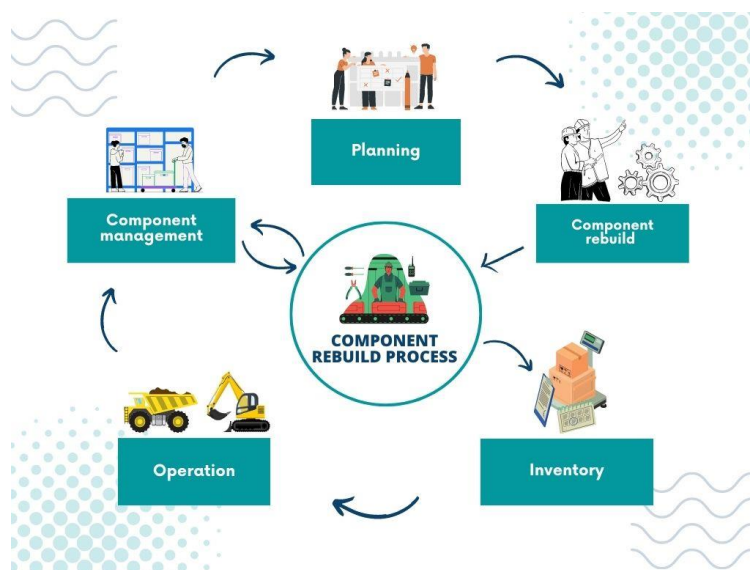


Figure 2. ERP recondition process

There is found incorrect data in ERP flow process begins with the component that need to be repair had removed from heavy equipment in operation. This component will be carried out to component management. Once component management handle the component it will be input the data and sent to component rebuild and planning section to be process. At the component rebuild section, planning section make calculation plan activity to ensure the recondition running well and accurate. When recondition component finish, it will be sent to inventory to be stored. The problem is in dashboard ERP, the all completely process not imaged the actual process that already handled. The aging every process has been to longer than normal process because of lack how to operated ERP. From beginning process until the end of process the Leadtime not reflected of overall process.

Enterprise resource planning (ERP) involves the unified management of core business processes, often in real time, facilitated by software and technology. Typically categorized as business management software, ERP constitutes a suite of integrated applications that organizations employ to gather, store, manage, and interpret data from various business activities. These systems can either be localized or cloud-based, with the latter gaining popularity in recent years due to the heightened efficiency derived from accessible information from any location with Internet connectivity according to Hartl, Eva and Hess, Thomas, (2019).

The scope of ERP typically entails substantial modifications to staff work processes and practices. Typically, three service types—consulting, customization, and support—are accessible to facilitate the implementation of these changes. The duration of implementation varies based on factors such as business size, the number of modules, customization requirements, the extent of process changes, and the customer's readiness to assume responsibility for the project. It is possible to implement modular ERP systems gradually in stages.

Implementing ERP often necessitates adjustments to current business processes. A significant cause of project failure is a lack of understanding regarding the required process changes before initiating the implementation. Challenges may arise in relation to the system, business processes, infrastructure, training, or a lack of motivation.

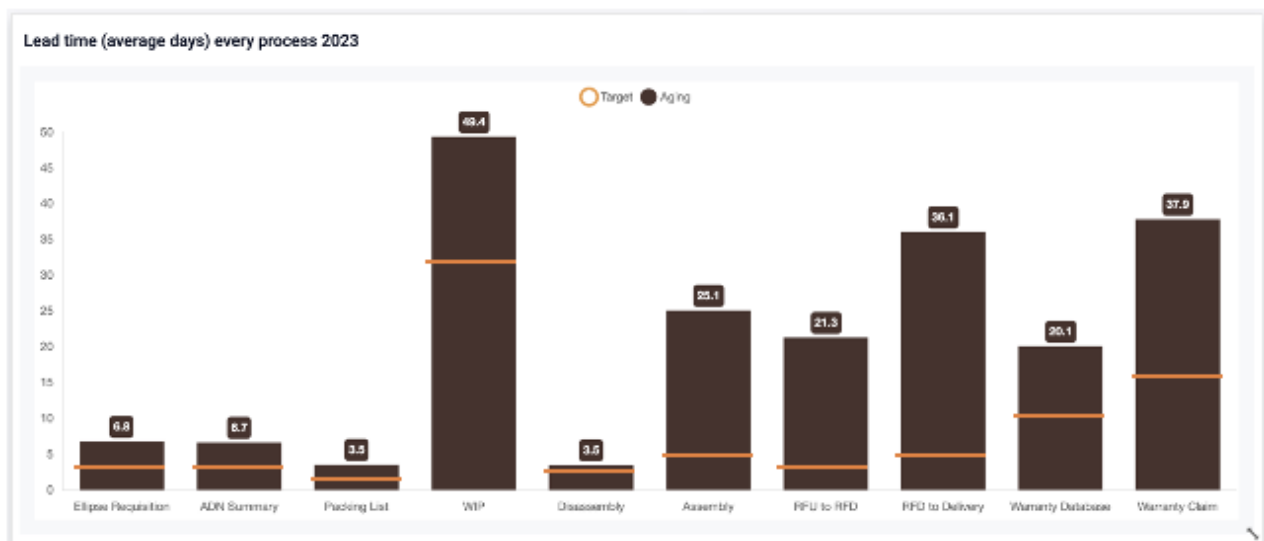


Figure 3. Data dashboard ERP out of Leadtime every process

As knowledge management plays a role in employee productivity, the objective of this research would as follow:

1. knowing the readiness component rebuild center PT Kalcoal in introducing knowledge management of using ERP for operational.
2. Knowing the strength and areas of improvement for component rebuild center PT Kalcoal’s knowledge management of using ERP for operational.

Based on the issue identification several questions that would like to be answered in this research are:

1. What level of readiness component rebuild center PT Kalcoal in adopting Knowledge Management in order to prevent incorrect data during using new ERP?
2. What are component rebuild center PT Kalcoal areas of improvement on focusing knowledge management in order to build a system that would prevent incorrect data during using new ERP?

Knowledge is recognized as a crucial resource that offers a sustainable competitive advantage in today's competitive economy. The significance and relevance of knowledge in the contemporary business era have become increasingly critical, especially as we transitioned into an information and knowledge-centric age to North (2018). Based on the preceding definitions, individuals must possess knowledge derived from their experiences, which becomes a crucial asset for the company to retain. This underscores the significance of knowledge management by Baumard, P. (2001). The essence of knowledge management lies in establishing a structured and systematic approach within the organization. Through the implementation of knowledge management, organizations can mitigate project overlaps across functions, enhance employee efficiency, and showcase best practices from prior activities by Kimiz Dalkir (2011). Knowledge is the fundamental basis of competition. Although the study of knowledge is as old as human history, it has only been recognized in the last decade as a crucial element of the industrial development of firms according to Bonaventura, M. (1998).



In many organizations, knowledge flow predominantly revolves around internal marketing practices aimed at showcasing the organization's products to boost commercial growth, thereby exposing the product mix to clients. Unfortunately, scant attention is directed towards the flow and generation of knowledge within teams, which could foster sustainable innovation (Christensen, 1997). Dimtita and Order (2001) define knowledge management as the ongoing journey of collecting and shaping an organization's expertise, from individual minds to databases and documents, to transform it into valuable tools for success. It's also crucial to consider the effective application and utilization of that knowledge to truly unlock its transformative potential.

According to Wiig (1999), knowledge management involves consciously and systematically creating, renewing, and applying an organization's knowledge to maximize the value and profitability of its knowledge assets. According to Townley (2001), successful knowledge management hinges on a systematic process of disseminating knowledge throughout every corner of an organization. This process centres around fostering effective information management practices, promoting organizational learning, and ultimately leveraging knowledge to achieve competitive advantage in expressing ideas.

The workplace is evolving, according to Nonaka and Takeuchi (1995). As knowledge becomes the driving force behind organizational success, every employee, regardless of their specific role, takes on the mantle of a "knowledge worker."

Heisig (2019) analyzed 160 frameworks, revealing a diverse terminology landscape. Despite this variety, a key question remains how can commonly used KM frameworks be adapted for the specific needs of Transaction Processing Performance Improvement (TPPI).

A knowledge management (KM) strategy is a roadmap that outlines how an organization will capture, share, leverage, and continuously improve its collective knowledge base according to Prof. Jann Hidajat Tjakraatmadja (2017). Knowledge has become increasingly relevant for organizations since the shift from an industrial economy based on assembly lines and hierarchical control to a global, decentralized, information-driven economy according to U.M. Borghoff, & R. Pareschi, (1998).

Adopting digital technology can bring benefits to a business according to Thomass (2019). However, some company cultures can struggle with the changes required by digital transformation according to Westerman, George; et al. (2014).

3. DATA COLLECTION

3.1 Quantitative method

Quantitative methods involve a systematic approach to gathering and analysing numerical data to comprehend, describe, and explain various phenomena within a scientific or research context. These methods find application across diverse disciplines such as social sciences, psychology, economics, and natural sciences. The primary objective of quantitative research is to acquire objective and reliable information that can be statistically analysed and generalized to a broader population, (Siregar, 2013). The key steps in quantitative methods include:

- a. **Research Design:** Researchers define the research question or hypothesis and select an appropriate design, such as experimental designs, surveys, or observational investigations, to gather pertinent data.
- b. **Data Collection:** Numerical data is collected through various techniques like surveys, questionnaires, experiments, or measurements, with meticulous planning and execution to ensure reliability and validity.
- c. **Data Analysis:** Statistical techniques are applied to analyse quantitative data, unveiling patterns, relationships, and trends. This involves using suitable statistical tests, such as regression analysis, t-tests, chi-square tests, or Pearson Coefficient, based on the data's nature and the research question.
- d. **Interpretation of Results:** Researchers interpret findings based on statistical analysis, drawing conclusions and making inferences about the studied population. Results are often presented in tables, infographics, and statistical summaries.
- e. **Reporting and Publication:** The final stage involves disseminating research findings through academic journals, conference presentations, or reports, contributing to the existing knowledge in the field.

The research study will employ the APO Knowledge Management Assessment Tool as the primary questionnaire for data collection. This validated instrument is specifically designed to assess knowledge management practices within organizations. Comprising a comprehensive set of questions, the tool evaluates various dimensions of knowledge management, including knowledge sharing, creation, utilization, and storage. By integrating this established questionnaire into the research methodology, the study aims to gather reliable and standardized data on knowledge management practices, facilitating a comprehensive analysis and evaluation of organizational knowledge processes.



Table 1. Summary of Number of Questions

Category	Number of Questions	Maximum Score
Leadership	6	30
Process	6	30
People	6	30
Technology	6	30
Knowledge Process	6	30
Learning and Innovation	6	30
KM Outcomes	6	30
Total score		210

With a scale of 1 - 5 based on the current situation in work environment with the measured scale as follow:

- 1 - the statement does not at all reflect the current situation
- 2 - the statement does not reflect the current situation
- 3 - the statement moderately reflects the current situation
- 4 - the statement reflects the current situation
- 5 - the situation very much reflects the current situation

Data collection methods are interview and focus group discussion to enhance the robustness of the outcomes derived from the primary data. Qualitative research will be employed via focus group discussions (FGD) to provide additional depth to the results. The selection of topics for the focus group discussions will be guided by the assessment results, highlighting both the strengths and areas for improvement in CRS knowledge management. The essential steps to be undertaken for the FGD include:

- a. Clarifying the research objective: The research aims not only to assess the knowledge readiness of CRS but also to identify the necessary tools for implementing a knowledge management system in the company.
- b. Create a discussion guide: Since this research relies on the APO assessment as its primary data source, the discussion guide will serve as an extension of the assessment, providing a more in-depth exploration and encouraging brainstorming.
- c. Present findings: Involves presenting the findings. Given that the FGD aims to enhance the primary data, the reports are anticipated to offer a more profound understanding of the issues, thus contributing to the recommendations for the company
- d. Selection of participants: The last step would be Participants for the focus group discussions (FGD) will include individuals from managerial and working-level positions to ensure diverse perspectives. The respondent profile for this FGD is as follows :

Table 2. List of Participant FGD

No	Position	Age	Gender	Working Years
1	Manager	47	Male	24
2	Superintendent	38	Male	14
3	Senior Staff	41	Male	16
4	Senior Staff	40	Male	15
5	Senior Staff	46	Male	26
6	Staff	40	Male	20
7	Staff	38	Male	19

The population for this study will be drawn from the Component rebuild section, consisting of 101 employees. By employing Slovin’s formula to calculate the sample size with a 10% margin of error, it is estimated that approximately 51 participants will adopt the questionnaire. The outcomes from the APO questionnaire will encompass details such as respondents' age, tenure at CRS and job positions.



Population Size (N):

Acceptable Margin of Error (e):

CALCULATE

Sample size (n): **50.249**

Slovin's formula is calculated as:

$$n = N / (1 + Ne^2)$$

where:

- n = sample size
- N = population size
- e = acceptable margin of error

4. ANALYSIS

Validity Test - Pearson Correlation (SPSS)

To examine the relationship between the questionnaire's variables, Pearson's Correlation (SPSS) will be employed in this research. This analysis will be conducted once the collected questionnaire results are available. The validity results will indicate whether a robust correlation exists among the variables according to Anggraini puspita dewi Fitria "et al" (2022). Using SPSS software to conduct the Pearson Correlation test and subsequently formalized the results from Microsoft Excel before. The test results using SPSS software are presented below:

Table 3. Pearson Correlation (SPSS) Results

Correlations	TOTAL	RESULT	Correlations	TOTAL	RESULT
X01	.757**	Valid	X22	.689**	Valid
X02	.811**	Valid	X23	.804**	Valid
X03	.797**	Valid	X24	.849**	Valid
X04	.822**	Valid	X25	.875**	Valid
X05	.802**	Valid	X26	.856**	Valid
X06	.728**	Valid	X27	.850**	Valid
X07	.809**	Valid	X28	.795**	Valid
X08	.769**	Valid	X29	.833**	Valid
X09	.827**	Valid	X30	.844**	Valid
X10	.791**	Valid	X31	.790**	Valid
X11	.815**	Valid	X32	.738**	Valid
X12	.797**	Valid	X33	.823**	Valid
X13	.881**	Valid	X34	.784**	Valid
X14	.814**	Valid	X35	.842**	Valid
X15	.876**	Valid	X36	.858**	Valid
X16	.860**	Valid	X37	.834**	Valid
X17	.839**	Valid	X38	.901**	Valid
X18	.783**	Valid	X39	.878**	Valid
X19	.821**	Valid	X40	.896**	Valid
X20	.816**	Valid	X41	.833**	Valid
X21	.667**	Valid	X42	.820**	Valid

Reliability Test - Cronbach's Alpha Value

Another approach employed to evaluate the questionnaire's reliability is the Cronbach Alpha value test, measuring the consistency of the variables involved in answering the questionnaires, test according to Wiratna Sujerweni, (2014). In this case, the alpha score ranges from 0 to 1, with a value exceeding 0.7 indicating reliable test results and suggesting a consistent pattern across variables to Arindam Basu (2021).



Table 4. Cronbach Alpha Results

Category	Cronbach's Alpha	≈
Leadership	0,775	Good
Process	0,791	Good
People	0,833	Very good
Technology	0,761	Good
Knowledge Process	0,834	Very good
Learning & Innovation	0,795	Good
KM Outcomes	0,853	Very good

APO Result

To assess Component Rebuild Centre Section (CRS) knowledge management (KM) readiness, the research employed the APO assessment framework. This framework consists of 7 categories, each containing 6 questions rated on a scale of 1 to 5, for a maximum achievable score of 210. Questionnaires were distributed to a selected sample population, and Component rebuild overall score was approximately 134.74.

On average, each category scored 19.25. Process led the way with an average score of 19.60, followed by leadership at 19.33. The KM Outcome category also performed well, averaging 19.31. The remaining categories relatively close together, learning and innovation averaged 19.30, followed by Knowledge Processes at 19.27 and two scored below average People at 19.20, and Technology at 18.74.

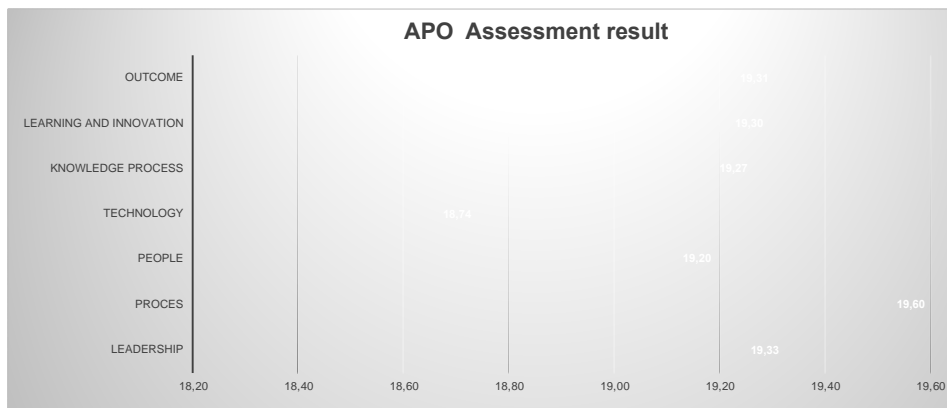


Figure 4. APO Assessment result

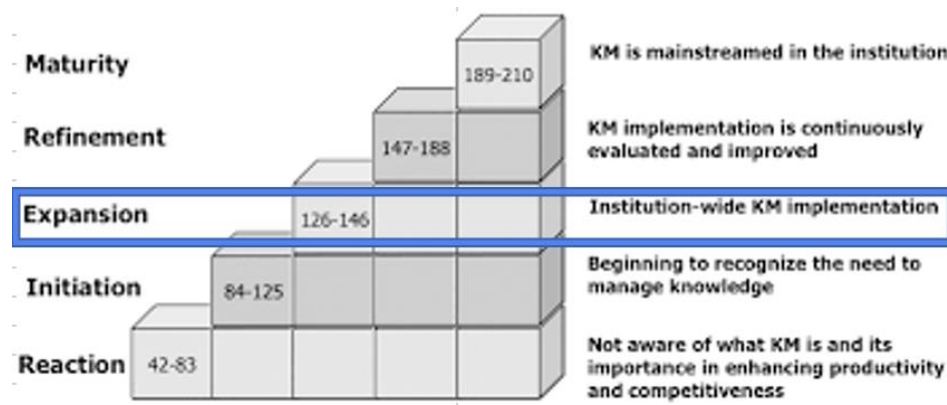


Figure 5. Results of Knowledge Readiness Assessment



According to result of questioner, there is several questions that focusing to enhance and strength the area. This discussion to get objective and validate answer from questioner.

Table 5. People qualitative Key of discussion

APO Category	Sub Category	Topic	Key of Discussion
People	People 1	The organization’s education, training and career development programs build employee knowledge skills, and capabilities, support achievement of overall objectives and contribute to high performance	The organization does have training department for development core skill to support production
	People 2	The organization has a systematic induction process for new staff that includes familiarizing them with KM and its benefits, the KM system and tools	The organization does have induction process but not specialily for software ERP
	People 3	The organization has formal mentoring, coaching and tutoring processes	The organization does not have formal tutoring all process
	People 4	The organization has a database of staff competencies	There have only database for training history
	People 5	Knowledge sharing and collaboration are actively encouraged and reward/corrected	Knowledge sharing is ot regulary conduct due to workload schedule
	People 6	Employees are organized into small teams/groups (e.g. quality circles, work improvement teams, cross=functional teams, Communities of proctors) to respond to workplace problems or concerns	There is already group and section for functional job assignment

Table 6. Technology qualitative Key of discussion

APO Category	Sub Category	Topic	Key of Discussion
Technology	Technology 1	Management has established an IT infrastructure (e.g. internet, intranet and website) and has developed capabilities to facilitate effective KM	Management has established an decent IT infrastructure
	Technology 2	The IT infrastructure is aligned with the organization’s KM strategy	There is already develepoment to general organization need
	Technology 3	Everyone has access to a computer	Not all employee has acces to computer especillay for mechanic
	Technology 4	Everyone has access to the internet/intranet and has an email address	Not all employee has account address especially for mechanic
	Technology 5	Information delivered on the website/intranet is updated or regular basis	There is already information trough email
	Technology 6	An intranet (or similar network) is used as a major source of organization-wide communication to support knowledge transfer or information sharing	There is not yet all information especially for new knowledge such as software ERP



Table 7. KM tool Key of discussion

No	Question	Key of Discussion
1	Based on your knowledge, how do you currently access information and knowledge especially for new technology (ERP software) ?	<ul style="list-style-type: none"> - Knowledge and information currently is scattered and by pass one person to another. - Knowledge can be only acces to employee that have acces to intranet. - Currently Knowledge is stored in intranet and shared folder which is good as it ensures that any changes on the doc will be reflected for those who have access.
2	Based on our current technology infrastructure, what would be the best tool to be used for knowledge management ERP software ?	<ul style="list-style-type: none"> - Create one module "Document and knowledge" that can be acces for all employee especilaly mechanic to ensure to get every process, tutorial knowledge whether it be tacit or explicit and regulary can be updated. - Give all employee account to computer for easy acces and communicate

Data collection methods are interview and focus group discussion to enhance the robustness of the outcomes derived from the primary data. The main techniques for analysing qualitative data involve various applications of sorting, organizing, and indexing data Mason, (1996). The following sources explained the how to do qualitative data analysis. Maxwell (1996) suggests that theoretical memos be used for data sorting, structuring, and indexing (or coding).

The data is analysed, categorized, re-examined, and recategorized through a series of theoretical memos, which compare and contrast the researchers' assertions and contextualize the data. Coffey & Atkinson (1996) present two creative data analysis modes: dissect and condense, which is similar to statistical factor analysis in that the underlying latent roots of the data are identified, and reconstruct and expand, which alters, reconceptualizes, and complicates the facts.

According to Chase (2005) narrative design is a mode of inquiry in qualitative research and it has a specific focus on the stories told by individuals. Research is the investigation of an individual and their experiences, focusing on one or two individuals, collecting data through tales, documenting individual experiences, and organizing the meaning of those experiences. As Bekele and Ago (2022) explained, the sample size for the interview in narrative research is one or two people. Qualitative research will be employed via focus group discussions (FGD) to provide additional depth to the results. The selection of topics for the focus group discussions will be guided by the assessment results, highlighting both the strengths and areas for improvement in CRS knowledge management. The essential steps to be undertaken for the FGD include:

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To strengthen the validity and credibility of the research methods, data triangulation will be employed. This technique involves using multiple data collection methods to examine the same phenomenon from different angles. By comparing results from these methods, we can identify convergence (agreement) and potential complement (discrepancies). This convergence can help to build confidence in the overall findings. In this study, data triangulation will focus on the areas identified as needing improvement based on the initial assessment. Specifically, we will look for convergence in findings related to the 'People and 'Technology' categories, which scored the lowest. By triangulating data from these areas, we can gain a more nuanced understanding of the challenges faced by Component Rebuild in implementing knowledge management. The following section presents the triangulation analysis conducted:

Table 9. Data Triangulations

No	KM Audit Category	Qualitative Data	Quantitative Data	Triangulation
1	People	<p>Strength : The organization does have training department for development core skill to support production and have database for training history. Group assignment for special task already well established.</p> <p>Weakness : The organization does not have formal tutoring all process. The organization does have induction process but not specialilty for software ERP. Knowledge sharing is ot regulary conduct due to workload schedule.</p>	Currently mechanic are divided with grouping and well established, but for induction every process was not well perform, because for sharing knowledge is passed by one to another especially for new knowledge such as ERP software. Learning by doing.	Complement. Although knowledge sharing already conduct in inner group or work circle, there still a lot of area to improve, therefore need formal schedule sharing process.
2	Technology	<p>Strength : Management has established an decent IT infrastructure. There is already general information trough email and intranet. Not all employee has acces to computer especially for mechanic. There is not yet all information especially for new knowledge such as software ERP.</p> <p>Weakness : Not all employee has acces to computer especially for mechanic. There is not yet all information especially for new knowledge such as software ERP.</p>	For IT infrastructure is already well established, but not every employee especially mechanic have privilege to access it. For database of knowlegde process like tutorial still doesn't exist	Convergent Data between two methods shows that the main issue that needs to be solved is to create account to all employee for acces computer networking and to create knowledge database that easy to access for all employee



Based on the analysis in the previous section, the assessment indicates that Component Rebuild Section knowledge management (KM) is currently in an 'expansion' phase. This suggests that the company has established a basic KM infrastructure and is actively implementing initiatives to expand knowledge-related activities. The assessment results also pinpoint specific categories that require the most attention to support Component Rebuild Section overall KM growth.

Table 10. People initiative recommendation

NO	INITIATIVE	DESCRIPTION
1	Established formal sharing session	For equality understanding of knowledge process every employee is essential for conduct formal sharing session
2	Develop agent of change every group	in each group there is need to appointing one person to be agent of change for current undergoing process if there any employee found difficult situation for performing task
3	Provide training for new knowledge	every new process of knowledge is important to conduct formal training and workshop, besides for upgrade knowledge also for documented and database employee

Table 11. Technology initiative recommendation

NO	INITIATIVE	DESCRIPTION
1	Create account for all employee	For ease access computer and always get update of information knowledge process every employee need to account
2	Create database for knowledge management	Database that centralized all knowledge process of job that can be access by employee. Always to be maintain and updated for support process business
3	Create database for document process and tutorial	Database for specific process of job completed with documentation and tutorial that easy understanding

5. CONCLUSION

Referring back the purpose of this research is to intended answer 2 main research questions, the answer is:

1. The level of readiness component rebuild center is still in the expansion phase, where knowledge management are currently existing in the core activity process and the company sees the benefits of knowledge management.
2. There are two area categories to improve on focusing knowledge management in order to build a system that would prevent incorrect data during using new ERP: Technology and People.

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