

THE ROLE OF KNOWLEDGE SHARING AND LEARNING ORGANIZATION THROUGH MEDIATOR INNOVATION

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Abstract: *Knowledge management has become fundamentally vital in building organizations. The concept of knowledge management in organizations is a valuable instrument for improving organizational performance. The purpose of this study was to determine the effect of knowledge sharing on Organizational Performance, the influence of Organizational Learning on Organizational Performance, the influence of knowledge sharing on Innovation and the influence of Organizational Learning on innovation. This type of research is causality. The sample in this study were 217 managers of manufacturing companies in Surabaya, East Java. The data used are primary data. Research instrument using a questionnaire. Data analysis using Partial Least Square (PLS). The results showed that knowledge sharing had an effect on Organizational Performance, Organizational Learning had an effect on Organizational Performance, Knowledge sharing had an effect on Innovation and Organizational Learning had an effect on innovation. The results of the indirect relationship test show that innovation is able to mediate the effect of learning organization on entrepreneur performance. But innovation is not able to mediate Knowledge Sharing on Organizational Performance*

Keywords: *Knowledge sharing, Organizational Performance, Learning Organizational, Innovation*

1. Introduction

The success of an organization in facing global competition is determined by how far the organization has a comparative and competitive advantage. Besides, the role of managers also supports the success of the company. Learning organizational is a concept in which an organization is considered capable of learning so that the organization has the speed of thinking and acting in response to the various changes that arise. Learning organization illustrates that learning is a prerequisite for the success of change and the performance of an organization, Che Rose et. al., (2009). Organizational Performance according to Keban (2004) is a description of the success of a group in carrying out all main activities so that it can achieve the vision and mission of the institution. In measuring organizational performance, it can be done in various ways, one of which is by using a balanced scorecard. A study conducted by Rasula, et al (2015) has measured organizational performance using the balanced scorecard concept. In addition, research conducted by Ghochait, et al (2014) also measured organizational performance using the balanced scorecard concept using deployment techniques. questionnaire to managers. From these two studies, it is evident that there are organizations that use the balance scorecard in measuring organizational performance.

2. Literature Review

Organizational Learning.

Learning Organizational according to Marquardt (2011: 229) "a learning organization is an organization which learns powerfully and collectively and is continually transforming itself to better collect, manage, and use knowledge for corporate success." Learning organization plays an important role in encouraging employees to develop their knowledge. If the organization does not encourage knowledge development, employees will not be motivated to carry out learning activities. The emergence of a knowledge-based economy has forced organizations to adopt a knowledge management approach and abandon traditional perspectives. According to Senge (2006) that organizational learning is an organization where people continuously expand their capabilities and continuously learn to create the results they really want and a place to find new patterns and think broadly. Good Organizational Learning will have an effect on Organizational Performance where to create new ideas the organization needs not only to race on the external environment but also on the internal environment as well as one of them by creating organizational learning that is conducive and acceptable to employees. (Millmore, 2007). No organization can become successful by closing itself to change around and considering only financial and performance criteria like quality anymore.

H1. Organizational Learning affects Organizational Performance

Knowledge Sharing

According to Buckley and Carter (2002), knowledge plays an important role in an organization because knowledge is a mixture of information and the human context that enhances the ability to act. Jennex and Olfman (2006) argue that knowledge is only valuable when combined with human experience and interpretation. From the aspect of effectiveness and practicality, Lumby (2013) considers Knowledge Management as an increase in the quality and quantity of creative knowledge in an organization and to strengthen the practicality and value of knowledge. Biasutti and El-Deghaidy (2012) referred to Knowledge Management as an organizational member that increases the efficiency and competitiveness of operations through knowledge acquisition, sharing, and application to achieve organizational goals, build a knowledge-sharing culture in companies, and encourage organizational learning. The most important part of knowledge management is to encourage individuals within the organization to share knowledge. Knowledge sharing plays an important role in increasing individual competence in the organization, because through knowledge sharing, tacit and explicit knowledge can be properly disseminated, implemented and developed. The role of knowledge sharing in the organization will contribute to employee performance. According to Matzler et al. (2008) defines knowledge sharing as a process where individuals exchange their knowledge, both tacit knowledge and explicit knowledge. Several previous researchers, Andria (2011), Zaeid et al. (2012), Kuzu and Ozilham (2014), Anggapraja (2016), Indra (2016), Mardillah and Raharjo (2017), and Obeidat et al. (2017) state that knowledge sharing has a significant positive effect on performance, the results of different studies conducted by Wahyuni and Kistyanto (2013) state that knowledge sharing has no effect on performance.

H2. Knowledge Sharing has an effect on Organizational Performance

Innovation

Innovation is often translated as anything new or updating. Innovation can be defined as something new in certain social situations that are used to answer or solve a problem. The results of a study by Blommerde & Lynch (2014) with the theme of the dynamics of capabilities needed in developing service innovation. Meanwhile, Giannopoulou et al. (2011) consider it the ability to produce solutions that were not previously available to customers

through adding or changing service concepts. Den Hertog et al. (2010: 500) defines service innovation as "new or intangible ideas, which come from a combination of existing ideas (sometimes in combination with physical objects) that converge and provide a new value proposition for clients". In the study by Van Ark et al. (2003) also relate service innovation to the organizational dimensions in which it can occur including service concepts, client interaction channels, partnerships, or system service delivery. Research conducted by Athoillah (2017) and Jo & Joo (2011), Makrufah (2011), Jo & Joo (2011), Che Rose et al., (2012) and Nurwanti (2013) provides research results on the importance of organizational learning, namely that Learning organization has a positive and significant influence on knowledge sharing and performance. Different results are found in the research of Liao (2006) and Uniati (2014) which states that the indicators of commitment to learning in organizational learning have an insignificant effect on knowledge sharing and performance.

H3. Innovation affects Organizational Performance

H3. Organizational Learning has an effect on Innovation

H4. Knowledge Sharing has an effect on Innovation

H5. Innovation affects Organizational Performance

3. Method

This research is an associative or relationship research using a survey method with a questionnaire as a primary data collection tool. The population in this study were managers in manufacturing companies in Surabaya, East Java. Sampling was done using nonprobability and purposive techniques. The number of samples that met the inclusion criteria was 217 respondents. Data collection involved distributing questionnaires to respondents in order to get more detailed information about the problem being investigated. The data analysis uses the Partial Least Square (PLS) approach. According to Ghazali (2014), PLS help researchers in predictive purposes. The formal model defines latent variables as linear aggregates of the indicators. Weight estimates for creating latent variable score components are obtained based on inner and outer models.

4. Result and Discussion

The Outer Model

The outer model is often called the Measurement Model (outer relation or measurement model) which specifies the relationship between the studied variables and their indicators

The test results show that all indicator items on Knowledge Sharing, Learning Organization, Innovation and Organizational performance in this study are declared valid as a measuring tool for the construct, because the convergent validity value is above 0.5.

Discriminant validity test aims to test the validity of the indicator block. Discriminant validity test of indicators can be seen in the cross loadings between the indicators and their constructs. The value of cross loadings is obtained as a whole from the forming constructs which are stated to have a good discriminant. Where the correlation value of the indicator to its construct must be greater than the correlation value between indicators and other constructs. AVE aims to test the reliability of construct variables. AVE aims to determine that the construct variable has a good Discriminant validity value. The results of the AVE value for the indicator block that measures the construct can be declared to have good discriminant validity because the AVE value is > 0.5 . This means that all construct variables are declared reliable. Based on Table 4, it can be explained that from the provisions of composite reliability, it can be stated that all constructs under study meet the criteria for composite reliability because all of them are > 0.60 , so that each construct can be positioned as a research variable.

The Inner Model

The evaluation results show that the Learning Organizational and Knowledge Sharing variables that affect innovation have an R2 of 0.695 which means the model is "good". Meanwhile, Organizational Learning, Knowledge Sharing and Innovation which affect Organizational Performance has a R2 value of 0.757 which indicates a "good" model. The results of the calculation of Q2 show that the value of Q2 is 0.926 which indicates that the value of Q2 is in the "strong" category. According to Ghazali (2016), the value of Q2 can be used to measure how well the observed value is generated by the model and also its parameter estimates. So that the Q2 predictive value made by the model is considered to have predictive relevance.

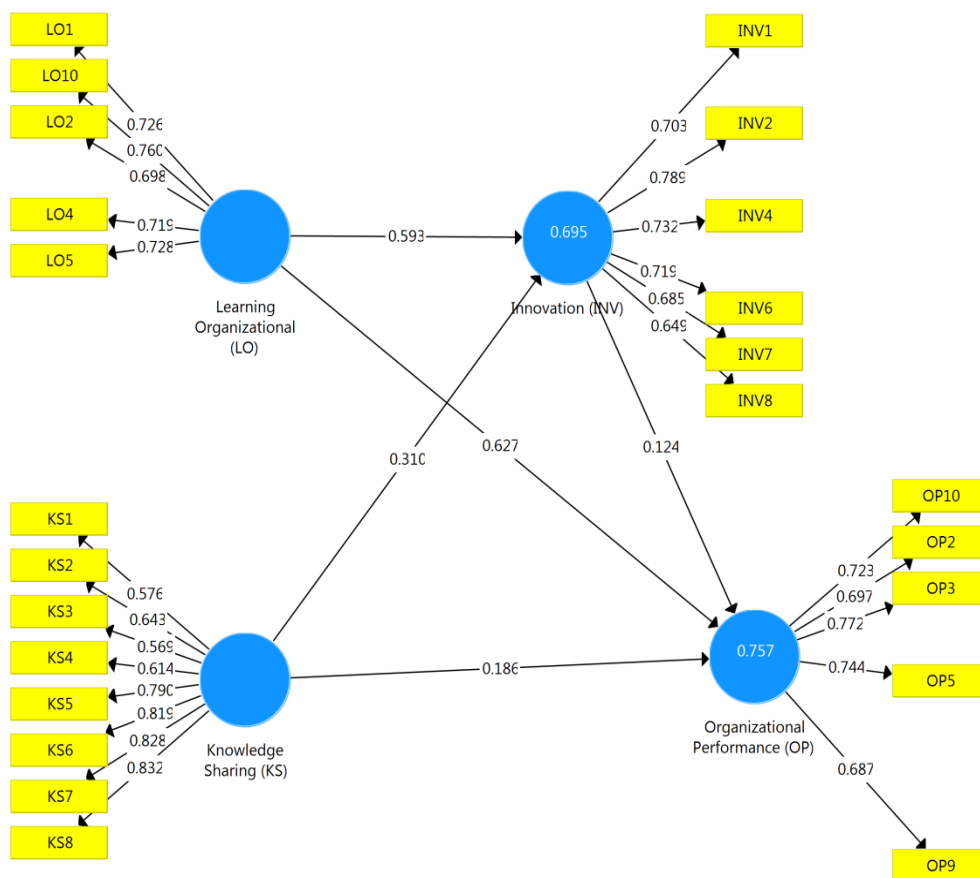


Figure 1: PLS model

Tabel 1. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Innovation ----> Organizational Performance	0.124	0.124	0.051	2.445	0.015
Knowledge Sharing--- Innovation	0.310	0.311	0.065	4.786	0.000
Knowledge Sharing ----> Organizational Performance	0.186	0.190	0.049	3.838	0.000
Learning Organizational ---> Innovation	0.593	0.591	0.065	9.140	0.000
Learning Organizational -----> Organizational Performance	0.627	0.623	0.056	11.259	0.000

Source: Primary data processed

Table 1 shows the results of the hypothesis testing :

1. Organizational Learning has a significant effect on Organizational Performance (Proven)
2. Knowledge Sharing has a significant effect on Organizational Performance. (Proven)
3. Learning Organizational has a significant effect on Innovation. (Proven)
4. Knowledge Sharing has a significant effect on Innovation. (Proven)
5. Innovation has a significant effect on Organizational Performance.(Proven)

In this research model, there are intervening variables, including Innovation .

Table 2. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Knowledge Sharing → Innovation→ Organizational Performance	0.038	0.039	0.020	1.954	0.051
Learning Organizational→ Innovation→ Organizational Performance	0.073	0.072	0.029	2.539	0.011

Source: Primary data processed

Table 2 shows the results of the indirect effect test

1. Innovation is not able to act as a mediator of Knowledge Sharing on Organizational Performance
2. Innovation is able to act as a mediator for Organizational Learning on Organizational Performance

Discussion

The Influence of Organizational Learning on Organizational Performance

The results of the data analysis conducted show that Organizational Learning has a significant effect on Organizational Performance, so that it can be explained that increased organizational performance can be formed through the existence of good organizational learning, the higher organizational learning will improve organizational performance. These results are in line with research conducted by Ramirez, et al (2011) which proves organizational learning has an effect on Organizational Performance. By implementing Organizational learning allows organizations to improve the quality and quantity of their performance and to achieve competitive advantage. However, the results of this study are not

in line with research conducted by Gomes (2016) which states that organizational learning has no significant effect on organizational performance. According to Senge (2006) organizational learning is an organization that continuously expands their capabilities and continuously learns to create the results they really want and a place to find new patterns and think broadly. In this study it was found that organizational learning has a direct effect on Organizational Performance. If managers continue to carry out the learning process and share knowledge with each other and work together in working groups, it will increase the ability and creativity of human resources in creating innovations that will ultimately improve organizational performance.

The Influence of Knowledge Sharing on Organizational Performance

The results of data analysis show that Knowledge Sharing has a significant influence on Organizational Performance, so it can be explained that organizational performance can be formed through knowledge sharing. The influence of knowledge sharing on organizational performance is positive, which shows that the higher Knowledge Sharing will have an impact on increasing organizational performance significantly. The results of this study are in line with those stated by Rasula, et al (2015) which states that knowledge management has a positive effect on Organizational Performance. Then Muthuveloo (2017) also states that tacit knowledge management has a significant influence on Organizational Performance. However, the results of this study do not support the results of Salama's (2017) study which states that knowledge management has no significant effect on Organizational Performance. The results of the research by Mills, et al (2010) also suggest that it does not directly affect Organizational Performance. According to Millmore (2007) that adopting knowledge management seeks to capture, disseminate and utilize existing knowledge and generate new knowledge to maintain an organization's competitive position and promote innovative behavior in an organization.

The Influence of Learning Organizational on Innovation

The results of the data analysis conducted show that Organizational Learning has a significant influence on innovation so that it can be explained that increased innovation can be influenced by the existence of supporting organizational learning. The effect of learning organizational on innovation is positive which shows that the higher organizational learning, the more it can increase innovation. The results of this study are in accordance with previous studies, Sanz-Valle, et al (2011) in their research stated that organizational learning is positively related to innovation. Agree with the findings put forward by Ugurlu (2016) that the dimensions of organizational learning capabilities have a positive influence on product innovation performance. Not only does it affect product innovation, Kiziloglu's research (2015) reinforces previous findings that there is a positive relationship between organizational learning and innovation in general. Managers believe that no organization can be successful by closing themselves off to change around and considering only financial criteria and performance criteria like quality anymore. hence the company must always carry out continuous learning so that the company will always innovate at all levels of the organization.

The Influence of Knowledge Sharing on Innovation

Knowledge Sharing has a significant influence on Innovation, so it can be explained that Innovation can be influenced by the level of Knowledge Sharing that is carried out. The influence of knowledge sharing on innovation is positive, which shows that the higher the knowledge sharing is carried out, the more it can increase innovation. The results of this

study are in line with those stated by Sabherwal and Fernandez (2010), that knowledge management has benefits for organizations, including; People, Process, Product, Performance. The results of this study support the research conducted by Chang, et al (2008), namely that knowledge management capability has a significant positive effect on innovation. In addition, Obeidat, et al (2015) also found that knowledge management has a positive and significant effect on innovation. This is because employees exchange direct knowledge and experience with the most knowledgeable. So that new knowledge will be obtained that can create new ideas so that innovation appears in the organization. Meanwhile, according to Cantner, et al (2011) in their research, they found that knowledge management significantly increases the success of product innovation and new things in the market. That means that companies that implement Knowledge Management have a higher success rate with product innovation and much higher success with new developments in the market than companies that don't. The same research results were also found by Abdi, et al (2015) in their research, where there was a significant influence between knowledge management on innovation.

The Influence of Innovation on Organizational Performance

Innovation has a significant influence on Organizational Performance, so it can be explained that organizational performance can be influenced by innovation, a positive influence which shows that the higher the innovation, the more it can improve organizational performance. These results can be interpreted that innovation has an important role in improving Organizational Performance. The results of this study are consistent with the research conducted by Keskin (2006) which states that innovation has a positive effect on organizational performance. This finding is also supported by Ho (2010) who states that innovation has a positive and significant effect on Organizational Performance. These results indicate that innovation is very important for companies because innovation has a major impact on Organizational Performance. Companies must follow market developments and environmental changes, with company innovation not being left behind by its competitors because it is able to create new innovations in the form of new products or new services that can improve Organizational Performance.

The indirect effect of Organizational Learning on Organizational Performance through Innovation

These results indicate that Innovation can act as a mediator of Organizational Learning on Organizational Performance. These results are in accordance with the research conducted by Noruzy, et al (2013) that organizational learning has an indirect positive influence on organizational performance through innovation. In addition, Correa, et al (2005) also found that organizational learning has a positive impact on organizational performance through innovation. These results indicate that innovation plays a bridge role to link organizational learning and organizational performance, so that the implementation of organizational learning can have an impact on organizational performance by producing innovative processes and products, and being able to compete with competitors. These results can be interpreted that innovation has an important role in improving Organizational Performance. The results of this study are consistent with the research conducted by Keskin (2006) which states that innovation has a positive effect on organizational performance.

Indirect influence of Knowledge Sharing on Organizational Performance through Innovation

The test results show that Innovation is not able to act as a mediator of Knowledge Sharing on Organizational Performance. The results of this study do not support the research

conducted by Noruzy, et al (2013) which states that knowledge management positively and indirectly affects organizational performance. Therefore, innovation plays a bridge role to link knowledge management to organizational performance. It also does not support the research of Ghochait, et al (2014) which found results, namely that there is an indirect influence between knowledge management and organizational performance where innovation is a variable that connects the two. Innovation plays an important role in the organization. To create these ideas organizations need to have knowledge and process them well. Organizations need to know the process of creating knowledge management capabilities. According to Muthuveloo (2017) the key advantage that organizations can get from knowledge workers is the ability to make decisions, where the decision-making process requires an in-depth understanding of the situation and considering all the related advantages and disadvantages before making a decision. Therefore, only those with knowledge and experience can make such a decision, which implies the importance of having knowledgeable employees. Additionally, these experienced and knowledgeable employees usually tend to have very good relationships with suppliers and customers. In this study, Innovation is not able to mediate between knowledge sharing and organizational performance. These results indicate that managers have shared knowledge to improve Organizational Performance, but the implementation of innovation must be based on the manager's ability to apply it in the company.

5. Conclusions

Organizational learning has a significant influence on Organizational Performance so that it can be explained that improving organizational performance can be formed through good organizational learning. The influence of learning organizational on organizational performance is positive which shows that the higher organizational learning will increase organizational performance. Knowledge Sharing has a significant influence on Organizational Performance so that it can be explained that organizational performance can be formed through knowledge sharing. The influence of knowledge sharing on organizational performance is positive, which shows that the higher Knowledge Sharing will have an impact on increasing organizational performance significantly. Then Muthuveloo (2017) also states that tacit knowledge management has a significant influence on Organizational Performance. Organizational learning has a significant effect on innovation. so that it can be explained that increased innovation can be influenced by supporting organizational learning. The effect of learning organizational on innovation is positive which shows that the higher organizational learning, the more it can increase innovation. Knowledge Sharing has a significant influence on Innovation. so that it can be explained that Innovation can be influenced by the level of Knowledge Sharing carried out. The influence of knowledge sharing on innovation is positive, which shows that the higher the knowledge sharing is carried out, the more it can increase innovation. The results of this study support the research results of Sabherwal and Fernandez (2010), that innovation has a significant effect on Organizational Performance. This study has important practical implications because it warns companies of the importance of implementing knowledge sharing in their companies. Knowledge Sharing, Organizational Learning and Innovation are proven to be able to improve Organizational Performance. Realistic communication, human relations, enhancing mutual trust, building mentoring relationships with supervisors, organizational support, information sharing, perceived fairness, relaxation, time management, work-related awareness, can help managers to improve performance In addition, managers must convey messages that are it is clear to employees that the organization feels responsible for, and values, its employees.

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**Assoc. Prof Nur Fadrih Asyik
President of STIESIA**

**Dr. Suwitho, M.Si.
Chairman of Conference**

