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THE ROLE OF KNOWLEDGE MANAGEMENT AND SUSTAINABLE COMPETITIVE ADVANTAGE

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Abstract

This study aims to determine the effect of knowledge management and competitive advantage on the performance of batik craftsmen in Kampoeng Jetis, Sidoarjo Regency. This study used a questionnaire by analyzing data from 30 respondents. Data were analyzed using SPSS in analyzing the validity and reliability test, classical assumption test and hypothesis testing. The results showed that knowledge management and competitive advantage had an effect on the performance of craftsmen. The study is limited to Kampoeng Batik Jetis Sidoarjo and need to conduct similar study in other craftmen community and be adjusted to creative economy industry basis.

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1. Introduction

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

Competitive advantage is necessary to achieve and sustain competitive success and become the backbone of an organization's economy (Best, 2001). Sustained competitive advantage (SCA) relates to the ability of an organization to consistently maintain and earn above average income(Porter, 1985). SCA has the ability to build and revitalize production processing systems and services to achieve and maintain a cost-effective position when compared to competitors(Adams & Lamont, 2003). In addition, SCA is a key concept in strategic practice that can produce a superior economy(Baaji, Greeven, & Dalen, 2004). The SCA on a continual basis maintained by the organization will lead to increased performance(Jackson, Hitt, & DeNisi, 2003). DeeperBharadwaj, Varadarajan, and Fahy (1993) stated that SCA can be expected to lead to market performance and financial performance.

The important role that knowledge management and SCA has in making these two constructs is studied and analyzed. Researchers use both constructs which relate to performance, organizational culture and so on. Knowledge management associated with performance is carried out by several researchers, among them areAnggapraja (2016) with findings that show that knowledge management results in satisfactory employee performance. Adzima and Sjahruddin (2019)using employees of the Office of the Religious Education and Training Center in Makassar obtained research findings that show that knowledge management has a positive effect on employee performance. Similar research was also conductedwith the findings that show that the components of knowledge management are closely related to organizational performance. However, there are findings of contradiction with similar research conductedChoirina (2014) obtained findings that indicate that knowledge management does not have a significant effect on employee performance, and knowledge management cannot mediate the effect of information technology on employee performance.

Several researchers also conducted SCA research on performance. Among them,Chiou, Chan, Lettice, and Chung (2011) obtained findings which indicate that there is a relationship between environmental performance and the company's competitive advantage. Wiggins and Ruefli (2002)stated that competitive advantage is the key in strategic management in achieving performance. However, his research findings indicate that SCA does not respond to strategic management to achieve performance. In his research,Chan, Shaffer, and Snape (2004) developing a model of competitiveness through human resource practices with the results showing that the model built has no effect on performance.

Based on the phenomena that exist in knowledge management and SCA as well as gaps in research findings, it is necessary to do further research. This study examines the existence of knowledge management and SCA on the performance of batik artisans in Kampoeng Jetis, Sidoarjo Regency. Sidoarjo Regency is an area which is experiencing rapid development in various sectors. It is not an exaggeration if Sidoarjo Regency announces the potential of Business Centers, one of which is Kampoeng Batik Tulis Jetis in the District of Sidoarjo City (Diskominfo 2018). And the formulations of the problems given are: (1) Does knowledge management affect the performance of batik craftsmen? And (2) Does Sustained competitive advantage affect the performance of batik craftsmen?

2. Literature Review

Contingency Theory

The presence of contingency theory begins with the emergence of classical management theory (scientific management) resulting from concerns of the bureaucracy and legal authorities.(Van de Ven, Ganco, & Hinings, 2013). Contingency theory is an approach to study using organizational design. Over 50 years of contingency theory influencing organization and management theory (Hanisch & Wald, 2012). In its development, contingency theory raises the idea that this theory is compatible with the components of managerial organizations and improves organizational performance (Çakır, 2012). The idea is proven by Battilana and Casciaro (2012) in research findings that contingency theory underlies the explanation of organizational change.

Knowledge Management

Information has the potential to become knowledge if the information is further processed. Knowledge can be utilized to become an organization's competitive advantage (Uriarte, 2008). Knowledge is important for organizations because knowledge is an organizational asset.Groff and Jones (2003) defines knowledge as information that is combined between understanding and ability, knowledge is 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. As for what is meant by tacit knowledge is knowledge that is stored in a person's brain. This type of knowledge refers to both personal knowledge that exists in individual experiences and knowledge that is difficult to transfer(Groff & Jones, 2003). Meanwhile, 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.

Sustainable Competitive Advantage (Continuous Competitive Advantage)

Every organization in a competition definitely wants a competitive advantage over its competitors becausean organization that is able to win the competition must have a competitive advantage (A & Ghozali, 2015). Organizations to gain competitive advantage need strategies in their operational activities. Competitive advantage is a complex phenomenon that depends on the presence of active leadership(Cockburn,

Henderson, & Stern, 2000). Competitive advantages can arise from technology factors, resource-based view (RBV) which emphasizes ideas and understands customer needs in depth.

Competitive advantage is part of strategic management (David & David, 2016). 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 different processes, namely: the exploitation of a combination of profitable practices and / or the market position of the organization.

Performance

Performance is a description of the level of achievement of the implementation of a policy activity program in realizing the goals, objectives, vision and mission of the organization as outlined in the strategic planning of an organization (Moeheriono, 2014). Good performance is the core of the organization because it includes an effective and efficient relationship between managers, employees, resource allocation and the environment (Abosede, Arogundade, Adebisi, & Akeke, 2011). Moeheriono (2014) dividing 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 (administrative performance), this performance is related to the relationship between authority and authority. 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 its vision and mission.

Hypothesis Development

This research has a simple model to answer the problem formulation. The research model can be described and developed the following hypothesis:

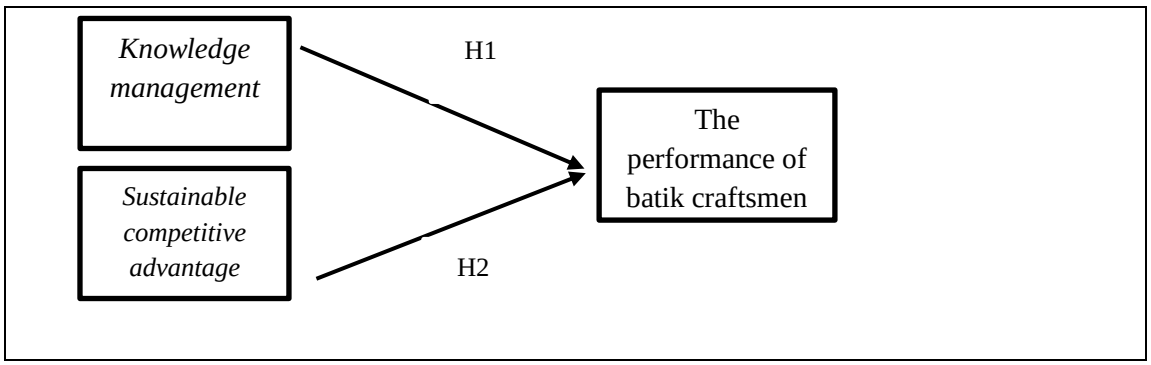

Figure 1. Research model

The Effect of Knowledge Management and Suistanable Competitive Advantage on Performance

Knowledge for organizations is a competitive factor in an increasingly globalized economy (Al-Hawamdeh, 2005). One of the factors that influence knowledge management is organizational culture (Allameh et al., 2011). And organizational culture has an impact on management performance (MS Ahmad, 2012). Thus the existence of knowledge management cannot be separated from performance.Chou and Huang (2011) Obtaining money findings shows that knowledge management has an impact on managerial performance.

The competitive advantage that the organization maintains over time will lead to high performance (Jackson et al., 2003). Research conductedJermias (2008) obtained findings that indicate that sustainable excellence has an influence on organizational performance. Kathuria (2000)obtained findings that indicate that organizations that emphasize excellence will improve their managerial performance. Thus, the hypotheses that can be given in this study are as follows:

H1: knowledge management affects the performance of batik craftsmen

H2: Sustainable competitive advantage affects the performance of batik craftsmen.

3. Research Methods

This research was conducted on batik craftsmen in Kampung Jetis, Sidoarjo Regency. Because the number of batik craftsmen in Kampung Jetis, Sidoarjo Regency is not large, the research was carried out by a census by distributing questionnaires.

Analysis Technique

Non-Response Bias Testing

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

Test data quality

The quality of data resulting from the use of research instruments can be evaluated through reliability and equivalence tests. This test is conducted to determine the consistency and accuracy of the data collected from the use of the instrument.

Classic assumption test

The classical assumption test is a statistical requirement that must be met in a multiple linear regression analysis based on ordinary least square (OLS). Ordinary Least Square (OLS) is a regression analysis that is often used rather than the maximum likelihood method(Gujarati, 2003). The classical assumption tests used in this research are normality test, multicollinearity test, and heteroscedasticity test.

Hypothesis testing
This study uses regression analysis to test all research hypotheses. With the analysis model as follows:

$$KP = a + b1KM + b2SCA + e$$

Information:

KP = Craftsman Performance
KM = *Knowledge Management*
SCA = *sustainable competitive advantage*
A = Constant
b1, b2 = Coefficient
E = *Error*

The research hypothesis testing is based on parameter estimation from the full structural equation model. Hypothesis testing of each research hypothesis is based on the value of the regression coefficient (parameter). The research hypothesis is accepted if the CR value is greater than the t-table value (± 1.96) or the significance level is equal to or below 5% ($p \leq 0.05$) (Hair, Black, Babin, & Anderson, 2010).

4. Results

Non Response Bias Testing
Non-response testing can be done in order to see the answers to respondents' participation. Non-response testing can be done with an independent sample t test. The test results can be shown in the following table:

Table 1. Non-response Bias Test Results

Construct	*Mean*Initial (n = 25)	*Mean*End (n = 5)	t-stat	p-value
Knowledge management	109,7200	111,8000	1,952	.173
Competitive advantage	12,3200	12,2000	.770	.388
The performance of batik craftsmen	40,2000	39,0000	1,501	.231

Source: Primary data processed, 2020

The non-response bias test results show that the p-value of each construct in this study has a value of > 5%. This means that there is no significant difference between the two groups who gave the initial response and the final response. Thus it can be concluded that there is no response bias problem in this study.

Data Quality Test
The validity test is conducted to show that the instrument measures what is being measured and the reliability test is used to test the consistency of respondents in answering the questionnaire questions. (Papilo, 2012). The validity and reliability tests

used the SPSS tool by using the Pearson correlation and Cronbach alpha. The results of the validity and reliability tests of the knowledge management construct (technology, structure and culture) are as follows:

Table 2. Results of the validity test and reliability test of the Knowledge Management Technology Dimensions

Variable	Instrument	Validity and Reliability Test			
		Validity	Descirption	*Cronbach alpha*	Descirption
Technology	T1	0.051	Invalid	0.564	Not reliable
	T2	0,000	Valid		
	T3	0.017	Valid		
	T4	0.790	Invalid		
	T5	0,000	Valid		
	T6	0.072	Invalid		
	T7	0.014	Valid		
	T8	0.125	Invalid		
	T9	0.010	Valid		
	T10	0.012	Valid		
	T11	0.020	Valid		
	T12	0.042	Valid		

Source: Processed from primary data, 2020

The results of the validity and reliability tests in Table 2 show that there are several invalid items, namely items: T1, T4, T6, and T8. Then these items must be excluded from the analysis. Likewise, the Cronbach alpha value has an unreliable value. So it needs to be analyzed again after removing the intended item. And the validity test is made again, but there is an invalid item, namely T7, then delete the item from the analysis. Therefore, need to analyze the validity and reliability test which can be presented in the following table:

Table 3. The results of the validity and reliability tests of the Knowledge Management Technology Dimensions after issuing items T1, T4, T6, T7 and T8

Variable	Instrument	Validity and Reliability Test			
		Validity	Descirption	*Cronbach alpha*	Descirption
Technology	T2	0,000	Valid	0.724	Reliable
	T3	0.006	Valid		
	T5	0.002	Valid		
	T9	0.001	Valid		
	T10	0.003	Valid		
	T11	0.008	Valid		
	T12	0.014	Valid		

Source: Processed from primary data, 2020

Table 3 after discarding invalid items, the values obtained are all <0.05. So that the technological dimension items are in valid condition. Likewise, the Cronbach Alpha value has a value above 0.6, then KM with the technological dimension is reliable. So that this item can be analyzed further.

Test the validity and reliability of knowledge management for the dimensions of the structure can be labeled as follows:

Table 4. Validity and Reliability Test Results for Knowledge Management Structure Dimensions

Variable	Instrument	Validity and Reliability Test			
		Validity	Descirption	*Cronbach alpha*	Descirption
Structure	S1	0.105	Invalid	0.480	Not Reliable
	S2	0.005	Valid		
	S3	0.001	Valid		
	S4	0.622	Invalid		
	S5	0,000	Valid		
	S6	0.027	Valid		
	S7	0.142	Invalid		
	S8	0.261	Invalid		
	S9	0.162	Invalid		
	S10	0.018	Valid		
	S11	0.007	Valid		
	S12	0.012	Valid		

Source: Processed from primary data, 2020

Table 4 shows the results of several invalid items, namely S1, S4, S7, S8, and S9. So, these items must be excluded from the analysis. Likewise, the Cronbach alpha value has a value less than 0.60, which is 0.480. Thus it is necessary to analyze again the validity and reliability test as follows:

Table 5. Results of the Validity and Reliability Tests for Knowledge Management in Structural Dimensions After issuing items S1, S4, S7, S8 and S9

Variable	Instrument	Validity and Reliability Test			
		Validity	Descirption	*Cronbach alpha*	Descirption
Structure	S2	0,000	Valid	0.630	Reliable
	S3	0,000	Valid		
	S5	0,000	Valid		
	S6	0.016	Valid		
	S10	0.011	Valid		
	S11	0.029	Valid		
	S12	0.003	Valid		

Source: Processed from primary data, 2020

Table 5 shows the results after removing invalid items, the validity value is <0.05 and the reliability is 0.630. Thus, the data for the knowledge management construct has a structural dimension in valid and reliable conditions. Then the data can be analyzed further.

The results of the validity and reliability tests for the cultural dimensions of the knowledge management construct can be presented in the following table

Table 6. The results of the validity test and reliability test for Knowledge Management in the Cultural Dimensions

Variable	Instrument	Validity and Reliability Test			
		Validity	Descirption	*Cronbach alpha*	Descirption
Culture	B1	0.080	Invalid	0.520	
	B2	0.054	Invalid		
	B3	0.369	Invalid		
	B4	0.172	Invalid		
	B5	0.001	Valid		
	B6	0.007	Valid		
	B7	0.837	Invalid		
	B8	0,000	Valid		
	B9	0.008	Valid		
	B10	0.047	Valid		
	B11	0,000	Valid		
	B12	0.024	Valid		

Source: Processed from primary data, 2020

Table 6 shows items that are invalid because they have a value of> 0.05, namely the items: B1, B2, B3, B4, and B7. In addition, the Cronbach Alpha value was obtained at 0.520. Then it is necessary to test the validity and reliability which is tabulated as follows:

Table 7. The results of the validity test and reliability test of the Cultural Dimensions of Knowledge Management after issuing items B1, B2, B3, B4, and B7

Variable	Instrument	Validity and Reliability Test			
		Validity	Descirption	*Cronbach alpha*	Descirption
Culture	B5	0,000	Valid	0.679	Reliable
	B6	0,000	Valid		
	B8	0,000	Valid		
	B9	0.004	Valid		
	B10	0.009	Valid		
	B11	0,000	Valid		
	B12	0.003	Valid		

Source: Processed from primary data, 2020

The results of the validity and reliability tests are shown in Table 7 shows that the item is in a valid condition because it is <0.05. And the Cronbach Alpha value> 0.60. So, the construct of knowledge management with cultural dimensions is valid and reliable. Then the data can be analyzed further. The validity and reliability tests for the construct of competitive advantage and the performance of batik artisans are presented in the following table:

Table 8. Results of Competitive Advantage Validity and Reliability Tests

Variable	Instrument	Validity and Reliability Test			
		Validity	**Descirption**	***Cronbach alpha***	**Descirption**
Excellence Competitive	KU1	0.024	Valid	0.677	
	KU2	0,000	Valid		
	KU3	0,000	Valid		
	KU4	0,000	Valid		

Source: Processed from primary data, 2020

Table 9. Results of the Validity Test and Performance Reliability Test of Batik Craftsmen

Variable	Instrument	Validity and Reliability Test			
		Validity	**Descirption**	***Cronbach alpha***	**Descirption**
Performance The craftsman Batik	KP1	0.445	Invalid	0.578	
	KP2	0.898	Invalid		
	KP3	0.027	Valid		
	KP4	0.026	Valid		
	K5	0.003	Valid		
	KP6	0.556	Invalid		
	KP7	0.001	Valid		
	KP8	0.132	Invalid		
	KP9	0.068	Invalid		
	KP10	0,000	Valid		
	KP11	0.005	Valid		
	KP12	0.037	Valid		
	KP13	0,000	Valid		

Source: Processed from primary data, 2020

The results of the validity and reliability test of the construct of competitive advantage are shown in Table 8 which shows that all items have a value <0.05 and Cronbach Alpha above 0.60. Then the construct data for competitive advantage can be analyzed further.

Table 9 shows the results that several items of the craftsman performance construct> 0.05 with a Cronbach Alpha value <0.60. So it is necessary to remove some invalid items, namely: KP1, KP2, KP6, KP 8, and KP9. And it is necessary to again test the validity and reliability as follows:

Table 10. The results of the validity test and performance reliability test of the batik craftsmen after issuing items of KP1, KP2, KP6, KP8, and KP 9

Variable	Instrument	Validity and Reliability Test			
		Validity	Descirption	*Cronbach alpha*	Descirption
Performance Craftsmen Batik	KP3	0.014	Valid	0.70	reliable
	KP4	0.005	Valid		
	K5	0,000	Valid		
	KP7	0,000	Valid		
	KP10	0,000	Valid		
	KP11	0.002	Valid		
	KP12	0.043	Valid		
	KP13	0,000	Valid		

Source: Processed from primary data, 2020

Validity and reliability tests after removing several items showed that the results of the remaining items had a value of <0.05 and a Cronbach Alpha value> 0.60, namely 0.70. Thus the data can be analyzed further.

Hypothesis testing

Model Feasibility Test (F Statistical Test)

The Model Feasibility Test is used to determine whether all the independent variables included in the model have an overall effect on the dependent variable which can be seen from the level of significance. The results of SPSS processing can be seen in the following table:

Hypothesis Testing (t Statistical Test)

The t test is basically used to test the effect of the independent variable partially (per variable) on the dependent variable whether it has a significant effect or not. Partial test criteria with a level of significant ά = 5%. Based on the analysis assisted by the SPSS program, the following table can be presented:

Table 11. Hypothesis Test

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,256	5,706		1,272	.214
	Knowledge Management	.173	.094	.343	1,850	.075
	Competitive advantage	.463	.344	.249	1,347	.189

a. Dependent Variable: Performance of Batik Craftsmen

Source: Primary Data Processed, 2020

Based on table 11, the following analysis can be given:

(1) The results of this study indicate that the tcount is 1,850 with a significance value of 0.075 which indicates that the value is> 0.05. This shows that the first hypothesis is not accepted. Knowledge Management has no effect on the performance of craftsmen.

(2) The competitive advantage in influencing the performance of craftsmen is shown in the t value of 1.347and a significance of 0.189. T count <1.96 and significance> 0.05 means that competitive advantage does not affect the performance of batik craftsmen.

Discussion

Based on the research findings, it shows that statistically: (1) knowledge management has no effect on the performance of batik craftsmen, and (2) sustainable competitive advantage does not affect the performance of batik craftsmen. Both of these research findings mean that the two hypotheses given in the study are rejected.

The first hypothesis testing shows a significant value above 5% which means that the hypothesis given in the study is rejected. The findings for the second hypothesis also obtained the same findings, namely a significant value above 5%. Then the second hypothesis was rejected in this study. The rejection of the two hypotheses means that the existence of a batik craftsman or the performance of a batik craftsman in Jetis Village, Sidoarjo Regency does not depend on knowledge management and sustainable competitive advantage.

The second research finding states that the performance of batik craftsmen is not influenced by sustainable competitive advantage. This finding supports Ruefli (2002) which states that sustainable competitive advantage does not respond to strategic management to achieve performance. And the findings on the second hypothesis in this study do not support the findingsChiou et al. (2011) which states that competitive advantage affects existing performance in the organization.

5. Conclusion and Suggestion

Based on the discussion of data analysis and proving the hypothesis regarding the influence of knowledge management and *sustainable competitive advantage*on the performance of batik craftsmen, it can be concluded: (1) Knowledge management has no effect on the performance of batik craftsmen. The rejection of the hypothesis is supported by the regression results which obtained a significance value above 5%, namely 0.075. (2) Sustainable competitive advantage has no effect on the performance of batik craftsmen. Rejection of the hypothesis is supported by the significance value of the regression of 0.189. This means that the significance has criteria above 5%, so the hypothesis is rejected.

Future research is expected to: (1) develop other dimensions that the knowledge management construct has in Small and Medium Enterprises based on the creative economy. Such as dimensions:*Acquisition Process, Conversion Process, Application Process* and Protection Process. (2) develop future research results by building a digital-based knowledge management system to document knowledge of batik culture as Indonesia's heritage

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