



ANALYSIS OF NGO KNOWLEDGE TRANSFER IN SUPPORTING THE INCLUSIVE VILLAGE DEVELOPMENT (Study at Lingkar Sosial Indonesia)

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ABSTRACT

Introduction. Knowledge transfer understood as the activity of transferring knowledge from one unit to another. These units include NGOs, such as Linksos Indonesia that knowledge transfer through meetings and training. Therefore, researchers interested in conducting research with the Analysis of NGO Knowledge Transfer in Supporting Inclusive Village Development (Studies at Lingkar Sosial Indonesia).

Research Methods. This study uses qualitative method and descriptive approach.

Results and Discussion. The results, the knowledge transfer step at Linksos Indonesia has begun to enter all steps of knowledge transfer, namely; initiation, implementation, rump-up, and integration steps. The factors that become challenges from the knowledge transfer step all came from internal characteristics.

ABSTRAK

Pendahuluan. Transfer pengetahuan dipahami sebagai kegiatan mentransfer pengetahuan dari satu unit ke unit lain. Unit-unit ini termasuk LSM, seperti Linksos Indonesia yang mentransfer pengetahuan melalui pertemuan dan pelatihan. Oleh karena itu peneliti tertarik untuk melakukan penelitian dengan Analisis Transfer Pengetahuan LSM dalam Mendukung Pembangunan Desa Inklusif (Studi di Lingkar Sosial Indonesia).

Metode Penelitian. Penelitian ini menggunakan metode kualitatif dan pendekatan deskriptif.

Hasil dan Pembahasan. Hasilnya, langkah transfer pengetahuan di Linksos Indonesia sudah mulai memasuki semua langkah transfer pengetahuan, yaitu; langkah inisiasi, implementasi, rump-up, dan integrasi. Faktor-faktor yang menjadi tantangan dari langkah transfer pengetahuan semuanya berasal dari karakteristik internal.

Keywords: Knowledge Transfer, Linksos Indonesia, Knowledge Giver, Knowledge Recipient, Disability.

1. INTRODUCTION

The number of people with disabilities based on the Inter-Census Population Survey by Badan Pusat Statistik (BPS) (BPS, 2015). Data above sometimes accompanied by the emergence of problems in various aspects, such as (Dewi, 2019; Solider, 2018) Discussed the threat from economic problems and the weak relationship with the law in the long term will bring people with disabilities to poverty with disabilities structurally and culturally, namely structurally, meaning that people with disabilities are placed as second-class citizens on the grounds of being a minority. , unavailability of proper facilities and so on which then leads to cultural poverty or entrenched poverty.

In addition, from the perspective of persons with disabilities, who find it difficult to get rid of the old habit of depending on social assistance, the public continues to treat people with disabilities as objects rather than subjects of development. This concept is no longer in line with the social model used in the 2006 Convention on the Rights of Persons with Disabilities (CRPD) approach at the United Nations (UN) Headquarters, New York. This shows a lack of knowledge to treat disability, then that should be needed the awareness from many sector to establish



knowledge transfer that could be broken the poor condition of disabilities. (Dellini, Arseth, & Hosein, 2016)One of the NGOs that has implemented it, Linksos Indonesia, quoted by Linkarsocial.org, Linksos Indonesia has been initiated since 2014 with a regional position in Malang Regency for work coverage throughout Indonesia. The purpose of Linksos Indonesia is to help marginalized and socially dysfunctional communities, including people with disabilities.

As for the reason behind the researchers to choose a study at Linksos, because the ability of Linksos Indonesia to knowledge transfer could be reviewed through the entrepreneurial working group (Pokja) which is the main activity of empowerment for Linksos Indonesia.

Seeing the increase in the number and function of that, the researcher agrees that the NGO knowledge transfer is important as Hasnain and Jasimuddin (2012:136) say that in NGOs, there are beneficiaries who are the main stakeholders because the NGO sector is made for beneficiaries. It is also said that there is no point in transferring knowledge if it cannot reach the final beneficiaries to develop socio-economic conditions. So that researchers are interested and it want to know how analysis of NGO knowledge transfer in supporting inclusive village development, also whats type of barriers and efforth factor how makes supporting inclusive village development.

2. RESEARCH METHODE

This study used qualitative research and descriptive approach. Qualitative research emphasizes the quality or the most important thing of a product or service. The most important thing about goods or services in the form of events, phenomena, and social phenomena is the meaning behind these events which could be used as valuable lessons for the development of theoretical concepts. Do not let something valuable pass without leaving benefits (Ghoni & Almanshur, 2016: 25). The focus of these research problems problems is the goals of the SDGs; building an inclusive, safe, peaceful, and prosperous environment, the knowledge transfer step, knowledge characteristic. This research was in Linksos Indonesia it had a office at Omah Difabel on the streat Pisang Kipas C5 Number. 22, Bedali Indah, Lawang, Malang.

The data sources of this research are primary data and secondary data. The primary data of this study were obtained from interviews and observations then the secondary data this study were obtained through documents including regulations, e-books, e-journals, Linksos Indonesia website, and online news portals. All of the data that analyzed by the theory of Miles, Huberman in Gunawan (2016:129-134). There are three kinds of qualitative data analysis activities, namely data reduction, data collection, and drawing conclusions.

3. RESULT'S AND DISCUSSION

3.1 Results

a. SDGs Goals

Table 1. Inclusive Village

No.	Village	Kota/District	Time
1.	Pakisaji village	Malang	August 2019
2.	Bedali village	Malang	November 2019



Table 2. Malang Inclusive Village Commitment

No.	Commitment
1.	Ensure equal access to public services in Desa Bedali and realize more accessible physical facilities in the education, health, worship, and other.
2.	The existence of comprehensive and updated data and, information, assets, villages including data on persons with disabilities.
3.	Ensuring the involvement of persons with disabilities in the development process includes planning, budget allocation, realization, and evaluation through village deliberations.
4.	The existence of village diffable groups as a forum for interaction and appreciation of persons with disabilities.
5.	There is empowerment of people with disabilities, education, and public awareness about disability as well as fostering village cadres with a disability inclusive perspective.

b. Knowledge Transfer Step

1. Initiation

The steps:

- a) Recording disability in Bedali Village
- b) Providing opportunities by inviting prospective recipients to come to the house, listen to complaints that they are unemployed even though they are graduates of job training centers,
- c) Decided to form a working group (Pokja)

2. Implementation

Table 3. Legal Activities

No.	Program	Sub-Program	Time
1	Forum Malang Inklusi (Fomi)	Semiloka Inklusi	Juni 2019

Table . 4. Empowerment Activities

No.	Program	Sub-Program	Time
1	Pokja Wirausaha	1. Pelatihan menjahit dompet Malangan Pelatihan menjahit kantong hp/kaca mata. 2. Pelatihan merajut Alas kaki 3. Pelatihan menjahit masker 4. Pelatihan batik ciprat dari bahan kimia 5. Pelatihan membuat handsaintizer	2016 2016 2019 2020 2020
2	Pokja Pemuda	1. Diskusi manajemen organisasi 2. Rapat persiapan turnamen catur lintas disabilitas 3. Pelatihan pendakian gunung bagi disabilitas	2015 November 2019 Agustus 2020

Table 5. Community Awarness Activities

No.	Program	Sub-Program	Time
1.	Pos Yandu Desa Inklusi	Launching pos yandu inclusive village Mental helth disability consultation Making the mat training Making Batik ciprat training	6 August 2019 6 September 2019 6 October 2019 6 November 2019 October 2019 February 2020



3. Rump-Up

Table 6. Comparison of knowledge recipient skills before and after of Linksos Indonesia knowledge transfer process

No.	Knowledge Recipient	Before		After	
		Don't have an expertise	Have an expertise	Old an expertise	New an expertise
1	Disabilitas Intelektual	Yes			Merajut alas kaki
2	Disabilitas Rungu		Yes	Hanya menjahit baju	Menjahit dompet, tas dan kantong Hp, kantong kaca mata

4. Integration

Table 7. Handycraft

No.	Product Name	Price Produk
1.	Mat	Rp.10.000
2.	Malangan walet	Rp.50.000
3.	Glases and handphone pockets	Rp.25.000
4.	Masks	Rp.30.000

c. Knowledge Transfer Characteristic

1. Internal

1.1 Causal



Image 1. Pattern of Malangan Wallet



Image 2. Malangan Wallet



Image 3. The Mat Tool

Table 8. Knowledge of Disability Issue on Linksos Indonesia Website

Knowledge of Disability Issue
P1.Undang-undang No.8 tahun 2016 about Persons wit Disability
1. Public Facility Technic Guide

- 1.2 Knowledge Giver
 a. Lack of Motivation

Table 9. Statement Point of the Motivation Knowledge Giver

No.	Status of Knowledge Giver	Motivation of Knowledge Giver
1	Treasure	Sometimes feel objected that should be sacrifice time, energy, mind, and money.
2	Daily leader	Always happy when her an expertise it can transfered and useful for knowledge recipient
3	Linksos Indonesia leader	Now fighting to do knowledge transfer for knowledge recipient because its part of organization

- b. Unreliable Knowledge Giver
 Mom of knowledge recipient

“Mam Widi said like these, Mam tailoring like these, the target like this. So I was following, if about Batik Ciprat at Graha had ever been at Pos Yandu disabilitas too there is pelatihan. I jointed that, by BMH right, thats NGOs who volunteering... teaching, yes thats calling someone from external. Keset, keset I was at Mam Widi house. The teacher were... I guest , theres... like what? From Linksos. Whats the name... oh my, stakeholder. Stakeholder of Linksos Indonesia and also Mam Widi. If makes mask is her right, I was so tailoring that Mam Widi teach me how these method.” Interview had taken at 0941 AM. 28 Agustus 2020 by call .

The same statement also thought from an others knowledge recipient who telling that he had been gotten knowledge of how to make keset from eksternal before finally now he have an experted “Trainer from Pos Yandu was the training, Alhamdulillah while I was learning, now I have been able to make it.” Interview

had taken at 10:01 AM. 13 Oktober 2020 by life meeting at Linksos Indonesia Office.

For respons that's case, Mam Widi gave a reason why is there eksternal knowledge giver "Because not at all of our knowledge giver have capable. I mean we had capabellity... whats, what would its calling... for example me was tailoring, then Mr. Esra... Mr. Priyo was the egg maker, it is not at all. We used network, Sis." Interview had taken at 10:45 AM. 13 Oktober 2020 by life meeting at Linksos Indonesia office.

1.3 Knowledge Recipient

a. Lack of Motivation

Table 10. Statement Point of Motivation Knowledge Recipient

No.	Type of Knoledge Recipient	Motivation Knowledge Recipient
1	Large of disabilities	They were traumatic feeling to joint in working group training because who had been the object program training thats nothing sustainable
2	Disabilitas Rungu	Sometimes refused and say no that they can be able to make the handicrafts

b. Lack of Absorbing Ability

Table 11. Absorbing Capability Differences of Knowledge Recipient

No.	Knowledge Recipient	Barrier
1	Tuna Grahita	Daya serap lambat
2	Disabilitas Runggu	Need some technic to understand

1.4 Context

Table 12. Linksos Indonesia Support

No.	Aspect	Subtancial
1	Room	Moving; Omah Difabel/governance village office/knowledge recipient house/Pos Yandu
2	Schedule	Unstabil; every week/every 2 weeks/every month
3	Modal	Gave materials and tools by free

1.5 Receiver Channel

Tabel 13. WhatsApp Group as Receiving Channel

No.	Group Name	Formation Time	Description	Members Number
1	Pokja Wirausaha	2019	Interprrenour working group	20
2	Pokja pemuda	2019	Young working group	45

2. External Characteristics

2.1 Leadership

Tabel 14. Leader Behaviors

No.	Leader Behaviors
1	Leader were giving a gift like the invitation to joint some event for knowledge recipient who had been active
2	Usually leader say nice to knowledge recipient who had have a good job

Leader behaviors:

1. There's the invitation to joint in some event for knowledge recipient who had been active
2. Say nice when knowledge recipient who had have a good job

2.2 Language

Type of Language at Linksos Indonesia:

1. Indonesia language
2. Javanese language
3. Indonesian sign language

2.3 Social and Culture

The knowledge giver each other had been habit to transferring a knowledge

2.4 Technology

Type of Linksos Indonesia technology:

Simplest technology : Mesin jahit

Advance technology : Social media (WhatsApp)

3.2 Discussion

a. SDGs

Pakisaji and Bedali villages as a inclusive village then followed by the five inclusive village commitment it relates with the global indicator framework by the IAEG, (2016) which provides measurements to realize inclusive cities and settlements, one of which expects development to provide public spaces and green open spaces that are safe, inclusive, easily accessible, especially for women, children, the elderly, and disabilities. Based on this, the SDG's objectives; Making an inclusive, safe, resilient, and sustainable city at Linksos Indonesia has started with the initial step of making a village environment that is friendly to disability rights in the village.

b. Knowledge Transfer Step

1. Initiation

(Henti, 2013) From the several informants at the initiation step in the presentation of the data above, the researcher can say that Linksos Indonesia has successfully entered the initiation step of knowledge transfer, which is marked by the acquisition of disability data, recognizing the characteristics of disabilities who are stigmatized to the difficulty of disability in obtaining job opportunities in the community. , and the goal of making people with disabilities more empowered.

2. Implementation

(Henti, Transfer Knowledge: Kemampuan Berinovasi dan Kinerja Organisasi (Suatu Kajian Empiris), 2013) The implementation step of knowledge transfer at Linksos Indonesia is found in every main activity, but not in every program. In particular, there are many empowerment activities, namely knowledge transfer, which can be seen from the existence of several knowledge sharing sessions such as handicraft training, internal discussions that provide knowledge about disability issues, internal meetings to prepare for the Chess Tournament, and mountaineering training. Researchers can draw an outline, that the transfer of knowledge at Linksos Indonesia consists of training, discussions, and meetings which are also accompanied

by an evaluation of each training. One of them is the evaluation of the handicraft products produced by the recipients of knowledge that are correct according to the instructions or still need improvement.

3. Rump-Up

(Henti, Transfer Knowledge: Kemampuan Berinovasi dan Kinerja Organisasi (Suatu Kajian Empiris), 2013). Referring to the narrative of the results of this study, it was found that the ability of assisted members who previously had never knitted footwear were then able to knit footwear, from those who previously could not sew masks to now can sew masks, as well as the ability to understand the rights of children with disabilities. So that the conclusion from the implementation step at Linksos Indonesia is marked by the addition of knowledge in the form of increasing the ability of fostered members to produce various handicrafts and increasing knowledge about disability rights.

4. Integration

(Henti, Transfer Knowledge: Kemampuan Berinovasi dan Kinerja Organisasi (Suatu Kajian Empiris), 2013) Linksos Indonesia is marked by the use of knowledge in the form of sewing, knitting and fostered members who remain active at Linksos Indonesia to produce handicrafts with Linksos Indonesia as a new job for them.

c. Knowledge Characteristic

One way to find the limits of these factors is to look at the characteristics of knowledge as mentioned by Szulanski in Tung (2018:170) which consists of internal characteristics and external characteristics as below :

1. Internal

1.1 Causal

(Tung, 2018) Referring to the theory found in Linksos Indonesia in the form of knowledge to make handicrafts which in the flow have the form of patterns as explicit knowledge because it has real patterns and formulations such as; Malangan wallet pattern, mat pattern, glases and handphone pockets, disability-themed articles, and words in the form of voice instructions for climbing a mountain. From this description, the researcher can conclude that the causal characteristics in the transfer of knowledge that have been carried out by Linksos Indonesia are still in the form of unambiguous knowledge or in other words, explicit knowledge.

1.2 Knowledge Giver

a. Lack of Motivation Knowledge Giver

(Tung, Memahami Knowledge Management, 2018) The findings of this study, Linksos Indonesia source has the same vision and mission towards the organization and they feels his own happiness if knowledge transfer used by Linksos Indonesia fostered members in other words the motivation of the Linksos Indonesia knowledge source in transferring knowledge is sufficient. This means that the researchers did not find a lack of motivation for knowledge transfer at Linksos Indonesia.

b. Unreliable Knowledge Giver

(Tung, Memahami Knowledge Management, 2018) The results of this study, Linksos Indonesia member's thought that not at all knowledge received comes from Linksos Indonesia cadres as a knowledge giver. In particular, for knitting footwear, Linksos Indonesia called external sources of knowledge, before finally they were joining Linksos Indonesia cadres to learn with members. The researcher concludes this as one of the evidences of the lack of reliable knowledge giver of Linksos Indonesia and the lack of trustworthiness of knowledge giver by

Linksos Indonesia fostered members. These characteristics then include the challenges of knowledge transfer as knowledge recipients sometimes still lack confidence if there are no external parties involved.

1.3 Knowledge Recipient Characteristics

a. Lack of Motivation

(Tung, Memahami Knowledge Management, 2018) Based on the data obtained by the researcher, it is known that many of the Linksos Indonesia knowledge recipients who are disabled are refusing to receive knowledge and they said that who cannot do.

It was a representation of the passive attitude of the recipients who were afraid to try new things, so that this condition was included in the challenge of knowledge transfer of Linksos Indonesia. The efforts made by the knowledge giver during that time were to approach the recipient and ensure that quality of the knowledge transferred was good knowledge.

b. Lack of absorption ability

The receiving party is often unable to explore and exploit external sources of knowledge. This is because the recipient does not have the ability to absorb well, including the ability to retain his disability. This difficulty must be overcome so as not to cause difficulties at the beginning of the knowledge integration process which can then turn into a reason not to continue using the knowledge. Then the researcher finds that there is an inability of members with intellectual disabilities if they have to follow the learning process for making handicraft products independently or they need parental assistance. From the previous sections it has also been mentioned that Linksos Indonesia's responsibility in overcoming this is to try to understand each of the characteristics of the disabled members carefully and then provide a choice of knowledge that they are interested in learning. The conclusion from the characteristics of recipients who have a lack of ability to absorb this can be said as a factor that becomes a challenge for knowledge transfer which is in line with research by Hassan, et al (2017:14) which mentions the challenge of knowledge transfer, one of which is absorption capacity.

1.4 Context Characteristics

(Tung, Memahami Knowledge Management, 2018) The description is like Linksos Indonesia has a secretariat named Omah Difabel or literally the name comes from the Javanese word omah which means house. So that Omah Difabel or Difabel House becomes a place that can be used for knowledge transfer, but based on data presentation, knowledge transfer practices are still often carried out in different places each time it is implemented. So for the time being, Linksos Indonesia has not provided a specific schedule to facilitate direct communication between recipients with each other. Meanwhile, the facilities in the form of tools and handicraft materials such as cloth and footwear were provided by Linksos Indonesia for free to the recipients. Based on this description, the researcher can say that the characteristics of the Linksos Indonesia context are still a challenge, even though the support for facilities in terms of capital has been met, but the support for facilities in the form of disabled people sometimes still cannot be used properly as in several trainings not all of them have been carried out at the Linksos Secretariat. Indonesia.

Meanwhile, in terms of communication support, Linksos Indonesia still has limitations in communicating directly, namely meetings are still held irregularly and without any specific schedule. This is in line with Ismail (2012:67) who mentions that place and time are also barriers to knowledge transfer.

1.5 Receiver channel

The receiving channel is generally a medium for connecting the knowledge to be transferred by the knowledge giver to the knowledge recipient. This can be seen in Linksos Indonesia from the WhatsApp groups that the researchers managed to collect, namely the Pokja Wirausaha WhatsApp group, Pokja Pemuda WhatsApp Group, and Creative Team WhatsApp group. So the researcher concludes that the receiving channel in Linksos Indonesia hasn't become knowledge transfer barriers.

2. External

2.1 Leadership

A leader is responsible for developing trust among employees and motivating them to share and transfer their knowledge. Related to this in Linksos Indonesia, the development of trust among cadres as a knowledge giver was built by the Head of Linksos Indonesia by setting an example to always appreciate the achievements of cadres which is usually done by giving praise. Based on this, the researcher concludes that the leadership characteristics at Linksos Indonesia have not become a challenge to transfer knowledge to Linksos Indonesia.

Based on the internal characteristics and external characteristics above, it can be seen that some of these characteristics were found to be characteristics that challenge knowledge transfer at Linksos Indonesia. The challenges of knowledge transfer at Linksos Indonesia include; characteristics of knowledge sources that are less reliable, characteristics of knowledge recipients who are less motivated, characteristics of knowledge recipients who have a lack of ability to absorb, characteristics of the context of Linksos Indonesia which cannot maximize the Secretariat as a place to transfer knowledge, and characteristics of the context of Linksos Indonesia which does not set a time for transfer of knowledge on a regular basis. routine. From this, the barriers of knowledge transfer at Linksos Indonesia mostly found in internal characteristics.

2.2 Language

In the Linksos Indonesia, language variations are found, but there are efforts to develop sign language training programs that make sign language understandable to all members so that language differences do not become a problem. So that related to (Nguyen & Burgess, 2014).

2.3 Social and Culture

The big motivation of knowledge giver that felt happiness or fire to transfer it shows the social and culture value and so relate to (Hassan, Hassan, & Husin, 6).

2.4 Technology

The sewing machine at Linksos Indonesia shows simplest technology, while modern technology is shown by the use of WhatsApp (social media) its relate to (Hassan, Noor, & Husen, 2016).

4. CONCLUSION

Referring to the discussion part, the conclusion this study will answer how is the analysis of NGO knowledge transfer in supporting the inclusive village development at Linksos Indonesia, namely by providing public spaces in the form of Pakisaji Village and Bedali Village as participating villages. participation of persons with disabilities in a Pokja. During the Working Group, the knowledge possessed by Linksos Indonesia cadres was transferred to the



assisted members of Linksos Indonesia through meetings and training with four steps of initiation, implementation, rump-up, and integration.

To answer what are the factors that are challenges and efforts to knowledge transfer NGO in supporting the inclusive village development at Linksos Indonesia, starting from the factors that become challenges, it can be identified by reviewing the internal characteristics of knowledge which consist of the lack of reliable Indonesian Social Link cadres as a knowledge giver. , lack of motivation for Deaf disabled inmates as knowledge recipients, lack of ability to absorb assisted members who are mentally retarded as knowledge recipients, and the context of Indonesia's Social Links which is less supportive in providing places and times for regular meetings in the knowledge transfer step. The factors that have become an effort can be identified by continues to do face-to-face meetings, publication of activities through the official website of Linksos Indonesia, motivation of Linksos Indonesia cadres to members with disabilities, and the praise given by the Chairperson of the Trustees of Linksos Indonesia to Linksos Indonesia cadres. as a knowledge giver.

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