An Action Research Study on Design of Standard Operational Procedures for Knowledge Creation Management of the Kinang Putra Dance and Music Studio

Adam Bayu Syaihuputera
Universtity of Padjadjaran
adam17001@mail.unpad.ac.id

Rully Khairul Anwar
Universtity of Padjadjaran
rully.khairul@unpad.ac.id

Kusnandar Kusnandar
Universtity of Padjadjaran
kusnandar@unpad.ac.id

Abstract:
The Kinang Putra Mask Dance and Music Studio is a studio that aims to introduce and preserve Betawi culture through mask dance and xylophone kromong music. The Studio is a community group of dance and music activists who view knowledge as an essential asset that forms the basis of life. In carrying out creating knowledge, the shared values compiled together by the individuals must be a trusted foundation to achieve common goals. This research aims to design standard operating procedures for knowledge creation to support the Studio management. The research method used is a qualitative method with an action research approach based on Kurt Lewin's model consisting of planning, action, observation, and reflection to design standard operating procedures for knowledge creation with the concept of a knowledge spiral from Nonaka. Research data was obtained through interviews, observations, and FGD (Focus Group Discussion). FGD activities were carried out twice to accommodate ideas in standard operating procedures for knowledge creation design. The results showed that the Studio was able to design standard operating procedures for knowledge creation that govern the activities of Socialization, Externalization, Combination, and Internalization and has also appointed a knowledge manager; as the party that regulates knowledge creation activities.

Keywords: *knowledge creation; Dance and music studios; standard operating procedures; sociology of communication; knowledge management*

Abstrak

Sanggar Tari dan Musik Topeng Kinang Putra merupakan sanggar yang memiliki tujuan untuk memperkenalkan dan melestarikan budaya betawi melalui tari topeng dan musik gambang kromong. Sanggar Tari dan Musik Topeng Kinang Putra adalah kelompok masyarakat pegiat seni tari dan musik yang memandang pengetahuan sebagai salah satu aset penting yang menjadi landasan kehidupan. Dalam melakukan proses penciptaan pengetahuan, nilai-nilai kebersamaan yang disusun bersama-sama oleh individu-individunya harus menjadi landasan yang

dipercaya untuk meraih tujuan bersama. Penelitian memiliki tujuan untuk pada merancang prosedur operasional standar penciptaan pengetahuan untuk mendukung pengelolaan Sanggar Seni Tari dan Musik Topeng Kinang Putra. Metode penelitian yang digunakan adalah metode kualitatif dengan pendekatan action research berdasarkan model Kurt Lewin terdiri dari perencanaan, tindakan, pengamatan, dan refleksi untuk merancang prosedur operasional standar penciptaan pengetahuan dengan konsep spiral pengetahuan dari Nonaka. Data penelitian diperoleh melalui hasil wawancara, observasi dan FGD (Focus Group Discussion). Kegiatan FGD dilaksanakan dua kali dalam rangka menampung gagasan dalam rancangan prosedur operasional standar penciptaan pengetahuan. Hasil penelitian menunjukkan bahwa Sanggar Tari dan Musik Topeng Kinang Putra mampu untuk merancang prosedur operasional standar penciptaan pengetahuan yang mengatur dalam kegiatan Sosialisasi, Eksternalisasi, Kombinasi, dan Internalisasi dan juga telah menunjuk knowledge manager sebagai pihak yang mengatur kegiatan penciptaan pengetahuan.

Kata Kunci: *penciptaan pengetahuan; Sanggar tari dan musik; prosedur operasional standar; sosiologi komunikasi; manajemen pengetahuan*

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INTRODUCTION

The Kinang Putra Mask Dance and Music Studio [hereinafter the Studio] is a studio that was established to introduce and preserve Betawi culture through mask dance and xylophone kromong music (Sauky & Bukhori, 2021). Mask dance and xylophone *kromong* music are Betawi arts born in the Cisalak area, East Jakarta. The Studio was also initially present and was founded by Mak Kinang and Bang Dji'un in 1918, who were immigrants from Cijantung, Pasar Rebo, East Jakarta (Rosiana & Arsih, 2021).

The Studio is still active now, and the management system is carried on by family or friends involved in the studio. Now, the Studio is managed and chaired by the fourth descendant of Bang Dji'un named Andi Supardi, commonly called Bang Andi (Yuniwati et al., 2016). Bang Andi now works in the Studio focusing on traditional and modern Betawi dance and music following the times and *gambang kromong* music with traditional to creative music (Nurasih & Supriyatna, 2020). This diversity of works, both traditional and innovative, is produced by the innovations created by each member; or the results of the studio when trying to study the works of Betawi artists and adapt them to the hobbies of today's society (Agustina, 2018).

Knowledge management is an effort to increase helpful knowledge in organizations (Rahayuningtyas et al., 2019). Knowledge Management can be used as a way to increase knowledge, which among other things, encourages communication, offer a community for learning (discussion), and promote the sharing of appropriate knowledge artifacts (documentation) (Mcinerney, 2002). So if you look at the knowledge management function above, it can be seen that knowledge management encourages a community to create new knowledge. Nonaka and Takeuchi mention that knowledge consists of two types, namely explicit knowledge as documented knowledge and tacit knowledge as knowledge within the individual that is difficult to communicate or share with others (Nonaka, 2007). A person's insight, intuition, hunch, and experience are included in the category of tacit knowledge.

Knowledge, in general, is essential for the Studio. As the chairman and manager of the Studio, Bang Andi said, "Yes, if people who have an identity have a rich culture, they must see that knowledge is important. Moreover, when it comes to dancing, at least the dance of one area must be deepened and other areas. Such knowledge is indeed necessary to know. For example, formal education needs to be smart; dance is also essential" (Supardi, nd). Bang Andi's statement clearly says that science or knowledge, in general, is essential; he added that besides the knowledge gained by formal education is necessary, knowledge from outside formal education is no less important. The learning process obtained from the results of this study or experience is one of the concepts of knowledge from the Microsoft Encarta Dictionary, namely Learning through experience or study (understanding gained through experience or study) (Yusup, 2012).

Sangkala stated that in the knowledge creation process, there are various stages, namely (1) Expanding and developing personal knowledge, (2) sharing tacit knowledge, (3) Conceptualizing, (4) Crystalizing, (5) Knowledge assessment, (6) Networking knowledge. It is necessary to have good relations between individuals with one. In creating knowledge, shared values compiled jointly by the individuals must be a trusted foundation to achieve common goals (Sangkala, 2007). In designing standard operational procedures for knowledge creation to support the management of the Studio, it can be analyzed using the SECI Knowledge Spiral concept from Nonaka which consists of socialization, externalization, combination, internalization (Nonaka, 2007). With this standard operating procedure, detailed development results will be obtained regarding issues of knowledge creation.

From the above background, this research will focus on designing standard operating procedures for knowledge creation to support the management of the Studio, considering that the Studio is a community group of dance and music activists who view knowledge as one of the essential assets on which to live. This research has its charm due to the diversity of the age group of members and innovations that have the potential to develop, as the manager and chairman of the Studio said in his statement in the pre-research (Thomson & Jaque, 2016). This study examines and further observes the knowledge sharing activities carried out by the Kinang Putra Mask Dance and Music Group as a framework for designing standard operating procedures for knowledge creation to support studio management and also has the hope of creating new knowledge in the form of innovation supported by an understanding of the spiral concept. SECI knowledge from Nonaka consists of socialization, externalization, combination, internalization (Nonaka, 2007).

Thus, this study aims a) to determine the knowledge of the Studio about the creation of knowledge-based on knowledge management principles; b) to determine the design of standard operating procedures for knowledge creation in the form of socialization in the Studio; c) to determine the design of standard operating procedures for knowledge creation in the form of externalization in the Studio; d) to find out the design of standard operating procedures for knowledge creation in the form of a combination in the Studio; e) to find out the design of standard operating procedures for knowledge creation in the form of internalization in the Kinang Putra Dance and Music Studio.

The first research entitled "Formation of a Knowledge Creation Model in Encouraging Innovation in Dairy Cooperatives in Indonesia: A Confirmatory Study" was conducted by A. Sukmawati, MS Ma'arif, Marimin, A. Mudikdjo, H. Hardjomidjojo, NS Indrasti, Department of Management, Faculty of Economics and Management, Bogor Agricultural University in 2008. This research focuses on a comprehensive analysis of knowledge creation by modeling in an organization and then explores the relationship between innovation, knowledge creation model, problem-solving ability, absorption capacity, and acquisitions and knowledge assets. This research is quantitative with a stratified random sampling data collection method. The study results indicate that several contributing factors (problem-solving ability, absorption capacity, knowledge acquisition, and assets) significantly affect innovation. On the other hand, the knowledge creation model has no significant effect on innovation in dairy cooperation in Indonesia (Sukmawati et al., 2008).

Furthermore, in the second study, entitled "Design of a Knowledge Management System Prototype to Support Knowledge Sharing with the SECI Model: Case Study of PT Republika Media Mandiri" was conducted by Sandra Dewi Saraswati (2018). This research focuses on problems of the loss of tacit knowledge possessed by employees who have long experience in work. Therefore, a culture of Knowledge Management in the HR division, namely knowledge sharing, will be analyzed and applied to knowledge sharing and what strategies can affect PT Republika Media Mandiri's knowledge sharing. This research is quantitative research supported by the SECI model in knowledge formation and software quality testing with Software Quality Assurance. This study indicates that based on the distribution of questionnaires on the application of the knowledge management system to employees, namely at intervals of 3.40-4.19, the average value of the entire statement is 4.00, which is well-received (Saraswati, 2018).

The third study, entitled "Design of Information Dissemination Model for Talaga Bodas Tourism Area, Garut Regency" was conducted by Luthfi Gunarti Zakiah in the Journal of Indonesian Tourism, Hospitality and Recreation 2021. This study focused on designing a model for information dissemination in the Talaga Bodas tourism area. This research uses qualitative research methods with an action research approach. This study indicates that the existing information media should be disseminated more actively and in coordination with other media related to tourism so that Talaga Bodas is better known by tourists (Winoto et al., 2021).

METHOD

When starting the initial steps of research, the selection of research methods is a matter that needs to be prioritized so that research can run in a focused manner (Sugiyono, 2018). The research method is a scientific way to obtain data with a specific purpose and use. In this study, researchers used action research methods. The researcher considers that by using the action research method, the research will provide benefits both in improving the practice of knowledge sharing or creating knowledge at the Kinang Putra Dance and Music Studio, developing the understanding of members of the Studio on their practice, as well as improving or change the situation of the practice being implemented for the better (Suharsaputra, 2012).

According to Kember, Action Research has seven specific characteristics, namely: 1) Focus on social practice; 2) towards development; 3) iterative process; 4) participatory; 5) researched by a practitioner. Meanwhile, Reason and Bradbury describe the characteristics of action research as research that focuses on improving the quality of

life through improvement and improvement of practice in certain professions to be more effective and efficient and encourage community participation in social life. So if sorted, the main elements that make up the construct of action research according to Reason and Bradbury (Bradbury & Reason, 2003) are: 1) context attachment to real-life problems; 2) look for ways how participants and researchers together produce knowledge through a collaborative, communicative process where the contributions of all participants are taken seriously; 3) accept the diversity of experiences and capacities within local groups as opportunities to enrich research; 4) meanings constructed in the process of investigation lead to social action or reflection on these actions leads to the construction of new meanings; 4) The credibility of action research knowledge is measured by whether the actions that emerge from it solve problems and increase participants' control over their situations.

As already known in the characteristics of research, doing action research is to develop a practice or improve practice. Action research has three objectives, including 1) personal goals, namely the goal of improving a researcher's practice when carrying out activities; 2) professional goals, namely the purpose of developing the profession of a researcher; 3) political goals, namely the goal to make practices in the field more humane and fair in a social change (Gall, 1984; Suharsaputra, 2012).

Action Research was initiated by Kurt Lewin when looking for solutions to problems of social organization (Clark et al., 2020). Action research was then reviewed by a systematic study of a trial by Kemmis and Taggart in 1988. The study results developed a work (action) plan to overcome a problem. The results of observations and evaluations are used as input in reflecting on what happened during the implementation of the action. The reflection results are then used to determine improvements and further refine actions (Cohen et al., 2017). So, according to Kemmis (1988), action research is a form of research that embraces the principle of action-reflection carried out by participants in certain situations to improve their practice (Suharsaputra, 2012).

Research that discusses social phenomena almost entirely has a direction to be achieved so that it can be applied (Vom Lehn, 2019). Action research has basic steps that can be needed to determine what actions can be taken to improve or increase the efficiency and effectiveness of the actions taken in a social phenomenon. The previous stages of action research have been developed by social research experts in the form of action research models, but what will be discussed further is the model from Kemmis and Taggart, which has four stages, namely (Taggart & Kemmis, 1998): 1) Planning, in the first stage in preparing an action plan, it is necessary to have an explanation that includes 5W + 1H, namely what, why, when, where, whom, and how; 2) Action, in the actual action stage is carried out in collaboration between researchers and practitioners. In acting, the roles of researchers and practitioners can be the same person; 3) Observation, at this observation stage, can be done simultaneously with the action stage. Researchers at this stage can make observations on the actions they have taken and record important things and obstacles experienced when taking actions; 4) Reflection, at this stage the researcher will conduct an in-depth and comprehensive analysis of the actions taken and based on the data that has been collected in the previous stage (Handini & Hasanah, 2017).

Standard Operating Procedures, better known as Standard Operating Procedures (SOPs), are more precise and more detailed documents describing the implementation and methods of implementing organizational policies and actions as outlined in the guidelines. Procedures are written instructions that guide to perform routine or repetitive tasks efficiently and effectively to avoid fluctuations or deviations that can affect the company's overall performance (Sjoraida et al., 2019). Every organization needs a guide to carry out the duties and functions of each element or unit in the organization. Standard operating procedures are configured to make work more accessible, organized, and orderly. In addition, the existence of standard operating procedures can also minimize the occurrence of a conflict or incident that can harm an organization.

RESULTS AND DISCUSSION

The research was started by formulating a list of questions to interview dance and music arts managers. The Studio Manager is managed by Mr. Andi Supardi, commonly called Bang Andi. This list of questions includes the history of the Studio, the continuity of the studio during the Covid-19 pandemic, the number of members of the Studio, the views of the Chairman and Manager of the Studio on the importance of knowledge, and a form of innovation that has been applied in the Studio.

This research step is carried out to determine the research's theme. This means that the theme of this research was obtained from the results of field observations and pre-research interviews with the chairman and manager of the Studio. The interviews with these informants yielded data that knowledge, in general, was necessary; he added that besides the knowledge gained by formal education was important, knowledge from outside formal education

was equally important. And also, the environment between members of this dance and music group is open and encourages each other to create innovations for each individual. However, although the Studio has an openness to innovation or knowledge from its members, the Kinang Putra Dance and Music Studio still rely on a collection of notes to record creations, namely the lyrics and rhythm of the song. The Studio already has a YouTube to record studio activities such as training, exercises, and dance or music competitions. However, the content displaying innovations from the Studio still looks less in terms of quantity than innovations on record.

The researcher knows the research theme based on the above: designing standard operating procedures for knowledge creation using the Focus Group Discussion (FGD) method (Mustari & Rahman, 2012). The reason for developing a standard operating procedure for knowledge creation is that the researcher believes this can help the Kinang Putra Dance and Music Studio generate new knowledge and introduce these innovations to the broader community.

Knowledge of The Studio on Knowledge Creation Based on Knowledge Management Principles

Based on researchers' observations in training sessions and giving lectures after completing the exercise, the researchers found that there had been a socialization process or exchange of tacit to tacit knowledge from trainers to students and students to other students. This knowledge exchange is in the form of suggestions for how dance movements should proceed step by step, xylophone *kromong* musical arrangements, and general knowledge such as environmental conditions around the Dance Studio and Kinang Putra Mask Music. However, externalizing or converting tacit knowledge to explicit has not been carried out during the observation period; the researchers only saw the use of notepads prepared since the last exercise to record the correct tempo of the music. So that externalization activities have not been carried out during the researcher's observation period. There is also a form in combination activities or explicit grouping of explicit knowledge. Still, it is not maximized because in observing the Kinang Putra Dance and Music Studio YouTube channel, videos about education and daily activities are still mixed randomly, so it will be difficult to determine which educational content is and which is the content of the studio activity. Meanwhile, researchers have not yet found its form for the internalization activities or explicit knowledge of studios that has been practiced as tacit knowledge. This is because one of the factors, namely the combination of activities that have not been perfect.

Figure 1: Dance practice activities and lecture sessions for the Studio

(Source: Personal Documentation 2021)

Figure 2: *Gambang kromong* rehearsal activity and lecture session of The Studio
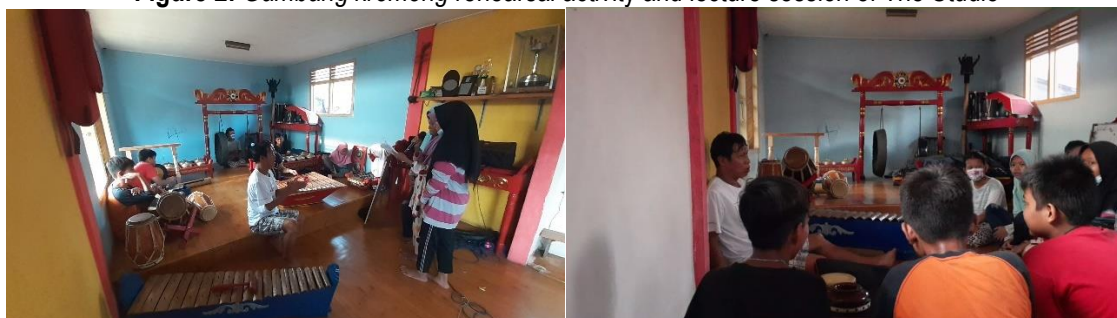
(Source: Personal Documentation 2021)

In summary, the researcher's observations after going to the field, the researchers found that the Studio already had an openness to innovation or new knowledge possessed by its members. Still, they relied on a

collection of notepads in recording creations, namely the lyrics and rhythm of the song as well as the use of the youtube channel, which is not maximized platform YouTube channel that is not maximized means that the video placements that are owned are still randomly between studio activities and educational content, as well as video titles that are considered not effective enough because it has proven difficult to search for certain videos.

In this study, researchers plan to conduct Focus Group Discussions (FGD) twice to formulate standard operating procedures for knowledge creation together with research subjects through a discussion process. In discussion with Bang Andi as the chairman and manager of the Studio, he recommended that 5 members participate in the discussion. The six members include two in charge of dance, two in amount of costumes, and one in order of music. The researcher chose Bang Andi and 5 members because these six informants are still active members in the studio activities, either in competitions or routine training activities. Suppose these six informants participate in FGD activities. In that case, it is hoped that the knowledge creation standard operating procedures can be absorbed so that the Studio can immediately apply its knowledge.

The points that will be conveyed in implementing this FGD are a brief definition of knowledge, types of knowledge, the definition of knowledge creation, standard operating procedures for knowledge creation, and examples of its application in organizations. In choosing the points to be conveyed, the researcher felt the need to explain the topic of knowledge creation from the basics because the informants were not familiar with knowledge management or knowledge creation. The arrangement of point-by-point from the presentation of the material before the discussion needs to be explained briefly and clearly so that the informant understands the material and issues that will be discussed in the discussion.

The following is the material for the first FGD: a) Short definition of knowledge; b) Type of knowledge (tacit and explicit); c) Example of tacit knowledge; d) Example of explicit knowledge; Definition of knowledge creation.

The following is the material for the second FGD: a) SECI knowledge spiral concept by Nonaka; b) Definition of socialization and examples; c) Definition of externalization and examples; d) Definition of combination and examples; e) Definition of internalization and examples.

The first FGD activity was carried out for 35 minutes, starting with the researcher's introduction and ending with the handover of souvenirs from the researcher. The following is a conclusion from the results of the first FGD.

The definition of innovation according to the Studio is that it starts with an idea and then conveys it to members for the development of the studio towards a better direction.

The purpose of innovation, according to the Studio is to support the progress of dance, materials, works, and studio settings so that they can be more modern even though they still follow the common thread or characteristics from Betawi art. Steps of innovation need to be taken so that there is no saturation and to keep young people interested in modern times.

According to the Studio, the procedure that needs to be done if there are members who have innovations is when the members have finished doing the exercises, there will be an evaluation session. There, members can hold deliberations regarding inventions owned by these members. Members are required to respond to innovations generated by individuals. The deliberation results need to be an innovation that builds the studio in a better direction. The decision on whether or not the innovation is implemented is determined by the members present at the evaluation session.

Figure 3: Presentation of Research Materials at the FGD session

(Source: Personal Documentation 2021)

Figure 4: Discussion process in FGD activities

(Source: Personal Documentation 2021)

The drafting of standard operational procedures for knowledge creation is carried out using the knowledge spiral concept from Nonaka which divides knowledge creation activities into four stages, namely the stages of socialization, externalization, combination, and internalization. Therefore, researchers need to choose the form of standard operating procedures for creating knowledge that is appropriate to cover the four stages of knowledge creation activities. After conducting guidance from academics and research, the researcher used SOP (Standard Operating Procedure) as a form of the knowledge creation model.

The second FGD activity was carried out for 35 minutes, starting with the introduction of the researchers and ending with the handover of souvenirs from the researchers. The following are the conclusions from the results of the second FGD:

An example of an activity that the Studio can carry out in the socialization stage of knowledge creation is in the form of an evaluation session, such as after practice. This evaluation session is always held after the exercise so that it is carried out regularly once a week. This evaluation session can trigger the process of creating ideas from each experience and the spontaneity of the studio members. The evaluation session itself can be done face-to-face or online because a video call session has been held.

An example of activities that the Studio can carry out in the externalization stage of knowledge creation is that after training the studio always requires photo and video documentation. If the studio creates dance or music creations, the writing is done several times in the form of proposals. This proposal for creating dance or music creations is stored either physically or in the form of soft files on the network.

Examples of activities that the Studio can carry out in carrying out the combined stage of knowledge creation are defined as biodata that concurrently contain all the personal data and achievements of the studio members. The Studio also has a website and social media such as YouTube and Instagram as documentation. The Studio website has only been created for a few months, so it is still filling out content.

Examples of activities that the Studio can carry out in carrying out the internalization stage of knowledge creation are interpreted in several videos uploaded to the studio's youtube account, there are some positive comments from people outside the studio. After the dance and music performances, several people asked if they wanted to participate as studio members. Even the studio has also received appreciation from foreign people after the performance. This appreciation is considered because the Studio has content with its characteristics and is different from other studios.

Figure 5: Presentation of Research Materials in the second FGD

Figure 6: Discussion Process in the second FGD Activity

(Source: Personal Documentation 2021)

Design of Knowledge Creation Standard Operational Procedures in the form of Socialization

After seeing the results of the two FGD (Focus Group Discussion) activities, the researcher tried to formulate this knowledge creation SOP first by looking at the results of the two FGD activities that had been carried out previously, namely the results of the FGD with the topic innovation and FGD with the topic of knowledge creation. Referring to the results of the first and second FGDs, the form of socialization agreed upon by the Kinang Putra Dance and Music Studio; the socialization activity is an activity in the form of an evaluation session like after practice. This evaluation session is always held after the exercise so that it is carried out regularly once a week. This evaluation session can trigger the process of creating ideas from each experience and the spontaneity of the studio members. The evaluation session can be done face-to-face or online, because a video call session has been held.

The knowledge creation SOP has four main points: the purpose, scope, definition, and details of the steps; these four points are essential for the reader's understanding so that the SOP can be implemented and understood. The SOP for knowledge creation socialization activities has seven detailed steps, of which the seven exact steps are the results of the first and second FGDs. The first FGD produced the objectives, scope, and definition of the knowledge creation SOP. The first FGD discussed what innovation and knowledge are, while the second FGD created details of the steps of the knowledge creation SOP.

After being carefully prepared, the following is a description of the SOP for knowledge creation socialization activities that will be given and presented to the Studio:

**Figure 7:** SOP for knowledge creation regarding the socialization of the Studio

(Source: Personal Documentation 2021)

Design of Standard Operational Procedures for Knowledge Creation in the form of Externalization

Referring to the results of what was carried out in the first and second FGDs, the form of socialization agreed upon by the Kinang Putra Dance and Music Studio, the externalization of knowledge creation activities is that after training, the studio always requires documentation of photos and videos of the exercise . If the studio creates dance or music creations, the writing is done several times in the form of proposals. This proposal for creating dance or music creations is stored either physically or in the form of soft files on the network. After being carefully prepared, the following is a description of the standard operational procedures for knowledge creation externalization activities that will be given and presented to the Studio:

Figure 8: SOP for knowledge creation regarding the externalization of the Studio

(Source: Personal Documentation 2021)

Design of Standard Operational Procedures for Knowledge Creation in the form of Combination

Referring to the results of what was carried out in the first and second FGDs, the form of socialization agreed upon by the Kinang Putra Dance and Music Studio, in carrying out the combined stage of knowledge creation, it is defined as biodata that includes all personal data and achievements studio members. The Studio also has a website and social media such as YouTube and Instagram as a means of documentation website The Studio.

After being carefully prepared, the following is a description of the Standard Operating Procedures for the combination of knowledge creation activities that will be given and presented to the Studio:

Figure 9: SOP for creating knowledge about the combination of the Kinang Putra Dance and Music Studio


(Source: Personal Documentation 2021)

Design of Standard Operating Procedures for Knowledge Creation in the form of Internalization

Referring to the results of what was carried out in the first and second FGDs, the form of socialization agreed upon by the Kinang Putra Dance and Music Studio, internalization of knowledge creation is defined in several videos uploaded to the youtube; there are several comments positive from the community outside the studio. After the dance and music performances, several people asked if they wanted to participate as studio members. Even the studio has also received appreciation from foreign people after the performance. This appreciation is considered because the Studio has content with its characteristics and is different from other studios.

After being carefully prepared, the following is a description of the Standard Operating Procedures for the internalization of knowledge creation activities that will be given and presented to the Studio:

Figure 10: SOP for creating knowledge regarding the internalization of the Studio

(Source: Personal Documentation 2021)

Researchers after that also coordinated with academics to find out more about knowledge management or knowledge creation regarding whether anything needs to be adjusted or changed. In coordination with the academics, namely Mr. Dr. Pawit M. Yusuf, MS. believes that the creation of knowledge comes from something that someone has experienced. Its nature is very personal, so someone can create knowledge anywhere and anytime. Because of its subjective nature, the knowledge of each person has a different color depending on his experience. Methodologically, it is better if the researcher does not need to refer to the source of reference from one view. Still, the researcher needs to trigger different opinions so that sentences of support or contradiction arise. This difference of views is needed in the preparation of standard operating procedures for knowledge creation because the meaning of the word creation in knowledge management is absorption, meaning that knowledge creation is obtained from the process of absorbing various views that are discussed to form a guide or standard operating procedure that needs to be used as a reference for all members of the organization.

After getting advice from the academics, the researcher has the initiative to appoint one of the Studio members to be a knowledge manager so that the view on knowledge creation is not dominantly referring to the point of view

of the head of the studio. Still, there is a special position to carry out the activities stages knowledge creation and is responsible for standard operating procedures that researchers have designed. The following is a letter designed by the researcher that explains the details of the duties of the knowledge manager:

Figure 11: Knowledge Manager job

(Source: Personal Documentation 2021)

The statement letter containing the job description of a Knowledge Manager has been made with the approval of Mega Suryanti as the party carrying the job description. The statement describes each role of the Knowledge Manager in the four stages of knowledge creation, namely Socialization, Externalization, Combination, and Internalization. A Knowledge Manager, Mega Suryanti, has also agreed and understood to do the six jobs.

DISCUSSION

This research is an action research method. Many things are done with a focus on improving the quality of life through improvement and improvement of practice in certain professions to be more effective and efficient and encourage community participation in social life. It can be seen in the results of the research, that in addition to designing Standard Operating Procedures for knowledge creation which is the purpose of the research, researchers also provide education related to new perspectives in viewing knowledge or innovations that allow it to continue to emerge if they understand the concept of knowledge creation as a part of knowledge management science (Rahman, 2020).

Before producing a Standard Operational Procedure for knowledge creation, the researcher conducted two FGDs (Focus Group Discussions) which discussed innovation and knowledge as a science and about the concept of knowledge creation from Nonaka who explained that knowledge creation consists of four stages, namely socialization, externalization, combination, and internalization.

In the first answer that answered the discussion question, namely "try to outline the definition of Innovation for the Studio," discussion members agreed to answer that innovation starts from an idea and then conveys it to members for the development of the studio towards a better direction. According to Nonaka and Takeuchi, one of the indicators of the knowledge creation process in an organization is the resulting innovations (Sukmawati et al., 2008). So from this statement, it can be seen that innovation is the desired result of the knowledge creation process. Meanwhile, creating knowledge begins with the internalization process, which is one person's tacit knowledge that is spread to other people's tacit knowledge. This tacit knowledge represents one's ideas or ideas because tacit knowledge is the knowledge that is still hidden, still in one's mind, still in the form of pictures and thoughts and his personal (Yusup, 2012). So that the statement from the discussion members that innovation is started from an idea is then conveyed to members for the development of the studio towards a better direction, it can be interpreted that the initial innovation is tacit knowledge that is spread to other people's tacit knowledge which is the internalization process of the concept of knowledge creation.

In the second answer that answered the question "the purpose of innovation for the Studio", discussion members agreed to answer it by supporting the progress of dance, materials, works, studio settings so that they can be more modern even though they still follow the common thread or the characteristics are still from Betawi art. Steps of innovation need to be taken so that there is no saturation and to keep young people interested in modern times. The purpose of knowledge management as the parent of knowledge creation is to improve and improve organizational operations in search of better profits, better quality, and more competitiveness than similar organizations (Yusup, 2012). The two definitions can be correlated with each other because in the definition of the purpose of innovation for the Kinang Putra Dance and Music Studio, to support progress on dance, materials, works, studio settings so that they can be more modern, it is an effort from the studio to improve quality and try to be more modern competitive in the Betawi arts field.

In the third answer which answered the question "what is the process if a member has an innovation and wants to apply it to the Studio", the discussion members agreed to answer that when the member has finished doing the exercise, there will be an evaluation session. There, members can hold deliberations regarding innovations owned by these members. Members are required to respond to innovations generated by individuals. The deliberation results need to be an innovation that builds the studio in a better direction. The decision on whether or not the invention is implemented is determined by the members present at the evaluation session. The socialization process in the knowledge creation process transfers tacit knowledge between individuals through observation, imitation, communication perception, and practice (Yusup, 2012). The method of delivering innovation at the Studio aligns with the socialization process in the knowledge creation process. The transfer of innovation is carried out with the perception of organizational communication where one or more people can communicate with the participating organizations. The communication process can be included in the socialization process because it transfers knowledge from tacit to tacit or from individual to other individuals.

The first answer that answers the discussion question is "What are examples of activities that the Studio can do in conducting the knowledge creation socialization stage?" discussion members agreed to answer it in an evaluation session like after practice. This evaluation session is always held after the exercise so that it is carried out regularly once a week. This evaluation session can trigger the process of creating ideas from each experience and the spontaneity of the studio members. The evaluation session itself can be done face-to-face or online because of a video call. Socialization activities, according to Nonaka from the concept of Nonaka's Spiral of Knowledge, are Socialization is a process of transferring tacit knowledge from one individual to another through observation, imitation, communication perception, and practice (Yusup, 2012). Socialization is a form of direct communication. Through socialization, the process of converting new tacit knowledge can be done through sharing experiences, for example by living together in the same environment, both formally and informally. When observing the responses of the Studio compared to the concept of socialization from Nonaka, the two things have similarities in the way of implementation and form, namely through communication perception, namely individual communication with other individuals and has a form of direct communication that brings together individuals with other individuals without intermediaries in communication. As the first activity in the knowledge spiral, socialization

activities need to be carried out regularly; this is also in line with what the Kinang Putra Dance and Music Studio have done to hold an evaluation session once a week.

In the second answer that answers the question "What are examples of activities that the Studio can do in the externalization stage of knowledge creation?" discussion members agreed to answer that after practicing the studio always required photo and video documentation of the exercise. If the studio creates dance or music creations, the writing is done several times in the form of proposals. This proposal for creating dance or music creations is stored either physically or in the form of soft files on the network. According to Nonaka from Nonaka's Spiral of Knowledge, Externalization activity is the process of expressing tacit knowledge into explicit knowledge. Once it becomes explicit, knowledge crystallizes and becomes the basis for new knowledge. Externalization is generally the activity of translating tacit knowledge into procedures and documents to include it through the media communication process (Yusup, 2012). When observing the responses of the Kinang Putra Dance and Mask Music Studio compared to the concept of externalization from Nonaka, the two things can be correlated because the externalization itself according to the concept is the translation of tacit knowledge into document forms with certain media, whereas what has been done by Kinang Dance and Music Studio is Putra is to carry out documentation activities both in photo and video media, also if the studio carries out activities to create dance or music creations, several times writing is done in the form of proposals. So if you look closely, the Studio has tried to carry out externalization activities with digital or printed documentation.

In the third answer that answers the question "What are examples of activities that the Kinang Putra Dance and Music Studio can do in carrying out the combined stage of knowledge creation?" discussion members agreed to answer it with a biodata which also includes all the personal data and achievements of the studio members. The Studio also has a website and social media such as YouTube and Instagram as documentation. The Studio website has only been created for a few months, so it is still in the process of filling out content. According to Nonaka from the concept of Nonaka's Spiral of Knowledge, Combination activities change explicit knowledge to become more complex and systematic. Explicit knowledge from inside and outside the organization is collected and combined to form new knowledge which is then disseminated to the public. Combination aims to group all the knowledge possessed by an organization to be more easily accessed by the public or members of the organization itself. When observing the responses from the Kinang Putra Dance and Music Studio compared to the concept of a combination from Nonaka, the example given by the studio represents the concept and purpose of the combination, namely grouping explicit knowledge from within the organization into media forms that can be accessed by the public or studio members such as youtube, instagram, and websites. To maximize the combined efforts carried out by the Kinang Putra Dance and Music Studio, the researcher provides suggestions for creating a playlist by including the title of knowledge on the youtube platform and compiling the order of uploading photos on social media Instagram.

In the fourth answer that answers the question "What are examples of activities that the Studio can do in the internalization stage of knowledge creation?" discussion members agreed to answer it by in several videos uploaded to the studio's youtube account; there were some positive comments from people outside the studio. After the dance and music performances, several people asked if they wanted to participate as studio members. Even the studio has also received appreciation from foreign people after the performance. This appreciation is considered because the Studio has content with its characteristics and is different from other studios. According to Nonaka, the internalization activity from Nonaka's Spiral of Knowledge is manifesting explicit knowledge into tacit knowledge. Through the internalization of explicit knowledge formed then disseminated and converted into tacit knowledge by each individual. So, all new knowledge given to the community is processed and filtered by each individual, stored in the individual's memory in the form of tacit knowledge. If we look at the responses from the Kinang Putra Dance and Music Studio compared to Nonaka's concept of internalization. The examples provided are sufficient and can be interpreted as a form of the internalization process of people from outside the Studio. Comments and forms of praise can be interpreted as tacit knowledge initially owned by the Studio. The public has filtered outside the studio as the knowledge that can be enjoyed and demanded.

CONCLUSION

In this study, the researchers conducted a Focus Group Discussion (FGD) twice to formulate standard operating procedures for knowledge creation and the research subjects through a discussion process. The selection of points that will be conveyed in the implementation of this FGD is what is a brief definition of knowledge, types of knowledge, definition of knowledge creation, standard operational procedures for knowledge creation Nonaka which consists of four stages, namely socialization, externalization, combination, and internalization, and

examples of its application in organization. The knowledge creation socialization activity agreed upon by the Studio is an activity in the form of an evaluation session, such as after practice. This evaluation session is always held after the exercise so that it is carried out regularly once a week. This evaluation session can trigger the process of creating ideas from each experience and the spontaneity of the studio members. The evaluation session itself can be done face-to-face or online, because a video call session has been held.

The knowledge creation externalization activity agreed upon by the Studio is that the studio always requires photo and video documentation of the exercise after practices. If the studio creates dance or music creations, the writing is done several times in the form of proposals. This proposal for creating dance or music creations is stored either physically or in the form of soft files on the network. The combination of knowledge creation activities agreed by the Kinang Putra Dance and Music Studio is defined as a biodata that includes all the personal data and achievements of the studio members. The Studio also has a website and social media such as YouTube and Instagram as documentation. The Studio website has only been created for a few months so it is still filling out content. The knowledge creation internalization activity agreed upon by the Studio is interpreted in several videos uploaded to the studio's youtube account; there are some positive comments from people outside the studio. After the dance and music performances, several people asked if they wanted to participate as studio members.

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