

Human Resources Development Strategy to Improve Knowledge Management (A Case Study on Online Transportation Services of CV. Aplikasi Joker)

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Submission date: 30-May-2022 06:31PM (UTC+0700)

Submission ID: 1847149879

File name: JURNAL_PENELITIAN_2021.pdf (378.24K)

Word count: 4626

Character count: 25770

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ABSTRACT

This paper is aimed at determining the strategies applied in the development of human resource management in improving knowledge management for the drivers of CV. Aplikasi Joker. The problem of one company lies in human resources as a benchmark for driving the wheels of the company, where the company must develop a strategy in terms of human resource development in order to improve knowledge management in applying knowledge and skills in accordance with the company expectations. This research uses qualitative methods through data collection in the form of literature study, observation, interviews and documentation. There are four strategies in developing human resource management that are applied to CV. Aplikasi Joker to improve Knowledge Management, namely: (1) internal training strategy specifically for drivers, (2) personal approach strategy through area managers to drivers, (3) evaluation strategy among driver teams, and (4) strategy for implementing punishment in accordance with SOP. The digital era requires optimal knowledge management in maintaining the continuity of the company's business and requires optimal employee support to run a business properly and appropriately. Therefore, it is necessary to implement a strategy for the company to collaborate knowledge management with optimal human resource development.

Keywords : Human Resource Management, Knowledge Management, CV Aplikasi Joker

1. INTRODUCTION

The ability of a company in the digital era is one of the most important factors in determining today's competitiveness. The need for an appropriate human resource strategy aims at creating quality and competent human resources in accordance with company expectations. With the creation of a superior human resource development strategy, it is hoped that it can improve the knowledge management of employees who work within the company. With the times that are supported by technology, it leads various parties to make everything instantaneously or online. Currently, we are in an era of advancing technology and information, where technology has become an inseparable part of human life. The increasing demand for community mobility, of course, requires a means of transportation that can provide movement from one place to another quickly even though the distance is far. Today there are the latest breakthroughs, namely online application-based transportation innovations that are supported by communication technology via smartphones. This online application-based transportation is an amalgamation of transportation services for motorcycle taxis and communication technology of the many online application-based transportation in Indonesia.

With this development, many online transportation-based companies have been established to compete with each other and offer their respective advantages, including those in Indonesia such as Gojek, Grab and Uber. Nowadays, however, online ojek-based online applications have sprung up locally in every region in Indonesia, one of which is CV. Aplikasi Joker in Bondowoso that can be seen in table 1.1.

Table 1.1 List of Local Online Transportation Applications in Bondowoso

Transport Application Name	Total Driver
Terater	2 People
Sipjek	4 People
Bosjek	4 People
D-Trans	0 People
Goodjek	5 People
Umajek	5 People
Joker	60 People

Data: Observation Results (2021)

CV. Aplikasi Joker is an online local online transportation-based application in Besuki Residency, East Java. Initially, CV. Aplikasi Joker has been operating since 2016 with 5 online motorcycle taxi drivers located in the Asembagus area, Situbondo. As time elapsed and technology advanced, CV. Aplikasi Joker opens branches in various surrounding cities, namely Bondowoso, Banyuwangi, Situbondo and Jember.

CV. Aplikasi Joker is the first transportation application in Bondowoso City that owns 60 online motorcycle taxi drivers with various service facilities offered, namely motorcycle taxi services, food delivery services, car services, health services, ticket services and tourist services. With a variety of services offered that are different from other competitors, it is hoped that CV. Aplikasi Joker can meet customer needs.

Maintaining the quality of a company in the era of digitalization is not easy because of the changing trends and people's tastes that often change. This also requires companies to always look for original ideas to increase their self-worth. Being unique and different from competitors is the result of optimal innovation that the company has. It is not easy to get value and quality recognition from competitors. At CV. Aplikasi Joker, managing human resources, especially online motorcycle taxi drivers, is not easy. It needs regular education and evaluation provided by area management to maximize the performance of the drivers. The lack of the latest level of education makes area management have to strive to form a good attitude or ethics towards online motorcycle taxi drivers. The number and latest education level of the online motorcycle taxi drivers of CV. Aplikasi Joker can be seen in the following table.

Table 1.2 Online Ojek Driver Data of CV. Aplikasi Joker Bondowoso

Gender	amount	Level education
Man	20 people	Junior high school level
	28 people	High school level
Women	12 people	High school level

Data: Observation Results (2021)

It can be seen that CV. Aplikasi Joker in Bondowoso City area still has online motorcycle taxi drivers who still have a low level of education, so it is necessary to develop good human resources to improve knowledge management, especially online motorcycle taxi drives to be able to provide good service in accordance with the management policies of CV. Aplikasi Joker. The low level of the drivers' education has an impact on the services provided to customers. It can be seen in the following table:

Table 1.3 Bad Attitude of the Drivers

Attitude of Drivers	Information
The food menu does not match the orders	Drivers order foods, but the orders are not delivered to the right destination, or the orders do not fulfill the customers' wishes.
Unfriendly	Drivers do not give thanks to customers.
Not fast response	Drivers do not provide fast service to customers.

Data: Observation Results (2021)

It can be seen that the common mistakes made by drivers is that the food menu does not comply with orders; the drivers are unfriendly and not fast response. Hence, if the company wants to be able to compete with its competitors, then the company should have a strategy used to develop human resources in order to improve *knowledge management* that has been held. The initial goal of implementing *knowledge management* in companies is to create collaboration and communication in order to encourage employees to communicate and share knowledge. A good company business strategy is utilized to maintain *knowledge management* and create additional strategies to improve the quality of human resources. Therefore, to be able to produce good *knowledge management*, the company must improve the quality of its human resources.

2. LITERATURE REVIEW

2.1 HUMAN RESOURCES

In a knowledge-based economy, human resources are a major strategic asset for organizational performance, and management of this capital is important for competitive advantage (Grant, 1997; Roos et al., 1997; Von Krogh et al., 2002). The challenge for the company in the future is how to deal with the demands of the business environment which expects the company to be able to implement management practices that are open (transparency), responsible (responsibility), have credibility (accountability), fairness, and independence, so the trust from both local and international business environments can be attained (Wahyu et al., 2017).

Human resources emerge as a combination of knowledge, skills, innovation and a person's ability to carry out their duties, in which it is accomplished to create values, and the company goals can be achieved. The strategic role of human resources based on knowledge management is also a source of useful knowledge, skills and competencies in an organization or company (Devianto, 2010).

There are four principles of approach in human resource management (Fathoni, 2006: 11), as follows:

- a. Human resources are the most important assets owned by an organization, while effective management is the key to the success of the organization.
- b. Success is most likely to be achieved when regulations or policies and procedures, as well as work mechanisms, which relate to people and the company are interconnected and contribute to the achievement of corporate goals and strategic achievements.
- c. Company culture and values, organizational atmosphere and managerial behavior derived from these cultures will have a major influence on the best results. Human resource management is related to an integrated manner, making all members of the organization involved to achieve goals.
- d. These four principles must be embedded in every member (human).

According to Cordoso (2013:11), the perspective of human resource management in an administrative perspective emphasizes that the role of organizations in modern era is very important. Humans without organization or without the help of others, will not be able to realize their ideals and life goals. Dependence on other people encourages humans to always work together and organize.

Based on the definition of human resource management above, human resource management can be formulated as a process of utilizing HR effectively and efficiently through planning, mobilizing, and controlling all values that become human strength to achieve a common goal.

2.2 HUMAN RESOURCES DEVELOPMENT

HR development can be defined as a systematic and planned set of activities designed by an organization to provide its members with the opportunity to learn the skills needed to meet current and future job demands. In a broader sense, HR development seeks to develop knowledge, experience, expertise, productivity, and employee satisfaction (Werner and DeSimone, 2011: 4).

According to Price (2011: 455), HR development is a strategic approach to investing in human resources. Human resource development provides a framework for self-development, training programs and career advancement that are tailored to the skills needs of the organization in the future.

Types of development are grouped into informal development and formal development (Mangkunegara, 2007: 67).

- a. Informal development, namely employees on their own desires and efforts train and develop themselves by studying literature books that are related to their job or position. Informal development shows that the employee is eager to move forward by increasing his or her work ability. This is beneficial for the company because the employee's work performance is getting bigger. Besides, the efficiency and productivity are also getting better.
- b. Formal development, namely employees assigned by the company to take part in education and training. Both are carried out by the company, and those are carried out by educational and training institutions. Formal training is carried out by the company because of the demands of current or non-career jobs or an employee's career advancement.

Human resource development is one of the important activities in a company, where employees and the company work together in a balanced manner for the existence of the company. Human resource development can be done in several forms. Usually each company has different characteristics according to the situation and the needs of the company. This can be done by improving skills with training and coaching, increasing employee knowledge by men of education (Miftahuddin et al., 2018).

2.3 KNOWLEDGE MANAGEMENT

According to (Hakim, 2013), knowledge management or now which is more popularly called Learning Organization is a processing system that is able to regulate how to apply knowledge to a related company management system such as how people from different places start talking to each other using virtual work systems, sharing between members and the duplication process of knowledge held by each employee.

According to (Wulantika, 2012), knowledge management is an organizational activity in managing knowledge as an asset, which consists of people, infrastructure, work processes, culture and technology where in various strategies there is the right distribution of knowledge to the right people and in a fast time, until they can interact with each other, share the knowledge and apply it in their daily work for the sake of improving organizational performance.

If reviewed further, knowledge management is divided into two, namely:

- a. Explicit Knowledge is a form of transfer of knowledge that has been stored so that it is easy to learn and use to other parties. Examples: books, newspapers, magazines.
- b. Tacit Knowledge is a form of transfer of knowledge in the form of experience, skills, and understanding. For example, a worker works for several years and has experience in his field before he enters his retirement.

Tacit knowledge and explicit knowledge can be converted into four processes, namely:

- a. The socialization of the sharing process is carried out by interacting directly from tacit knowledge to tacit knowledge.
- b. Externalization is the process of transferring knowledge through dialogue, causing the transfer from tacit knowledge to explicit knowledge. Example: writing books, magazines, journals.
- c. Combination is the process of knowledge transfer which is based on the transfer of explicit knowledge that turns into new explicit knowledge through the changes of explicit knowledge and information. Example: summarizing articles, stories, books.
- d. Internalization is the process of transferring knowledge based on learning and acquiring knowledge carried out by members of the organization towards the explicit knowledge that is distributed to the entire organization through their own experiences so that it becomes tacit knowledge of the members of the organization. Example: speaker to audience.

According to Collins and Clark (2003), knowledge management can accelerate learning to develop human resources. Thus, it can improve the competitiveness and respond to market changes proactively. Moreover, knowledge management can support the process of developing human resources through a more structured knowledge sharing process (Figueiredo, Pais, Monteiro, & Mónico, 2016).

According to Tang et al., in (Rakhmah, 2017), in order to be able to manage and utilize the knowledge owned by the company, a strategy is needed because this knowledge can be placed in certain media so that knowledge can ultimately be easily accessed and disseminated to all company employees.

Knowledge as an asset and knowledge management as processes gained significant awareness in both strategic management and strategic human resource management literature, as a method used to enhance performance and obtain competitive business advantage (Ananthram et al., 2013). HRM effectiveness in general relates to KM practices as well as standards of management's strategic alignment (people, firm, knowledge) and vice versa. KM has to be examined as a factor effecting HRM performance (Figueiredo et al., 2016). From the viewpoint of the strategic human resource management, the collection of integral human resource activities supporting the organization's strategy leads to sustain a competitive advantage. Human capital which includes skills, knowledge and behaviors, in addition to organizational capital with routine, systems, and tacit knowledge emerges as the highly cited resources in the resource based literature review, which are obtained over time, and make it so difficult to interpret and imitate by competitors (Arunprasad, 2016).

3. METHODOLOGY

The type of this research is descriptive qualitative approach. Researchers use *purposive* techniques to determine the people who become the informants. According to Sugiyono (2013: 218), purposive technique is a technique utilized to attain data sources with certain considerations, then it uses the *Snowball* technique to determine who will be the next informant. The data collection was carried out through: (1) literature study, (2) observation, (3) interviews, and (4) documentation. Furthermore, the data analysis was conducted through: (1) data reduction, (2) data presentation, (3) drawing conclusions/verification.

4. DISCUSSION

4.1 Human Resources of CV. Joker application

Human resources and technological developments are important elements of a company. Hence, CV. Aplikasi Joker needs to have human resources, namely drivers as the driving force for the running the company. Drivers owned by CV. Aplikasi Joker varies greatly from age, type of education, and gender. Based on the results of interviews with the Area Manager, CV. Aplikasi Joker has 60 drivers consisting of 28 male drivers and 12 female drivers. Of course in managing human resources according to the vision and mission, it is not easy. A strategy is needed so that working drivers can optimize their knowledge to provide the best service. In the process of recruiting drivers, it is not difficult to register. You only need to have a driver's license, a certificate of good behavior, a health certificate, and a certificate. This was said by the Bondowoso Area Manager.

4.2 Human Resource Development Strategy

The human resource development strategy is very important to do for a company because with the development of human resources, the company has made adaptations to the environment and development in order to achieve higher quality human resources. Based on the results of interviews that have been conducted, the human resource development implemented by CV. Aplikasi Joker includes:

- a. Training in the workplace, including conducting counseling in the form of skills that a driver must have. Of course, the hope is that drivers will get new knowledge and be able to implement it.
- b. Training outside the workplace

For instance, the Area Manager provides a case study training for drivers to solve problems and provide solutions when getting orders from customers, and then the Area Manager gives a role play, in which the Area Manager tries to become a customer, then the driver in this case is trying to serve well. The hope is that the Area Manager knows the expertise and ability of the driver in serving customers. It is in line with what the experts convey (Sedarmayanti, 2011).

4.3 Knowledge Management

Knowledge management is a process of identifying, obtaining information and knowledge to help business organizations compete in the business environment. In addition, it is also a channel of information needed for business organizations to do work so that it can run better than before. CV. Aplikasi Joker drivers apply knowledge management through the slogan "Safe, Comfortable and Reliable". The process of implementing this slogan begins with the provision of knowledge, mastery of knowledge, and utilization of knowledge. In fact, however, knowledge management slogan is not well implemented in CV. Aplikasi Joker. It means that the drivers cannot apply the slogan to the service properly. It will cause the loss of knowledge of the slogan owned by CV. Aplikasi Joker.

4.4 Human Resources Development Strategies in Increasing Knowledge Management

To support the performance, CV. Aplikasi Joker shares knowledge based on business strategy and knowledge that aims to bring about a change strategy. First, tacit knowledge is an idea given by CV. Aplikasi Joker and the drivers who participate in providing input for mutual success. Second, explicit knowledge is in the form of suggestions and criticisms from customers. This is in the form of an effort to directly listen to the voice of the customers for the services provided by CV. Aplikasi Joker. Through the knowledge they have and get, this knowledge is important for companies to make small things as a reason for making the next strategic decisions.

The importance of a strategy in the development of knowledge management supported by area managers serves as the example or behavior models at the top level of the organization and plays an active role in conveying knowledge to encourage each driver to adopt the attitude in the slogan of CV. Aplikasi Joker. The activity of sharing knowledge, ideas and thoughts by the Area Manager to drivers, and among drivers is one of the basic forms of achieving targets in achieving performance as outlined in the policy of implementing knowledge management at CV. Aplikasi Joker. This is done with a regular outreach strategy on the implementation of knowledge management slogans, namely introducing and building a culture of various knowledge, conveying the views and thoughts of each driver in CV. Aplikasi Joker.

One of the key strategies in the absorption of knowledge sharing that was developed by CV. Aplikasi Joker through knowledge management is a culture of "shared study" and learning required of all employees and drivers. In this case, it is hoped that a structured work system will be formed where each division, and branch in Indonesia can share experiences and problems that have never been encountered, then drivers will be able to access this information through WhatsApp chat groups that can help solve, make experience and serve as learning materials.

The benefits of the CV. Aplikasi Joker WhatsApp chat group for drivers are as follows:

- a. It simplifies the process of sharing knowledge;
- b. It gives ease for the drivers to get the required knowledge or the knowledge that becomes their interest by searching and reading the WhatsApp group;
- c. It gives ease for employees to be asked to share experiences, be invited to discuss some knowledge or collaboration of several expertises.

In activity, human resource development in improving knowledge management is carried out in two strategies, namely: first, the application of explicit knowledge in actions and direct practice for drivers. For example, it is carried out through a workshop program. Second, the strategy used is the field assignments through experiments, simulations, then practical work practice. This is done by CV. Aplikasi Joker by creating an innovation work program management system through an application. This program is adjusted to the needs of consumers. With an application of CV. Aplikasi Joker, it is expected to have customers' trust in CV. Aplikasi Joker. Of course, there is a need for synergy between knowledge management drivers and customers in using the application.

One of the efforts accomplished by the Area Manager to introduce the application to the drivers is through socialization and training. According to the Area Manager, the socialization is carried out gradually. The socialization is done in groups which will be divided into 60 drivers to 12 groups. Later, the Area Manager will give out socialization to 5 people in stages. By carrying out socialization in groups, it is hoped that knowledge management sharing can be well received by drivers.

By considering the need for regular training for drivers in using the application and a form of training that is carried out in groups guided by area managers, it is hoped that the training can be received optimally. If in the training there are drivers who cannot use the application, they will be assisted by other drivers who can use the application. Of course the support from the area management in implementing the application of CV. Aplikasi Joker is needed. The Area Manager should target all the drivers of CV Aplikasi Joker to use the application and disseminate the application to customers.

After the socialization and training process, the Area Manager directs drivers to share knowledge and provide evaluation among drivers, in which the drivers who already understood the training will share their knowledge to the other drivers who do not understand it. According to one driver, this form of evaluation among the drivers is very helpful for understanding the knowledge that has been conveyed during the training. In the operational process, the Area Manager not only supervises drivers but also provides religious knowledge, so that working as a driver is not only for work but also for worshiping so that work can be rewarded.

The next strategy according to the Area Manager in maintaining the drivers' commitment is to implement a punishment system for drivers who do not carry out work in accordance with the SOP, so it is necessary to provide punishment in accordance with the regulations from CV. Aplikasi Joker. In fact, many drivers who do not work in accordance with the existing standards, such as being unfriendly or they do not buy orders to the right place, or they do not deliver food on time, it is necessary for the Area Manager to give punishment to the drivers.

5. CONCLUSION

Based on the results of studies that have been conducted, the strategy in developing human resources in companies requires optimal knowledge management in maintaining the continuity of the company's business, and requires optimal employee support in order to run a business properly and appropriately. There are several human resource development strategies implemented by CV. Aplikasi Joker in improving knowledge management drivers, namely: (1) training in the workplace that includes conducting counseling in the form of skills that a driver must have; (2) training outside the workplace, for instance, the Area Manager provides a case study training to the drivers to solve problems and provide solutions when getting orders from customers.

One of the key strategies in the absorption of knowledge sharing developed by CV. Aplikasi Joker through knowledge management is a culture of "share study" and learning which is required for all employees and drivers. In its activities, human resource development in improving knowledge management is carried out in two strategies, namely: the application of explicit knowledge in actions and direct practice for drivers. CV. Aplikasi Joker by creating an innovation work program management system through an application. This program is adjusted to the needs of consumers. With the application of CV. Aplikasi Joker, it is expected that the customers' trust will increase. Of course, there is a need for synergy between knowledge management drivers and customers in using the application.

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