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ENHANCING KNOWLEDGE MANAGEMENT IMPLEMENTATION IN YAYASAN KESEHATAN KELUARGA INDONESIA

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ABSTRACT

Knowledge Management (KM) is crucial for enhancing organizational efficiency, promoting innovation, and improving decision-making. This study evaluates the Knowledge Management (KM) readiness of Yayasan Kesehatan Keluarga Indonesia (YKKI), highlighting primary issues and suggesting strategic measures for improvement. As a non-profit health organization, YKKI encounters unique challenges, such as sustainability (due to limited resources and dependence on donor financing) and the necessity to reconcile operational efficiency with mission-driven goals. This research employs a mixed-methods approach, utilizing quantitative evaluation via the Asian Productivity Organization (APO) KM Assessment Tool and qualitative in-depth interviews, to evaluate YKKI's knowledge management maturity and identify obstacles to adoption. Findings suggest that YKKI is at the "Refinement" phase of knowledge management maturity, where knowledge sharing is acknowledged but not entirely institutionalized. The critical issues include inconsistent leadership support, a lack of standardization, and fragmented knowledge accessibility. This study recommends three strategic enhancements: (1) reinforcing leadership commitment, (2) optimizing organizational business processes, and (3) enhancing knowledge storage and accessibility. Establishing a centralized knowledge management approach will synchronize knowledge management initiatives with YKKI's strategic goals, ensuring knowledge sharing, operational efficacy, and enhanced service model delivery.

KEYWORDS *Knowledge Management, Strategy, Healthcare, Non-Profit, APO Framework*

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INTRODUCTION

As the world's fourth most populous nation with over 275 million inhabitants, Indonesia has complex public health challenges (Kurniati & Efendi, 2013; van Hoogstraten et al., 2023; World Bank, 2023). As an archipelagic nation, Indonesia faces inequities in healthcare access, infrastructure, clean water, sanitation, and the distribution of healthcare personnel, especially in rural regions. The nation has merely 0.2 physicians and 1.2 nurses per 1,000 individuals, well beneath the WHO-recommended minimum of 2.3 per 1,000 population (World Health Organization (WHO), 2021). The scarcity is exacerbated by an inequitable distribution of healthcare professionals, predominantly in metropolitan areas, resulting in inadequate services for rural people (Bappenas (Indonesian National Development Planning Agency), 2022). Indonesia also possesses more than 2,985 hospitals and 10,205 community health centers (Puskesmas); infrastructure and medical equipment are inadequate in numerous areas (Ministry of Health Indonesia, 2022). Moreover, out-of-pocket healthcare expenditures constitute approximately 70% of healthcare costs, hindering access to healthcare for low-income individuals (Jakarta Post, 2020). The execution of the national health insurance program (BPJS-Kesehatan) has enhanced accessibility, encompassing 86% of the population; nonetheless, financial and resource allocation issues persist (Haemmerli, 2022; Utami et al., 2023). Maternal and child health metrics, such as elevated maternal mortality (173 per 100,000 live births) and child malnutrition, remain a focus, with initiatives aimed at decreasing stunting to 14% by 2024 (United Nations Population Fund (UNFPA) Indonesia, 2024; World Bank, 2023).

Amidst continuous improvements, Indonesia's healthcare system encounters structural challenges, including insufficient finance, inadequate primary healthcare services, and restricted access to vital medications (Indonesian Ministry of Finance, 2020). In 2020, the country's health sector budget deficit amounted to IDR 16.4 trillion (USD 1.1 billion), impeding the viability of numerous public health initiatives (Jakarta Post, 2020). Indonesia continues to rely on imported medical gadgets, with spending increasing from $1.55 billion in 2019 to $2.29 billion in 2021 (Trade.gov, 2021). The swift development of private hospitals highlights the growing necessity for healthcare practitioners and contemporary apparatus. Strategies to tackle these difficulties encompass collaborations between governmental and non-governmental organizations (NGOs), investments from the commercial sector, and community-oriented initiatives (Giarelli et al., 2014). Nonetheless, tackling healthcare disparities and attaining equitable access to healthcare is a critical issue that necessitates innovative policies, investment in human resources, and the enhancement of healthcare infrastructure, particularly in distant and neglected regions.

Yayasan Kesehatan Keluarga Indonesia (YKKI) is an organization dedicated to enhancing healthcare access in Indonesia, and it is affiliated with the broader YKK initiative that functions in India, Bangladesh, and Nepal. Founded in 2023, YKKI partners with the Indonesian Ministry of Health (2022) and local (2020) authorities to enable family members to serve as carers, thus enhancing patient recovery and decreasing hospital readmission rates (YKKI, 2024). YKKI's flagship Program Pendampingan Pengasuhan Keluarga (PPK) trains healthcare

professionals to instruct carers before discharge, equipping them with essential skills for home-based care. This effort corresponds with Indonesia's Indonesia Emas 2045 vision, which emphasizes decreasing maternal and child mortality, addressing hunger, and fortifying the healthcare system (Bappenas (Indonesian National Development Planning Agency), 2022). YKKI has trained more than 900 healthcare professionals and engaged more than 100,000 patients and caregivers, with intentions for significant expansion in the forthcoming years. By incorporating family caregiver training into the healthcare system, YKKI supports the overarching objective of Indonesia Sehat, which aims for a healthier populace with less malnutrition and non-communicable diseases, including hypertension and diabetes.

This study explores the current KM maturity level of YKKI, evaluates its readiness for KM implementation, and provides strategic recommendations based on best practices (Alnuaimi, 2013; Nyaga, 2023). The research aims to answer the following questions:

- What is the current KM readiness level of YKKI?
- What are the primary barriers to effective KM implementation?
- What strategies can be employed to optimize KM practices in YKKI?

This section offers a thorough examination of the theoretical and practical underpinnings of Knowledge Management (KM) and its significance for organizational success (Hislop et al., 2018; Qasrawi et al., 2017). Knowledge is also an essential asset in any organization, underpinning learning, problem-solving, and innovation (Mentzas et al., 2001). Nonaka and Takeuchi (1995) differentiate between two essential categories of knowledge: explicit knowledge and tacit knowledge. Explicit knowledge is organized, recorded, and readily disseminated in formats like manuals, databases, and recommendations. Tacit knowledge is inherently personal, rooted in experience, and frequently challenging to express, necessitating direct engagement for its transmission. The capacity to transform tacit information into explicit knowledge, and vice versa, is a fundamental element of efficient knowledge management systems (Nonaka & Takeuchi, 1995). Organizations that effectively utilize both forms of information acquire a competitive edge by cultivating a perpetual learning and innovation culture.

Knowledge Management as a Strategic Resource

The significance of knowledge management in organizational performance is highlighted by its function in enabling informed decision-making and enhancing process efficiency. Efficient knowledge management procedures guarantee the capture, dissemination, and use of knowledge to improve performance across many operational sectors (Dalkir, 2011). The Asian Productivity Organization (APO) KM Framework classifies KM maturity into five levels, from "Initial" to "Continuous Improvement," demonstrating the gradual institutionalization of knowledge processes (Young & Organization, 2020). This paradigm emphasizes critical enablers, including leadership endorsement, organized knowledge-sharing systems, and technological integration, as vital elements for effective knowledge management implementation.

Obstacles in Knowledge Management for Non-Profit Organizations

Non-profit organizations encounter problems executing knowledge management due to decentralized decision-making, financial limitations, and elevated personnel turnover. In contrast to for-profit organizations that emphasize income production, non-profit organizations prioritize social impact, necessitating sustainable knowledge-sharing structures to ensure continuity in service delivery (Dhillon, 2023). The dedication of leadership, organized processes, and the implementation of digital tools are essential in addressing these difficulties. Moreover, cultivating a culture of information sharing among employees, volunteers, and stakeholders is crucial for enhancing organizational learning and program efficacy (Dalkir, 2011).

Despite growing recognition of knowledge as a strategic asset, many non-profit organizations in Indonesia, including Yayasan Kesehatan Keluarga Indonesia (YKKI), face challenges in institutionalizing effective knowledge management (KM) systems. Fragmented documentation, inconsistent leadership support, and a lack of standardized procedures hinder the retention and leveraging of organizational knowledge for improved service delivery. Without a cohesive KM framework, these organizations risk inefficiencies, reduced innovation, and a diminished capacity to fulfill their healthcare missions.

In the Indonesian healthcare landscape, non-profit organizations like YKKI play a critical role in bridging gaps in access, especially in underserved communities. With increasing healthcare demands, limited resources, and pressure to demonstrate impact, the need for systematic knowledge management becomes urgent. KM facilitates informed decision-making, supports continuity amid staff turnover, and enhances program outcomes through effective knowledge sharing and reuse.

Moreover, the absence of a structured KM approach leads to redundant work, siloed operations, and missed opportunities for innovation. Given the high turnover and decentralization typical in non-profits, a well-defined KM strategy ensures organizational memory is preserved and shared. This becomes essential for scaling programs, training new personnel, and aligning operational activities with strategic goals. For YKKI, enhancing KM is not just about efficiency—it is vital for sustainability and mission success (World Health Organization (WHO), 2021).

Nonaka and Takeuchi (1995) introduced the concept of tacit and explicit knowledge transformation as core to knowledge creation. Their SECI model remains foundational in KM research, especially for capturing informal know-how critical to non-profit service delivery. Dalkir (2011) Furthermore, organizations adopting integrated KM systems improve learning, innovation, and strategic alignment, factors directly linked to performance in dynamic sectors like healthcare.

Dhillon (2023) specifically explored KM challenges in non-profits, citing leadership inconsistency, donor-driven structures, and resource limitations as primary obstacles. His findings align with observations at YKKI, where staff view KM as peripheral rather than core. He underscores the importance of fostering a culture that values knowledge sharing, especially in mission-driven environments.

Young & the Asian Productivity Organization (2020) contributed the APO KM Framework, a maturity model that allows organizations to evaluate and progressively institutionalize KM practices. Adopted in this study, their framework has been widely applied in Asian development contexts and provides actionable benchmarks across leadership, people, process, technology, and results dimensions.

While prior research has addressed KM models and non-profit challenges separately, few empirical studies integrate both dimensions within the context of Indonesia's healthcare NGOs. Limited evidence exists on how KM maturity can be evaluated using standardized frameworks and triangulated with organizational insights. This study fills the gap by assessing YKKI's KM readiness through a mixed-methods approach and offering strategic recommendations rooted in data and operational context.

This research uniquely combines the Asian Productivity Organization (2020) KM Assessment Tool with qualitative analysis to deliver a holistic view of KM maturity in a healthcare NGO. It is among the first to apply this dual-method evaluation to a non-profit in Indonesia, generating customized, data-driven strategies for KM improvement. The study's emphasis on implementation planning, including leadership engagement and system integration, provides a practical roadmap beyond diagnosis.

The primary objective of this study is to evaluate YKKI's current KM maturity level, identify barriers to effective KM implementation, and formulate strategic, actionable recommendations to optimize knowledge processes that align with organizational goals and enhance healthcare service delivery.

The study equips YKKI's leadership and similar non-profits with a structured framework to improve knowledge capture, storage, and dissemination. By addressing identified weaknesses, such as inconsistent KM practices and poor accessibility, the recommendations aim to foster a culture of continuous learning and innovation. Ultimately, improved KM practices will enhance service efficiency, stakeholder engagement, and long-term organizational resilience in the health sector.

RESEARCH METHOD

This study utilizes a mixed-methods approach, integrating quantitative and qualitative research techniques to assess and improve Knowledge Management (KM) procedures at Yayasan Kesehatan Keluarga Indonesia (YKKI). The approach was crafted to methodically fulfill the research objectives by evaluating the existing condition of knowledge management, pinpointing deficiencies, and devising enhancement recommendations.

The Asian Productivity Organization (APO) KM Framework functions as the principal evaluation instrument in this study. It offers a systematic method for assessing KM maturity across multiple dimensions, including leadership, processes, personnel, technology, and outcomes (Asian Productivity Organization, 2020).

A combination of survey questionnaires, in-depth interviews, and statistical analysis was employed to guarantee a thorough evaluation of KM implementation at YKKI. The research design uses a triangulation technique, integrating

quantitative data from structured surveys with qualitative insights from interviews to enhance the validity of the findings.

Quantitative Data Acquisition: APO KM Evaluation Survey

The quantitative aspect of the study was executed using the APO Knowledge Management Assessment Tool, a validated survey instrument intended to evaluate KM maturity across many areas. The survey was disseminated to 28 of the 35 YKKI staff members, ensuring extensive participation across departments. The questionnaire had structured, closed-ended questions evaluated on a Likert scale, examining knowledge management variables including leadership support, information-sharing mechanisms, technical enablers, and organizational culture. The reliability and validity of the gathered data were verified by Cronbach's Alpha and Pearson Correlation tests, ensuring response consistency.

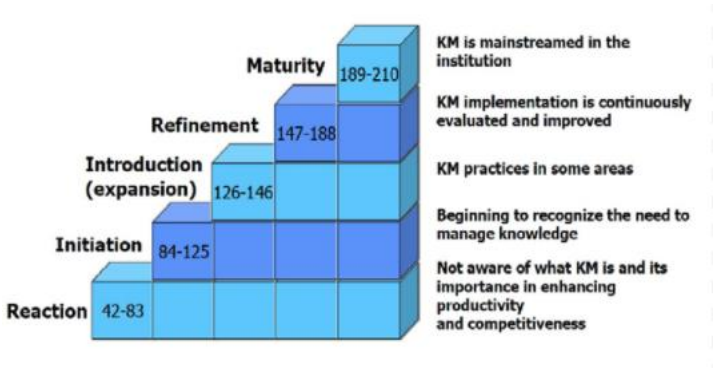

Figure 1. Example of KM Maturity level
(Source: AP KM Tools and Technique Manual 2020)

Collection of Qualitative Data: Semi-Structured Interviews

The qualitative component comprised semi-structured, in-depth interviews with seven key persons from several departments, including:

The Country Director, senior managers, and team leaders from program design, finance, knowledge management, monitoring and evaluation, people and culture, and implementation teams were interviewed. The interviews aimed to comprehensively understand the organization's knowledge management difficulties, obstacles to information sharing, and viewpoints on enhancing knowledge management. The semi-structured framework provided flexibility, guaranteeing the coverage of essential issues while allowing participants to expand on their experiences.

For two months, interviews were administered both online and in person. Responses were systematically categorized to discern prevalent patterns and opportunities for enhancement.

Analytical Techniques for Data

Validity Assessment: Pearson Correlation

Pearson's Correlation Coefficient was employed to evaluate the validity of the survey instrument. This statistical technique assesses the magnitude and orientation of associations among variables. A significance level 0.05 was established, with all items surpassing the requisite threshold ($r > 0.374$ for $n = 28$). The elevated correlation values validated that the survey items accurately assessed the desired knowledge management dimensions.

Reliability Assessment: Cronbach's Alpha

Cronbach's Alpha was utilized to ensure the consistency of the survey results. Cortina (1993) asserts that a Cronbach's Alpha value of 0.7 signifies adequate reliability, whilst a score surpassing 0.8 denotes good reliability.

Data Triangulation

A data triangulation strategy was employed to augment the trustworthiness of the research findings. This approach combines quantitative survey data with qualitative interview insights to deliver a more thorough and contextually pertinent analysis. The survey results yielded quantitative evaluations of knowledge management maturity. Interview data provided qualitative elucidations for patterns identified in the survey. YKKI's current KM documentation was examined to corroborate the findings. This study enhances accuracy, minimizes bias, and fortifies the overall validity of the KM evaluation through the cross-validation of diverse data sources.

The integration of quantitative and qualitative data for a thorough evaluation of Knowledge Management (KM) processes at YKKI. The quantitative research offered organized and measurable insights into knowledge management maturity, pinpointing deficiencies in leadership involvement, information-sharing systems, and technical assistance. Concurrently, the qualitative data provided a more profound insight into organizational culture, personnel viewpoints, and operational difficulties that numerical evaluations may not readily convey. For example, although survey findings suggested a moderate level of knowledge management maturity, interviews uncovered obstacles to the transfer of tacit knowledge, reluctance to embrace new knowledge management technologies, and discrepancies in documentation and data accessibility. The qualitative insights were essential for contextualizing the statistical data and verifying that recommended enhancements correspond with the organization's genuine needs.

The mixed-methods approach was particularly effective in assessing KM adoption at YKKI. The organized, data-centric insights from the quantitative analysis created a definitive baseline for assessing KM effectiveness, while the contextual richness offered by qualitative data revealed systemic flaws necessitating intervention. Collectively, these techniques guided the formulation of pragmatic, evidence-driven suggestions designed to bolster KM maturity, augment organizational learning, and cultivate a culture of perpetual enhancement. This dual methodology guarantees that the study's suggestions are empirically valid and

strategically pertinent, allowing YKKI to enhance its knowledge management procedures and achieve sustained influence in healthcare service delivery.

RESULT AND DISCUSSION

This section outlines the study's main findings, collected through both quantitative (APO KM Assessment Survey) and qualitative (semi-structured interviews) methodologies. It highlights gaps in knowledge management (KM) processes at Yayasan Kesehatan Keluarga Indonesia (YKKI) and offers practical options to improve KM maturity and efficacy. The results are classified according to the APO KM Framework, which evaluates knowledge management in terms of leadership, processes, personnel, technology, knowledge-sharing methods, and outcomes.

Key Findings

YKKI's Knowledge Management (KM) Maturity Level

The APO KM Assessment Survey results reveal that YKKI is in the "Refinement" stage of KM maturity, with an overall score of 155.68, implying advancement in KM preparedness. However, although KM processes are present, they are neither fully standardized nor consistently executed across departments. The most robust areas encompass technology adoption and learning culture, whereas notable deficiencies were identified in process standardization, knowledge-sharing methods, and leadership participation.

Table 1. KM Overall Assessment Score

Category	Average Score (max 30)
Leadership	22.50
Process	22.68
People	20.79
Technology	23.43
Knowledge Processes	21.75
Learning and Innovation	23.57
Outcomes	20.96
Total	155.68

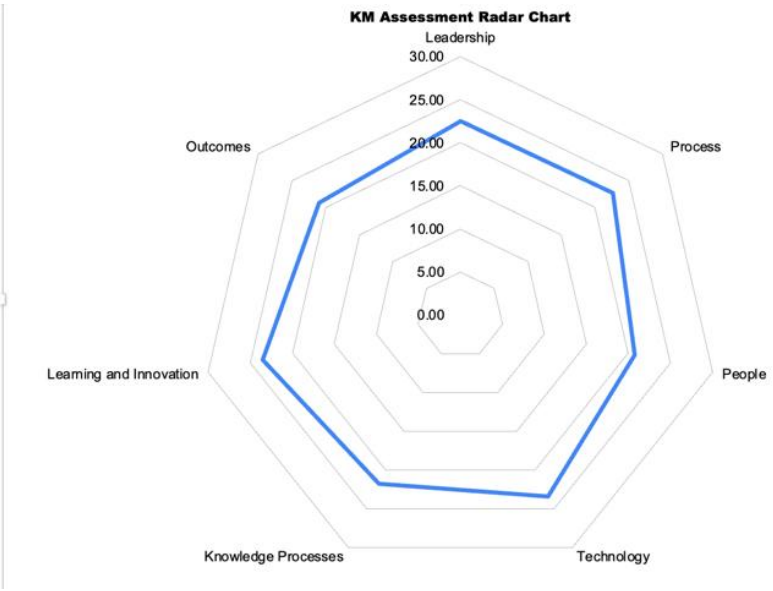

Figure 1. Radar Chart of Overall Assessment Score
Figure 1 KM Assessment Radar chart (source by author)

The key findings include that YKKI possesses numerous features that establish a robust basis for enhancing knowledge management techniques despite encountering hurdles in KM implementation.

Strength

Robust Learning Culture—Employees are significantly open to knowledge management approaches and demonstrate a commitment to ongoing learning.

- Technological Readiness — Digital platforms like Notion, Google Drive, and Slack have already been established to enable knowledge-sharing.
- Leadership Support - Although inconsistent and not optimal, leadership recognizes the significance of knowledge management and is receptive to additional enhancement initiatives.
- Established Knowledge Sharing Mechanisms—Some avenues for knowledge exchange are present, encompassing learning sessions, onboarding programs, and mentorship activities.

Weaknesses and Challenges

- Lack of a Defined Knowledge Management Strategy—Leadership endorses Knowledge Management, although no defined plan or strategy aligns it with strategic objectives.
- Insufficient Leadership Communication - Employees regard Knowledge Management as a subordinate priority, accompanied by ambiguous guidance on anticipated contributions to KM.
- The absence of a uniform documentation process hinders employees' ability to retain and access essential knowledge.
- Insufficient Employee Engagement in Knowledge Management Practices—Many employees do not actively participate in knowledge management

initiatives, perceiving them as additional tasks rather than essential components of operations.

- Insufficient Knowledge Transfer Mechanisms – Tacit knowledge (expert insights, lessons learnt) is not systematically recorded, and sometimes there is restricted Cross-Team Collaboration resulting operate in silo, overlooking opportunities to utilize shared knowledge to improve program outcomes.

The Ishikawa (Fishbone) diagram below visually maps out the root causes of YKKI's knowledge management difficulties, classifying them into six principal dimensions: Leadership, Process, Technology, People, Knowledge Flow, and Outcomes.

YKKI Root Cause Analysis

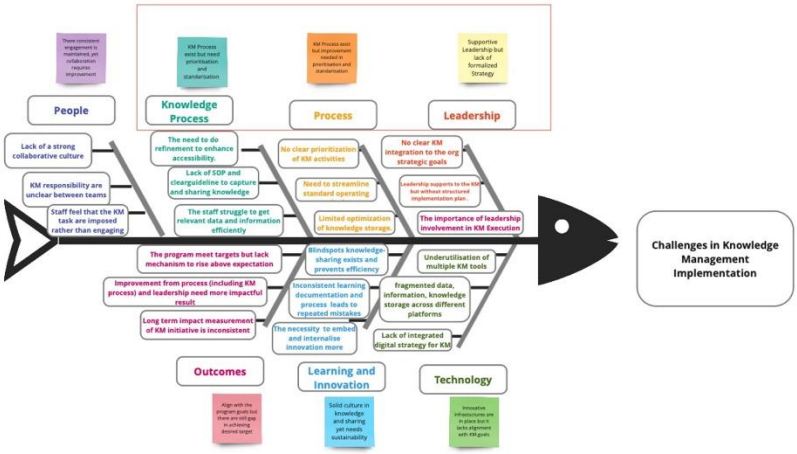

Figure 1. Figure 9: YKKI Root Cause Analysis (Source: Author)

Recommendation

This section offers recommendations to enhance YKKI's Knowledge Management (KM) maturity and execution, addressing difficulties in leadership, process standardization, and knowledge accessibility. The suggested solutions are organized into three main categories:

1. Leadership: Enhancing Dedication and Strategic Alignment

- Develop a KM Vision and strategic direction that aligns with the organization's long-term objectives.
- Ensuring that knowledge management efforts are prioritized at the executive level and integrated into strategic planning.
- Enhance Leadership Communication and Engagement

2. Process: Standardization and Optimization of Business Process

- Developing work systems and processes to guarantee value generation
- Ongoing Assessment and Improvement of operational process
- Incorporating Technology, Adaptability, and Efficiency into Process Architecture

2. Knowledge Processes: Enhancing Retention, Accessibility, and Utilization

- Develop a detailed knowledge management roadmap and a structure for knowledge sharing
- Enhance Knowledge Storage and Accessibility — Establish a centralized knowledge management system to prevent fragmented and inaccessible information.
- Enhance Knowledge generation and Integration — Create a systematic knowledge generation process to convert data into actionable insights.

The implementation plan adopts a staged strategy to ensure organized and sustainable enhancements in Knowledge Management (KM) at YKKI. The plan focuses on essential aspects of leadership involvement, process uniformity, assessment, and technological incorporation, guaranteeing that knowledge management methods are integrated into organizational workflows. The roadmap comprises three principal phases, mirroring the timetable and priority specified in the implementation table:

Short-term (Weeks 1–16): Concentrate on core efforts from the leadership side, such as articulating the KM vision and objectives, designating KM Champions, implementing knowledge-sharing training, and establishing standardized documentation processes. This phase establishes the foundation for knowledge management integration across departments.

Mid-term (Weeks 17–32): Implement automation features and optimization processes, including the deployment of structured assessment frameworks, the integration of knowledge management technologies, and the enhancement of standard operating procedures based on stakeholder feedback.

Long-term (Post Week 32): Integrate ongoing process assessments and knowledge management-driven performance evaluations into standard operations, to ensure the longevity and adaptability of knowledge management efforts throughout YKKI's departments.

Table 2. Implementation Plan

Activities	Start Week	End Week	Key Milestones	Responsible Parties
Foster a Knowledge-Sharing Culture from Leadership				
Define the KM vision and objective (alignment with the strategic goal)	1	2	Defined the KM Vision and objective by week 2	Leadership, KM Team
Gathering insight on what is currently working and what is not	2	3	Feedback on current KM effectiveness obtained by week 3	KM Team, HR
Assign KM Champions from the leadership (to push and advocate for knowledge sharing initiatives)	3	5	KM champion assigned to foster culture and drive knowledge sharing and learning by week 5	Leadership, HR

Establish KPI and a monitoring system for KM engagement (staff participation rate)	4	9	New KPI on KM established, and the monitoring system deployed by week 9	Leadership, HR, KM, Tech/Product Team
Create a recognition and reward system for KM work	22	23	Rewards or incentives mechanism established by week 24	HR, Leadership
Develop an internal organization communication strategy on KM	24	25	Internal organization and communication strategy exist by week 26	Communication team, KM, leadership
Leadership training on KM and collaboration	25	26	Training on KM and collaboration for leadership is conducted by week 26	HR, KM
Create an organization-wide knowledge sharing workshop	27	30	Global KM workshop conducted in week 31	KM, HR
Continuously monitor the participation and engagement level	31	~ (every month)	Monitoring and evaluation conducted and reported (in the manager's monthly meeting) by week 16	KM, HR
Institutionalize Knowledge sharing by integrating it into the performance evaluation (for leadership and staff)	23	24	KM KPI announced and contract addendum given to all employees, incorporating the KM task by week 16	Leadership, HR, Communication
Standardizing Workflows and Critical Processes				
Assess current workflows across departments	1	4	Documentation of existing workflows completed by week 4	KM, Respective department in YKKI (Program Design and Development, Program Design and Implementation, Platform, Monitoring and Evaluation, Operation)
Identify inefficiencies and redundancies	1	4	Efficiency gaps identified and categorized by week 4	KM, Respective department in YKKI (Program Design and

				Development, Program Design and Implementation, Platform, Monitoring and Evaluation, Operation)
Review existing documentation practices	5	7	Current SOP documentation gaps identified by week 7	KM, Respective department in YKKI (Program Design and Development, Program Design and Implementation, Platform, Monitoring and Evaluation, Operation)
Identify key stakeholders for process alignment workshops	1	2	Key stakeholders confirmed by week 2	Leadership, KM
Develop workshop content and objectives	3	4	Workshop content and objectives clarified by week 4	HR, KM team, leadership
Conduct workshops to align processes and responsibilities	7	12	Workshops completed successfully by W12	Leadership, Department Heads
Document insights and integrate them into standard processes	8	9	Process alignment recommendations finalized by week 9	KM team, and secretary to the board
Draft Standard Operating Procedures (SOPs)	11	18	Initial SOP drafts completed by week 18	KM, HR, Leadership
Obtain feedback from department heads and refine SOPs	19	20	Feedback collected and SOPs revised by week 21	Department Heads, HR
Finalize and distribute SOPs to all teams	27	30	SOPs approved and published by week 31	HR, Leadership
Evaluation and Refinement of Procedures				
Develop a structured evaluation framework	1	3	Process evaluation criteria finalized by week 3	KM, Monitoring and Evaluation, and PDD
Conduct quarterly reviews and update processes accordingly	12	Quarterly	First quarterly review completed by week 12	PDD, KM
Analyze findings and implement recommended	13	16	First analysis completed by week 16	Process Improvement Team

process refinements				
Establish a cycle of regular evaluation and feedback	17	18	Ongoing review and refinement process in place	Leadership, KM team
KM Technology Integration				
Assess the current KM Technology in place	1	2	KM technology was identified by Week 2	KM, Platform Team
Identify key areas where automation and integration of digital tools are possible and can enhance efficiency	2	3	Assessment on automation identified by week 2	HR, Risk Management
Develop a technology integration strategy	4	6	Technology integration framework drafted by W7	HR, Crisis Management
Development of Infrastructure and System Improvement	7	10	All tech development on system improvement is done by week 10	Tech/platform team
Training and adoption of the new method	11	13	Training by the KM team will be done by week 13	KM and the product team
Full deployment and monitoring	14	15	New integrated system deployed by week 14	Leadership, KM

CONCLUSION

This study underscores the vital role of Knowledge Management (KM) in enhancing efficiency, collaboration, and innovation within non-profit health organizations, with a focus on Yayasan Kesehatan Keluarga Indonesia (YKKI). Despite YKKI's strong learning culture and readiness in terms of digital infrastructure, the organization's KM maturity remains at the "Refinement" stage, where knowledge-sharing is acknowledged but not fully embedded into daily operations. Key barriers to KM implementation include inconsistent leadership support, fragmented knowledge repositories, lack of standardized procedures, and limited staff engagement. These issues hinder effective knowledge retention, accessibility, and utilization, weakening organizational performance. Future research should explore longitudinal assessments of KM transformation in non-profits, evaluate the impact of incentive mechanisms on staff participation, and investigate the integration of artificial intelligence and digital tools to streamline tacit knowledge capture and improve strategic decision-making in resource-constrained settings.

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