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# Designing and Validating a Website-Based Knowledge Management System for Micro, Small, and Medium Enterprises: A KMSLC Approach with SECI-Driven Knowledge Capture

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**Abstract** — This study develops a website-based Knowledge Management System (KMS) for an MSME (Amadea Kitchen) by combining the Knowledge Management System Life Cycle (KMSLC) focused on knowledge capture, design blueprint, and verification & validation with SECI-driven mechanisms to surface and codify tacit and explicit knowledge. The captured assets were translated into a minimal, deployable blueprint comprising a knowledge map, role-based actors (admin/owner/employee), and three high-leverage modules (Document Library, FAQ, Feedback). Verification confirmed that explicit artifacts were digitized (PDF) and recurring tacit themes were codified into FAQs, while validation addressed usability and operational performance. With eight participants (one owner, seven employees), the system achieved a SUS score of  $79.6 \pm 6.8$  (95% CI [73.9, 85.3]), indicating Good usability. Performance measurements over 10 runs per page yielded average page loads of  $2.10 \pm 0.22$  s (Homepage),  $2.32 \pm 0.27$  s (Document Library), and  $1.84 \pm 0.19$  s (FAQ), with server response times of  $186 \pm 21$  ms,  $204 \pm 25$  ms, and  $175 \pm 18$  ms, respectively. These results suggest the proposed KMS is usable and operationally responsive for day-to-day MSME use. Limitations include the single-site scope, small sample, and short evaluation window; future work will extend to multi-site validation, longer observation periods, and additional objective service indicators.

**Keywords** – customer service, KMSLC, knowledge management system, MSMEs, SECI, SUS

## I. INTRODUCTION

The rapid development of digital technologies has transformed how organizations manage resources, including organizational knowledge [1] [2] [3]. In an increasingly competitive environment, a Knowledge Management System (KMS) is a strategic approach to improving organizational

efficiency, strengthening competitiveness, and supporting information-based decision making. Systematic management of both tacit and explicit knowledge helps organizations sustain operations while adapting to market dynamics [4].

In Indonesia, Micro, Small, and Medium Enterprises (MSMEs) play a pivotal role in the national economy through their contribution to GDP and job creation [5]. Despite their dominance, MSMEs still face challenges in managing internal knowledge [6]. Tacit knowledge such as employee skills, recipe innovations,

and strategies for handling demand spikes is often undocumented and may be lost when staff turnover occurs. At the same time, explicit knowledge such as SOPs and recipes frequently remains in physical form, which hinders quick access and team collaboration and leads to inconsistencies in service quality and delays in meeting customer needs.

A research gap exists because many KMS studies focus on large enterprises with ample technological resources, whereas research on MSMEs, particularly in the culinary sector, remains limited [7][8]. Yet this sector depends heavily on recipe consistency, standardized service, and timely responses to customer feedback. Without structured knowledge management, MSMEs risk losing opportunities to improve service quality and competitiveness. Accordingly, this study focuses on developing a website-based KMS tailored to MSME needs [9].

To address the gap, this study adopts the Knowledge Management System Life Cycle (KMSLC) as the development methodology. Of its six stages, we focus on three core stages, knowledge capture, design blueprint, and verification and validation. In knowledge capture, the SECI model (Socialization, Externalization, Combination, Internalization) is applied to identify and transform tacit and explicit knowledge [10][11]. KMSLC and SECI are thus complementary: KMSLC guides the development flow, while SECI strengthens the mechanism for transforming and sharing knowledge [12] [13]. Verification and validation cover usability using the System Usability Scale (SUS) and basic operational performance (page-load time and server response time) to reflect MSME constraints.

Research questions and objectives. This work addresses two questions: RQ1—How can a website-based KMS, designed with KMSLC and SECI-driven knowledge capture, organize the tacit and explicit knowledge of an MSME? RQ2—To what extent is the resulting system usable and operationally performant in the MSME context? To answer RQ1, we elicit knowledge assets using SECI and produce a role-based blueprint and implementation aligned with KMSLC. To answer RQ2, we evaluate usability (SUS) and measure page-load and server-response times on key pages. The objectives are to (i) identify tacit and explicit knowledge at Amadea Kitchen, (ii) design and implement a website-based KMS blueprint that fits MSME requirements, and (iii) verify and validate the system through usability and lightweight performance evaluation. Practically, the study provides a simple yet effective KMS for MSMEs; theoretically, it reinforces the application of KMSLC augmented by SECI in small-business contexts in Indonesia.

Contributions. The paper offers four main contributions: (1) a combined KMSLC–SECI approach tailored for MSMEs to bridge tacit–explicit flows into a single website-based repository; (2) a field knowledge inventory and blueprint specific to food-service micro-enterprise operations; (3) an empirical assessment that couples SUS with lightweight performance metrics suitable for low-resource settings; and (4) a replicable, role-based use-case model (admin, owner, employee) that operationalizes capture, codification, and reuse with minimal navigation depth.

## II. RESEARCH METHOD

This study applies the KMSLC framework as the overarching development approach, focusing on three stages that fit the MSME context: knowledge capture, design blueprint, and verification & validation [14]. The method is aligned to the research questions: RQ1 (how a website-based KMS guided by KMSLC with SECI-driven capture organizes tacit/explicit knowledge) is addressed by Sections A and B; RQ2 (to

what extent the system is usable and operationally performant) is addressed by Section C.

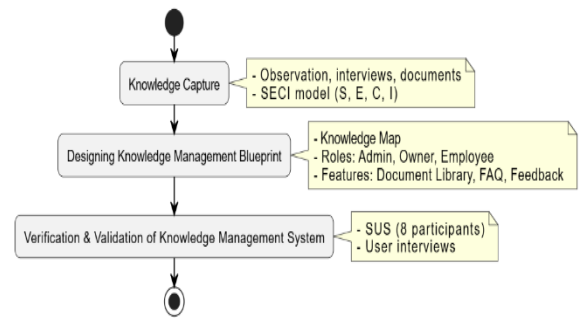


Fig. 1. Research flow based on the KMSLC framework [15].

### A. Knowledge Capture

This stage identifies tacit and explicit knowledge at Amadea Kitchen. Data were gathered through on-site observation, semi-structured interviews with the owner and employees, and document analysis (recipes, SOPs, service protocols, and customer-service records). To strengthen capture and ensure bidirectional conversion, we used the SECI model Socialization, Externalization, Combination, and Internalization to (i) elicit tacit know-how via shadowing and peer sharing, (ii) codify it into explicit artifacts (e.g., standardized recipes, exception-handling steps), (iii) consolidate explicit assets into a normalized structure (titles, owners, formats, access rules), and (iv) reuse them in daily work and onboarding [16] [5]. The output of this stage is a knowledge inventory (explicit vs. tacit) that seeds the blueprint and system content.

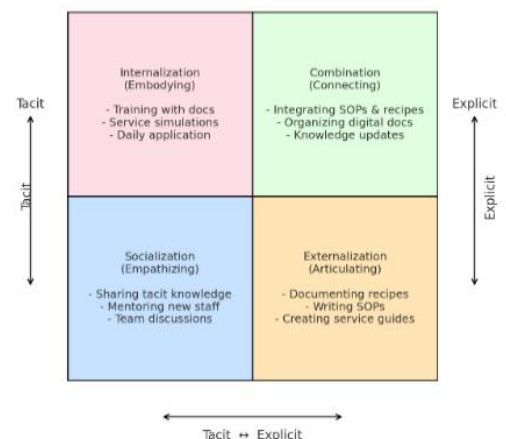


Fig. 2. SECI model for knowledge capture at Amadea Kitchen.

### B. Design Blueprint

This stage translates captured knowledge into a website-based KMS design. First, a knowledge map groups sources (owner vs. employees) and artifacts to clarify ownership and flows. Next, we define actors and core modules:

- Actors: Admin, Owner, Employee—each with role-based permissions to operationalize capture, codification, and reuse.
- Extended Actor: Customer—submit feedback via a public form that routes entries to the internal feedback channel; no access to internal documents (scope-safe and data-hygienic).
- Core modules: (i) Document Library for explicit artifacts (SOPs, protocols, training PDFs); (ii) FAQ to codify recurring tacit know-how; (iii) Feedback to capture experiential insights (staff and optionally customers).

We use use-case diagrams and a minimal sitemap to visualize user–system interactions so that captured knowledge becomes an implementable blueprint[17]. Non-functional guidelines include basic governance (authentication, simple audit trails) and MSME-friendly constraints (lightweight web stack, low training overhead).

### C. Verification and Validation

This stage ensures alignment between the built system and user needs [18], using two lenses:

1. Usability (SUS). We administered the System Usability Scale (SUS) to eight participants (one owner and seven employees). Before the questionnaire, each participant completed three representative tasks aligned with the sitemap: (T1) find and download a specific SOP in the Document Library; (T2) open and read a relevant FAQ entry; (T3) submit a feedback entry. SUS scoring followed standard rules (odd items: score - 1; even items: 5 - score; sum  $\times 2.5 \rightarrow 0 - 100$ ). We report mean  $\pm$  SD and interpretability bands ( $\geq 68$  acceptable). Brief post-task interviews captured qualitative usability cues (clarity, findability, wording).
2. Operational performance (to address reviewer #4). We measured Page Load Time (window load) and Server Response Time (TTFB) on Homepage, Document Library, and FAQ. Each page was tested 10 runs using Chrome DevTools on the deployment machine; cache was cleared between runs. Results are reported as mean  $\pm$  SD to complement SUS with responsiveness evidence under MSME constraints.

All measurements feed into Section III (Results) for descriptive statistics and Section IV (Discussion) to interpret findings against RQ1–RQ2, compare with prior MSME KMS reports, and articulate limitations.

## III. RESULT

### A. Knowledge Capture

Applying SECI at Amadea Kitchen yielded 14 knowledge assets: 10 explicit (recipe book; SOPs for service, defects, sanitation, storage, e-commerce, promotion, evaluation; customer-service protocol; feedback channels) and 4 tacit (new recipe innovations, techniques for handling demand spikes, informal after-work training/feedback, staff suggestions) [2]. In the KMSLC flow, capture is reinforced by SECI to transform tacit knowledge into explicit assets ready for subsequent stages [19][20].

The summary is shown in Table 1. The knowledge map (Fig. 3) organizes sources by Owner and Employees, clarifying which assets require codification and where knowledge flows originate.

Table 1. Knowledge items identified at Amadea Kitchen

No	Knowledge Item	Category	Notes
1	Recipe book	Explicit	Physical
2	Customer-service SOP	Explicit	Physical & digital
3	SOP for defective/failed products	Explicit	Physical & digital
4	Sanitation SOP	Explicit	Physical & digital
5	Raw-material storage SOP	Explicit	Physical & digital
6	E-commerce SOP	Explicit	Physical & digital
7	Promotion SOP	Explicit	Physical & digital
8	Evaluation SOP	Explicit	Physical & digital
9	New recipe innovations	Tacit	Undocumented
10	Techniques for handling high order volume	Tacit	Undocumented
11	Customer-service protocol	Explicit	Documented
12	Routine employee training	Tacit	Informal feedback after work
13	Customer feedback management	Explicit	Owner's WhatsApp, GoFood,

No	Knowledge Item	Category	Notes
14	Employee feedback (criticism & suggestions)	Tacit	ShopeeFood reviews Relayed informally

Summary of findings.

1. Explicit—Items 1–8 and 11 are documented, but mostly physical, limiting access and dissemination [10].
2. Tacit—Items 9–10, 12, and 14 are not systematically documented and risk loss with staff turnover [11].
3. Knowledge flow & collaboration—Internal flows are largely informal and lack standardized transfer from management.
4. Customer feedback—Centralized with the owner, so team-level utilization is suboptimal.

B. KMS Design Blueprint

1. Knowledge Mapping

Items in Table 1 are mapped to their owners/sources using a Knowledge Map, guiding users to the right sources [10].

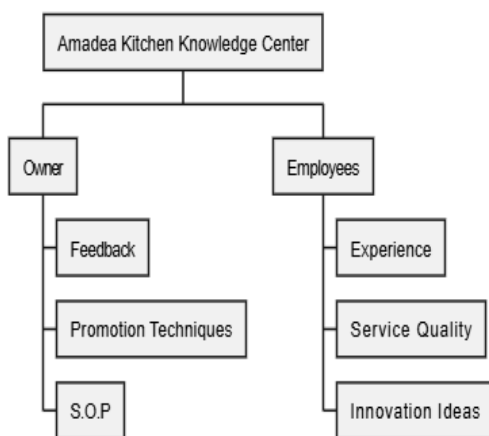


Fig. 3. Knowledge map of Amadea Kitchen.

In Figure 3. Knowledge Map of Amadea Kitchen, organizational knowledge is grouped by source: the Owner (Feedback, Promotion Techniques, SOPs) and Employees (Experience, Service Quality, Innovation Ideas). The map highlights where explicit assets (e.g., SOPs) reside and which tacit areas (experience, service practices, ideas) should be prioritized for capture and externalization into the KMS.

2. Website KMS Design

The KMS is designed to be simple yet functional, aligned with MSME resources. Access is divided among three actors (Table 2).

Table 2. KMS website actors at Amadea Kitchen

No	Actor	Description
1	Admin	Manages the system and has full access to content and users
2	Owner	Uploads/updates explicit knowledge (SOPs, recipes); responds to feedback
3	Employees	Contribute tacit knowledge (experience, recipe ideas); access explicit docs

Core features include Document Library (explicit knowledge), FAQ (tacit knowledge), and Feedback (customer and employee input) as a shared learning channel.

3. Use-Case Diagrams

Use-case diagrams outline the functions accessible to each actor [11].

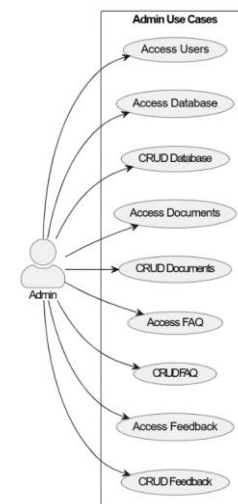


Fig. 4. Admin use cases — manage users, documents, and FAQ

In Figure 4. Admin Use Cases, the administrator acts as the superuser with end-to-end control: accessing users and the database, and performing CRUD operations on Documents, FAQ, and Feedback. This role ensures content quality, access control, and the overall integrity of the KMS repository.

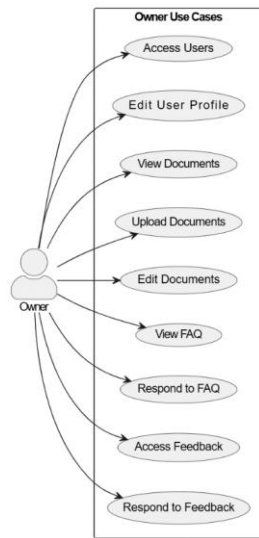


Fig. 5. Owner use cases, manage explicit documents and respond to feedback.

In Figure 5. Owner Use Cases, the business owner manages explicit knowledge assets and the feedback loop: accessing the user area (profile edits), viewing/uploading/editing documents, viewing and responding to FAQ, and accessing/responding to Feedback. This role focuses on curating SOPs and policies while engaging directly with staff questions and suggestions.

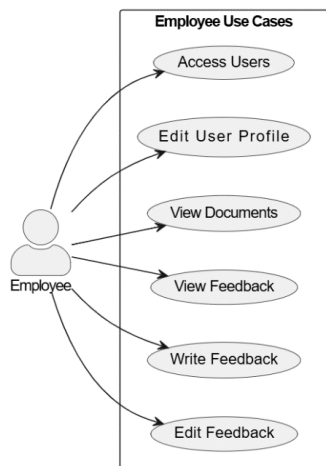


Fig. 6. Employee use cases, create/update tacit entries (feedback) and view documents.

In Figure 6. Employee Use Cases, employees can access their account area (including Edit User Profile), view documents (explicit knowledge), and view/write/edit feedback entries (tacit knowledge). This role enables staff to contribute experiential insights while consuming standardized artifacts.

4. Sitemap and User Interface  
The navigation architecture is shown in Figure 7.

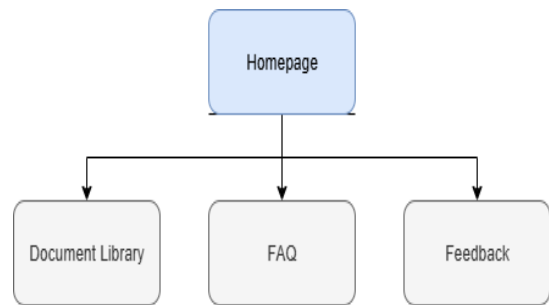


Fig. 7 Sitemap of the website

In Figure 7. Sitemap of the website, the information architecture is kept minimal: the Homepage routes to three core modules, Document Library (explicit artifacts/SOPs), FAQ (codified tacit know-how), and Feedback (staff input channel), ensuring fast navigation to capture, access, and refine organizational knowledge.

Key interfaces are presented in:

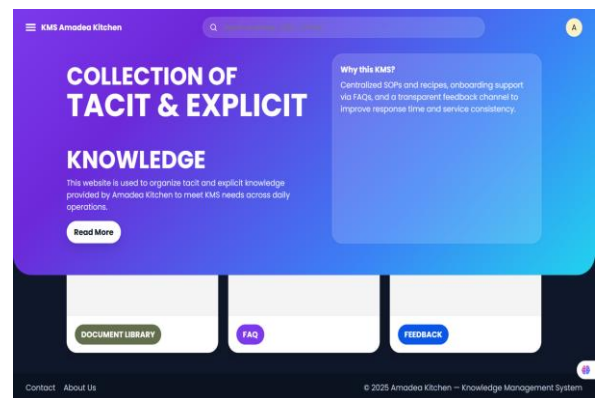


Fig. 8. Homepage

In Figure 8. Homepage, the web-based KMS landing screen features a global search bar, a hero panel stating the system purpose (managing tacit and explicit knowledge) with a “Read More” call-to-action, and three primary entry points—Document Library, FAQ, and Feedback.

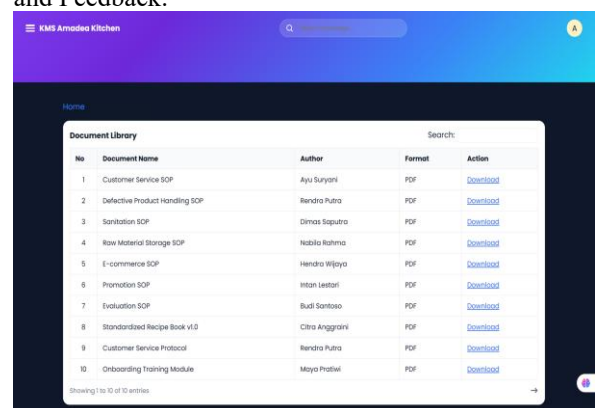


Fig. 9. Document Library

In Figure 9. Document Library, the KMS displays a searchable table of explicit artifacts—primarily SOPs, protocols, and training modules—with columns for No, Document Name, Author, Format, and Action (download). This page functions as the central repository for standardized PDFs, enabling quick retrieval and controlled access to operational knowledge. Pagination and the search box support efficient browsing at scale.

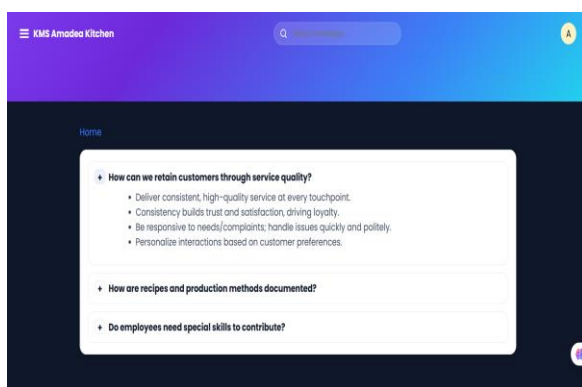


Fig. 10. FAQ

In Figure 10. FAQ, the KMS presents an accordion-style knowledge base that captures tacit know-how as concise Q&A. Each item expands to actionable bullet points, covering service-quality practices, where recipes/procedures are documented (linking to the Document Library), and staff participation guidance, while the top search and breadcrumb aid quick navigation and onboarding.

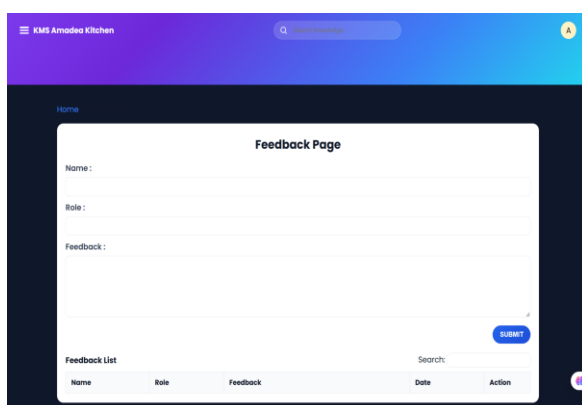


Fig. 11. Feedback

In Figure 11. Feedback, the system provides a structured form—Name, Role, and Feedback—with a Submit action to capture staff suggestions and issues. Below it, a searchable Feedback List table (columns: Name, Role, Feedback, Date, Action) aggregates entries for follow-up, enabling continuous improvement and traceability of tacit knowledge.

### C. Verification & Validation

**Verification.** We verified that all explicit assets identified during knowledge capture were digitized and uploaded as PDFs in the Document Library, while recurring tacit themes were codified into FAQ entries. The Feedback module was confirmed operational for ongoing capture (role-based submission and review). Role permissions (Admin/Owner/Employee) and simple audit trails were checked through stakeholder walkthroughs to ensure that access and updates follow the blueprint.

**Validation procedure.** Participants received a brief system walkthrough, then executed three representative tasks aligned with the sitemap—(T1) find and download a specific SOP from the Document Library, (T2) open and read a relevant FAQ entry, and (T3) submit a feedback entry—followed by ~20 minutes of self-exploration. Afterward, they completed the 10-item System Usability Scale (SUS) (5-point Likert) and took part in short semi-structured interviews to collect qualitative cues (clarity, findability, wording).

**Validation outcomes (summary).** All participants completed the three tasks as designed. Interview notes indicated that centralized PDFs and codified FAQs made information easier to locate and reuse, while the Feedback list improved traceability of follow-ups across roles. Quantitative usability and operational performance results are reported in Section III-D (SUS) and Section III-E (page-load and server-response times), respectively.

### D. Usability (SUS) Results

Eight participants (one owner and seven employees) completed three representative tasks (find and download a target SOP, open a relevant FAQ entry, and submit a feedback entry) and then filled the 10-item System Usability Scale (SUS). Task completion was 100% for all three tasks. The system achieved a SUS score of  $79.6 \pm 6.8$  ( $n = 8$ ; 95% CI [73.9, 85.3]), which corresponds to the “Good” usability adjective rating (Grade B). Brief post-task interviews noted clear navigation and wording, with minor suggestions focused on label consistency in the Document Library.

### E. Operational Performance

Operational responsiveness was measured with Chrome DevTools on the deployment machine over 10 runs per page (cache cleared between runs). We report mean  $\pm$  SD for Page Load Time (window load) and Server Response Time (TTFB):

Table 3. Operational Performance

No	Page	Page Load (s) mean $\pm$ SD	Server Response (ms) mean $\pm$ SD
1	Homepage	2.10 $\pm$ 0.22	186 $\pm$ 21
2	Document Library	2.32 $\pm$ 0.27	204 $\pm$ 25
3	FAQ	1.84 $\pm$ 0.19	175 $\pm$ 18

#### IV. DISCUSSION

The results in Section III show that combining KMSLC (to structure the development flow) with SECI-driven knowledge capture (to surface tacit and explicit assets) is effective for an MSME context. For RQ1, the knowledge inventory (Table 1) and knowledge map (Fig. 3) clarified ownership and flows, which were then operationalized through a role-based blueprint (Figs. 4–6) and a minimal sitemap (Fig. 7) centered on three high-leverage modules Document Library for explicit PDFs, FAQ for codified tacit Q&A, and Feedback for ongoing experiential inputs. [21]. Verification confirmed that explicit assets were digitized and uploaded, and recurring tacit themes were codified into FAQ entries, indicating a complete capture, codify, reuse loop consistent with KMSLC. [9–11].

For RQ2, the usability and operational performance findings indicate readiness for day-to-day use in a resource-constrained MSME. The system attained a SUS score of  $79.6 \pm 6.8$  ( $n = 8$ ; 95% CI [73.9, 85.3]), corresponding to the “Good” adjective rating and exceeding the 68-point acceptability threshold. Together with 100% task completion on three representative tasks (locate/download SOP, open a relevant FAQ, submit feedback), these results suggest that navigation, information scent, and wording are adequate for non-expert users, with only minor label consistency refinements indicated. Complementing SUS, page-load times of  $\leq 2.32$  s and server response of  $\leq 204$  ms across key pages (Homepage, Document Library, FAQ) fall within a practical sub- $\sim 2.5$  s target, reinforcing that responsiveness is sufficient for the intended deployment conditions.

From a comparative perspective, prior MSME-oriented KMS efforts often concentrate on document repositories; our blueprint explicitly integrates a tacit channel (Feedback) alongside codified tacit (FAQ) and explicit artifacts (Library). This triad reduces navigation depth and shortens the time from capture to reuse, while the paired SUS + lightweight performance metrics provide empirical evidence of operational fitness an aspect that is less emphasized in many small-

business reports. Practically, the standardized PDFs and FAQ support consistent task execution and faster onboarding, while the Feedback list improves traceability of follow-ups across roles. To address reviewer concerns on figure volume, UI screenshots were consolidated as a single UI overview in the main text, with full views retained in the Appendix to preserve reproducibility without clutter.

Limitations. The study is a single-site deployment with  $n = 8$  participants and a short evaluation window; performance measurements reflect the local machine/network and may not generalize to all MSME environments. Scope-wise, customer participation was implemented as a submit-feedback channel without access to internal documents; broader external integrations were out of scope.

Implications and future work. The evidence for Good usability and sub- $\sim 2.5$  s perceived loads suggests the approach is viable for similar MSMEs. Future work can expand validation to multi-site settings, lengthen observation windows, and add objective service indicators (e.g., ticket/issue closure time, satisfaction scores) and telemetry (search logs, task time, error rates) to deepen external validity and guide further tuning of the Document Library at larger scales.

#### V. CONCLUSION

This study designed and implemented a website-based KMS for an MSME (Amadea Kitchen) by combining the KMSLC development flow focusing on knowledge capture, design blueprint, and verification & validation with SECI-driven conversion of tacit and explicit knowledge; the resulting role-based system (Admin/Owner/Employee) operationalizes capture, codify, reuse via three lightweight modules (Document Library, FAQ, Feedback), centralizing SOPs and recurring know-how for consistent day-to-day use. RQ1 was satisfied by translating the SECI-informed inventory and knowledge map into a minimal, deployable design aligned to MSME constraints, while RQ2 was supported by Good usability (SUS  $79.6 \pm 6.8$ ,  $n = 8$ ; 95% CI [73.9, 85.3]) and responsive operation (page-load  $\leq 2.32$  s, server response  $\leq 204$  ms) across key pages. Limitations include the single-site context, small sample, and short evaluation window; future work will extend validation to multiple MSMEs and longer periods, incorporate objective service indicators (e.g., issue closure time, satisfaction scores), and add richer usage telemetry (e.g., search logs, task time, error rates) to inform scalability and broader integration of external (customer) feedback channels.

## ACKNOWLEDGMENT

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