ABSTRACT

This study aims to understand the successful strategies for the implementation of knowledge management in government institutions, with a focus on the Directorate General of Early Childhood Education, Basic Education, and Secondary Education (Ditjen PDM) of the Ministry of Education, Culture, Research, and Technology (Kemendikbudristek). The approach used is the SECI model (Socialization, Externalization, Combination, Internalization) by Nonaka and Takeuchi (2007), which explains the dynamic process of knowledge creation and management through interactions between individuals and groups within an organization. The research method is qualitative, with data collection through in-depth interviews with purposively selected participants. The main instrument used is a semi-structured interview guideline to explore in-depth information related to the implementation of knowledge management. The research sample consists of employees from Ditjen PDM, representing various work units and other employee who support the activities of Ditjen PDM, enabling a more comprehensive cross-dimensional analysis. The findings show that the effective implementation of knowledge management at Ditjen PDM is highly influenced by the use of technology to enhance collaboration between work units, active employee involvement in sharing knowledge and innovation, continuous development of human resource competencies, synergy among work units to create integrated strategic policies, and data-driven innovation to address regulatory changes and dynamic environmental needs. This study provides theoretical contributions by expanding the application of the SECI model in the context of government institutions, demonstrating its relevance in facing the challenges of modern bureaucracy. From a practical perspective, the study offers optimal implications for addressing change and improving organizational effectiveness overall. This research also contributes to policy development, including recommendations for data-driven decision-making and the formulation of policies that support cross-unit collaboration.

Keywords: Knowledge Management, SECI Model, Employee Engagement, Technology, Human Resources Competency, Innovation, Ditjen PDM Kemendikbudristek