

## **ANALYSIS OF KNOWLEDGE MANAGEMENT WITH THE SPIRAL KNOWLEDGE MANAGEMENT METHOD APPROACH OF THE FLOOR HEAD AT AIRLANGGA UNIVERSITY HOSPITAL SURABAYA**

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### **Keywords**

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### **ABSTRACT**

#### **Introduction**

Knowledge management is a discipline of knowledge used to enhance the performance of individuals or organizations, by managing and providing recent and later knowledge resources. SECI Method is used because this method focuses on creating new knowledge to overcome the problems which start personally. The knowledge gathered and standardized in a company until it can become knowledge for people. The purpose of this study was analyzing knowledge management of the floor chiefs at Airlangga University Hospital, Surabaya.

#### **Method**

The design used was descriptive study started from February 5th – 9th 2016 with the sample of the floor chiefs at Airlangga University Hospital by sampling technique of total sampling. There were 9 respondents obtained. This study used open interviews and questionnaire instruments.

#### **Result**

The result of this study was there were still at minimum level of books collection about nursing available in the hospital. The level of saving knowledge from the floor chief's willingness to the knowledge was still low. The knowledge transfer level of the floor chief's willingness to share knowledge and experience was quite high. The level of applying knowledge showed most of the floor chiefs were able to apply new sciences obtained from sharing knowledge in nursing forums.

#### **Conclusion**

It can be concluded that the knowledge management spiral at Airlangga University Hospital is good.

## **INTRODUCTION**

Professional nursing services are nursing practices that are based on professional values, which include intellectual values, moral commitment to oneself, responsibility to the profession and society, autonomy, and control and accountability (Hamid, 1998). Professional nursing care requires nurses to be able to carry out planning, organizing, monitoring, and evaluating the available facilities and infrastructure to be able to provide effective

and efficient nursing care for individuals, families and communities. Nursing care must be provided to clients in a systematic and organized manner so that good management is needed in providing nursing care (Nursalam, 2011).

Organizations create and define problems, develop and apply new knowledge to address them, and then develop this new knowledge through action to address them. In this case,

organizations are educational institutions. Knowledge management-based systems can be used as tools for measuring performance satisfaction, strategic planning, informed decision-making, healthcare planning, providing insights and recommendations, predictions, and analysis to assist managers in policymaking and strategic decision analysis, or predicting the future (Ahsan, 2014).

As science and technology advances over time, the innovations humans are capable of producing are also growing. This phenomenon is a logical consequence of the ever-present and ever-increasing dynamics of human life's problems and needs. To ensure the continuous development and continuity of innovation and renewal, a platform or activity is needed to facilitate the delivery of ideas to each individual or member of an organization. Research by the Delphi Group indicates that 42% of organizational knowledge is stored and structured in the minds of employees, 26% in paper documents, 20% in electronic documents, and 12% in electronic knowledge bases (Setiarso, 2009). Based on this research, the 42% of knowledge that remains in the minds of individual individuals in an organization needs a suitable platform or platform to be shared and communicated to others. This effort is not only expected to increase the person's knowledge or information, but also to encourage the birth of

new ideas or concepts to create new products or systems and also make improvements to old products or systems. One of the activities that an organization can carry out is knowledge management.

The SECI method is used because it focuses on creating new knowledge to address existing problems starting from the individual. This knowledge is collected and then standardized within a company so that it can become knowledge for others. The company in this study is Airlangga University Hospital. The reason why what is formed in this study is knowledge is because knowledge is a basis for an individual in perceiving, behaving, which ultimately underlies the individual's behavior (Ivancevich, Konopaske, Matteson; 2009).

The strategy to achieve the conditions required by an organization if it wants to develop knowledge management, namely a learning organization, is to use the learning as knowledge creation approach (Mintzberg, 1998: 210). Learning as knowledge creation is explained by Nonaka with his SECI spiral. Knowledge Management SECI (Socialization, Externalization, Combination, and Internalization) is a way to build new knowledge to support the organization from the knowledge, experience and creativity of staff for organizational improvement (Nawawi, 2012).

**METHOD**

This study uses a qualitative phenomenological design. This design studies each problem by placing it in a natural situation (Creswell, 2010) and aims to explore, describe and explain the social environment that cannot be clearly described (including values, beliefs, the meaning of language and perceptions of human experience (Polit & Beck, 2010). Phenomenological studies are also used to explore perceptions, ideas and thoughts about developing and interesting problem topics or issues from a group of people with the same and application of knowledge (Nonaka and Takeuchi (1995).

background, characteristics and experiences , data from an event, as well as problems experienced or social reality (Creswell, 2010).

The current research object is based on the facts that appear and how they are, at Airlangga University Hospital Surabaya where knowledge management is the unit of analysis, by measuring the knowledge of floor heads, as well as collecting and analyzing primary data at four stages of knowledge management which include: knowledge creation, storing knowledge according to the network mapping system, knowledge transfer,

**RESULTS**

Table 1. Characteristics of floor head respondents based on gender at Airlangga University Hospital on February 5-February 9, 2016.

Gender	Frequency	Percentage%
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Man	4	44.44%
Woman	5	55.55%

The table above shows that the number of floor head respondents at Airlangga University Hospital is 9 people. Men and women both want to do their best in their

jobs, so there is no difference in terms of problem-solving ability, analytical skills, competitive drive, motivation, socialization, or learning ability.

Table 2. Characteristics of floor head respondents based on length of service at Airlangga University Hospital on February 5-February 9, 2016.

Years of service	Frequency	Percentage%
0-5	7	77.77%
6-10	2	22.22%

From the diagram table above, it can be seen that there are 9 floor heads who have worked at Airlangga University Hospital for 4-5

years. In this case, the behavior of floor heads in terms of leadership is influenced by their length of service.

No	How to apply behavior	frequency	Percentage%
1	Applying new knowledge gained from sharing forums	5	55.55%
2	Collaboration between floor heads to apply the new knowledge	2	22.22%
3	Ability to create knowledge maps	2	22.22%

The table above shows that nurses' application of the knowledge gained from sharing forums in hospitals is quite good. Five respondents stated that they

immediately apply all the knowledge they gain from sharing. They also collaborate with colleagues or seniors in carrying out their duties, with two respondents stating this.

## DISCUSSION

Based on the questionnaires filled out by 9 floor heads, the research results showed that the floor heads' interest in reading books was minimal. This is because the collection of books in the hospital is small. Meanwhile, the enthusiasm of floor heads to access the internet is quite high, until now every room can still access the internet via wifi for 24 hours. The departure of floor heads to attend seminars outside the hospital or inside the hospital has been scheduled and so far it has gone well. From the research results obtained, it turns out that most respondents gain knowledge from seminars or training and journals. Based on the research, data obtained at Airlangga University

Hospital has never been held a seminar or training on leadership for floor heads, respondents have also never attended a seminar on leadership. From the research results, it was found that the education level of floor heads at Airlangga University Hospital is S1 Nursing. Lusianah (2008) stated that good education can improve the skills and professionalism of nursing staff so that they are more confident in carrying out their duties. In this case, the level of education at Airlangga University Hospital is good because all floor heads are Bachelor of Nursing graduates, so it is hoped that good knowledge management will be produced, because the material has been obtained during

college.

The research findings revealed that the floor heads' abilities and interests in knowledge retention at Airlangga University Hospital are quite good. This can be seen from the floor heads' interest in acquiring, storing, and organizing knowledge to the maximum. Document files from seminars or training sessions are mostly stored and collected in an organized manner. According to Basuki (2010), good knowledge management and information resources, such as book collections, library procurement, or repository indexes for sharing various forms of information, both printed and file, have a significant impact on organizational members, especially on improving the quality of its human resources.

The research results show that the interest and knowledge sharing culture of floor heads at Airlangga University Hospital is quite high. The culture of sharing has also been deeply rooted among floor heads at Airlangga University Hospital. According to Setiarso (2006), regular and equitable dissemination of knowledge within organizational forums tends to improve the quality of organizational members in terms of their level of knowledge and their ability to solve problems. Furthermore, with good knowledge management, there will be no repetition of mistakes or failures in doing

something. Something new can sometimes emerge from the stimulus of previous knowledge.

The research also found that the knowledge application process carried out by floor heads at Airlangga University Hospital was good. When floor heads acquire new knowledge, they immediately apply it in their daily work. Cooperation between floor heads is also running well. This should be maintained by maintaining communication between floor heads at Airlangga University Hospital. However, they have not been optimal in creating a knowledge map from the knowledge they have acquired. According to Linawati (2010), what is needed in an organization to apply knowledge is quality human resources and technology. If the quality of resources is good, knowledge application can run smoothly.

The results of the study showed that overall, the largest proportion of respondents were those with 5 years of service. According to Robbins (2000) in Trisnawati (2006), there is a relationship between seniority and productivity. Under equal conditions, people who have been in a job for longer will be more productive than those with less seniority. Most floor managers at Airlangga University Hospital have 5 years of service, with one person having 4 years of service and two with 6 years of service.

## CONCLUSION

In the knowledge seeking stage, all respondents (100%) were categorized as good. Most floor heads were able to apply new knowledge gained from the results of the sharing forum at the nursing meeting. Cooperation between floor heads was quite good. Floor heads were not yet able to optimally create new knowledge maps that could be utilized by other colleagues. In the knowledge storing stage, 2 respondents

(22%) were categorized as good, 5 respondents (55%) were categorized as sufficient, and 2 respondents (22%) were categorized as less. The floor head's willingness to acquire knowledge was good. There was a lack of ability to manage the knowledge already possessed by the floor head. There were efforts from the floor head to collect existing knowledge to improve the knowledge of the floor head.

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