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Military Organizational Culture and Knowledge Management in a Systematic Literature Review

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ABSTRACT

This research comprehensively examines and analyzes the role of military organizational culture and knowledge management within military and police organizations. Using the Systematic Literature Review (SLR) method, this study presents an in-depth understanding of how organizational culture in military and police environments influences and interacts with knowledge management practices. The findings indicate that the organizational culture of the military and police, characterized by high discipline, strong loyalty, teamwork, decisive leadership, and allegiance to the state, plays a crucial role in the effectiveness and efficiency of knowledge management. This is reflected in innovative work behavior, better decision-making, increased productivity, and reduced errors in military operations and law enforcement. However, challenges such as a lack of openness in knowledge sharing and the potential limitation of creativity and innovation due to strict discipline and authority were also identified. The study offers recommendations for developing more comprehensive and effective knowledge management strategies in line with military and police organizational culture. This research contributes significantly to understanding how military and police organizational culture can be optimized to enhance knowledge management, support innovation, and address complex operational challenges.

ARTICLE INFO

1. INTRODUCTION

This research aims to provide a comprehensive review of studies conducted on the organizational culture of the military and police in the context of knowledge management. This study presents an in-depth understanding of the organizational culture of the military and police within the scope of knowledge management and presents findings that can be used as references and offer new insights into how organizational culture can play a role and address challenges in the military and police environment. The findings of this study emphasize good governance, an organizational culture that can serve as a reference in the military and police environment, and the potential for interdependence and interconnectedness between organizations capable of collaborating and generating new insights into organizational culture.

This study highlights that the organizational culture in the military and police environment can have perspectives and responses regarding knowledge management, providing a better understanding so that the organizational culture in the military and police environment can develop a strategic organizational culture in every military or police institution in various countries. Overall, the literature review of previous research contributes significantly to enriching our understanding of the role and importance of military and police organizational culture in being managed through knowledge management. This research can provide new knowledge and insights into the factors that can influence the military organizational culture in its management by knowledge management, as well as the challenges and opportunities faced in the military and police institutions regarding organizational culture.

The scope of this research is the organizational culture of the military and police in the context of knowledge management. This study aims to provide a deep understanding of the organizational culture of the military and police within the scope of knowledge management and present findings that can be used as references and offer new insights into how organizational culture can play a role and address challenges in the military and police environment. The findings of this research can show that the organizational culture of the military and police can play an important role in knowledge management. A conducive organizational culture can encourage creativity and innovation, thereby increasing the effectiveness and efficiency of knowledge management. With a more focused scope, systematic literature search methods, and objective data analysis, the results of research conducted using the Systematic Literature Review (SLR) method will be more reliable.

Organizational culture plays an important role in shaping individual behavior within an organization. When organizational culture supports and encourages good knowledge management, it will be reflected in the innovative work behavior of organizational personnel. Innovative work behavior is the ability to think creatively, create new solutions, and adopt new technologies or methods to improve work processes. In the context of the military and police, innovation can have a significant impact on the organization's ability to overcome various challenges. An organizational culture conducive to knowledge management can also influence the level of commitment of organizational personnel to their institution. When organizational personnel feel supported in their efforts to contribute to knowledge management, they tend to have a higher level of commitment. Organizational commitment is an important factor in retaining personnel and creating a stable and productive work environment.

Effective knowledge management can positively impact the overall performance of the organization. Well-managed knowledge can be used for better decision-making, increased productivity, and reduced errors. In military operations and law enforcement, errors can have

serious consequences, and having accurate and easily accessible knowledge can help avoid unnecessary mistakes. This research has the potential to significantly contribute to our understanding of how organizational culture can impact knowledge management in the military and police environment.

Lindberg (2006) highlights the essential need for effective knowledge management practices in military base camps. Military base camps function as important hubs for coordinating operations, planning missions, and supporting troops. These operations are inherently knowledge-based, requiring access to a wide range of information, expertise, and experience. Effective knowledge management can act as a force multiplier for military operations, enhancing situational awareness, improving decision-making, and facilitating collaboration among personnel. Maule (2011) further emphasizes the importance of knowledge management in military operations, highlighting its role in filtering information, supporting situational awareness, and understanding.

The use of information systems in police knowledge management is a complex and evolving field. Gottschalk (2007) and Gultekin (2009) emphasize the importance of these systems in enhancing knowledge sharing and management within law enforcement agencies. Gottschalk (2006) further explores the role of knowledge management systems in law enforcement, highlighting various stages of growth and application in police work.

However, according to Adnan (2020), the military organizational culture that emphasizes compliance and hierarchy can lead to a lack of openness and knowledge sharing among military personnel. This can make it difficult to capture, share, and utilize critical knowledge. The military organizational culture that emphasizes authority can lead to a lack of collaboration among military personnel, making it difficult to leverage the knowledge and experience of various military personnel.

Military Organizational Culture

According to Schein in Siagian (2022), a strong military organizational culture can help the organization achieve its goals by enhancing discipline and order. A strong military organizational culture can help improve discipline and order among personnel. Personnel who understand and appreciate the values of the military organizational culture are more likely to comply with rules and procedures and avoid behaviors that could harm the organization. A strong military organizational culture can help enhance unit cohesion among personnel. Personnel who feel connected to the organization and their colleagues are more likely to support and protect each other and work together to achieve common goals. A strong military organizational culture can help boost morale and motivation among personnel. Personnel who feel proud to be part of the organization and believe that their work is important are more likely to work hard and give their best effort. A strong military organizational culture can help improve the organization's productivity and efficiency. Personnel who work hard and give their best effort are more likely to complete their tasks quickly and accurately. It also enhances safety and effectiveness in combat: A strong military organizational culture can help improve safety and effectiveness in combat. Disciplined, loyal, and motivated personnel are more likely to follow orders correctly and work effectively together to achieve common goals.

From a police perspective, according to Saifuddin (2021), an effective police organizational culture emphasizes the importance of professionalism in every police action. This includes technical competence, interpersonal skills, and good attitudes. An effective police organizational culture values cooperation and synergy among personnel. This is important to enhance effectiveness in carrying out police duties. An effective police

organizational culture is able to adapt to changing times and develop innovations in the execution of police duties. This is important to face increasingly complex challenges.

The military organizational culture is formed because the military organization has heavy duties and responsibilities, namely maintaining the security and defense of the country. These duties and responsibilities demand military personnel to have high discipline, good cooperation, and strong leadership. In addition, military personnel are also required to have high loyalty to the country. This military organizational culture has a significant influence on the behavior of military personnel. The behavior of military personnel will be directed by the values and norms contained in the organizational culture. For example, military personnel are more likely to strictly comply with regulations and orders, cooperate with other military personnel, and prioritize the interests of the country over personal interests.

The characteristics of this military organizational culture are important for the organization's success in achieving its mission. High discipline helps ensure that personnel follow orders and procedures correctly, which is essential for safety and effectiveness in combat. Strong loyalty helps ensure that personnel support and protect each other, which is crucial for unit cohesion and success in combat. High morale helps ensure that personnel work hard and give their best effort, which is important for the organization's productivity and efficiency. Strong leadership helps ensure that the organization has a clear direction and that personnel have confidence in their leaders, which is vital for morale and motivation. Great responsibility helps ensure that personnel are accountable for their own actions and the well-being of their comrades, which is essential for discipline and order.

Harrison (1998) discusses the importance of organizational culture in police departments and how it can be used to build positive organizational improvement. The author argues that police departments have a unique culture shaped by their history, mission, and values. This culture can be a powerful force for good or evil. When a police department has a positive culture, it can lead to improved morale, better decision-making, and increased public trust.

Araei (2020) emphasizes that military organizational culture is characterized by a strong emphasis on discipline, hierarchy, and compliance. This culture is conducive to knowledge management and organizational innovation, as it provides a framework for effectively sharing and utilizing knowledge. However, this culture can also be a barrier to organizational learning, as it can hinder creativity and risk-taking. Military organizational culture can be a double-edged sword in terms of organizational innovation; on one hand, it can provide a framework for effectively sharing and utilizing knowledge. On the other hand, it can inhibit creativity and risk-taking. Therefore, it is important for military organizations to balance these two forces to foster an innovative culture.

Knowledge Management

According to Castro (2022), knowledge management and innovative behavior in police reform efforts in Puerto Rico found that knowledge management can play a crucial role in enhancing innovative behavior within police organizations. Knowledge management can facilitate collaboration among police personnel at various levels and departments. This can help them share knowledge and experiences, as well as work together to solve problems. Knowledge management can create an environment conducive to the learning and growth of police personnel. This can help them develop new skills and knowledge necessary to become more innovative.

The application of knowledge management in police organizations can increase the effectiveness and efficiency of police performance. Knowledge management can help police

improve the quality of decision-making, enhance the speed and accuracy of responding to incidents, improve resource efficiency, and improve the quality of services to the community.

Alexander (2021) explains that organizational culture has a significant influence on formal interactions in military and professional environments. Organizational culture includes values, norms, symbols, and communication styles that affect the behavior, attitudes, and motivation of organizational personnel. A strong organizational culture can improve performance, loyalty, and job satisfaction among organizational personnel, while reducing internal conflicts and tensions. In conclusion, organizational culture is an important factor to consider in organizational management, especially in military and professional environments. Organizational culture can shape the identity, vision, and mission of the organization, as well as facilitate cooperation, coordination, and integration among organizational personnel.

Araei (2020) found that knowledge management has a positive and significant effect on organizational learning and organizational innovation. Organizational learning also has a positive and significant effect on organizational innovation. Additionally, organizational learning partially mediates the relationship between knowledge management and organizational innovation. In conclusion, knowledge management and organizational learning are important factors that can enhance organizational innovation in military universities. The researcher suggests that military universities develop a learning culture that encourages knowledge exchange and the formation of new knowledge.

According to Martin (2008), knowledge management can help police personnel find the information they need more quickly and easily, allowing them to work more productively. Knowledge management can help the police save costs by avoiding duplicate work and errors. Hollis and Ward (2006) emphasize that knowledge management is a process of identifying, capturing, storing, and disseminating knowledge within an organization. Knowledge management can help improve decision-making by providing relevant information and knowledge to decision-makers. Knowledge management is an important tool to support executive decision-making in a joint military environment. Knowledge management can help enhance the sharing of information and knowledge between different organizations, leading to better decisions.

2. METHODS

A Systematic Literature Review (SLR) is a research method used to collect, evaluate, and synthesize previous research findings on a research topic. It is a systematic and transparent way to gather and present scientific evidence relevant to the research topic. SLR is conducted through a series of structured steps, starting with defining the research question, searching for relevant articles, selecting studies that meet inclusion and exclusion criteria, extracting relevant data, and finally synthesizing the findings. The aim of SLR is to gain a better understanding of the research subject and to identify research gaps for future studies.

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) concept was created to improve the clarity and quality of reporting in systematic reviews and meta-analyses (Liberati et al., 2009). Using the Scopus database, terms related to digital leadership that fit operational needs were found. The search sequence is as follows; several keywords are used for each construct to ensure broad research coverage; additionally, indexing is used in the database to perform Boolean searches.

Table 1. Keyword Search

Database	Keywords Search
Scopus	*" Military Organizational " OR " Military Organizational Culture " OR " Military Knowledge management " OR " Military Organizational Learning " OR " Police*

Database	Keywords Search
	Organizational " OR " Police Organizational Culture " OR " Police Knowledge management "

The table above shows the keywords used in the search for journals indexed in Scopus, followed by the selection based on criteria and journal selection as follows

Table 2. Exception

Criteria	Information	Exception
Period of time	1998 – 2023	-
Article Type	Journal	Proceedings, Chapter Excerpts from Books, Surveys, Reviews Book
Language	English	Not English

The journal selection for this research was carried out as follows:

1. Focus on the dimensions and indicators of military organizational culture and the knowledge management that influences it;

2. Include the concepts of military organizational culture and knowledge management as well as related terms to create a framework for military organizational culture and knowledge management based on academic literature;

3. Include supporting and relevant variables that influence military organizational culture and knowledge management;

4. Published in peer-reviewed journals and the final criteria used as included reviews.

Journal selection was conducted in several steps. First, all journal titles obtained were screened to meet the research theme. Abstracts from several studies in journal form were selected with uniform criteria and checked for theme suitability in the research. The selected research journals deemed relevant were coded with the following: Author Name, Year of Publication, Journal, and Research Title, and analyzed to draw conclusions based on these studies.

Based on the selection results shown by the PRISMA flow diagram above, the selected research journals are as follows.

No	Authors	Title	Citation	Source
1.	Alexander, K.	ORGANIZATIONAL (CORPORATE) CULTURE AS A FACTOR OF OFFICIAL INTERACTION IN THE MILITARY AND PROFESSIONAL ENVIRONMENT	1	Social and Legal Studios
2.	Araei, M.	The Mediating role of organizational learning in the relationship between *knowledge management* and organizational innovation (Case Study: Faculty Members of a Military University).	2	Journal of Military Medicine
3.	C.M.V. Ross	*Knowledge management* in a military enterprise: A pilot case study of the space and warfare systems command	4	Creating the Discipline of *Knowledge management*
4.	F.H. Siagian	The Role of Organizational Military Behavior in Mediating the Effect of Transformational Leadership, Job Satisfaction and Organizational Culture on the Performance of Military Personnel of KODAM XXX	1	Quality - Access to Success

No	Authors	Title	Citation	Source
5.	H. Martin	*Knowledge management* and Police Resources: Insights from Research	1	Police Journal
6.	H.R. Adnan	Exploring *Knowledge management* Practices in Military RnD Agency: An Indonesian Case Study	1	2020 3rd International Conference on Computer and Informatics Engineering, IC2IE 2020
7.	Harrison, S.	Police organizational culture: Using ingrained values to build positive organizational improvement	1	Public Administration and Management
8.	I. Manuri	Perceptions of knowledge creation, *knowledge management* processes, technology and applications in military organisations	5	Malaysian Journal of Library and Information Science
9.	I. Seba	*Knowledge management* in UK police forces	42	Journal of *Knowledge management*
10.	Johnson, R.R.	Police Organizational Commitment The Influence of Supervisor Feedback and Support	129	Crime & Delinquency
11.	L. Castro	*Knowledge management* and innovative behavior: police reform efforts in Puerto Rico	2	Journal of *Knowledge management*
12.	O.R. Olarinoye	Knowledge-Based Management Systems for the Police Force	3	2016 IEEE International Conference on Emerging Technologies and Innovative Business Practices for the Transformation of Societies, EmergiTech 2016
13.	P. Gottschalk	Information systems in police *knowledge management*	19	Electronic Government
14.	Saifuddin	Compensation and organizational culture to improve members 'performance through competency creation in soppeng police district station	1	Journal of Industrial Engineering and Operations Management
15.	Șandor, A., & Tont, G.	*Knowledge management* in Military Organizations, a SECI Model Perspective.	1	International Conference Knowledge - Based Organization
16.	T. Lindberg	Enabling *knowledge management* of base camps for the military	1	27th Annual National Conference of the American Society for Engineering Management 2006 - Managing Change: Managing People and Technology in a Rapidly Changing World, ASEM 2006
17.	W.D. Schulte	Efficiencies from *knowledge management* technologies in a military enterprise	13	Journal of *Knowledge management*

3. RESULTS AND DISCUSSION

This Systematic Literature Review (SLR) research is a methodical and organized process to identify, evaluate, and synthesize relevant research findings on a specific topic. Here are the steps followed in conducting this SLR research:

1. Formulation of Research Question

The first step is to formulate a clear and specific research question or theme. This will help guide the literature search and selection process.

2. Review Protocol

Create a detailed review protocol that includes inclusion and exclusion criteria, search methods, and the literature evaluation process. This protocol should be transparent and replicable.

3. Literature Search

Conduct an extensive literature search using various databases and information sources. This search should be systematic and include keywords relevant to the research question.

4. Literature Selection

Select studies that meet the established inclusion criteria. This typically involves an initial screening based on titles and abstracts, followed by a full-text assessment.

5. Data Extraction

Collect data from the selected studies. This involves recording important information such as methodology, results, and conclusions from each study.

6. Quality Assessment

Assess the methodological quality of the included studies. This can be done using predetermined assessment tools, such as quality rating scales or bias checklists.

7. Data Analysis and Synthesis

Analyze and synthesize the extracted data. This can be done in the form of a narrative, meta-analysis, or other data synthesis methods.

8. Reporting Results

Compile the literature review results into a structured report that includes methods, results, discussion, and conclusions. This report should cover all aspects of the review, including limitations and recommendations for future research.

9. Updates

SLRs require periodic updates to ensure the information remains relevant and up-to-date.

In this study, the SLR steps include defining the research question, searching the literature using predetermined search terms, selecting studies based on inclusion and exclusion criteria, evaluating and extracting data, analyzing and synthesizing data, identifying research gaps, and preparing the SLR report.

Content Analyze

According to Siagian (2022), the military organizational culture has the following characteristics: (1) High Discipline, Military organizational culture emphasizes the importance of high discipline among all personnel. Personnel are expected to strictly adhere to rules and procedures, with severe penalties for any violations. (2) Strong Loyalty, Military organizational culture also emphasizes strong loyalty to the organization and fellow personnel. Personnel are expected to support and protect each other and prioritize the organization's interests above their personal interests. (3) High Work Ethic, Military organizational culture values a high work ethic and dedication to duty. Personnel are expected to work hard and give their best efforts to achieve the organization's goals. (4) Strong Leadership, Military organizational

culture emphasizes the importance of strong leadership. Leaders are expected to be role models for their personnel and provide clear and firm direction. (5) High Responsibility, Military organizational culture instills a strong sense of responsibility among its personnel. Personnel are expected to be accountable for their actions and the well-being of their comrades.

Alexander (2021) explains that military organizational culture is characterized by: (1) Strong Hierarchy, Military organizational culture is highly hierarchical, with clear ranks. This hierarchy reflects the distribution of power and responsibility within the organization. (2) Strict Discipline, Discipline is a very important value in military organizational culture. Military personnel are required to strictly follow regulations and orders. (3) Teamwork, Teamwork is key to success in military organizations. Military personnel are required to work effectively together to achieve common goals. (4) Firm Leadership, Firm leadership is a hallmark of military organizational culture. Military leaders are required to have strong authority and be able to make quick and accurate decisions. (5) Loyalty to the nation is the most important value in military organizational culture. Military personnel are required to be willing to sacrifice for the interests of the nation.

Regarding knowledge management, Adnan (2020) discusses the practice of knowledge management in defense research and development institutions in Indonesia. The study's findings indicate that knowledge management practices have been implemented in a limited way, with a strong emphasis on knowledge internalization and sharing. Participants view knowledge management as a crucial process for improving organizational performance and innovation. However, they also identify several challenges in effectively implementing knowledge management, such as a lack of awareness of its importance, insufficient resources to support it, and a silo culture that hampers knowledge sharing. According to Lindberg (2006), a silo culture in organizations refers to situations where different departments or groups within the organization are unwilling or unable to collaborate effectively with each other. Based on these findings, the author recommends that organizations adopt more comprehensive knowledge management strategies to address existing challenges and enhance knowledge management effectiveness.

Şandor and Tont (2021) state that knowledge management is crucial for military organizations as it enables them to effectively capture, share, and utilize knowledge to improve decision-making, operational capabilities, and overall effectiveness. The SECI model, developed by Nonaka and Takeuchi (1995), provides a valuable framework for understanding and implementing knowledge management practices in military organizations. The SECI model consists of four knowledge conversion processes: (1) Socialization, Sharing tacit knowledge, often through informal interactions and experiences. (2) Externalization, Converting tacit knowledge into explicit knowledge through documentation, training, and communication.

(3) Combination, Combining and refining explicit knowledge to create new knowledge.

(4) Internalization, Embedding explicit knowledge into individuals' tacit knowledge, enhancing their understanding and expertise.

Seba (2010) provides several recommendations to improve knowledge management in police environments, including: (1) Making knowledge management a strategic priority in the UK police. (2) Raising awareness and understanding of knowledge management among police staff. (3) Building a culture and management commitment to support knowledge management. (4) Increasing investment in resources for knowledge management.

Schulte (2006) highlights the crucial role of knowledge management technology in enhancing efficiency within military enterprises. In the context of military operations,

knowledge holds significant value as a strategic asset. Effective capture, sharing, and utilization of knowledge can significantly improve decision-making, enhance operational capabilities, and ultimately contribute to mission success. Schulte (2006) investigates how knowledge management technology can enhance efficiency within military enterprises, focusing on three main areas where this technology can be applied: (1) Management of Explicit Knowledge, this involves capturing, storing, and disseminating formally documented knowledge such as manuals, procedures, and reports. (2) Management of Tacit Knowledge, this involves capturing, storing, and disseminating informally documented knowledge such as expertise, experience, and intuition. (3) Collaboration, this involves using technology to facilitate communication and knowledge sharing among employees.

Schulte (2006) finds that knowledge management technology can improve efficiency in military enterprises by: (1) Reducing Duplication of Efforts, this technology helps employees find and use existing knowledge, so they do not waste time recreating it. (2) Improving Decision-Making, this technology helps employees quickly access and analyze information, enabling them to make better decisions. (3) Increasing Productivity, this technology helps employees work more efficiently and effectively, allowing them to produce more work in less time. Schulte (2006) concludes that knowledge management technology is a valuable tool for military enterprises seeking to improve their efficiency. Schulte (2006) suggests that military enterprises invest in this technology and develop strategies to implement it effectively.

Ross (2005) discusses the application of knowledge management in military environments through a case study of the Space and Warfare Systems Command (SWSC) of the U.S. Navy. Knowledge creation in knowledge management encourages the generation of new knowledge through various initiatives such as research and development programs, training and development programs, and peer-to-peer learning programs, as well as gathering knowledge from various sources, including documents, databases, and individual expertise. Thus, military organizational culture can manage knowledge with indicators that can be explained by the model below.
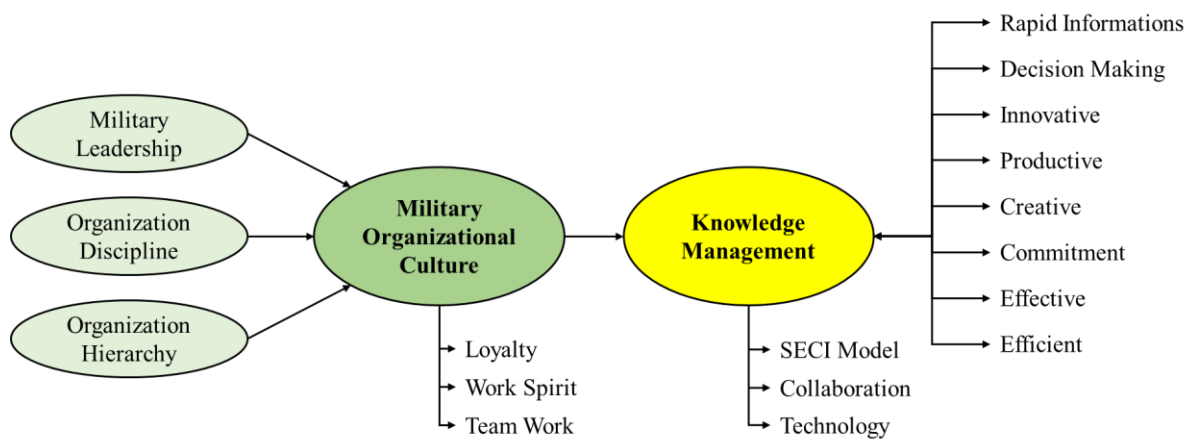

Figure 1. Cultural Model Organization Military with Management Knowledge

Discussions

The visual representation highlights the importance of knowledge management within the structure of a military organization. Concepts such as military leadership, organizational discipline, organizational hierarchy, and military organizational culture are depicted as interrelated elements contributing to the success of knowledge management. This topic is critical as the military relies on the rapid, accurate, and efficient flow of information to make decisions that can determine the outcomes of complex and high-risk operations.

1. Centrality of Knowledge Management, this research demonstrates the importance of knowledge management as the core of various other aspects within a military organization. For example, the organizational hierarchy in the military acknowledges the need to maintain and disseminate relevant strategic and tactical knowledge. Discipline within the organization ensures that procedures and protocols are followed, allowing knowledge to be maintained and communicated effectively. The organizational hierarchy facilitates the structured flow of information from top to bottom and vice versa, while the military organizational culture provides the context and values that shape how knowledge is handled and valued.

2. Speed and Accuracy in Decision-Making, A military organizational culture that emphasizes discipline, authority, and obedience can accelerate the decision-making process. This is because military personnel are accustomed to following orders and completing tasks as instructed. In a military context, quick and accurate decision-making is crucial for the success of operations. Military personnel are required to make precise decisions under high-pressure and dangerous situations. A military organizational culture that emphasizes discipline and authority can help personnel make quick and accurate decisions.

3. Enhanced Effectiveness and Efficiency, Good knowledge management can help an organization improve its effectiveness and efficiency. This is because knowledge management can help optimize resource use, reduce work duplication, and increase productivity. In the military context, organizational effectiveness and efficiency are crucial for mission success. The military requires limited resources to conduct its operations. Good knowledge management can help the military use these resources more effectively and efficiently.

4. Increased Innovation and Creativity, A military organizational culture that emphasizes leadership, teamwork, and loyalty can help enhance innovation and creativity. This is because military personnel are accustomed to working together in teams and supporting each other to achieve common goals. In the military context, innovation and creativity are crucial for winning wars. The military must develop new strategies and tactics to face evolving enemies. A military organizational culture that emphasizes leadership, teamwork, and loyalty can help the military improve innovation and creativity.

Advantages of the Relationship between Military Organizational Culture and Knowledge Management

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Challenges of the Relationship between Military Organizational Culture and Knowledge Management

1. Limiting Creativity and Innovation, A military organizational culture that emphasizes discipline and authority can limit creativity and innovation. In the military, discipline and authority are essential for maintaining order and organization. However, excessive discipline and authority can stifle creativity and innovation. Military personnel who are used to following orders without critical thinking will find it difficult to develop new ideas. For example, military personnel who are used to following orders may be hesitant to propose new ideas for fear of being reprimanded or punished. This can hinder creativity and innovation within the military organization.

2. Complexity and Resource Demands of Knowledge Management, Knowledge management is a complex process that requires adequate technology, infrastructure, and human resources. Military organizations with limited resources may struggle to implement effective knowledge management. For example, a military organization without adequate technology will find it difficult to collect, store, and manage knowledge. This can hinder the effectiveness of knowledge management within the military organization.

Overall, the relationship between military organizational culture and knowledge management has many benefits and advantages. However, this relationship also has some drawbacks that need to be considered. Military organizations that want to maximize the benefits of this relationship need to develop their organizational culture and knowledge management together.

4. CONCLUSION

The relationship between military organizational culture and knowledge management reveals the dynamics and challenges associated with both aspects within a military context. Research indicates that military organizational culture is characterized by high discipline, strong loyalty, high work spirit, strong leadership, and significant responsibility. These aspects emphasize the importance of a clear hierarchy, strict discipline, teamwork, firm leadership, and loyalty to the country.

In the military context, knowledge management plays a crucial role in capturing, sharing, and utilizing knowledge effectively to enhance decision-making and operational capabilities. However, the research shows that knowledge management practices in the military are still limited, facing challenges such as a lack of awareness and resources, and a silo culture that hinders knowledge sharing. To improve knowledge management, researchers suggest that military organizations adopt more comprehensive strategies, increase awareness and understanding of its importance, and invest more resources in knowledge management technology and infrastructure.

The integration of culture and knowledge management in military organizations is crucial because knowledge management is not just about managing data or information, but also about creating, sharing, and utilizing knowledge effectively within the organization. Military organizations must recognize that organizational culture plays a key role in the success of knowledge management. A culture that supports openness, collaboration, and innovation will facilitate knowledge sharing. Structural adjustments towards a more flexible and dynamic organization are necessary to allow for faster and more efficient information flow and to facilitate innovation. The implementation of knowledge management must be accompanied

by a commitment from all levels of leadership, with leaders acting as role models in sharing knowledge and encouraging innovation.

Training programs should be designed to enhance personnel's understanding of the benefits of knowledge management. This training can include techniques for knowledge sharing, the use of information technology, and organizational learning. Awareness of the importance of knowledge management can be increased through internal campaigns, seminars, and workshops that emphasize the importance of knowledge sharing and collaboration. To overcome silo culture, organizations need to encourage communication and collaboration between units or departments. This can be achieved through regular cross-departmental meetings and collaborative projects. The formation of cross-functional teams for specific projects can also help break down existing silos, allowing for a broader exchange of knowledge and experience among members.

Investment in knowledge management technology is necessary to facilitate the collection, storage, and dissemination of knowledge. This can include the use of digital platforms and knowledge management systems. Technologies such as database systems, intranet, and online collaboration platforms can accelerate the flow of information and facilitate knowledge sharing. Military organizations should periodically evaluate the effectiveness of their knowledge management strategies to ensure that the approaches taken remain relevant to current needs and conditions. It is also important to adapt to environmental changes, both internal and external, to continuously develop and improve knowledge management practices.

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