ROLE OF KNOWLEDGE MANAGEMENT ON COMPETITIVE ADVANTAGE AND PERFORMANCE OF BATIK CRAFT

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Abstract: This study aims to prove: (1) the effect of knowledge management on competitive advantage, and (2) the effect of knowledge management on employee performance. This quantitative study obtained data by distributing questionnaires to batik craftsmen respondents. There are 44 questionnaires that can be analyzed. Data were analyzed using non-response bias testing, descriptive statistics and PLS analysis. The study obtained the findings: (1) knowledge management has a positive effect on competitive advantage, and (2) knowledge management has a negative effect on the performance of craftsmen.

Keywords: Knowledge Management, Competitive Advantage, Craftsman Performance

1. Introduction

The business world has entered the era of technology and the information age. The era was marked by a paradigm shift from physical work to knowledge-based work. Technology and information make it easier for businesspeople to collect information which will later produce knowledge. In the knowledge-based era, making knowledge a resource for organizational survival. Even today knowledge is considered as an important key in competition and as a source of winning the competition that benefits organizations (Allameh, Zamani, & Davoodi, 2011). Organizations need knowledge to support and improve organizational activities (Al-Qarioti, 2015); knowledge has systematic management, namely knowledge management (Al-Qarioti, 2015).

Knowledge management is one of the determining factors for the success of the organization (M. A. Ahmad & Al-Shbiel, 2019). Knowledge management is a series of activities used by organizations to identify, create and explain the application of knowledge (Adzima & Sjahruddin, 2019). Knowledge management can be known and studied so that organizational goals can be achieved.

Information and knowledge are important assets for organizations (Almeida & Barbosa, 2009). Then the organization has an interest in managing these assets which is called knowledge management. Knowledge management has been recognized as a resource that is able to increase organizational capabilities to produce organizational success (Chugh, Chugh, Punia, & Agarwal, 2013). Knowledge management is one of the solutions to assist knowledge processing, so that an individual in the organization can have the same knowledge and with the same knowledge is able to develop an organization or company. (Darudiato & Setiawan, 2013). Knowledge management provides an opportunity for organizations to have success with the knowledge possessed by individuals and groups within the organization (Blair, 2002).

Organizations developing or acquiring new knowledge are basically aimed at a sustained competitive advantage. Lubit (2001) believes that organizations can use two patterns of using knowledge to create a competitive advantage. First, organizations can act to disseminate knowledge. Second, organizations can create knowledge management capabilities so that they can encourage continuous innovation.

Competitive advantage is needed to achieve and sustain competitive success and is the economic backbone of the organization (Best, 2001). Competitive advantage relates to an organization's ability to consistently maintain and earn above-average revenues (Porter, 1985) and the ability to build and revitalize production and service processing systems to achieve and maintain a cost position in comparison to competitors (Adams & Lamont, 2003). In addition, excellence is a key concept in strategic practice that can produce a superior economy (Baaji, Greeven, & Dalen, 2004). A competitive advantage that is continuously maintained by the organization will lead to improved performance (Jackson, Hitt, & DeNisi, 2003). More in Bharadwaj, Varadarajan, and Fahy (1993) states that SCA can be expected to lead to market performance and financial performance. Knowledge management related to performance has been carried out by several researchers. Among of them, Anggapraja (2016) with findings showing that knowledge management produces satisfactory employee performance. Adzima and Sjahruddin (2019) by using the Office of Religious Education and Training Center in Makassar, research findings show that knowledge management has a positive effect on employee performance. Similar research was also conducted with findings showing that the components of knowledge management are closely related to organizational performance. However, there are findings of contradiction with similar studies conducted by Choirina (2014) obtained findings showing that knowledge management has no significant effect on employee performance, and knowledge management cannot mediate the effect of information technology on employee performance.

Research on competitive advantage on performance has also been carried out by several researchers. Among them, Chiou, Chan, Lettice, and Chung (2011) obtained findings showing that there is a relationship between environmental performance and the company's competitive advantage. Wiggins and Ruefli (2002) states that competitive advantage is the key in strategic management in achieving performance. However, the research findings show that competitive advantage does not respond to strategic management to achieve performance. In the research done by Chan, Shaffer, and Snape (2004) that develop a competitiveness model through the practice of human resources with the results showing that the built model has no effect on performance. The formulation of the problem in this study are: (1) does knowledge management affect competitive advantage? and (2) does knowledge management affect the performance of craftsmen?

2. Literature Review

Agency Theory

The agency theory accounting literature has two complementary interpretations. The first interpretation of agency theory is interpreted as a normative accounting theory, while on the other hand it is interpreted as a positive theory that explains and predicts the contract structure and information asymmetry. (Walker, 1989). In addition, agency theory is used to predict managerial strategic behavior (Phan & Yoshikawa, 2000). Agency theory can be evaluated as: (1) theory of human behavior, and (2) theory of work outcomes (Nilakant & Rao, 1994).

The assumption used by agency theory is a model of managerial behavior based on utility maximization (Phan & Yoshikawa, 2000). Agency theory describes the company as a meeting point between company owners and management (Rokhlinasari, 2015). This theory explains the relationship of a contract between the manager and the owner of the company. This

relationship raises a conflict of interest between the owner and management because there is the possibility of actions that are not in the interests of the principal by the management. Agency theory is used to identify employment contracts and information systems that will maximize the principal's benefit function and behavioral constraints that arise from the agent's interests (Raharjo, 2007).

Knowledge Management

Information has the potential to become knowledge if the information is further processed. Knowledge can be used as a competitive advantage for an organization (Uriarte, 2008). Knowledge is important for organizations because knowledge is an organizational asset. Groff and Jones (2003) define knowledge as information that is combined between understanding and ability, knowledge exists in the human mind. Knowledge is different from information. Information is data that has been given a meaning. Knowledge is able to guide human activities or activities but information only informs data.

Knowledge in general can be divided into two, namely: (1) tacit knowledge, and (2) explicit knowledge. What is meant by tacit knowledge is knowledge that is stored in a person's brain. This type of knowledge refers to personal knowledge that exists in individual experience and knowledge that is difficult to transfer (Groff & Jones, 2003). While explicit knowledge is knowledge that exists other than in the human brain, such as documents and the like. Both knowledge can be generated from interaction and innovation in achieving organizational goals. Knowledge Management according to Bergerson (in Sangkala, 2007) is is a systematic approach used to manage intellectual assets and other information so as to give organizations a competitive advantage. Karl-Erick Sveiby (in Sangkala, 2007) also stated that Knowledge Management is the art of creating value from intangible assets. In essence, the application of Knowledge Management can be a solution to company problems by bringing people, processes and technology together to help companies achieve their goals and vision (Bhojaraju, 2005). The following is a Knowledge Management component which consists of three components.

1. People

The key to success in Knowledge Management is to give someone visibility, recognition and credit to everyone that he or she is an "expert" in their respective field and utilize their expertise (knowledge) for business success. This is achieved through a combination of motivation/recognition and reward, realignment of performance appraisal systems, and other measurement systems.

2. Process

This component includes knowledge contribution, content management (receiving content, maintaining quality, maintaining current content, removing or archiving obsolete content), reinvention, membership in a community of practice, project implementation based on knowledge reuse, methodologies and standard formats (rules).) to document best practices and case studies, etc. It is important to make the process so that the process is understood as clearly and simply as possible by employees throughout the organization.

3. Technology

Technology in Knowledge Management is a solution to provide functionality to support knowledge sharing, collaboration, workflow, document management in the company. Technology provides a secure central/main space for employees, customers, partners to exchange information, share knowledge and guide each other to make better decisions. The most popular form of Knowledge Management technology is the knowledge portal on the Company Intranet (and extranet in this case the customers, partners and/or suppliers involved). In addition, technology is also a key enabler of Knowledge Management.

Competitive advantage

Every organization in a competition certainly wants a competitive advantage over its competitors. Organizations to gain competitive advantage need a strategy in their operational activities. Competitive advantage is a complex phenomenon that depends on the presence of active leadership (Cockburn, Henderson, & Stern, 2000). Competitive advantage can arise from technological factors, resource-based view (RBV) which emphasizes ideas and understands customer needs in depth.

Competitive advantage is part of strategic management (David & David, 2017). So that business leaders are required to manage the organization to gain a competitive advantage (Simons, 1990). Competitive advantage can be obtained from access to resources, markets or organizational opportunities (Cockburn et al., 2000). Competitive advantage is driven by two distinct processes, namely: exploitation of a combination of profitable practices and/or the market position of the organization. This achievement makes the relationship between organizational strategy and competitive advantage.

Performance

Performance is a description of the level of achievement of the implementation of a program of policy activities in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moeheriono, 2014). Good performance is the core of the organization because in it there is an effective and efficient relationship between managers, employees, resource allocation and environment (Abosede, Arogundade, Adebisi, & Akeke, 2011). Moeheriono (2014) divides the existing performance in the organization into three, namely: (1) operational performance, this performance is related to effectiveness and efficiency in the use of resources, (2) administrative performance, this performance is related to relationship of authority and responsibility, and (3) strategic performance, this performance is related to the performance of the company/organization which is evaluated for the accuracy and adaptability of the organization as well as the company's strategy in carrying out the vision and mission.

Performance is a work achievement embodiment of the results of the implementation of a work plan made by an institution carried out by leaders and employees to achieve organizational goals (Abdullah, 2014). Employees are assets that cannot be imitated by competitors and employees are the most valuable resource. And the performance produced by employees is the key to the success of an organization (Alefari, Fernandez, Barahona, & Salonitis, 2018). Employee performance is a combination of quality and quantity of work so that employee performance becomes a holistic problem (Alefari et al., 2018). Based on the origin, employee performance factors can be classified into two, namely: (1) main factors and (2) secondary factors. In the main factor there are three factors, namely: (a) employee welfare, (b) motivation, (c) attention. While the secondary factors include: (a) adaptability, (b) learning, (c) job satisfaction, (d) organizational commitment, (e) competition, and (f) flexible work.

According to Abernathy (2003) the organization has an effective independent performance system which includes: (1) key employee performance measurement that drives organizational outcomes, (2) employee performance feedback system and (3) effective management performance is a direct link between measurement feedback and employee performance payments. Performance is one of the indicator types of effectiveness (Richard, Devinney, Yip, & Johnson, 2009) and effectiveness become something that really stands out because of the increasing intensity of global competition (Scott, 2003). Broadly speaking, effectiveness is something that organizations do based on standards where effectiveness is measured based on a rational perspective system of organizational goals. So it is necessary to distinguish between organizational performance and organizational effectiveness (Venkatraman & Ramanujam, 1986).

Hypothesis Development

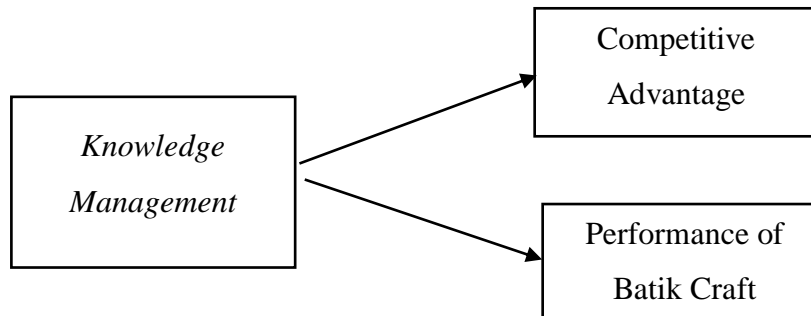The research model can be depicted in Figure 1. From the figure, the development of hypotheses can be made.

Figure 1. Research Model

Hypothesis Development
Effect of Knowledge Management on Competitive Advantage

Competitive advantage is a key concept in strategic management and many empirical studies have found that competitive advantage affects organizational performance (Wiggins & Ruefli, 2002). The knowledge possessed by employees that focuses on creativity and skills will give rise to the organization's competitive advantage (Winfrey, Michalisin, & Acar, 1996). Performance is a direct reflection of competitive advantage (Xiao-yan, 2006). In knowledge-based competition, it is able to present the achievement of excellence through knowledge (Tosheva, 2012). So, the hypothesis that can be given in the research is:

H₁: *Knowledge management has a positive effect on competitive advantage*

The Effect of Knowledge Management on Employee Performance

Knowledge for organizations is a competitive factor in an increasingly globalized economy (Al-Hawamdeh, 2005). One that affects knowledge management is organizational culture (Allameh et al., 2011). Organizational culture has an impact on management performance (M. S. Ahmad, 2012). Thus the existence of knowledge management cannot be separated from performance. Chou and Huang (2011) obtained findings showing that knowledge management has an impact on managerial performance. So the hypothesis that can be given is as follows:

H₂: *knowledge management has a positive effect on the performance of batik craftsmen*

3. Research Method

This study uses an analysis unit of batik craftsmen in Sidoarjo district. The results of the distribution of questionnaires obtained 44 questionnaires that can be analyzed. The study uses three constructs, namely: knowledge management, competitive advantage, and performance of batik craftsmen. The operational definitions and measurements can be tabled as follows:

Table 1. Operational Definition and Measurement

Variable	Operational Definition	Instruments and Measurement
Knowledge management	The process of exploring, exploiting and sharing knowledge between humans in using technology and work according to their fields to improve intellectually so that the expected performance can be achieved. (Adzima & Sjahruddin, 2019).	Developing a questionnaire Gold, Malhotra, and Segar (2001), Likert scale 1-7

Variable	Operational Definition	Instruments and Measurement
Performance of batik craftsmen	as an achievement made by a craftsman in carrying out the tasks that are his burden.	Developing instrument used by Tsui, Pearce, Porter, and Tripoli (1997). 1-7 measuring scale
Competitive Advantage	excellence that is achieved continuously by implementing a strategy of achieving unique values that is not being implemented by either competitors or potential competitors due to their inability to imitate the strategy (Hakim, 2006)	The instrument used contains 4 statement items that is adopted from the research of Hakim (2006). 1-7 measuring scale

Analysis Techniques

Non-Response Bias Testing

The bias occurs due to differences in respondents responding and refusing to participate in filling out the questionnaire (Malhotra & Birks, 2007). So, it is necessary to test non-response bias in this study to find out whether there are differences in the characteristics of the answers given by respondents with respondents who did not provide answers. Testing non-response bias in this study using independent samples t-test.

Descriptive Statistics

Descriptive statistics are used to provide information about the characteristics of research variables and respondent profiles. This research is descriptive statistics for variables including theoretical range, actual range, mean, and standard deviation.

PLS Data Analysis

This study uses a partial Lest Square (PLS) approach to analyze the data findings in the field. PLS is a variant-based structural equation analysis (SEM) that can simultaneously perform measurement testing as well as structural model testing (Abdillah & Jogiyanto, 2015). In addition, PLS is a variant-based SEM method designed to solve multiple regression when a specific problem occurs, including a small research sample. (Jogiyanto, 2011).

Measurement Model (outer model)

The measurement model (outer model) is the first step used in the PLS method. The outer model is used to test the construct validity and instrument reliability (Abdillah & Jogiyanto, 2015). With the outer model, the loading factor and AVE values will be known. The indicator is said to be valid if it has a loading factor value > 0.70 and an AVE value above > 0.50 meets the requirements of convergent validity. (Latan & Ghozali, 2012).

The reliability test was carried out to measure the internal consistency of the measuring instrument and in PLS two methods were used, namely: Cronbach alpha and composite reliability (Jogiyanto, 2011). Cronbach alpha and composite reliability values produce good constructs if each has a value above > 0.70 (Latan & Ghozali, 2012).

Structural Model (inner model)

This structural model (inner model) is evaluated by using R^2 for dependent constructs, path coefficient values or t-values for each path to test the significance between constructs in the structural model.(Abdillah & Jogiyanto, 2015).

4. Results And Discussion

Based on 44 questionnaires that can be analyzed, non-response bias testing and descriptive statistics can be presented as follows:

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Table 2. Non-response bias testing

Contrsuct	Mean Initial (n=37)	Mean End (n = 7)	p-value
Knowledge management	136.7027	142.0000	0.599
Employee Performance	45.6757	61.4286	0.884
Competitive Advantage	24.4054	24.2857	0.152

Source: Primary data processed

Tabel 3. Descriftive Statistic

Variabel	N	Theoretical Range	Mean Theoretical	Actual Range	Actual Mean	Deviation Standard
Knowledge management	44	24-168	96	104-158	137.5455	5.21228
Employee Performance	44	11-77	44	28-72	48.1818	11.45116
Competitive Advantage	44	4-28	16	17-28	24.3864	2.92715

Source: Primary data processed

Table 2 shows that the p-value of each construct has a value > 0.05. This means that there is no significant difference between the two groups that gave the initial response and the final response. So, there is no problem of response bias. Meanwhile, table 3 shows that all constructs have an actual mean value which is higher than the theoretical mean and a standard deviation value which is smaller than the actual mean. These findings indicate that the construct of knowledge management, competitive advantage and performance of batik craftsmen is high. The data held by all constructs did not vary.

Outer Model

The outer model is carried out in stages: (1) construct validity test, and (2) reliability test. The first stage, the construct validity test consists of: convergent validity and discriminant validity. The construct of knowledge management has multidimensional and used structural and cultural dimensions. So it is necessary to do a second order outer model and get the following output:
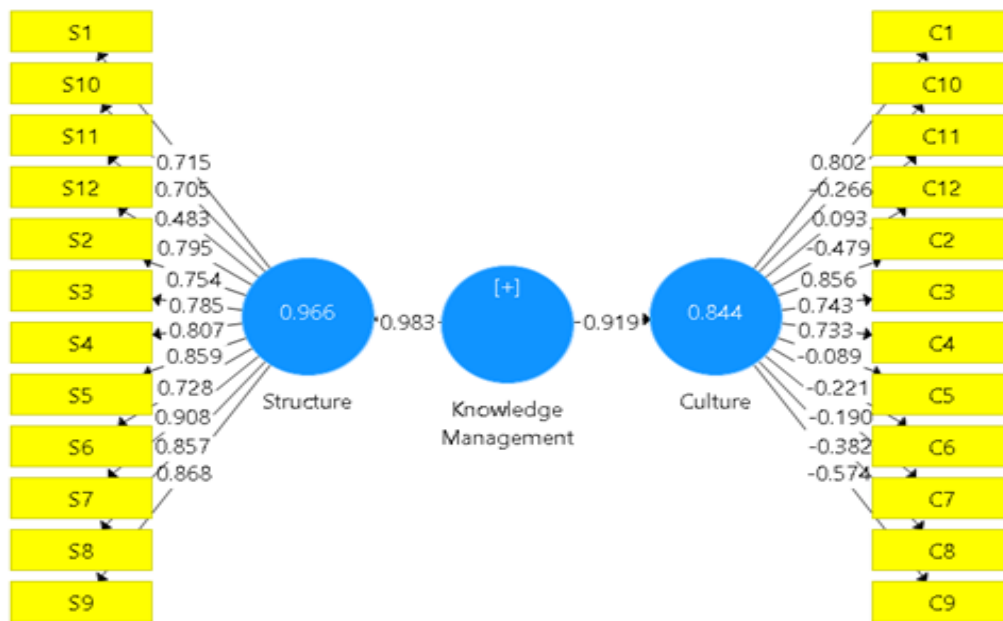

Figure 1. Knowledge Management Path Diagram
Source: Primary data processed

From Figure 1 the path diagram shows that there are several indicators that have a loading factor value of <0.70 so that the indicator is excluded from the analysis. The indicators that were excluded from the analysis were: S11, C5, C6, C7, C8, C9, C10, C11, and C12. And the results of the next analysis obtained in Figure 2 and Table 4 as follows:
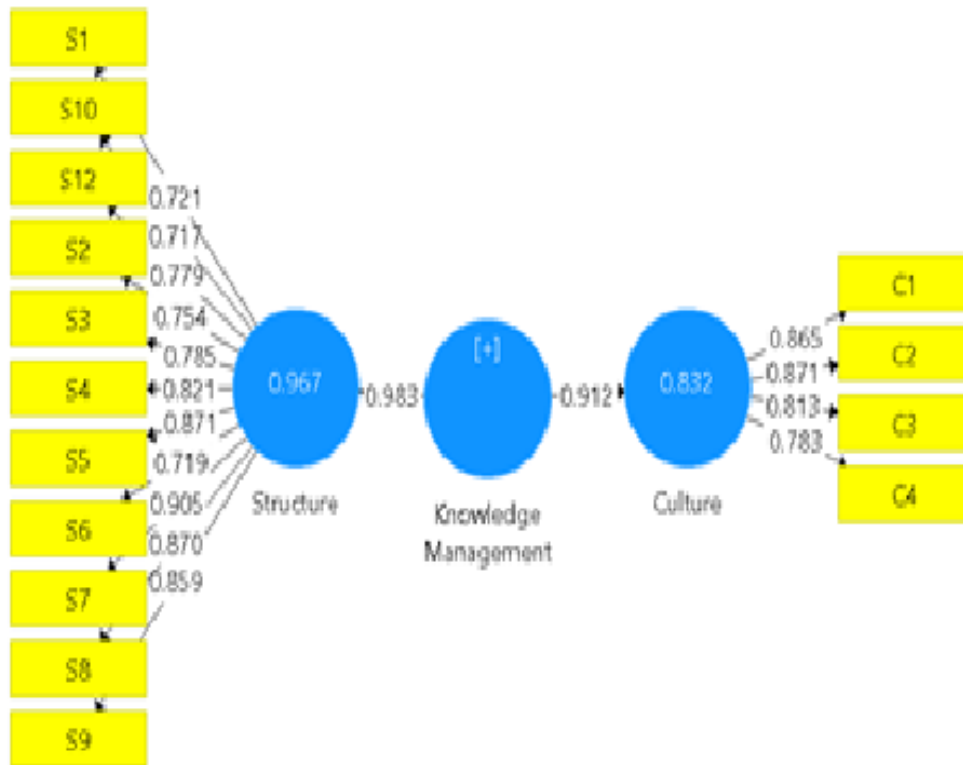

Figure 2. Knowledge Management Path Diagram after the drop indicator is invalid

Table 4 AVE and *Composite Reliability*
Knowledge Management construct

	Composite Reliability	AVE
Culture	0,901	0,695
Structure	0,952	0,644

Source: Primary data processed, 2021

The results of Figure 2 show that the indicator has a loading factor value of > 0.70. This means that all indicators are in a valid condition. While table 4 shows the results of composite reliability > 0.70 and AVE value > 0.50. So, all indicators to be analyzed meet the reliability requirements. Then the analysis needs to be done outer research model and obtained Figure 3.

Figure 3 shows the indicators of the craftsman's performance construct which has a loading factor value of <0.70. so should remove the indicator from the analysis. The indicators are: EP1, EP2, EP3, EP4, EP5, EP8, EP10.
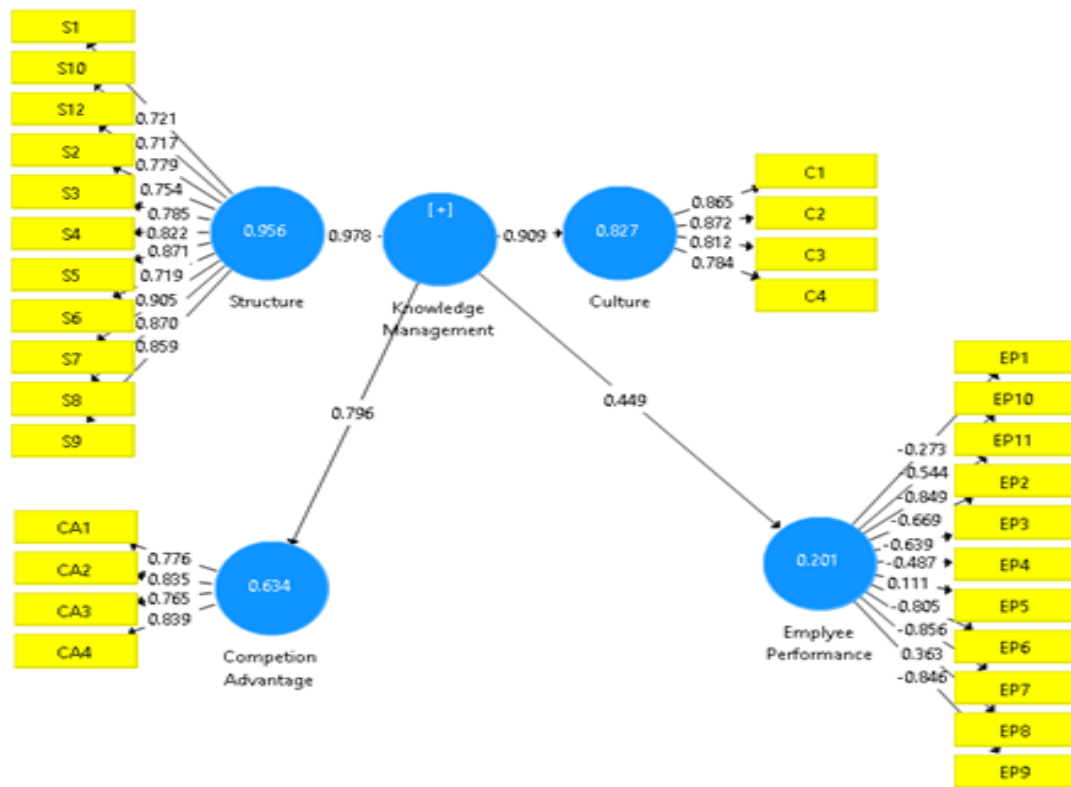
Figure 3. Outer Research Model
Source: Primary Data Processed

The results of the next analysis after removing invalid indicators are obtained in table 5 and figure 4 as follows:

Tabel 5 AVE and *Composite Reliability*
knowledge Management, competitive advantage and Craftsman Performance constructs

	Composite Reliability	AVE
Competitive advantage,	0.880	0.647
Culture	0.901	0.695
Structure	0.952	0.644
Craftsman performance	0.948	0.819

Source: Primary Data Processed

Figure 4 shows the results of the loading factor value > 0.70. That is, all indicators owned by the research construct are valid. While table 5 shows the AVE value > 0.50 and composite reliability > 0.70. thus the requirements of convergent validity and reliability are met. Then the analysis can be continued to the inner model and obtained the output path coefficient in Table 6.
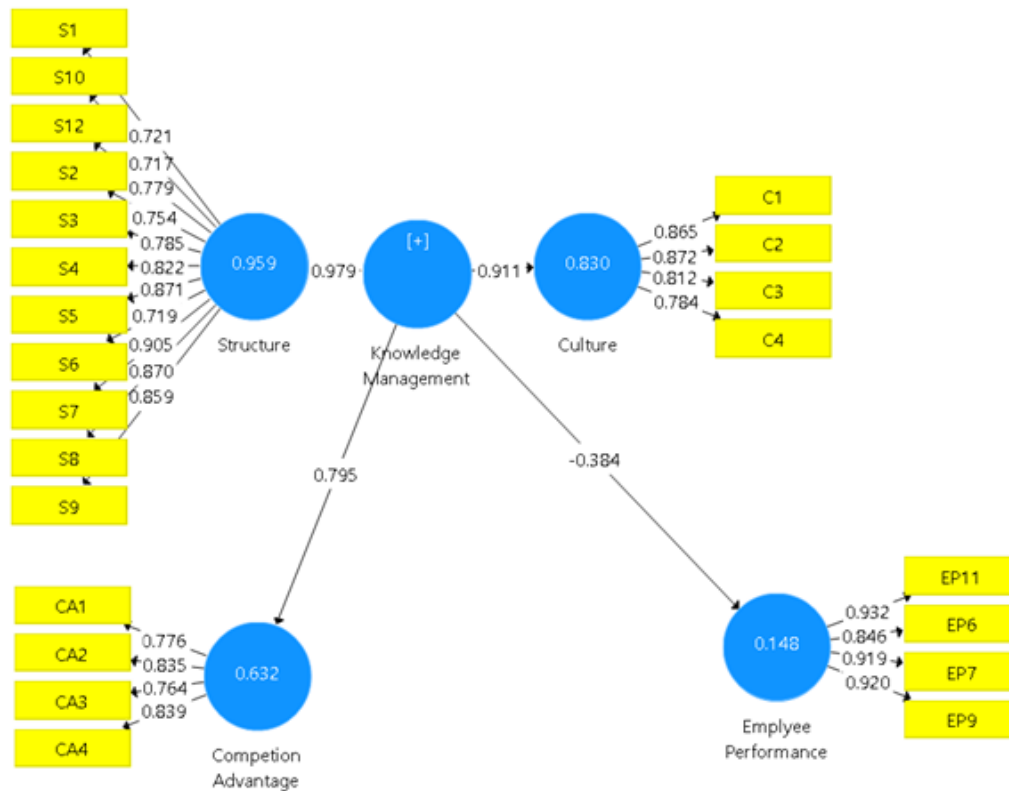
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Figure 4. Outer Research Model after the drop of invalid performance indicators

Table 6. *Path Coefficient*

	original sample	*Sample Mean*	*St. Deviation*	*T-Statistics*	*P-Values*
K.management☐ Competitive Advantage	0.795	0.792	0.070	11.389	0.000
K.management ☐ Craftsmen Performance	-0.384	-0.389	0.182	2.111	0.035

Source: Primary Data Processed

Hypothesis test

The first hypothesis states that knowledge management has a positive effect on competitive advantage. Based on the output shown in table 6, the t-statistic results are 11,389 and the p-value is 0.000. This value is in the t-statistical criteria > 1.96 and p-value 0.05 with the original sample value of 0.795. This means that the hypothesis in the study is accepted. Knowledge management has a positive effect on competitive advantage.

The second hypothesis test which states that knowledge management has a positive effect on the performance of craftsmen can be seen in table 6. The results show the original sample is -0.384, t-statistic 2.111 and p-value is 0.035. These results indicate that knowledge management has a negative effect on the performance of craftsmen. Thus the second hypothesis in the study was rejected.

Discussion

Knowledge Management can be defined as systemic approaches that help to generate, flow information and knowledge to the right people at the right time to create value. Knowledge Management has several dimensions and used in this study are the dimensions of structure and culture. The path coefficient results show that knowledge management has a positive effect on

competitive advantage. The findings show that the existing structure and culture in the batik craftsman's environment will make a positive contribution to the competitive advantage of the artisans. A good organizational structure and organizational culture in the batik industry will improve the organization for its competitive advantage.

This result supports the research of Wensley (1997) that organizational competitive advantage can be maintained if the organization is involved in the creation of new knowledge. In addition, these findings also support the findings of Tosheva (2012) who concluded that effective knowledge management will have a positive effect on organizational excellence.

The second hypothesis in this study. The findings show that knowledge management has a negative effect on the performance of craftsmen. This means that the increase in knowledge management is followed by a decrease in the performance of batik craftsmen. Good structure and culture in the environment of batik craftsmen will reduce the performance of craftsmen and vice versa. Knowledge management has a negative effect, perhaps because batik craftsmen stick to traditional ones. So, there is resistance to new knowledge. This finding does not support the results of research conducted by Tubigi and Alshawi (2015), and Samsiah and Marlina (2017) which concluded that knowledge management has a positive effect on organizational performance. In addition, this study does not support the findings of the research done by Kusuma, Widiarto, and Efendi (2021) who conclude that knowledge management has no effect on the performance of craftsmen.

5. Conclusion

Based on the analyzed data, it is concluded: (1) Knowledge management has a positive effect on competitive advantage, and (2) Knowledge management has a negative effect on the performance of batik craftsmen. The suggestions that can be given are: (1) further research should use all the dimensions possessed by knowledge management, (2) further research should add to the construct of organizational culture.

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