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Preventing Knowledge Loss in Gojek by Assessing the Company's Readiness to Implement Knowledge Management

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Abstract

The objective of this research would be to understand the readiness level of Gojek in introducing knowledge management in the company , understand the strength and areas of improvement for Gojek's knowledge management, and discover the tools that can be used to implement knowledge management in Gojek. The main method used to get primary data is through the quantitative method and is collected via questionnaire, while the qualitative data used to further enrich the main data collected is through forum group discussions. The results showed that Gojek is still at the expansion phase, where the efforts of knowledge management is present in several business units and the company see's the benefits of knowledge sharing. Gojek could further develop itself by using people as its accelerator and become champions of knowledge. Having a committed people team would further create a knowledge sharing culture that could be followed by the whole pod of the company. In order for the employee to have a single source of knowledge, it is important to create a knowledge management tool which can be done by leveraging the existing portal that Gojek already has for employees: OneGojek. What needs to be added is the ability to store employee knowledge in order to make information accessible for all employees.

Abstraks

Tujuan dari penelitian ini adalah untuk memahami tingkat kesiapan Gojek dalam memperkenalkan manajemen pengetahuan di perusahaan, memahami kekuatan dan area yang perlu ditingkatkan untuk manajemen pengetahuan Gojek, dan menemukan alat yang dapat digunakan untuk mengimplementasikan manajemen pengetahuan di Gojek. Metode utama yang digunakan untuk mendapatkan data primer adalah melalui metode kuantitatif dan dikumpulkan melalui kuesioner, sedangkan data kualitatif yang digunakan untuk lebih memperkaya data utama yang dikumpulkan adalah melalui forum group discussion. Hasil penelitian menunjukkan bahwa Gojek masih dalam tahap ekspansi, dimana upaya manajemen pengetahuan hadir di beberapa unit bisnis dan perusahaan melihat adanya manfaat dari berbagi pengetahuan. Gojek dapat mengembangkan diri lebih jauh dengan menggunakan orang sebagai akselerator dan menjadi juara pengetahuan. Memiliki tim people yang berkomitmen akan menciptakan budaya berbagi pengetahuan yang dapat diikuti oleh seluruh bagian perusahaan. Agar karyawan memiliki satu sumber pengetahuan, penting untuk membuat alat manajemen pengetahuan yang dapat dilakukan dengan memanfaatkan portal yang sudah ada

Kata Kunci:
Mencegah Hilangnya Pengetahuan,
Gojek,
Manajemen Pengetahuan

	yang sudah dimiliki oleh Gojek untuk karyawan: OneGojek. Yang perlu ditambahkan adalah kemampuan untuk menyimpan pengetahuan karyawan agar informasi dapat diakses oleh semua karyawan.

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INTRODUCTION

The technological advancements and digital transformation contributes heavily in today's world economic growth. The interconnectedness created by these advancement has opened up vast opportunities to create digital products or apps that can help society solve issues that they might face in their day to day lives. Based on a report done by PwC, (2023), it was recorded that the global technology sector experienced a rapid growth in which the total market capitalization has exceeded $10 trillion. This was a report done based on the 100 technology companies.

In Indonesia a similar trend can be observed where tech companies are seen to be flourishing. Data collected by a private research company shows that Indonesia ranks 6th in terms of digital companies across the world, 1st in South East Asia.

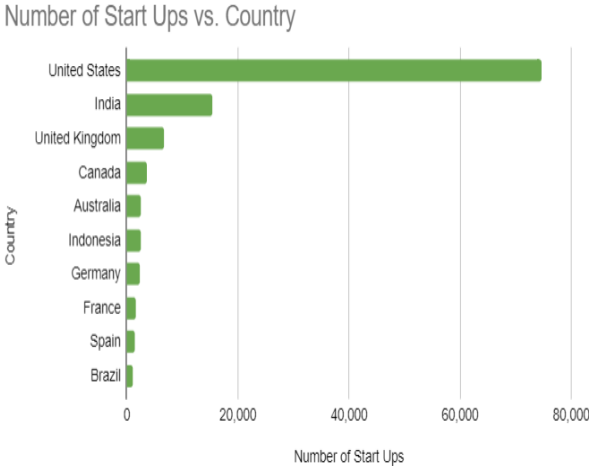

Figure 1. Number of Startups per Country

Indonesia's Deputy IV of Ministry of Economic Coordination Muhammad Rudy Salahudin, states that the growth of these companies flourished significantly and does not only consist of e-commerce, ride hailing, to financial services but also increase in numbers of tech companies in education, healthcare and many more. The large market size of Indonesia affirms that the digital economy is the way for the country's economy to grow and the ministry predicts that it'll reach $130 billion in 2025, then double to $360 billion in 2030.

Not only contributing towards economic growth, the existence of startups has contributed towards job creations. It has encouraged entrepreneurial and a self-employment spirit, creating income opportunities for those who may have difficulty finding traditional employment. The government in response to the digital transformation in Indonesia, has created a program called Digital Leadership Academy which is a curated training program that supports the knowledge required to improve the human resources for the digital advancement.

Despite the flourishing numbers of startups there's no guarantee that each company will sustain. Statistics for Harvard Business Review 2021 show that 90% of start-ups fail, with the remaining 10% must strive in order to make a profit which on average takes 2-4 years. Fewer than 10% of startups manage to raise above the Series A investment. Gojek became one of Indonesia's startups that managed to gain the category of *Decacorn* (startup with valuation of $10mio). Started in 2010, the company has shown tremendous growth in terms of active users, and has significantly contributed in creating a cleaner ride-hailing service that did not exist before. With their continuous growth, expectation for the company to profit grows as well hence the company continues to venture on new business ideas.

METHOD

Data Collection Method

Quantitative Method

Quantitative methods refer to the systematic approach of accumulating and analyzing numerical data to understand, describe, and explain various phenomena in a scientific or research context. These methods are used in a wide range of disciplines, including social sciences, psychology, economics, and natural sciences. The aim of quantitative research is to obtain objective and reliable information that can be statistically analyzed and generalized to a larger population.

Qualitative Method - Focus Group Discussion

(FGD)

To further strengthen the results from the primary data, the use of qualitative research would be done through focus group discussions (FGD) in order to further enrich the results. The topic selection for the focus group discussion would be based on the assessment results that showcase the strengths and areas for improvement of Gojek's knowledge management.

Data Analysis Method

Validity Test - Pearson Correlation (SPSS)

To assess the correlation between the variables of interest of the questionnaire, this research would be using Pearson's Correlation (SPSS). This exercise would be done after receiving the result of the questionnaire collected. Based on the validity result on whether there is a strong correlation among the variables will be obtained. To exercise this test, it will be conducted with the SPSS software program on Microsoft Excel.

Reliability Test - Cronbach's Alpha Value

Another method used to assess the reliability of the questionnaire is through the Cronbach Alpha value test in which it will measure and evaluate the consistency of the variables used in answering the questionnaires. The alpha score used in this case ranges from 0 to 1 with the number of 0.7> is used as indicator that the test results are reliable and implies a similar consistency across variables. To exercise this test, it will be conducted with the software program on Microsoft Excel.

APO Assessment Based on Questionnaire

Population used in this case would be taken from the GoFood Business team which contains 90 employees. Using Slovin's formula on calculating the sample size and margin of error of 10%, the adopters of the questionnaire should have approximately around 48 participants. Results from the APO questionnaire will also include respondents' age, working period at Gojek and job position.

Data Triangulation between Quantitative and Qualitative Results

As this research is using both quantitative and qualitative methods, the use of data triangulations will be included to further assess the credibility and validity of the findings on the topic. The main method used to get primary data is through the quantitative method and is collected via questionnaire, while the qualitative data used to further enrich the main data collected is through forum group discussions. The expected output of the data triangulation method is to ensure that the results from both methods converge or at least complete results, to ensure that the findings, despite using different methods, yield the same results.

RESULTS AND DISCUSSION

Validity Test - Pearson Correlation (SPSS) Results

Table 1. Pearson Correlation (SPSS) Results

KM Category	Correlation Coefficient	r table Significance 5% (N=74)	Result
LDR 1	0.235	0.195	Valid
LDR 2	0.263	0.195	Valid
LDR 3	0.241	0.195	Valid
LDR 4	0.299	0.195	Valid
LDR 5	0.397	0.195	Valid
LDR 6	0.390	0.195	Valid
PRO 1	0.256	0.195	Valid
PRO 2	0.372	0.195	Valid
PRO 3	0.321	0.195	Valid
PRO 4	0.366	0.195	Valid
PRO 5	0.411	0.195	Valid
PRO 6	0.426	0.195	Valid

PPL 1	0.314	0.195	Valid
PPL 2	0.381	0.195	Valid
PPL 3	0.355	0.195	Valid
PPL 4	0.321	0.195	Valid
PPL 5	0.368	0.195	Valid
PPL 6	0.332	0.195	Valid
TEC 1	0.300	0.195	Valid
TEC 2	0.346	0.195	Valid
TEC 3	0.232	0.195	Valid
TEC 4	0.297	0.195	Valid
TEC 5	0.233	0.195	Valid
TEC 6	0.306	0.195	Valid
KMP 1	0.315	0.195	Valid
KMP 2	0.262	0.195	Valid
KMP 3	0.230	0.195	Valid
KMP 4	0.304	0.195	Valid
KMP 5	0.344	0.195	Valid
KMP 6	0.230	0.195	Valid
LNI 1	0.284	0.195	Valid
LNI 2	0.211	0.195	Valid
LNI 3	0.201	0.195	Valid
LNI 4	0.277	0.195	Valid
LNI 5	0.279	0.195	Valid
LNI 6	0.257	0.195	Valid
KMO 1	0.422	0.195	Valid
KMO 2	0.368	0.195	Valid
KMO 3	0.453	0.195	Valid
KMO 4	0.359	0.195	Valid
KMO 5	0.487	0.195	Valid
KMO 6	0.563	0.195	Valid

When conducting the test, it's worth noting that the study used a sample of 74 participants with a level of significance of 5% which equates to 0.195. The level of significance would become the threshold for Correlation Coefficient value, and as the data presented, the number of correlation exceeds the r value (>0.195) which shows that the questionnaire is valid, allowing further analysis of the results.

Reliability Test - Cronbach's Alpha Value Results

Table 2. Cronbach Alpha Results

Category	Cronbach Alpha Value	N Item	Results
Leadership	0.78	6	Good
Process	0.78	6	Good
People	0.81	6	Very good
Technology	0.81	6	Very good

Knowledge Process	0.77	6	Good
Learning & Innovation	0.85	6	Very good
KM Outcomes	0.79	6	Good

Assessing the Knowledge Management Readiness of Gojek

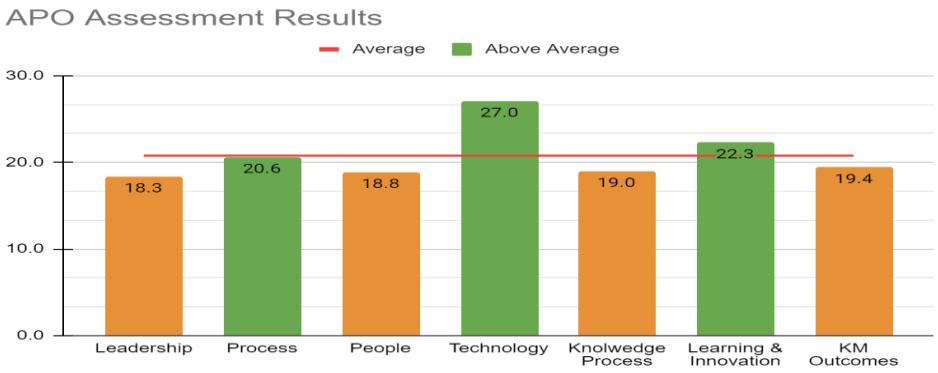

Figure 2. Overall APO Results

The questionnaire also collected demographic information that includes the age of the respondent, work period in Gojek and lastly the job position that the respondents hold in Gojek. Having a look at the score based on demographic enriches the research by showing how different circumstances might contribute to different results in terms of how knowledge management is being seen in the company (Alavi & Leidner, 2001). Referring to the table below, the demographic represented showcases different KM levels between 'Refinement' and 'Expansion' with the majority mostly falling into the 'Expansion' level. When looking at the assessment by age, those who fall into the age 21 - 25 and 36 - 40 recognize the KM level at a refinement level. While those at the age range of 26 - 30 and 31 - 35 discover that the KM level is still at an expansion phase. What's worth noting is the number of respondents in which the number of respondents from the age range of 26 - 30 and 31 - 35 has a higher number, showing that the results have a higher statistical significance in terms of results.

While looking at the score based on job position, those that are in the managerial positions assess the knowledge level of Gojek is at a refinement level. When compared to the staff or working levels, has assessed that the KM level is at an expansion level. This could possibly be due to the lack of visibility or awareness that the working level team might have when compared to those who are within the managerial levels. Lastly is the assessment based on the work period, those who have been working for 1 - 2 years, >2 - 3 years, >3 - 4 years and >4 - 5 years have determined that the knowledge management level is at an expansion level (Butler, 2000). This could possibly be due to experience that allows them to have a better grasp on how knowledge is currently being managed in the company, allowing them to provide more critical feedback Those who worked below 1 year and > 5 - 6 years assess that KM level is at refinement level. However the number of respondents would need to be taken into account as it carries a lower number compared to the majority of working period.

Table 3. Overall APO Results based on Demographic

Demographic	#Respondent	KM Category							Total Score	KM Level
		LDR	PRO	PPL	TEC	KMP	LNI	KMO		
Scoring by Age										
21-25	3	19.7	22.0	21.0	28.0	19.0	23.3	20.0	153	Refinement
26-30	42	18.4	20.3	18.6	26.7	18.5	21.9	19.5	144	Expansion
31-35	25	17.7	21.2	18.8	27.1	19.1	22.6	18.8	145	Expansion

36-40	4	19.3	21.0	18.7	28.5	19.3	23.0	21.5	151	Refinement
Scoring by Job Position										
Head Division	3	19.3	21.0	21.3	25.3	18.3	24.0	20.0	149	Refinement
Manager	17	19.1	21.1	19.2	27.1	19.2	23.0	19.4	148	Refinement
Staff	54	18.1	20.5	18.5	27.1	18.9	21.9	19.3	144	Expansion
Scoring by Work Period										
<1 year	7	19.5	20.1	19.7	26.7	19.7	22.2	18.7	147	Refinement
1 - 2 years	31	18.2	20.4	18.8	26.8	18.9	22.3	19.3	145	Expansion
>2 - 3 years	23	18.0	20.6	18.7	27.2	19.1	22.0	19.6	145	Expansion
>3 - 4 years	9	18.0	20.4	17.7	27.6	18.3	22.1	18.6	143	Expansion
>4 - 5 years	2	19.5	19.0	19.0	24.5	18.0	23.5	20.5	144	Expansion
>5 - 6 years	2	20.5	25.0	20.0	27.5	18.0	23.5	20.0	155	Refinement

Focus Group Discussion Results

Deep Dive Discussion on APO Results

Table 4. Deep dive discussion on Leadership

APO Category	Sub Category	Score	Topic	Discussion highlights
Leadership	LDR 1	3.47	It is important for leadership to have a shared knowledge vision and strategy linked to its vision, mission and goals	- Leaderships general direction on treating knowledge is linked in the company's vision in which case it encourages its employee to become a learning organization
				- However knowledge management is not explicitly written as part of the company's goal which might reduce the commitment that leadership has on developing knowledge
	LDR 2	2.84	A central coordinating unit for knowledge/information management is needed to assist in knowledge management	- Currently there is no centralize unit that would formalize the KM initiatives
				- Having a centralized unit can become a catalyst in driving these initiatives. As without a unit, topics like knowledge tend to not get spotlight
	LDR 3	2.92	Financial resources are allocated to KM Initiatives	- There's not much visibility that the team has on the financial allocation for KM initiatives. But the team agree that having financial resources would further elevate the leadership's commitment in developing knowledge
	LDR 4	2.31	Organizations ability to safeguard knowledge	- Agree that safeguarding knowledge is important but does not rank high in terms of importance compared to the

				other sub categories
	LDR 5	3.51	The importance of manager as role models to encourage knowledge sharing and collaborative working	- This would be helpful to shape the behavior of employees. Managers acts as the closest accelerators to implement any KM initiatives

Based on the FGD that was done on leadership discussion, the attendees saw 2 main issues in the leadership variable that needs to be focused on in order to establish a well working knowledge management which are:

1. Having a central management unit that is tasked to run KM initiatives. As per today the Gojek team has a Learning & Development (L&D) which is under that people development team. The L&D curates learning pods based on the company's necessity for its employees, however the L&D do not manage any knowledge sharing initiative that is done internally. Hence its important to have a central unit that would support the KM initiatives (Davenport & Prusak, 1998).
2. Second important variable is an organization's ability to safeguard knowledge. Managers are one of the accelerators for the team to comply with certain initiatives. Hence managers also have the power to provide acknowledgement or rewards that would encourage employees to conduct knowledge sharing.

Table 5. Deep dive discussion on People

APO Category	Sub Category	Score	Topic	Discussion highlights
People	PPL 1	3.53	The organization's education, training and career development programs build employee knowledge skills, and capabilities, support achievement of overall objectives and contribute to high performance	- The organization does have a learning and development team that deals with special classes that would help the development of employees. It was momentarily halt due to covid but is currently being revived
	PPL 2	2.69	The organization has a systematic induction process for new staff that includes familiarizing them with KM and its benefits, the KM system and tools	- There is a current induction process however during the pandemic it became difficult and less frequent
	PPL 3	2.92	The organization has formal mentoring, coaching and tutoring processes	- No formal mentoring has been formally introduced. There are some instances managers do tutoring process but its not done across the organization
				- Some attendee feel that mentoring process are often overlook
	PPL 4	2.49	The organization has a database of staff competencies	- The company has a portal in which employees can fill in there competencies however it is not being filled
				- There is an uncertainty if the database is even being used

	PPL 5	3.72	Knowledge sharing and collaboration are actively encouraged and reward/corrected	- The spirit of collaborating and sharing of knowledge is something is encouraged for the employees
				- However the act sharing is not seen as an incentive but rather a habit that needs to be followed by others

Based on the FGD that was done on people discussion, the attendees saw 2 main issues in the people variable that needs to be focused on in order to establish a well working knowledge management which are:

1. The organization's education, training and career development programs are believed to improve employee skill sets that can not only benefit the company but also fulfill employees personal growth. Although it is a practice that is frequently available, some employees find that the program has low visibility.
2. The attendees believe it's important that leadership has access to employees capabilities and databases especially in terms when layoffs happen. There is a sentiment that during reassignment post layoffs weren't done based on employee competencies.

Deep Dive Discussion on Best Knowledge Management Tool

Table 6. Discussion Results on Recommended Knowledge Tools

No	Question	Discussion Highlights
1	Based on your knowledge, how do you currently access information and knowledge?	Knowledge and information currently is **scattered and not accessible by all**. Knowledge on certain function products is only obtainable by contacting the relevant PIC. Knowledge is stored in Google Drive which is good as it ensures that any changes on the doc will be reflected for those who have access. Meanwhile information on companies know-how are in a dedicated website
2	Based on our current technology infrastructure, what would be the best tool to be used for knowledge management?	Create a single web portal that is used to house all knowledge whether it be tacit or explicit. Preferable to be on **OneGoto website that is accessible for all**. The current website is already promoted as an employee one-stop-shop for all their inquiries as an employee. Would be best if a system can be built where employees can store work related knowledge there

Data Triangulations

Table 7. Data Triangulation Assessment Results

No	KM Audit Category	Quantitative Data	Qualitative Data	Triangulation
1	Leadership	**Average score:** 3.13 **Strength:** The companies ability in becoming role model for the working system in Gojek	The importance of having a commitment towards knowledge management and formalizing it would become the	**Convergence** Data between two methods shows that the main issue that needs to

		Weakness: The companies lack of Knowledge management Unit and its ability to store and protect knowledge	best bet for the employees to prioritize knowledge management. The act of formalizing KM would become a push factor and input for teams to design KM programs within their team. The company does support knowledge sharing as its an essence of its vision and mission, however the act of formalizing would help immensely.	be solved is to formalize KM in order to not only incentivise programs on KM but also safeguard the knowledge obtained.
2	People	**Average score:** 3.14 **Strength:** Knowledge sharing is a practice that is widely done across functions. Employees are open to share the knowledge they retain. **Weakness:** The companies familiarity towards the existing tools that is available for them to understand what knowledge that is already existing in the company	Certain teams have systems on how to store and are familiarized with the tools of the company however to note that it's not implemented across all team functions. This potential causes a gap in the understanding of the existing tools in the company	**Complement** It's noted that some teams are aware of the portals that have knowledge associated with company know-how. However its not universally known across the team functions

Business Recommendation & Implementation Plan

Business Recommendation

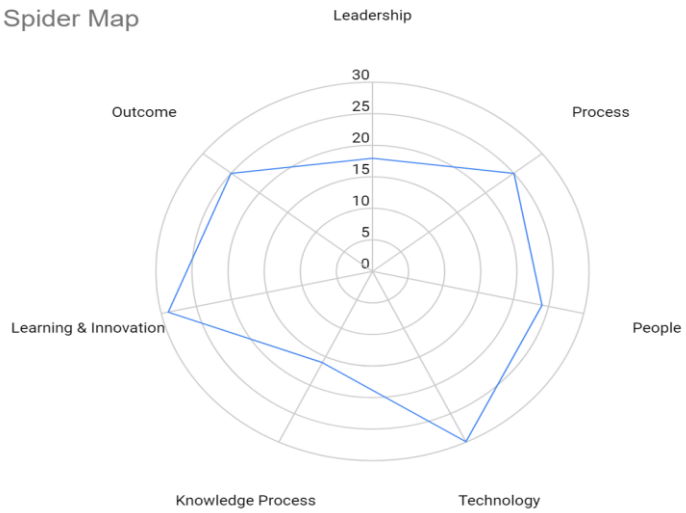

Figure 3. Spider Map on APO Assessment Results

A spider diagram is created to provide a visual overview on what are the strengths and

weaknesses from the company. Referring to the APO framework, Gojek has a strength in their accelerator which is technology and their knowledge process in learning and innovation category. Being a company that leverages technological advancement the use of technology has become a foundational necessity for the company (Chesbrough, 2003). To accelerate the knowledge management in the company Gojek has a strong infrastructure to accommodate it. The company also encourages innovations through all of the team pods. One of the company's values, which is 'Be a Scientist' , encourages their employees to constantly innovate with new ways of working that can improve the product (Meher & Mahajan, 2013).

With Gojek's dynamic culture it's apparent that the organization also has room to grow in terms on how to increase their maturity and set a strong knowledge base that would support the company's employee productivity. Considering the volatile nature of the company's employment, the existence of a centralized knowledge system could assist in maintaining the existing knowledge as part of the company's intellectual right and not have past knowledge to be discarded or lost. In order for the company to improve their knowledge management system, this research suggests that the company should improve the categories that have the biggest potential to grow as well as leveraging their strength to open more opportunities for the company to grow (Kianto et al., 2019). Below is a list of key activities that are suggested based on the company's strengths and categories that have room to improve.

Business Recommendation for Leadership

Table 8. Leadership business recommendations

NO	INITIATIVE	DESCRIPTION
1	Create a Designated Knowledge Management Unit	The most important part to drive knowledge based initiatives. Having a center unit shows the organization's commitment in developing knowledge based initiatives. Having a center unit would strengthen the company's ability to response to the challenges in this knowledge based economy
2	Create a Knowledge Management Strategy	Develop a clear and comprehensive strategy that aligns knowledge management goals with the overall business objectives. This strategy should outline the vision, key initiatives, roles and responsibilities, and implementation plans for knowledge management.
3	Invest in Knowledge Management Technologies	Identify and implement appropriate knowledge management tools and technologies that support knowledge sharing, searchability, and accessibility. This may include intranets, search engines, content management systems, and data analytics tools.
4	Foster a Knowledge-Sharing Culture	Create an organizational culture that values and encourages knowledge sharing. As pioneers, leadership should actively promote and reward knowledge sharing behaviors, provide platforms for collaboration, and recognize employees' contributions to knowledge management.

Business Recommendation for People

Table 9. People business recommendations

NO	INITIATIVE	DESCRIPTION

1	Recognize and Reward Knowledge Sharing	Establish recognition and reward mechanisms that acknowledge and appreciate who actively contribute to knowledge management. This can include public recognition during team meetings, performance evaluations that assess knowledge-sharing behaviors, or incentives for creating valuable knowledge resources.
2	Develop Knowledge Management Champions	Designate individuals or teams as knowledge management champions who can drive knowledge management initiatives, provide guidance, and encourage others to actively participate in knowledge-sharing activities.
3	Facilitate Knowledge Sharing and Collaboration	Provide platforms and channels for employees to share knowledge and collaborate. This can include online forums, discussion boards, internal social networks, and regular knowledge-sharing sessions or workshops. Encourage cross-functional collaboration and create opportunities for teams to learn from each other.
4	Provide Training on Knowledge Management	Offer training and workshops specifically focused on knowledge management practices. This training can cover topics such as knowledge capture techniques, effective documentation methods, and leveraging technology for knowledge sharing.

Utilizing OneGojek to Develop a Reliable Knowledge Management Tool

Besides improving the variables based on the APO score, another recommendation would be to build knowledge management tools by leveraging Gojek's strongest point which was related to the technology infrastructure that is already existing in the company. The purpose of having a strong knowledge management tool would be to facilitate the utilization of knowledge and information within the organization and to also ensure that knowledge would be stored to prevent the possibility of knowledge loss (Farnese et al., 2019). Currently employees use Google Drive that is connected to Microsoft online, hence all documentation created by employees are automatically stored online. As this helps ensure that all documents are stored somewhere, this does not solve the problem of having all information accessible for all (Cooper & Schindler, 2014). As mentioned within the introductions, Gojek already has an existing employee portal in which its purpose is to provide employees with all queries that employees might have regarding the know-how of the company. Hence the recommended tool to use for the repository would be utilizing OneGojek's Knowledge Center and to have the documentation automatically stored there as well. A visual representation of the new flow would be as below:

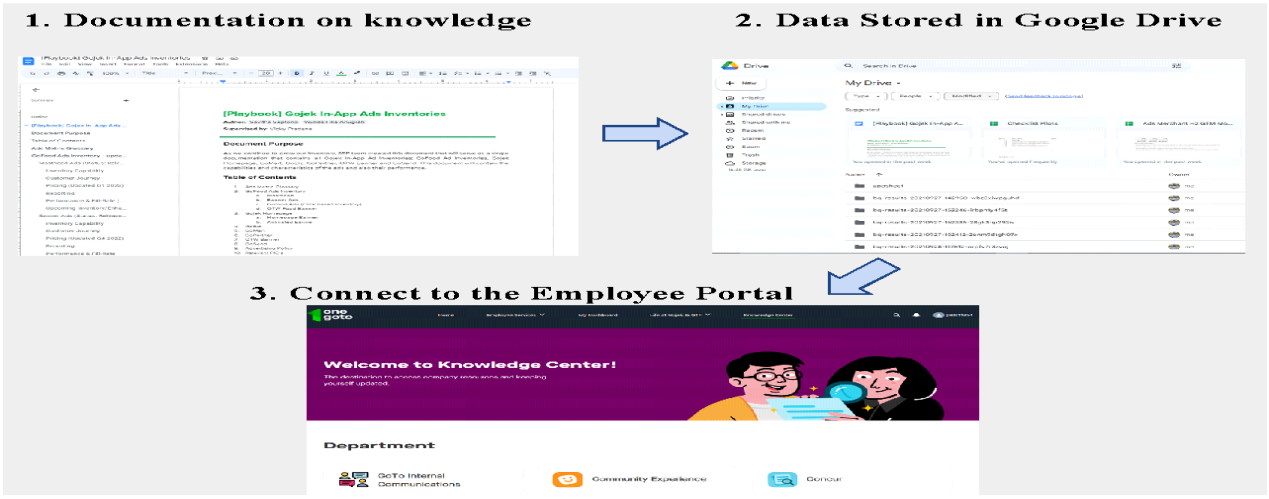

Figure 4. New Recommend Flow for Knowledge Management Tools

Implementation Plan

Implementation plan placed would reference the business recommendations mentioned in previous figures. The implementation plan would summarize the initiatives and further define what would be the next action plan required for Gojek to implement building the knowledge management in their company. The implementation plan will start by utilizing the current tools that Gojek uses as the main knowledge repository until it can be picked up in the next year's sprint as main focus.

Table 10. Implementation Plan

No	Implementation Plan	2023		2024											
		Q4		Q1			Q2			Q3			Q4		
		11	12	1	2	3	4	5	6	7	8	9	10	11	12
1	Internal discussion on the importance of knowledge management system														
2	Company wide socialization of the understanding of knowledge management														
3	Build knowledge management system using current tools (Gdrive)														
4	Review for next year planning														
5	Establish a KM Unit in order to formalize the initiative														
6	Allocating financial resources for KM														
7	H1 planning for KM initiatives														
8	Create integrated knowledge system using Onegoto														
9	Policy making on how to safeguard knowledge														
10	Create coaching, training and mentoring on knowledge management system														
11	Create employee group discussions to share success stories across functions														
12	Monitor adoption of new KM tools														
13	Survey employee improvement in productivity post launch of the KM system														
14	Post mortem on FY 24 on implementation of knowledge in the company														

CONCLUSIONS

Based on the assessment done Gojek is still at the expansion phase, where the efforts of knowledge management is present in several business units and the company see's the benefits of knowledge sharing. However it has not yet been institutionalized hence creates lack of incentive to conduct knowledge sharing or maintain a knowledge repository.

The assessment also shows that leadership and people were seen as the biggest area to improve. Having a leadership commitment to build a knowledge management system is the key to institutionalizing the use of knowledge in the company. By having the commitment of leadership, Gojek could further develop itself by using people as its accelerator and become champions of knowledge. Having a committed people

team would further create a knowledge sharing culture that could be followed by the whole pod of the company.

In order for the employee to have a single source of knowledge, it is important to create a knowledge management tool which can be done by leveraging the existing portal that Gojek already has for employees: OneGojek. What needs to be added is the ability to store employee knowledge in order to make information accessible for all employees. This portal will then be integrated as part of employees' day to day job to avoid additional labor for employees to work to upload their documents and this will also quickly store knowledge in the case of employee resignation or potential layoff happening, preventing knowledge loss.

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