

STUDY OF THE IMPLEMENTATION OF KNOWLEDGE MANAGEMENT: A CASE STUDY OF PT GMF AEROASIA

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ABSTRACT

PT Garuda Maintenance Facility AeroAsia Tbk (GMF AeroAsia), as one of the leading aircraft maintenance service providers in Indonesia, recognizes the importance of Knowledge Management in supporting its business growth. Since its establishment in 2002, PT GMF AeroAsia has transformed from a subsidiary of Garuda Indonesia into an independent business entity serving various domestic and international airlines. This study aims to examine the implementation of Knowledge Management at PT GMF AeroAsia. The study employs a comprehensive literature review method utilizing various sources such as Google Scholar, Scopus, and company reports. The research findings indicate that PT GMF AeroAsia has successfully integrated Knowledge Management into various aspects of the company. Knowledge Management has become the foundation for PT GMF AeroAsia to continuously enhance competence and innovation in the competitive Maintenance, Repair, and Operation (MRO) industry. This study provides a deeper understanding of the implementation of Knowledge Management at PT GMF AeroAsia and contributes to the development of Knowledge Management in the aviation industry.

I. INTRODUCTION

In an increasingly complex era of globalization, companies are required to continuously innovate and enhance their competitiveness. One of the key factors in achieving these objectives is effective Knowledge Management. Knowledge Management is a systematic process for identifying, creating, storing, sharing, and applying knowledge within an organization. Proper implementation of Knowledge Management can help companies improve operational efficiency, drive innovation, enhance service quality, and accelerate decision-making [1].

PT Garuda Maintenance Facility AeroAsia Tbk (GMF AeroAsia) is a leading provider of aircraft maintenance, repair, and overhaul (MRO) services in Indonesia, and also one of the largest in the Asia-Pacific region. Established in 1984 as part of Garuda Indonesia, GMF AeroAsia has grown into an independent company serving various domestic and international airlines [2]. The company operates with three hangars for various aircraft services such as heavy routine inspections, major modifications, and exterior aircraft painting [3].

As a company operating in the aviation industry, GMF AeroAsia continuously strives to adapt to dynamic technological advancements and regulations. Investment in cutting-edge technology and human resource development remains the company's primary focus to stay relevant and competitive in the global market. To enhance its employees' competencies, GMF still relies on training needs analysis, which includes Knowledge Management programs and learning services [3].

PT Garuda Maintenance Facility AeroAsia Tbk (GMF AeroAsia) recognizes the importance of Knowledge Management in supporting its business growth. Since its establishment in 2002, GMF AeroAsia has transformed from a subsidiary of Garuda Indonesia into an independent business entity serving various domestic and international airlines.

In the highly competitive aviation industry, GMF AeroAsia must continuously adapt to dynamic technological advancements and regulatory changes. Therefore, the implementation of Knowledge Management is crucial for GMF AeroAsia to maintain its competitive edge in the global market. Through Knowledge Management, GMF AeroAsia can manage the expertise of its experienced specialists and technicians, as well as integrate new knowledge from various external sources.

However, GMF AeroAsia, as a major aircraft maintenance company in Indonesia, faces several significant challenges in implementing Knowledge Management (KM). One of the obstacles is dealing with a strong organizational culture and resistance to change. According to a study, companies in the aviation industry often struggle to build a culture that supports knowledge sharing and cross-team collaboration [4]. Additionally, technological challenges exist, especially in integrating complex information systems to facilitate effective knowledge access and management. The convoluted structure of the aviation industry also poses barriers, requiring a highly targeted approach to effectively adapt KM practices.

Knowledge is essential and even serves as a core source of value creation for organizations worldwide. This is demonstrated by the role of Knowledge Management as a capability for a company's success. However, some companies face difficulties in implementing Knowledge Management due to territorial limitations within the organization, leading employees to restrict the sharing of knowledge with their colleagues. This issue becomes a major problem when considering the benefits provided by Knowledge Management [5].

Knowledge Management is defined as the knowledge of a company used to enhance performance, value, competitive advantage, and return on investment by optimizing the use of tools, processes, methods, and techniques. Its aim is to ensure that knowledge is quickly and accurately conveyed to every employee in the company, aiding them in making timely and precise decisions, thereby improving the overall performance circulation within the company. Additionally, the purpose of Knowledge Management is to prioritize the creation and dissemination of knowledge within the company [6].

In recent years, GMF AeroAsia has undergone significant digital transformation, including the implementation of Knowledge Management technology. This aligns with the company's vision to become a world-class Maintenance, Repair, and Overhaul (MRO) company supported by cutting-edge technology. The implementation of Knowledge Management technology at GMF AeroAsia aims not only to enhance operational efficiency but also to foster innovation and collaboration among employees. Various technologies have been adopted by GMF AeroAsia to improve the effectiveness of Knowledge Management, such as the KM Portal platform, document management systems, and online collaboration tools. KM Portal that allows easy and quick access to the latest knowledge on aircraft maintenance, document management systems to organize and store technical information and structured work procedures, and online collaboration tools such as video conferencing platforms that facilitate real-time exchange of ideas and problem-solving among employees. By integrating these technologies, GMF AeroAsia can enhance operational efficiency, foster innovation through better access to documented knowledge, and strengthen team collaboration to achieve world-class MRO standards.

The importance of this research is supported by several previous studies that have discussed the implementation of Knowledge Management in various industries. One study indicates that Knowledge Management can improve company performance by enhancing innovation, efficiency, and the quality of products or services [7]. Meanwhile, another study highlights that the successful implementation of Knowledge Management has proven to be a solution to existing problems, leading to improved employee performance and operational efficiency [8]. As a concrete example, a telecommunications company implements a Knowledge Management System (KMS) Portal to effectively handle customer complaints. By utilizing the KMS Portal, the company improves customer issue resolutions, leading to higher customer satisfaction and retention. Surveys conducted within the company reveal that employees have a positive attitude towards actively contributing to the KMS Portal. The acceptance and engagement of employees with this KMS system demonstrate how knowledge management can enhance employee performance and overall company productivity [9].

This research makes a significant contribution to the existing literature by demonstrating how GMF AeroAsia has successfully implemented KM at an advanced level, namely knowledge diffusion, which integrates KM into corporate culture and all business processes. The study also highlights the use of innovative KM technologies such as KM Portals, technical documentation libraries, GMF Knowledge Inventory, and e-learning platforms, which have not been extensively discussed in previous research within the aviation industry. These findings can be applied to other companies or similar industries by adopting GMF AeroAsia's best practices in integrating KM, leveraging KM technologies, and developing a knowledge-sharing culture to enhance operational efficiency, service quality, innovation, and company profitability.

In the context of GMF AeroAsia, this research employs a comprehensive literature review method utilizing various sources including Google Scholar, Scopus, and company reports. This approach allows for the collection of comprehensive data and in-depth analysis of Knowledge Management implementation at PT GMF AeroAsia. This research is expected to provide a deeper understanding of Knowledge Management implementation at GMF

AeroAsia and make a significant contribution to the development of Knowledge Management in the aviation industry. This research will explore how Knowledge Management is integrated into various aspects of the company, including technology, infrastructure, corporate culture, and performance measurement. The study highlights the importance of sharing knowledge and best practices among business units and departments as part of the Knowledge Management framework.

II. METHODOLOGY

This research utilizes a comprehensive literature review method by leveraging various available sources. Google Scholar is used to explore scholarly works across various disciplines, providing broad and easy access to academic literature. Additionally, Scopus, a rich abstract and citation database linked to scholarly literature, is also utilized to obtain quality and relevant sources. Additional sources are obtained from company reports published on official websites, providing current and relevant empirical data. The collection of empirical data from company reports is used as a case study to provide a concrete and in-depth illustration of the application of theories or concepts in real-world contexts. In this research, empirical data serves as the primary source of information that is analyzed to comprehensively understand specific phenomena. This data not only helps explain the observed results but also allows researchers to identify factors that may influence those outcomes. Thus, the use of empirical data in this research helps bridge the gap between theory and practice, offering richer and more contextual insights into the issues being studied. The use of these various sources ensures that the research is based on credible and up-to-date information, supported by journals accessed through these platforms.

The process of selecting and screening literature from Google Scholar and Scopus is conducted using relevant keywords such as "Knowledge Management," "GMF AeroAsia," and "aviation." The chosen articles are those published within the last 5 years, relevant to the implementation of Knowledge Management in the MRO industry, and available in English or Indonesian. Filtering steps include initial keyword searches, evaluation of abstracts for relevance, and in-depth reading of selected articles to ensure alignment with the research objectives. The flow of the literature review is presented in Figure 1.

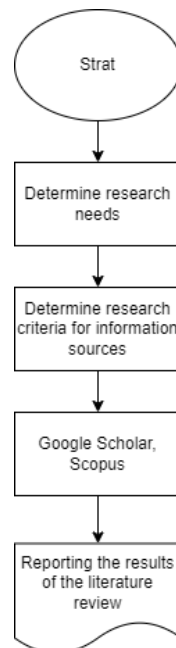


Fig. 1. Literature Review Flowchart

III. RESULT

A. Knowledge Asset PT GMF AeroAsia

A knowledge asset refers to valuable intangible resources within an organization that contribute to its competitive advantage. Knowledge assets can be measured and enhanced to establish causal relationships with performance metrics, highlighting their importance in the success of the organization [10]. The following are the knowledge assets at PT GMF Aeroasia [11].



Fig. 2. PT GMF AeroAsia Knowledge Asset

1) Component Service

GMF AeroAsia provides comprehensive aircraft component repair and maintenance services, both integrated (Integrated Component Services/ICS) and for individual components. This capability is supported by various in-house capabilities and licenses from Original Equipment Manufacturers (OEMs).

2) Base Maintenance

These services include periodic aircraft inspections, repairs, and maintenance conducted in hangars. GMF AeroAsia has the facilities and expertise to perform basic maintenance on various types of aircraft.

3) Material Services

GMF AeroAsia provides material management services that encompass planning, procurement, storage, and distribution of aircraft spare parts. This ensures timely and efficient availability of spare parts to support flight operations.

4) Line Maintenance

This service includes light inspection, repair, and maintenance on aircraft carried out in the parking area or on the runway. GMF AeroAsia has a team of technicians ready to provide line maintenance services to ensure aircraft readiness.

5) Engine Maintenance

GMF AeroAsia has the capability to perform maintenance, repair, and overhaul of aircraft engines. This service is essential for maintaining the performance and reliability of aircraft engines.

6) Engineering Services

GMF AeroAsia provides engineering services covering design, modification, and development of technical solutions to meet customer needs. The engineering team at GMF AeroAsia has extensive knowledge and experience in the field of aviation engineering.

7) Learning Services

GMF AeroAsia has a training division that provides various training and development programs to enhance personnel competency in the aviation industry.

8) IGTE

Integrated Global Total Engine is an integrated aircraft engine maintenance service provided by GMF AeroAsia to meet the comprehensive needs of customers.

B. Knowledge Management PT GMF Aeroasia

1) Knowledge Management Mapping

Knowledge mapping is the process or technique of organizing and visualizing relationships between concepts, information, and individuals. A Knowledge Map serves as an intuitive guide that displays information within a community or organization, aiding them in visualizing business processes, intellectual assets, and data relationships. It is a crucial tool in Knowledge Management that enables stakeholders to better understand and manage existing information more effectively [12]. In knowledge mapping, there are two main types of knowledge: tacit and explicit. Tacit knowledge is closely related to codified knowledge, where implicit knowledge is transformed into a form that can be documented. Conversely, explicit knowledge is often associated with systematic knowledge, which is structured knowledge that can be organized within a system or model to facilitate further understanding and use.

Tacit Knowledge refers to a type of knowledge that is difficult to articulate or codify into words or numbers. It is personal knowledge and experience rooted in insights, intuition, and individual experiences. Tacit knowledge is acquired through experience and practice and is difficult to communicate or transfer directly to others [13]. The activities of sharing experiences, expertise, practical knowledge, informal information, best practices, strategies, understanding, new knowledge, and experiences adapted from reading materials in meetings, discussions, sharing sessions, training, announcements, communities of practice and interest, and benchmarking at PT GMF AeroAsia are examples of Knowledge Management activities focusing on the development and utilization of tacit knowledge. These activities facilitate the transfer of tacit knowledge among individuals and teams, thereby enriching the overall knowledge resources of the company.

Explicit Knowledge is formalized and documented knowledge that can be easily communicated in the form of words, numbers, diagrams, or other forms. It is structured and systematic knowledge that can be readily shared and transferred among individuals within an organization. Explicit Knowledge can take the form of manuals, documents, procedures, or databases containing well-documented information [13]. The activities conducted at PT GMF AeroAsia such as documenting the results of sharing sessions, written feedback from training, performance data, documents from the intranet, training materials, information on notice boards, and company reading materials, collectively represent tangible examples of explicit knowledge. This knowledge is documented, structured, and easily accessible, thus becoming a valuable asset in the company's Knowledge Management. By leveraging various forms of explicit knowledge, PT GMF AeroAsia can enhance operational effectiveness, innovation, and better decision-making.

2) Knowledge Management Influence

The Knowledge Management influence of PT GMF Aeroasia is divided into external and internal. External influence of PT GMF Aeroasia consists of knowledge from outside the company such as industry experts, consultants, or market trends. Then, knowledge from various sources is collected and centralized in the database of PT GMF Aeroasia. This is evidenced by several factors such as in the safety management system and in the enterprise risk management where PT GMF Aeroasia adopts the ISO 45001:2018 standard and the ISO 31000 standard [3]. Meanwhile, the internal influence of PT GMF Aeroasia consists of knowledge from within the company such as employee experiences, best practices, or company experiences that can be used as learning points. This knowledge is disseminated throughout the company through various channels, such as training, mentoring, or collaboration platforms.

In addition to the external and internal influences previously mentioned, PT GMF AeroAsia also has several policies and guidelines that play a significant role in the company's Knowledge Management. The Risk Management Policy (Number KB-01-009) not only serves as a guide for comprehensively managing corporate risks but also fosters a culture of risk awareness throughout the organization. This policy ensures that knowledge about potential risks and mitigation strategies is widely disseminated and understood by all employees, thereby enhancing the company's ability to face challenges and uncertainties [3].

Meanwhile, the Internal Control Policy (Number KB-01-010) ensures that the company's management activities are conducted in accordance with applicable regulations and provisions. This policy also includes aspects of knowledge management, such as business process documentation, change control, and internal audits. Thus, the Internal Control Policy not only ensures compliance with regulations but also maintains the quality and integrity of the knowledge used in decision-making and operational execution [3].

Additionally, the Guidelines for Good Corporate Governance (GCG) help GMF to conduct business in a professional, transparent manner, free from conflicts of interest. Principles of GCG such as transparency, accountability, and responsibility are also applied to the management of knowledge within the company. This ensures that

knowledge is managed ethically and responsibly and used in the best interest of the company and its stakeholders [3].

3) *Knowledge Management Activities*

In practice, knowledge sharing at PT GMF Aeroasia is divided into two activities: formal and informal. Formal and informal activities refer to different ways of sharing and managing knowledge. According to [14], formal activities are structured and planned activities designed to capture, store, and systematically disseminate knowledge. Meanwhile, informal activities are spontaneous and unstructured interactions that occur naturally among employees. PT GMF AeroAsia, as an aircraft maintenance company, can leverage both types of activities to enhance their Knowledge Management effectiveness.

Here are the knowledge sharing activities at PT GMF Aeroasia based on [3].

TABLE I
ACTIVITIES KNOWLEDGE

Formal	Informal
Coaching/Mentoring	Sharing Session
Discussion Forum	
KM Portal	
Training/Seminar	
Benchmarking	
Training/Seminar	
Workshop	
Community of Practice	
After Action Review	
KM repository	
Magazine	
Library	

4) *Knowledge Management Application*

Based on the study conducted, PT GMF Aeroasia tends to lean towards Knowledge Management Technology-Based (KM Tech-Based). KM Tech-Based involves the application of information technology to support Knowledge Management processes within an organization. It entails the use of software, platforms, and other digital tools to collect, store, organize, share, and analyze explicit knowledge, and sometimes tacit knowledge. The main objective of KM Technology-Based is to enhance efficiency, innovation, and decision-making within the organization by making knowledge easily accessible and actionable. Examples of technologies used in KM Technology-Based include document management systems, intranets, collaboration tools, e-learning platforms, company search engines, and big data analytics [15].

PT GMF AeroAsia uses a KM Portal aimed at facilitating knowledge exchange among employees, especially related to aircraft maintenance. This platform serves as an information and learning hub for employees to access various knowledge sources relevant to their work. Thus, employees can continuously enhance their competencies and contribute more effectively to the company. This KM platform promotes a culture of sharing information and expertise, making the knowledge improvement process more optimal and sustainable [3]. PT GMF Aeroasia has a Technical Documentation Library, which is a library of technical documentation containing various materials related to aircraft maintenance. This may include maintenance manuals, repair procedures, safety standards, and other technical documentation needed to support the company's operations. This documentation is crucial to ensure that all maintenance work is carried out correctly and according to established standards. Additionally, this library can also serve as a resource for employees to enhance their knowledge and skills [16]. Furthermore, PT GMF AeroAsia has a GMF Knowledge Inventory that serves as a skill finder by cataloging its employees' skills, knowledge, and experiences. This enables the company to quickly identify individuals with the specific expertise required for various projects or tasks.

PT GMF AeroAsia utilizes the KM Portal to facilitate the exchange of knowledge among employees, particularly regarding aircraft maintenance. This KM platform promotes a culture of information and expertise sharing, thereby optimizing and sustaining the process of knowledge enhancement. Statistical data shows that the usage of the KM Portal has increased by 25% over the past year, with an average of 300 visits per day. Employee satisfaction surveys also reveal that 85% of employees find the KM Portal to be very helpful in their work [3].

C. *Knowledge Management Level PT GMF Aeroasia*

The implementation of Knowledge Management (KM) at GMF AeroAsia has brought significant positive changes, particularly in terms of increased operational efficiency and error reduction. A concrete example of this success can be seen in the improved production efficiency achieved through optimized use of raw materials and

stricter cost control. Additionally, by implementing a good accounting information system, GMF AeroAsia has managed data more efficiently, thereby reducing errors in the management of cost vouchers. New innovations resulting from the Knowledge Management (KM) system, such as technology-based knowledge management systems, also enable GMF AeroAsia to introduce new, more effective working methods and enhance overall company productivity. Internal surveys indicate that employee satisfaction with the KM system has reached 92%, and production data shows a 30% increase in efficiency following the implementation of KM [3]. Thus, KM has played a key role in driving positive changes at GMF AeroAsia, having a tangible impact on the company's efficiency and performance.

The enhancement in operational efficiency and the decrease in errors are only a few of the benefits GMF AeroAsia has reaped through the deployment of Knowledge Management (KM). Moreover, KM has evolved into a crucial catalyst for promoting innovation and collaboration among employees. Through the KM Portal platform, employees can openly share ideas, knowledge, and best practices. This creates an environment conducive to innovation, as every individual has access to the company's collective knowledge and can actively contribute to the development of new solutions.

In general, Knowledge Management (KM) also plays a crucial role in facilitating the exchange of ideas and new solutions at various levels of the organization. Through online discussion forums, knowledge-sharing sessions, and communities of practice, employees from different divisions and departments can interact, collaborate, and generate creative ideas to enhance business processes, operational efficiency, and customer satisfaction. Consequently, KM not only improves individual performance but also fosters a culture of sustainable innovation throughout the company.

The effectiveness of KM implementation at GMF AeroAsia shows that the company has made significant progress thanks to the support of productive, dedicated, and responsible human resources. However, during its implementation journey, GMF AeroAsia faced several significant challenges. One of the main challenges is employee resistance to change, which often occurs due to a lack of understanding about the benefits of KM and fears of additional workload. Additionally, integrating the KM system with existing information systems also presents a technical challenge that requires advanced solutions to ensure interoperability and efficiency.

To overcome these challenges, GMF AeroAsia implemented various strategies. First, the company enhanced training and socialization programs for employees to better understand the importance of KM and how it can improve their performance and productivity. Second, the company made adjustments and improvements to information technology systems to ensure that the KM system can function optimally and integrate well with existing systems. These measures helped reduce resistance and increase KM adoption across the organization, fostering a stronger and more collaborative knowledge-sharing culture.

After assessment, it can be confirmed that PT GMF Aeroasia has achieved the implementation of Knowledge Management Level 3, which is "Diffusion Knowledge." At this level, Knowledge Management practices have become an integral part of the company culture and are integrated into all business processes. Employees actively share knowledge, adopt best practices, and ensure that relevant information is available to all team members. Thus, PT GMF Aeroasia has successfully internalized and disseminated knowledge effectively. To achieve Level 3 Diffusion Knowledge, PT GMF Aeroasia has passed through two previous levels, namely Sharing Knowledge and Dissemination Knowledge, which are explained as follows:

1) *Level 1: Sharing Knowledge*

Sharing Knowledge is the active process of sharing knowledge, experiences, and learning among individuals or groups within an organization. It involves two-way communication and collaboration to create shared understanding [17]. PT GMF AeroAsia has implemented Knowledge Management to facilitate knowledge exchange within the company. The implementation of Knowledge Management at PT GMF AeroAsia involves sharing sessions where employees share knowledge and experiences regarding the implementation of Knowledge Management in their respective divisions. The company also utilizes a KM Portal as a platform for members to share knowledge and discuss it with others. According to [3], Throughout the year 2022, the company conducted direct training programs and seminars to enhance the productivity of aircraft maintenance, with activities conducted both online and face-to-face. In 2022, the company organized 796 events covering 6 types of training programs, with a total of 13,606 participants benefiting from this initiative.

2) *Level 2: Dissemination Knowledge*

Dissemination Knowledge is the interactive process of communicating knowledge to the target audience so that it can be used to bring about change [18]. Dissemination Knowledge is an essential part of Knowledge Management as it ensures that knowledge is available to those who need it. This process involves identifying target audiences, tailoring messages to their needs, and selecting the most appropriate communication channels. It's important to

choose the right dissemination techniques to ensure that knowledge reaches the intended audience and is effectively utilized [19].

According to [3], Some of these dissemination activities include sharing sessions, article writing, discussion forums, inspirational stories, documentation of best practices, and educational content on Instagram. Additionally, GMF also disseminates risk management articles through internal media such as email and the KM Portal. In 2022, a total of 219 articles and 85 best practice documentations have been disseminated, demonstrating GMF's commitment to spreading knowledge widely within the company.

3) Level 3: Diffusion Knowledge

Diffusion is the process of spreading ideas, information, and practices within a company. This process involves the flow or transfer of knowledge from its source to recipients, typically through interaction and influence. Diffusion is not only limited to abstract concepts but also encompasses technical information and real-life practices. Thus, diffusion plays a crucial role in the development and transformation of corporate culture, as it enables the exchange of knowledge and experiences among employees and the company [20]. In its process, knowledge diffusion involves communication and distribution of knowledge through various channels such as training, seminars, information systems, and digital media.

PT GMF AeroAsia has reached this stage by implementing the KM Portal, a platform that facilitates the exchange of knowledge and information throughout the company. The KM Portal allows employees to share experiences, training, and seminars, thus fostering collaboration and innovation at various levels. With the KM Portal in place, PT GMF AeroAsia has successfully created a work environment that supports continuous learning and employee competency development, ultimately contributing to the overall performance improvement of the company.

D. Knowledge Management Framework

Here is the Knowledge Management framework from PT. GMF Aero Asia.

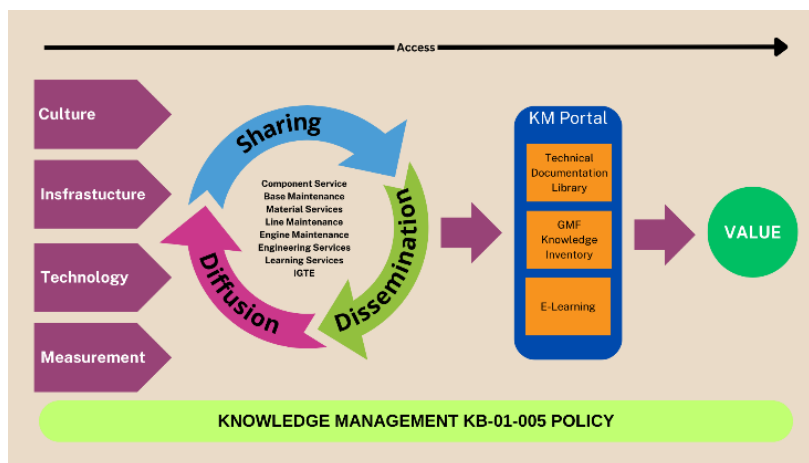


Fig. 3. Knowledge Management Framework

The Knowledge Management framework of PT GMF AeroAsia is a holistic approach that integrates company culture, infrastructure, technology, and measurement to ensure easy access to knowledge. Various business units and departments at GMF AeroAsia actively share knowledge and best practices through discussions, training, and communities of practice. Knowledge is disseminated widely throughout the organization via the KM Portal, technical documentation library, GMF Knowledge Inventory, and e-learning platform.

The KM Portal serves as a central repository and access point for various types of knowledge, including technical documentation, reports, case studies, and articles. The technical documentation library provides structured access to important technical documentation for aircraft maintenance and repair. The GMF Knowledge Inventory is a database containing explicit company knowledge, such as standard procedures, guidelines, and other technical information. The e-learning platform allows employees to access training and development materials anytime, anywhere.

The entire Knowledge Management process at GMF AeroAsia is directed towards creating added value for the company. Well-managed knowledge will enhance operational efficiency, service quality, innovation, and ultimately, the company's profitability. The Knowledge Management Policy KB-01-005 serves as the foundation for implementing the Knowledge Management framework at GMF AeroAsia, encompassing principles, procedures, and responsibilities related to knowledge management in the company.

IV. CONCLUSION

PT GMF AeroAsia has successfully implemented Knowledge Management at level 3 (Diffusion Knowledge). The company has integrated Knowledge Management into its corporate culture and entire business processes. Employees actively share knowledge, adopt best practices, and ensure relevant information is available to all team members. The KM Portal, technical documentation library, GMF Knowledge Inventory, and e-learning platform serve as important means to facilitate the exchange and dissemination of knowledge throughout the company. This research provides a deeper understanding of the implementation of Knowledge Management at GMF AeroAsia and makes a significant contribution to the development of Knowledge Management in the aviation industry.

To enhance the implementation of Knowledge Management (KM) in the future, GMF AeroAsia can take several strategic steps. Firstly, the development of more adaptive KM content can be achieved by periodically analyzing the specific needs of each division and department. By tailoring training materials, technical documentation, and other KM resources to be relevant to the latest challenges and developments, the company can ensure that the knowledge provided is always relevant and beneficial for employees. Secondly, KM personalization can be improved by implementing a more sophisticated recommendation system on the KM Portal. This would enable employees to easily find information and knowledge that is most relevant to their interests and needs, increasing engagement and more effective KM utilization. Thirdly, cross-functional collaboration can be strengthened by creating dedicated platforms or forums that facilitate the exchange of knowledge and ideas between different divisions. This step can trigger greater innovation and more holistic solutions to complex problems faced by the company. Lastly, GMF AeroAsia needs to develop a comprehensive evaluation framework to measure the impact of KM on the company's overall performance. By measuring the level of KM adoption, employee satisfaction, operational efficiency, and innovations resulting from KM, the company can identify areas that need improvement and optimize KM strategies to achieve better results in the future.

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