

The Impact of Management Knowledge Capability on Organizational Performance with Innovation as a Mediator

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Abstract

This research aims to explore the influence of knowledge management capabilities on organizational performance, especially in the context of Batik MSMEs in Klaten, Central Java, Indonesia. This research uses a purposive sampling technique. Data was taken using a questionnaire with a total of 60 respondents. This research involves independent variables, namely knowledge management capability, the dependent variable, namely organizational performance, and the mediating variable innovation. The data analysis technique used is smartPLS analysis. The results of this research show that knowledge management capability has a positive effect on organizational performance, knowledge management capability has a positive effect on innovation, and innovation has a positive effect on organizational performance. Innovation can mediate the influence of knowledge management capabilities on organizational performance.

Keywords: innovation, knowledge management capability, organizational performance.

1. Introduction

Knowledge management capability refers to an organization's ability to use and apply knowledge and skills effectively in managing operations and resources for both production and human resources (Gold, 2001). This capability is critical to organizational success, as it enables organizations to respond effectively to changes in the business environment, adapt to new technologies, and maintain a competitive advantage (Imran et al., 2022). Knowledge management has become an important strategy to improve organizational performance. Knowledge owned by the organization can be used to increase innovation and creativity, and improve business processes (Gold, 2001).

Innovation is an individual behavior that aims to reach the stage of introducing or trying new and useful processes, products, or procedures in work, groups, or organizations (Jalil et al., 2021). Innovation is a process that enables organizations to develop more effective and efficient products, services, or business processes. Innovation practices refer to the processes and systems that organizations use to generate, develop, and implement new ideas, products, and

services. Innovation is critical to organizational success, as it enables organizations to create new value, enter new markets, and stay ahead of the competition (Chege et al., 2020). Innovation can improve organizational performance in various ways, such as increasing efficiency, developing new products, and increasing competitiveness (Nawab et al., 2015).

The object of this research is Batik MSMEs in the Klaten. Batik, as one of Indonesia's worldwide cultural heritages, has an important role in maintaining and developing the nation's cultural identity. Batik has been practiced in Indonesia for a long time and has become part of the tradition and culture of the Indonesian people. Indonesian batik is known for its high quality and has become one of the most popular products in the world. It has also become a part of Indonesia's diverse culture and has become one of the most important symbols of Indonesian culture.

2. Literature Review

Batik is one of the MSME sectors that has always experienced an increase. The increase is because batik provides an artistic design that can provide comfort in various activities. Batik of Klaten has unique and interesting characteristics in every motif, material, and quality. In Klaten, batik has become an integral part of the local community's life, with various batik centers spread across the region. Klaten has great potential in the development of the batik industry, which has been a part of Indonesian culture for a long time. Klaten produces two types of batik: printed and written batik. However, the batik industry in Klaten faces several challenges, such as declining employee performance and lack of facilities to support the development of creations and fulfillment of raw materials in the batik process. On the other hand, batik MSMEs (Micro, Small, and Medium Enterprises) in Klaten have great potential to increase national income and create jobs for the local community. This research can contribute to efforts to improve the performance of batik MSMEs in Klaten and maintain batik culture as part of Indonesia's valuable cultural heritage (Disperindagkop and SMEs Klaten Central Java)

The role of innovation in batik MSMEs is very important in business development, especially product development strategies, and innovation strategies. Innovation plays a key role in increasing the competitiveness and sales of batik MSMEs. Innovation allows batik MSMEs to create products that are more attractive to consumers so that innovation supports improving the performance and competitiveness of batik MSMEs, helping batik MSMEs to remain relevant and thrive in a competitive market, reduce production costs, and expand markets. This can be achieved by batik organizations/MSMEs adopting the right strategy, one of which is innovation strategy planning. The right innovation strategy in batik MSMEs can increase competitive advantage in creating new products that suit consumer needs to increase the profits of batik MSMEs so that there is a relationship between knowledge management capabilities, innovation on organizational performance including the performance of Batik MSMEs in the Klaten.

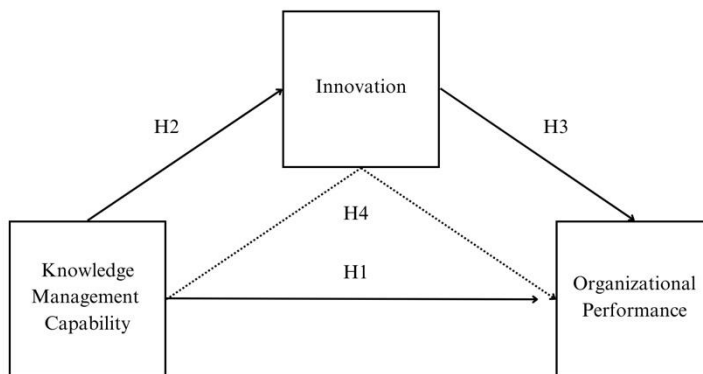


Figure 1. Research Model

3. Research Method

This research sampling technique uses a purposive sampling method. This study uses quantitative data types with data sources in the form of primary data. Primary data in this study are batik MSME respondents in Klaten on question items contained in four research variables, namely knowledge management capability, organizational performance, information quality, offline supply chain management practices through direct questionnaire distribution and then processed by researchers using the SmartPLS version 3.0 statistical analysis tool. The data measurement scale of this study uses a Likert scale which has five levels of answer preferences. As for determining the sample size of respondents, the researcher uses the rule of thumb proposed by Roscoe (1975), namely the sample size in research can be said to be sufficient ranging from 30-500 respondents. Therefore, in this study, the number of samples obtained was by the sampling criteria, namely 60 respondents.

4. Finding and Discussion

Based on the analysis results, all research variables show a high level of reliability. This is evidenced by the Cronbach's Alpha value for each variable that exceeds 0.6. In detail, the Innovation variable has a Cronbach's Alpha value of 0.929, the Knowledge Management Capability variable has a Cronbach's Alpha value of 0.924, and the Organizational Performance variable has a Cronbach's Alpha value of 0.963. These high Cronbach's Alpha values indicate that there is a strong correlation between the items in each variable. In other words, each item in the variable consistently measures the same concept. In conclusion, the reliability of the three research variables is guaranteed and can be used for further analysis.

H1: Positive Effect of Knowledge Management Capability on Organizational Performance

The results of statistical testing show that the knowledge management capability variable has a positive effect on organizational performance. The results showed that knowledge management capabilities have a significant positive effect on organizational performance in Batik MSMEs in Klaten. Knowledge management capabilities, which include the organization's ability to

manage, develop, and use knowledge, have been found to have a significant influence on organizational performance. Better knowledge management capabilities can improve organizational performance through improved ability to manage information, improve product quality, and increase operational efficiency. The results of this study indicate that knowledge management capabilities are very important in improving organizational performance in Batik MSMEs in Klaten.

Previous research such as (Adeosun et al., 2021; Jalil et al., 2021; Kaur, 2021) state that knowledge management capabilities have a positive effect on organizational performance. Knowledge management capabilities can help Batik MSMEs in Klaten improve their ability to manage information, improve product quality, and improve operational efficiency. Therefore, Batik MSMEs in Klaten must increase investment in management capabilities to improve organizational performance. Knowledge management capabilities enable organizations to develop the ability to manage and use knowledge, thereby improving organizational performance. In the batik industry, knowledge management capabilities can help organizations develop better technologies and innovations, and improve the quality of batik products. Therefore, batik MSME organizations in Klaten must improve knowledge management capabilities to improve organizational performance and increase competitiveness in the batik industry.

H2: Positive Effect of Knowledge Management Capability on Innovation

The results of statistical testing show that the knowledge management capability variable can have a positive effect on innovation. The positive effect of knowledge management capabilities on innovation in Batik MSMEs in Klaten can be seen from several studies that have been conducted. Effective knowledge management can increase the ability to innovate in batik MSMEs through knowledge sharing, developing employee capabilities, and using appropriate technology. Therefore, Batik MSMEs in Klaten can improve innovation capabilities by improving knowledge management capabilities.

This means that the higher the knowledge management capabilities of individuals will increase innovation. Previous research such as Nawab et al., (2015), that organizations that support the implementation of knowledge management are organizations that value knowledge and who have it. This organization is very flexible and very easy to adjust to change. The information technology capabilities of batik MSMEs can assist them in collecting, processing, and sharing relevant information to improve the quality of products and services. Knowledge sharing can also help batik MSMEs in improving HR performance and work innovation so that they can be more effective in facing competition and improving product and service quality. Therefore, the development of knowledge management capabilities and information technology in Batik MSMEs in Klaten can help improve innovation and organizational performance. Information technology capabilities can assist Batik MSMEs in Klaten in collecting, processing, and sharing relevant information to improve product and service quality (Rashed et al., 2010).

This means that better knowledge management capabilities tend to encourage better innovation

as well. Knowledge management capabilities influence individuals in innovation, with knowledge management capabilities that are good enough, it will have an impact on good innovation as well, and individuals will be wiser in innovating continuously. The results of this study are by (Ahmed, 2021 & Xie, 2019) which states that knowledge management capabilities can be the background for an individual to carry out an innovative process. This proves that the knowledge management capabilities possessed by individuals can influence innovation. The high knowledge management capabilities possessed by individuals will make individuals able to innovate well and creatively.

This means that by having good knowledge management capabilities, batik MSMEs can increase process and product innovation, which can help reduce unit costs of production or delivery, improve quality, or produce or produce new products. Organizations must be able to build innovation capabilities that are better than competitors so that the company's agility in the face of change can increase. Innovation capabilities can be shown from innovations in terms of products, processes, and services offered by MSMEs. The development of knowledge management capabilities can help batik MSMEs develop new products, open new markets, and reduce production and shipping costs, thereby improving performance and competitive advantage in an increasingly competitive market in batik MSMEs.

The types of innovations that can result from knowledge management capabilities in batik MSMEs include (1) Product innovation, that is, the development and management of better products, that have high quality and competitive prices. (2) Marketing innovation, batik MSMEs develop and manage more effective marketing strategies, which help increase sales and market development. (3) Process innovation, by developing and managing a more efficient and effective production process, which helps increase productivity and reduce production costs. (4) Delivery innovation, a more efficient and effective delivery system, which helps improve delivery performance and helps improve customer service. (5) Technical innovation, and management of more advanced production technology, which helps improve product quality and reduce production costs. (6) Organizational innovation, a more effective organizational structure, which helps improve organizational performance and helps improve employee performance. (7) Digitization innovation, more advanced information systems, and digital technologies help improve efficiency and effectiveness in business processes. By having good knowledge management capabilities, batik MSMEs can increase innovation in terms of products, processes, marketing, and delivery, which can help improve performance and competitive advantage in an increasingly competitive market.

H3: Positive Effect of Innovation on Organizational Performance

The results of statistical testing show that innovation can have a positive effect on organizational performance. The results of this study prove that the positive impact of innovation has an overall effect on product and process innovation such as a positive influence on people equity (alignment, capability, engagement) which then affects the performance of batik MSMEs. Innovation is an integral component of organizational strategy. Organizations must invest in the development of knowledge management and innovation concepts to

encourage companies to be more advanced than competitors. Marketing, product, and process innovations can help batik MSMEs improve performance, reduce costs, and open new markets. Innovation can improve organizational performance in various ways, such as improving innovation capabilities, improving product quality, and increasing competitive advantage (Jalil et al., 2021; Nawab et al., 20215). Therefore, innovation can be considered as an effective strategy to improve organizational performance. This result is in line with previous research by Chang et al. (2005), which explained that innovation can have a positive effect on organizational performance.

Measuring the effectiveness of innovation in improving organizational performance can be done using various methods and indicators such as the SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) can be used to evaluate the effectiveness of innovation in improving organizational performance. For example, a SWOT analysis can help determine whether the innovations made by the organization are to organizational goals and whether these innovations have the potential to improve organizational performance (Chang et al., 2005; Chege et al., 2020). In addition, it is also necessary to improve operational performance can be measured using indicators such as the level of efficiency, productivity, and product quality (Haider et al., 2021). For example, improving product quality can be measured using indicators such as the level of customer satisfaction, the level of customer retention, and the level of sales in Batik MSMEs in Klaten.

H4: The Positive Effect of Knowledge Management Capability on Organizational Performance with Innovation as a Mediating Variable

The results of statistical testing show that innovation can mediate the effect of knowledge management capabilities on organizational performance. Knowledge management capabilities and organizational learning have an important role in improving organizational performance. Knowledge management capabilities have a positive effect on organizational performance, and innovation can serve as a mediating variable in this effect. Research shows that knowledge management capability has a positive influence on organizational performance, and innovation mediates the positive influence of knowledge management capability on organizational performance.

Good knowledge management capabilities can improve the quality of the organization's mindset and outlook, resulting in a good innovation process. The higher the knowledge management capability of an organization, the higher the level of individual innovation both from internal and external factors. Innovation, as a mediating variable, allows organizations to create innovations that can improve organizational performance. Innovation has a significant positive effect on organizational performance, and organizations that have a new knowledge evolution strategy have a significant impact on the internal processes of an organization (Noruzy et al., 2013). Good knowledge management capabilities can improve the quality of the organization's mindset and outlook, and enable the organization to create innovations that can improve organizational performance (Agyapong et al., 2018).

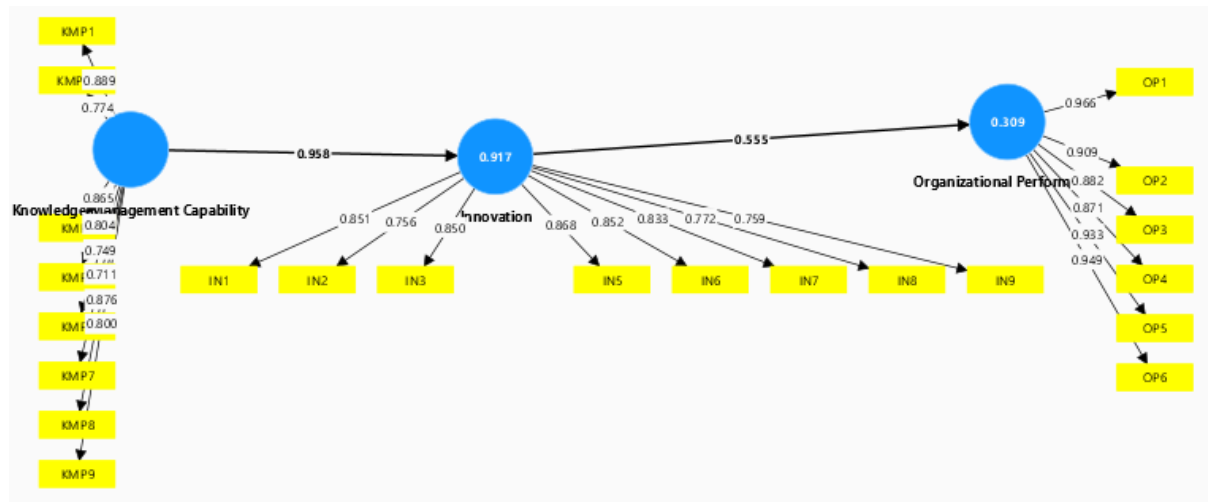


Table 1. Convergent Validity Test Results on Knowledge management capability variables, information quality, supply chain management practices, organizational performance

Variable	AVE	Indicator	Loading factor	Description
Knowledge Management Capability (KMC)	0,657	KMC 1	0,889	Valid
		KMC 4	0,865	Valid
		KMC 5	0,804	Valid
		KMC 6	0,749	Valid
		KMC 7	0,711	Valid
		KMC 8	0,876	Valid
		KMC 9	0,800	Valid
		KMC 10	0,774	Valid
		IN 1	0,851	Valid
		IN 2	0,756	Valid
Innovation (IN)	0,670	IN 3	0,850	Valid
		IN 5	0,868	Valid
		IN 6	0,852	Valid
		IN 7	0,833	Valid
		IN 8	0,772	Valid
		IN 9	0,759	Valid
		OP 1	0,966	Valid
Organizational Performance	0,845	OP 2	0,909	Valid

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(OP)	OP 3	0,882	Valid
	OP 4	0,871	Valid
	OP5	0,933	Valid
	OP 6	0,949	Valid

Table 2. Hypothesis Test Results

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standart deviasio n (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Valu e</i>	<i>Descriptio n</i>
Knowledge Managemen t Capability → Organizatio nal Performanc e	0,532	0,540	0,089	6,011	0,00 0	Accepted
Knowledge Managemen t Capability → Innovation	0,958	0,960	0,013	74,948	0,00 0	Accepted
Innovation → Organizatio nal Performanc e	0,555	0,563	0,092	6,046	0,00 0	Accepted
Knowledge Managemen t Capability → Innovation → Organizatio nal Performanc e	0,532	0,540	0,089	6,011	0,00 0	Accepted

5. Conclusion

The results of this study prove that knowledge management capabilities have a positive effect on organizational performance, knowledge management capabilities have a positive effect on innovation, innovation has a positive effect on organizational performance, and innovation can mediate the effect of knowledge management capabilities on organizational performance.

Knowledge management capabilities have an important role in improving organizational performance. This capability can be improved through various strategies, such as the development of information systems, the use of technology, and the development of an organizational culture that supports knowledge sharing. Knowledge management capability will affect the decision-making process and effective management, which ultimately leads to better performance of Batik MSMEs through innovations made in Batik MSMEs in Klaten. Innovation can serve as a mediator between knowledge management capabilities and organizational performance, as innovation enables organizations to improve product and process quality, and increase competitiveness.

To overcome some of the obstacles of failure or problems that often occur in Batik MSMEs in human resources, innovation, design, and production processes, several important roles are needed including: First, the development of effective information systems can help improve knowledge management capabilities and knowledge sharing within the organization. Second, the development of an organizational culture that supports knowledge-sharing and innovation can improve organizational performance. Third, employee development through training and skills development can increase employee participation in the innovation process and improve organizational performance.

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