

DOI: <https://doi.org/10.38035/dijefa.v7i4><https://creativecommons.org/licenses/by/4.0/>

Received: 14 September 2026 | Revised: 01 October 2026 | Accepted: 06 October 2026

Strategy for Strengthening Knowledge Management in Improving the Quality of Legal Services at the Kampar Regency Regional Secretariat

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Abstract: This study aims to analyze the strategy of strengthening knowledge management in supporting the quality of legal services at the Kampar Regency Regional Secretariat. The study used a qualitative descriptive approach with purposively selected informants. Data were obtained through interviews, observations, documentation, and questionnaires as supporting data in identifying internal and external factors of the organization. Data analysis was carried out through the stages of data reduction, data presentation, drawing conclusions, and SWOT analysis using the IFAS and EFAS matrices. The results of the study indicate that knowledge management has been implemented through competency development, legal document storage, knowledge sharing, and mentoring and transfer of experience between employees. However, the implementation has not been fully integrated and there are still inconsistencies in knowledge development and sharing activities. The results of the SWOT analysis indicate that the organization is in a position to support the implementation of the Strengths-Opportunities (SO) strategy, which is utilizing internal strengths to optimize available opportunities. Strategies that can be implemented include strengthening the digital legal knowledge base, increasing knowledge sharing forums, developing apparatus competencies, and strengthening knowledge transfer mechanisms. These strategies are aimed at supporting easy access to legal information, consistency of work processes, and the capacity of apparatus in providing services. However, this study did not directly measure the relationship or influence of knowledge management on the quality of legal services. Therefore, the relationship between strengthening knowledge management and service quality in this study is understood based on qualitative findings, service conditions, and the results of a SWOT analysis and cannot yet be interpreted as an empirically proven causal relationship.

Keywords: quality of public services, service improvement strategies, organizational SWOT analysis, apparatus performance, regional governance.

INTRODUCTION

Legal services are a crucial component in supporting the implementation of regional governance. These services are not only related to the drafting of legal products, but also include consultation, assistance, legal dispute resolution, the preparation of reviews, and the provision of legal information and documents required by regional government agencies. Therefore, the quality of legal services is greatly influenced by the organization's ability to provide accurate information, manage staff knowledge, and ensure that employees' experience and knowledge are utilized in carrying out their work.

From a management perspective, knowledge is one of an organization's strategic resources. Nonaka and Takeuchi (1995) explain that organizations should not rely solely on existing information but should create and develop new knowledge through the interaction of *tacit* and *explicit knowledge*. *Tacit* knowledge stems from individual experience, skills, and understanding, while *explicit knowledge* can be expressed in documents, procedures, guidelines, or databases. Therefore, organizations need mechanisms that enable individual knowledge to be developed into organizational knowledge for collaborative use.

This view demonstrates that *knowledge management* is not simply concerned with document storage or the use of information technology. *Knowledge management* also encompasses the processes of acquiring, developing, storing, sharing, and using knowledge in organizational activities. Nonaka (1994) emphasized that organizational knowledge develops through a continuous process of *tacit* and *explicit knowledge*. Individual knowledge needs to be articulated and reinforced by the organization to become shared knowledge that supports work completion and solution creation.

In public sector organizations, knowledge management is becoming increasingly important as officials face changing policies, regulations, service demands, and challenges that require effective resolution. Kassa and Ning's systematic review shows that research on *knowledge management* in the public sector is growing, with various focuses, including organizational improvement, public satisfaction, and collaborative innovation. This demonstrates that *knowledge management* plays a strategic role in supporting improved performance in public organizations.

The need for knowledge management is also relevant to legal services at the Kampar Regency Regional Secretariat. Legal work requires an understanding of various regulations, experience in handling problems, analytical skills, and accurate recommendations. Knowledge gained from work experience becomes an organizational asset if it can be documented and shared with other employees. Conversely, if knowledge remains confined to specific individuals and is not systematically transferred, the organization could potentially face difficulties when faced with increased workload, employee turnover, or legal issues requiring immediate attention.

This condition can be seen from the development of the legal services performance of the Kampar Regency Regional Secretariat during 2023–2025. In 2023, there were 11 applications or services, with 10 services completed on time and 1 service experiencing delays. The percentage of on-time completion reached 90.91%. However, in 2024, the number of applications increased to 17 services, while only 3 services were completed on time and 14 services experienced delays. This condition caused the percentage of on-time completion to drop to 17.65%. In 2025, the number of applications increased again to 23 services. Of these, 8 services were completed on time and 15 services experienced delays, so the percentage of on-time completion reached 34.78%.

**Table 1. Performance of Legal Services of the Regional Secretariat
Kampar Regency 2023–2025**

Year	Number of Applications/Services	Finished on Time	Late	On-Time Percentage %
2023	11	10	1	90.91%
2024	17	3	14	17.65%
2025	23	8	15	34.78%

Source: Legal services data from the Kampar Regency Regional Secretariat, processed by the author.

The data demonstrates a problem with consistent on-time service delivery. The increase in the number of requests from 11 services in 2023 to 23 services in 2025 has not been accompanied by a comparable ability to complete requests on time. Although there was improvement in 2025 compared to 2024, the percentage of on-time completion remains significantly lower than in 2023. This situation highlights the need to examine internal organizational factors that can impact the service process, one of which is how knowledge is managed and utilized in work execution.

This issue becomes even more significant when linked to the state of *knowledge management* in legal services. Based on available data, knowledge development through training or legal discussions has not been consistently implemented. In 2023, these activities were unavailable, in 2024, and again in 2025. Meanwhile, knowledge storage through digitized legal documents, internal *sharing forums*, and employee mentoring activities were available throughout the period.

Table 2. The State of Knowledge Management in Legal Services 2023–2025

Aspect	Knowledge Management Aspects	Conditions 2023	Condition 2024	Condition 2025
Knowledge development	Number of legal training/discussions	Not yet available	Available	Not yet available
Knowledge storage	% of legal documents digitized	Available	Available	Available
Sharing knowledge	Number of internal sharing forums	Available	Available	Available
Knowledge transfer	Number of employee mentoring activities	Available	Available	Available

Source: Legal services data from the Kampar Regency Regional Secretariat, processed by the author.

This situation indicates that *knowledge management practices* in legal services have begun to be implemented, but not yet consistently. The availability of digital documents, sharing forums, and employee mentoring are organizational assets, but these facilities need to be accompanied by a continuous knowledge development process. Inconsistent legal training and discussions can limit the process of updating staff's knowledge, particularly when regulations change or legal issues arise that require new understanding.

This is in line with research by Yusof and Ismail, which found a relationship between *knowledge sharing practices* and the quality of service delivery in government organizations. These findings demonstrate that knowledge sharing between employees is not merely an internal organizational activity but can contribute to the organization's ability to deliver services. More recent research in the government sector also shows that organizational, individual, and technological factors play a role in the implementation of *knowledge sharing*, with *knowledge sharing* seen as a driver of service innovation.

Thus, the legal service issues at the Kampar Regency Regional Secretariat cannot be understood solely from the increasing number of requests or delays in resolution. These issues need to be examined in terms of the organization's ability to manage the knowledge that underpins its work. Knowledge of regulations, procedures, case resolution experience, and

legal consultation results must be systematically managed so that they become more than just individual knowledge but also an organizational asset that can be utilized by employees collectively.

Strengthening *knowledge management* also requires a balance between people, processes, and technology. Research on *knowledge management systems* in the public sector shows that the quality of knowledge content, perceived benefits, and leadership are critical factors in the successful implementation of a knowledge management system. This means that simply building a knowledge storage system is insufficient without leadership, quality information, and the willingness of staff to use and share knowledge.

Based on this description, there is a need to formulate a strategy capable of strengthening knowledge management in the legal services of the Kampar Regency Regional Secretariat. This strategy should be directed at sustainable knowledge development, strengthening knowledge documentation and storage, enhancing a culture of knowledge sharing, and transferring knowledge between employees. Strengthening these aspects is expected to reduce reliance on individual knowledge, accelerate access to legal information, enhance the ability of officials to complete their work, and ultimately support improvements in the quality of legal services.

Based on these empirical conditions and theoretical foundations, this study was conducted with the title "Strategies for Strengthening Knowledge Management in Improving the Quality of Legal Services at the Kampar Regency Regional Secretariat." This study is directed at analyzing the conditions of knowledge management in legal services and formulating strategies for strengthening *knowledge management* that are appropriate to the needs and conditions of the organization. The results of the study are expected to not only provide academic contributions to the study of knowledge management in the public sector, but also provide practical recommendations for the Kampar Regency Regional Secretariat in improving the quality and timeliness of legal services.

METHOD

This study uses a qualitative descriptive approach to obtain an in-depth overview of the application of *knowledge management* in legal services and to formulate strategies for strengthening it at the Kampar Regency Regional Secretariat. The qualitative approach was chosen because the research focuses not only on service achievement figures but also seeks to understand experiences, work processes, knowledge management, information sharing patterns, and the obstacles faced by officials in providing legal services.

The research was conducted on The Kampar Regency Regional Secretariat, specifically the work units related to legal services and management. The research informants numbered 18 people who were determined using a purposive sampling technique. This technique was used because the informants were selected based on certain considerations, namely having knowledge, experience, involvement, or responsibility directly related to legal services and knowledge management within the Kampar Regency Regional Secretariat.

The selection of 18 informants was not based solely on the number of employees, but on the relevance of the information they could provide to the research focus. The informants selected consisted of leaders or officials with decision-making authority, officials or employees in units handling legal matters, and employees from related units who interact with or use legal services.

Informant criteria include:

1. understand the legal service process
2. have experience in implementing or managing legal services
3. understand the process of storing, sharing, and transferring knowledge
4. involved in the resolution or utilization of legal products and information

5. willing to provide the information needed in the research.

The composition of informants was designed to obtain information from various positions and functions so that the data obtained did not only come from one perspective. By involving elements of leadership, legal service implementers, and users or parties related to the service, the study could compare information regarding the condition of *knowledge management*, service barriers, and the need for knowledge strengthening from different perspectives. The number of 18 informants was considered adequate in qualitative research as long as the information obtained showed a recurring pattern and no more different substantive information was found. Thus, the adequacy of informants was determined based on *data saturation*, not **solely** based on population size.

The research data consists of primary and secondary data. Primary data were obtained through in-depth interviews with 18 informants and observations of the service process and knowledge management practices. Interviews were conducted semi-structured so that researchers had a common guideline for questions, but still provided space for informants to explain their experiences and conditions more broadly. Secondary data were obtained through documentation in the form of legal service data from 2023–2025, legal documents or archives, activity reports, digital documents, and other documents relevant to *knowledge management* and the quality of legal services.

To ensure the validity of the data, the study used Source triangulation and technical triangulation. Source triangulation is conducted by comparing information provided by informants from different positions and functions. Meanwhile, technical triangulation is conducted by comparing the results of interviews, observations, and documentation. This process is carried out to ensure that information regarding the condition of *knowledge management* and legal services is consistent between informant statements and the conditions and available documents.

Data analysis was conducted interactively through the stages of data reduction, data presentation, and drawing conclusions. Interview data were first sorted based on research themes, namely knowledge development, knowledge storage, knowledge sharing, and knowledge transfer. Next, the data were presented in descriptive and tabular form to identify patterns, relationships, strengths, weaknesses, opportunities, and threats related to knowledge management and legal services. The final stage was carried out by drawing conclusions based on the research findings and formulating strategies for strengthening *knowledge management* relevant to the conditions of the Kampar Regency Regional Secretariat.

To support strategy formulation, the results of the identification of internal and external factors are then analyzed using SWOT, which includes strengths, weaknesses, opportunities, and threats. The results of this analysis are used to develop alternative strategies aimed at strengthening the development, storage, sharing, and transfer of knowledge in order to improve the quality of legal services.

RESULTS AND DISCUSSION

Research Results Overview

Research results obtained through interviews with 18 informants indicate that knowledge management in the legal services of the Kampar Regency Regional Secretariat has been implemented, but it has not yet been fully managed as an integrated system. Knowledge management practices are evident through legal document storage, information sharing, and employee mentoring. However, the process of developing and updating knowledge has not been consistent.

Research findings show that knowledge in legal services is still largely formed through employee experience in carrying out their daily work. This experience is a crucial source of

knowledge because the legal problems they face do not always have the same characteristics. Employees acquire knowledge through the process of completing work, consulting, discussing, and mentoring with more experienced employees.

This situation indicates the significant potential for knowledge within the organization. The problem is that knowledge derived from individual experience has not been fully transformed into documented, shared organizational knowledge. If this situation is not strengthened, there is a risk of dependence on certain employees with specific experience or knowledge mastery.

The research also shows that the availability of digital legal documents has facilitated the process of storing and retrieval of information. However, document storage has not been fully accompanied by systematic knowledge management. Available documents need to be equipped with mechanisms for classification, updating, utilization, and dissemination so they can serve as a source of knowledge for all employees.

In terms of knowledge sharing, interaction between employees has become an integral part of the work process. Information exchange occurs through internal communication and forums. However, this process still needs to be strengthened to avoid relying solely on informal communication. Knowledge deemed important should be recorded and documented so it can be reused when facing the same or similar problems.

Other findings indicate that employee mentoring is a form of knowledge transfer that is already underway. Mentoring allows employees to gain knowledge through the experiences of others. This mechanism is crucial in legal services because some of the required knowledge is experiential and cannot be entirely obtained through documents or regulations alone.

Overall, the research results show that the main challenge does not lie in the absence of *knowledge management practices*, but rather in the inconsistency, structure, and integration of these practices into the organization's work system.

Knowledge Development

Knowledge development is a crucial part of legal services because government regulations and policies are subject to change. Officials are required to understand these developments to ensure that the information and recommendations provided remain compliant with applicable regulations. Research shows that knowledge development is not yet a regular activity. Knowledge is primarily acquired through work experience and problem-solving. While this approach can enhance individual skills, it is insufficient to foster organizational learning.

From a *knowledge management perspective*, the knowledge acquired by individuals needs to be developed into knowledge that can be used collectively. Nonaka and Takeuchi explain that organizational knowledge creation occurs through the interaction between tacit and explicit knowledge. Knowledge derived from individual experience needs to be articulated, documented, and shared so that it can develop into organizational knowledge. Based on these findings, knowledge development needs to be directed towards more planned activities, such as legal case discussions, discussions on regulatory changes, internal training, and evaluations of resolved problems. Thus, the experience gained from work can become learning material for the organization.

Knowledge Storage

Knowledge storage is a relatively developed aspect. Legal documents are now available in digital form, providing a foundation for organizations to build more structured knowledge systems. However, research shows that document digitization does not automatically result in *knowledge management*. Effective knowledge storage requires a classification and updating system to ensure information can be easily found and used.

In legal services, the knowledge that needs to be stored extends beyond regulations and legal products. Knowledge can also include research findings, problem-solving experience, work procedures, case resolution patterns, and consultations that can serve as future references. Therefore, strengthening knowledge storage needs to be directed at developing an organizational legal knowledge base that allows employees to quickly access information and reduces repetitive information-seeking processes.

Sharing Knowledge

Knowledge sharing is a crucial process for transforming individual knowledge into shared knowledge. Research shows that knowledge sharing occurs through internal communication and forums. However, the effectiveness of *knowledge sharing* depends heavily on the regularity, openness, and relevance of the information shared. Knowledge that is only shared informally risks being undocumented and difficult to trace.

Therefore, knowledge-sharing forums should be directed towards becoming a learning tool for the organization. Topics discussed could include regulatory changes, current legal issues, case resolution experiences, and solutions used. The results of these discussions can then be documented and incorporated into the organization's knowledge base. This strategy will help create a work culture that relies not solely on individual abilities but also encourages employees to share experiences and knowledge with one another.

Knowledge Transfer

Knowledge transfer through mentoring is an important practice in legal services. Knowledge gained by experienced staff can be transferred to other staff through mentoring, consultation, and collaborative work. Research shows that mentoring has become a common mechanism in the workplace. However, knowledge transfer still needs to be strengthened to ensure a systematic process. Knowledge gained through mentoring should not be limited to the relationship between senior staff and the mentee.

The knowledge gained from mentoring needs to be documented so that it can be used by other employees. Thus, the knowledge transfer process not only results in improved individual skills but also strengthens organizational capacity.

The Relationship between Knowledge Management and the Quality of Legal Services

The research results indicate a link between knowledge management and the implementation of legal services at the Kampar Regency Regional Secretariat. Knowledge of regulations, procedures, experience in resolving legal issues, and supporting documents are resources used by officials in carrying out service duties. The availability of digital legal documents, knowledge sharing activities, and mentoring between employees support the work process.

However, this relationship cannot yet be stated as a cause-and-effect relationship. This study used a qualitative descriptive approach and SWOT analysis, therefore, it did not conduct statistical testing on the effect of knowledge management on the quality of legal services. Service data from 2023–2025 was used to describe service conditions and the issues faced by the organization, not as a basis for calculating the extent of knowledge management's influence on changes in service quality.

This condition is evident from changes in the timeliness of legal service requests during the research period. In 2023, there were 11 requests, with 10 completed on time, or 90.91%. In 2024, there were 17 requests, but only 3 were completed on time, or 17.65%. Meanwhile, in 2025, there were 23 requests, with 8 completed on time, or 34.78%. These data indicate issues with service consistency, but this research cannot yet prove that these changes are directly caused by knowledge management conditions.

Thus, strengthening knowledge management in this study is positioned as a strategy that conceptually can support the quality of legal services. More structured knowledge management has the potential to facilitate legal information access for officials, maintain organizational experience, accelerate knowledge sharing, and reduce reliance on knowledge held exclusively by certain employees. However, the extent of knowledge management's contribution or influence on service quality requires further examination.

These findings provide a basis for organizations to strengthen knowledge management as a means of supporting improved legal services. This strengthening needs to be achieved through more integrated knowledge development, storage, sharing, transfer, and utilization. Through this mechanism, individual knowledge can more easily become organizational knowledge and be utilized sustainably in the delivery of legal services.

Identification of Internal Factors

Based on the results of interviews, observations, and documentation, internal factors that influence the strengthening of *knowledge management* are grouped into strengths and weaknesses.

Strengths

1. The availability of JDIH as a center for documentation and information on regional legal products
2. Legal documents and information are now available in digital form.
3. Availability of knowledge sharing and internal communication forums
4. There is mentoring and knowledge transfer between employees
5. Employees have experience in handling various legal issues

Weaknesses

1. Knowledge development through legal training and discussions has not been consistent
2. Certain knowledge still depends on employees who have specialized experience.
3. Documentation of experiences and lessons learned from legal cases is not optimal.
4. The knowledge management system is not fully integrated
5. The use of technology for knowledge management still needs to be strengthened

The strengths factor indicates that the organization already has the basic capital to build *knowledge management*. The existence of digital documents, sharing forums, mentoring, and employee experience are resources that can be developed.

Meanwhile, weaknesses primarily relate to the lack of integration of these various practices. This situation results in knowledge management still operating in a fragmented manner. The organization has several activities, but not all of them are directed as a single, interconnected system.

Identification of External Factors

External factors are grouped into opportunities and threats that can influence the success of strengthening *knowledge management*.

Opportunities

1. Development of information technology
2. The development of digitalization of government
3. Availability of opportunities for developing civil servant competencies
4. Regulatory changes as a need for knowledge updates
5. Increasing need for legal services and consultations

Threats

1. Dynamic regulatory changes
2. Increasing complexity of legal issues
3. Risk of loss of knowledge due to employee movement
4. Dependence on employees who have certain skills
5. Rapidly changing service needs

Advances in information technology and the digitalization of government present opportunities that can be leveraged to strengthen knowledge management systems. Technology allows for faster storage and sharing of legal information, making it easier for employees to access the knowledge they need.

On the other hand, regulatory changes and the increasing complexity of legal issues pose threats that must be anticipated. If organizations lack effective knowledge-updating mechanisms, these changes can impact the ability of officials to provide services.

IFAS and EFAS analysis

Once internal and external factors have been identified, the next step is to assign weights and ratings to each factor based on the informant's assessments. The weights indicate the relative importance of each factor, while the ratings indicate the organization's condition or ability to respond to that factor.

Table 3. IFAS Matrix

Internal Factors	Weight	Rating	Score
Strength			
The availability of JDIH as a center for documentation and information on regional legal products	0.15	4	0.60
Legal documents and information are now available in digital form.	0.10	4	0.40
Availability of knowledge sharing and internal communication forums	0.10	4	0.40
There is mentoring and knowledge transfer between employees	0.10	3	0.30
Employees have experience in handling various legal issues	0.10	3	0.30
Weakness			
Knowledge development through legal training and discussions has not been consistent	0.10	2	0.20
Certain knowledge still depends on employees who have specialized experience.	0.10	2	0.20
Documentation of experiences and lessons learned from legal cases is not optimal.	0.10	2	0.20
The knowledge management system is not fully integrated	0.10	2	0.20
The use of technology for knowledge management still needs to be strengthened	0.05	2	0.10
Total	1.00		2.90

Source: Results of research data processing.

Based on the IFAS analysis, the internal conditions of the Kampar Regency Regional Secretariat indicate that the organization possesses several strengths that can serve as a basis for strengthening *knowledge management*. These strengths are particularly evident in the availability of the JDIH (Journal of Legal Information and Dissemination) as a means of documenting and providing information on legal products, the availability of digital legal documents, a knowledge-sharing forum, employee mentoring activities, and the staff's experience in handling various legal issues.

The existence of JDIH is a crucial strength because it supports the availability and access to legal information. Knowledge previously scattered across various documents can be more easily found and utilized when systematically managed. Similarly, the experience of civil servants is a crucial source of knowledge in legal services, as many issues require understanding based on previous experiences and resolution processes.

On the other hand, the IFAS results also revealed weaknesses that require attention. Knowledge development through legal training and discussions has not been consistently implemented. Furthermore, some knowledge remains vested in certain employees, creating a risk of dependence on individuals with specialized experience or expertise. Documentation of legal problem-solving experience is also suboptimal, while the knowledge management system is not fully integrated.

This situation indicates that the main internal problem lies not in the lack of knowledge sources, but in the suboptimal management and integration of the organization's existing knowledge. Therefore, existing strengths need to be developed, while weaknesses need to be mitigated through the development of a more structured knowledge system.

With a total IFAS score of 2.90, the organization's internal conditions can be categorized as quite strong in supporting *knowledge management strengthening*. This score indicates that internal strengths are relatively more capable of supporting the organization compared to its weaknesses. Thus, the Kampar Regency Regional Secretariat has sufficient internal capital to develop a strategy to strengthen *knowledge management*, particularly by utilizing JDIH, the experience of its apparatus, digital documents, sharing forums, and mentoring activities.

Table 4. EFAS Matrix

External Factors	Weight	Rating	Score
Threat			
Dynamic regulatory changes	0.15	4	0.60
The increasingly complex legal problems faced by local governments	0.10	4	0.40
Risk of loss of knowledge due to transfer or change of employees	0.10	4	0.40
Technological developments are faster than the organization's ability to adapt.	0.10	3	0.30
The integration of various government information systems is not yet optimal.	0.15	3	0.45
Opportunity			
Development of SPBE and digitalization of Kampar Regency government	0.10	2	0.20
The availability of various government applications that can support information management	0.10	2	0.20
The existence of government policies that encourage the integration of digital services	0.05	2	0.10
Availability of opportunities to improve competency and training for civil servants	0.05	2	0.10
Increasing need for regional apparatus for legal information and services	0.10	2	0.20
Total	1.00		2.95

Source: Results of research data processing.

The EFAS analysis results indicate that the external environment offers significant opportunities for strengthening *knowledge management* in legal services. These opportunities primarily stem from developments in information technology, government digitalization, the implementation of SPBE (Behavioral Information System), opportunities for developing the competency of civil servants, and the increasing demand for legal services and information.

Technological advancements provide organizations with the opportunity to develop faster and more accessible knowledge management. Legal documents, research findings, problem-solving experience, and regulatory information can be developed into digital systems that employees can utilize as needed. The development of SPBE also provides a supportive environment for strengthening more integrated information and knowledge management.

However, there are a number of threats that require attention. Dynamic regulatory changes can render employee knowledge irrelevant if not regularly updated. Furthermore, the increasing complexity of legal issues requires staff to continuously learn and adapt. Employee transfers or turnover can also pose a risk of knowledge loss if critical information is not properly documented.

The total EFAS score of 2.95 indicates that the external environment presents relatively greater opportunities than threats to strengthening *knowledge management*. This situation indicates that the organization has ample room to leverage technological developments, government digitalization, and SPBE policies as a means of strengthening knowledge management.

If an IFAS score of 2.90 and an EFAS score of 2.95 are used as the basis for SWOT mapping, this indicates that the organization has both substantial internal strengths and significant external opportunities. This leads to a developmental strategy or SO (*Strengths-Opportunities*) strategy, which leverages internal strengths to seize available opportunities.

Thus, the most relevant strategy is to optimize existing resources, particularly the JDIH (Jillegal Legal Entity), digital documents, staff experience, sharing forums, and mentoring activities, then link them to developments in information technology and SPBE. This strategy can be realized through the development of an integrated legal knowledge base, increased knowledge sharing activities, documentation of problem-solving experiences, and the development of knowledge transfer mechanisms between employees.

These results demonstrate that strengthening *knowledge management* at the Kampar Regency Regional Secretariat does not require the creation of an entirely new system. The organization already has several basic elements that can be developed. A more appropriate policy focus is on integrating, strengthening, and optimally utilizing existing knowledge resources to contribute to improving the quality of legal services.

SWOT Matrix

Based on the identification of internal and external factors, a SWOT matrix is then prepared to produce alternative strategies.

Table 5. SWOT Matrix for Strengthening Knowledge Management

Internal / External Factors	Opportunities	Threats
Strengths	SO Strategy	ST Strategy
	1. Optimizing JDIH as a legal <i>knowledge management</i> base. 2. Integrating legal documents with digital government systems. 3. Leveraging <i>sharing forums</i> to strengthen organizational learning. 4. Using technology to accelerate access to legal knowledge	1. Using JDIH and legal documentation to address regulatory changes. 2. Leverage employee experience in dealing with complex legal issues. 3. Strengthening mentoring to reduce the risk of knowledge loss.

Weaknesses	WO Strategy	WT Strategy
	1. Increase regular legal training and discussions.	1. Create SOPs for knowledge management and transfer.
	2. Develop documentation of case resolution experiences.	2. Conduct regular updates of legal information.
	3. Integrating knowledge storage, sharing, and transfer.	3. Documenting important knowledge before employee transfers occur.
	4. Improve employee capabilities in utilizing digital systems.	4. Conduct periodic evaluations of the <i>knowledge management system</i> .

Source: Results of research analysis.

The SWOT matrix shows that a strategy to strengthen *knowledge management* needs to be directed at utilizing existing internal resources while simultaneously capitalizing on opportunities arising from technological developments. SO strategies are important because organizations already have several basic components that can be developed into a more integrated knowledge system.

The WO strategy also plays a crucial role because the main weakness lies in inconsistent knowledge development and management. Training, legal discussions, and documentation of experience need to be integrated into the work process so that knowledge development isn't limited to when problems arise.

ST strategies focus on leveraging organizational strengths to address threats. Documenting experiences and sharing knowledge can help mitigate the risk of knowledge loss during employee turnover. Meanwhile, WT strategies focus on establishing standardized mechanisms to ensure knowledge isn't tied to specific individuals.

Thus, the most relevant strategy is not simply to build information storage technology, but to establish a knowledge management system that connects people, processes, and technology. This system must ensure that knowledge is acquired, developed, stored, shared, transferred, and reused in the legal service process.

Strategic Implications

Based on the results of the IFAS and EFAS analyses, as well as the SWOT matrix, strengthening *knowledge management* within the Kampar Regency Regional Secretariat's legal services needs to be directed at leveraging internal strengths to seize opportunities from technological developments and government digitalization. The following policy implications can be applied.

1. Establish a *knowledge management policy* as part of the legal services work system. The Kampar Regency Regional Secretariat needs to have internal guidelines that govern the process of acquiring, storing, updating, sharing, and transferring knowledge. This policy is essential to ensure that knowledge management is not solely dependent on individual employee habits but becomes part of the organization's work.
2. Develop the JDIH into an organizational legal knowledge base. The JDIH should not only be used as a repository for legal products, but can also be developed as a knowledge resource containing regulations, legal products, research findings, procedures, and documentation on legal problem resolution. This way, employees can access the information they need more easily and quickly.
3. Increase regular knowledge-sharing activities. Regular *knowledge-sharing forums should be established, for example through case discussions, regulatory changes, and employee sharing sessions*. The results of these activities should be documented so they don't remain merely oral knowledge.

4. Establish a knowledge transfer mechanism between employees. The knowledge of employees with specific experience or expertise should be transferred to other employees through mentoring, *coaching*, and collaborative work. This policy is essential to reduce dependence on specific employees and to prevent knowledge loss due to transfers or turnover.
5. Make regulatory updates part of knowledge development. Because legal services are heavily influenced by regulatory changes, a mechanism should be established to monitor, identify, and disseminate regulatory changes to employees. Any relevant changes can be discussed in internal forums and updated in the legal knowledge base.
6. Improving the competency of civil servants in utilizing technology. The utilization of digital systems will not be optimal without adequate employee skills. Therefore, competency development policies need to include the ability to search, manage, store, and share legal information through digital technology.
7. Linking *knowledge management* to service quality evaluation. The implementation of *knowledge management* needs to be evaluated periodically, assessing its benefits to legal services, such as ease of access to information, accuracy of work completion, employee problem-solving skills, and consistency of service. Thus, *knowledge management* is not merely an administrative activity; its contribution to service quality can be measured.

Overall, the primary policy implication of this research is to transform knowledge management from a dispersed practice to an integrated organizational knowledge system. The Kampar Regency Regional Secretariat already possesses assets in the form of the JDIH (Java Legal Aid System), digital documents, staff experience, sharing forums, and mentoring. These assets need to be integrated with technological developments and SPBE (Behavioral Legal Aid System) so that individual knowledge can become organizational knowledge that can be used sustainably to improve the quality of legal services.

CONCLUSION

Based on the research results, knowledge management at the Kampar Regency Regional Secretariat has been implemented through several activities, including competency development, legal document storage, knowledge sharing, and mentoring and experience transfer between employees. However, the implementation has not been fully integrated, and inconsistencies in knowledge development and sharing activities remain. This situation indicates the need to strengthen knowledge management so that individual knowledge can become part of organizational knowledge that is more easily accessed and utilized.

The SWOT analysis results indicate that the appropriate strategy lies in the Strengths-Opportunities (SO) strategy, which leverages internal strengths to optimize external opportunities. Prioritized strategies include developing a digital legal knowledge base, strengthening knowledge-sharing forums, enhancing staff competency, and strengthening knowledge transfer mechanisms between employees. These strategies are aimed at supporting easy access to legal information, ensuring consistent work processes, and enhancing staff capacity in providing services.

However, this study has not directly measured the relationship or influence of knowledge management on the quality of legal services. Therefore, statements regarding the effectiveness, consistency, and sustainability of services in this study are positioned as strategic implications based on qualitative findings and the service conditions identified, rather than as empirically proven causal relationships.

Thus, strengthening knowledge management is a strategy that has the potential to support the implementation of legal services, but the effectiveness of its influence on service quality still needs to be proven through research with more direct and measurable measurements.

Suggestion

The Kampar Regency Regional Secretariat needs to strengthen its knowledge management through the development of a digital legal knowledge base, more regular knowledge-sharing forums, documentation of work experience, and mechanisms for knowledge transfer between employees. This strengthening should be accompanied by regular evaluations to ensure that existing knowledge can be utilized in the delivery of legal services.

Further research is recommended to use a quantitative approach to more measurably examine the relationship between knowledge management and the quality of legal services. Knowledge management indicators can include the development, storage, sharing, transfer, and utilization of knowledge, while service quality can be measured through timeliness, accuracy of information, ease of service access, problem-solving ability, and user satisfaction. Such testing is necessary to determine whether the conceptual relationship found in this study also demonstrates a significant empirical relationship.

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