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Effect of Knowledge Management Strategies and Innovation on Organizational Performance, PT. KCJ (COMMUTER KAI JABODETABEK) Indonesia

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ABSTRACT: The purpose of this study is about the influence of knowledge management strategies and innovation can enhance organizational performance. This research was conducted on the electrical railroad (KRL), a land transportation mode operated by PT. KCJ (Commuter KAI Jabodetabek) Indonesia. The variables of study are operated by the dimensions of knowledge management strategy (codification and personalization), innovation (process and product) and organizational performance by using balanced scorecard indicators, namely financial perspective, customer perspective, internal business process perspective, and learning and growth process perspective. Analysis Data were used SEM-PLS with vadility test and reliability test and hypotheses tested using path coefficients. The results of the study shown that knowledge management strategies influence to innovation on organizational performance on PT. Commuter Line (Jabodetabek) Indonesia.

***KEYWORDS**: Knowledge Management Strategies, Innovation, Organizational Performance.*

I. INTRODUCTION

Globalization that sweeping the world today has made a lot of changes in the competitive business environment, the high of competition can result in many changes and developments in technology in conducting the business competition. One is the technological change that is to innovate to create the competitive world of business in an organization. Innovation is one strenght important strategy to increase economiic growth on organizational (Agbim et al.2013). Innovation is one important organizational strength strategy to increase economic growth. It needs a good knowledge to created innovation which increases organizational performance.

In the achievement of performance, knowledge is also one of the most resources has an important role to make a sustainable competitive advantage, one of which is the knowledge of each individual to develop their skills and career development (Puryantini et al. 2017). Therefore, the organization must have a good knowledge and deep, so that in the process of innovation and improve performance can be managed through a system knowledge management organization. Knowledge management is a key asset in the success of an organization for the success of an organization depends on knowledge management.

In the face of environmental change. According to Barney (1991) that a sustainable competitive advantage organization comes from the peculiarities of this valuable resource, resources are scarce, it is not perfect and does not imitable substitutable. Therefore, knowledge is very important and must be managed through a knowledge management system.

Innovation can be defined as a new way and a new combination that converts inputs into outputs that can produce changes in the relationship of values and prices offered to users in social and economic terms (De Meyer and Garg 2005; Fontana 2011). For the organization, innovation is a strategy that is very important in providing input and output for the community or users (Wu and Lin 2011). The Innovations that were have been done by PT. KCJ (KAI COMMUTER JABODETABEK) such as innovating the KRL operating system model, KRL access applications, vending machines (C-VIM), women's train (KKW), announcer stations, E-ticketing systems, KRL service officers (PPK), passenger information system (SIP) and others. PT. KCJ (KAI COMMUTER JABODETABEK) is transportation public service which using electric rail trains that service route connected to Jakarta, Bogor, Depok, Tangerang (Serpong) and Bekasi (Jabodetabek).

Nowadays many of employee's and passenger's chose PT. KCJ (COMMUTER KAI Jabodetabek) as alternative transportation for mobile. This reason was effort PT. KCJ to make innovation in service quality. Based on data survey PT. KCJ (COMMUTER KAI Jabodetabek) in 2012 total average of passengers KRL

about 366.358 passengers, andin 2017 the average passengers PT. KCJ (COMMUTER KAI Jabodetabek) about 993.992 passengers, Total passengers KRL from year 2012- 2017 are currently experiencing a significant increase of 122% even approximate the target PT KAI in 2019, the number of passengers reached 1.2 million.

For the importance of product and process innovation and company performance, especially in innovation cannot be separated from the knowledge possessed by employees is an important thing to be done by the company to achieve a company's goals and objectives. Objectives to be achieved by such an organization would need a useful assessment to determine the final destination of the organization. Performance is an overview of the level of achievement of the implementation of tasks in an organization, in efforts to achieve the goals, objectives, mission, and vision of the organization (Bastian 2001).

This is the main basis for doing this research, based on the fact that there are still many companies that lack the aspect of product development and innovation through knowledge of a person or group, which in turn will affect the company's performance. Based on this background, the purpose of this study was to determine the effect of knowledge management and innovation strategies in improving corporate performance. In addition, research is expected to provide guidance and information as input to an organization that megadopsi about knowledge management, innovation, and organizational performance and also on further research.

II. LITERATURE REVIEW

2.1 Knowledge Management

Knowledge management is a very brilliant concept widely known to the public, controversial discussions and needs due to environmental changes such as increasing global competition, information speed, and aging knowledge, product and process innovation dynamics, and competition through the buyer's market (Greiner et al. 2007; Picot 1998). According to Nonaka and Takeuchi (1995), knowledge management is a continuous process that can be divided into four sequential phases. The first is knowledge acquisition related to discovery and knowledge needs, the second is knowledge organization related to the process of gathering, filtering and storing knowledge, the third dimension of knowledge involves anyone who gets the knowledge and how the knowledge is distributed, and the last knowledge applications include the application of knowledge in new scenarios and learning from the scenario, the application of knowledge includes critical analysis and evaluation.

According to Gana (2011) knowledge is a concept that seems to be understood by the general, but actually, it is difficult to define knowledge difficult because knowledge is double dimensional, united in the person, stored in various types of documents both conventional and electronic. However, knowledge can be defined as moving from data, information, and knowledge (Firestone 2001). Data is basically the value of something that is visible and can be measured or its properties can be calculated. Information is data that is interpreted, has concepts that can be explored, formatted and filtered in certain ways. While knowledge is information that has been experienced, filtered and formatted in a very special way. Knowledge can be classified in several ways, among others, namely tacit knowledge, explicit knowledge, and cultural knowledge.Polanyi (1966) type subdividing knowledge into two parts and knowledge, tacit knowledge and explicit knowledge.

Tacit knowledge is the knowledge that is implicitly used by members of the Organization to be able to understand the world of work and carry out its work. Tacit knowledge is very difficult to verbalize, but otherwise expressed in the form of actions based on tacit knowledge skills are the basis of business innovation, and become socialized when individuals participate in a community. Tacit knowledge can also be realized through conversational modes, including analogies, metaphors or models, and through various public stories. Further tacit knowledge is expressed as explicit knowledge, while explicit knowledge is formally transformed knowledge through a system of symbols and signs that are easily communicated (Nonaka and Takuchi 1995).

2.2 Knowledge Management Strategies

Knowledge management strategy is defined as a knowledge to be codified and personalized to meet the specific needs of users while (Xie 2009) said that knowledge management is the process of placement, coding, and transfer of explicit knowledge and tacit knowledge among employees in an appropriate time and place. Research conducted by (Lopez et al. 2011) that knowledge management strategies (codification and personalization) impact on innovation and organizational performance directly and indirectly (through increased innovation capabilities).

According Moenaert et al. (1992) an information-based codification approach and knowledge-based personalization must be used to disseminate tacit and explicit knowledge, while according to Hansen et al. (1999); Malhotra (2004); Greiner et al. (2017) whereas according to (Hansen et al. 1999; Malhotra 2004; Greiner et al. 2017) that, the purpose of codification strategies collects knowledge stored in the database and shares and provides available knowledge explicitly in the form of codification.

Codification strategy refers to extracting explicit knowledge about how knowledge is stored in the computer and internet-based databases, which can only be accessed and reused by employees in the

organization. Explicit and codified knowledge with the approach ' people to document '. Therefore this strategy is document-driven. The aim of this strategy is to gain knowledge for each employee through the collection, classification, documentation, arrest, and recording process (Greiner et al. 2007; Kumar and Ganesh 2011). While (Hansen et al. 1999: Malhotra 2004) While (Hansen et al. 1999: Malhotra 2004) said codification strategies have the purpose of gathering knowledge, storing it in the database, and providing existing knowledge in explicit and codified forms.

Personalization strategies are closely related to employees who develop knowledge and most are shared through direct contact between employees. The aim of this strategy is to achieve knowledge transfer through informal tacit knowledge that is enhanced by individuals in an organization or company (Choi and Lee 2003). Instead, the focus of personalization strategies is not to store knowledge, but the use of Information Technology (IT) to help people communicate their knowledge. The purpose is to transfer a personalized strategy, communicate, and exchange knowledge through knowledge networks such as discussion forums. If the business strategy focused on generating specific solutions or new customers or product innovation, personalization strategies should be selected rather than the codification strategy (Hansen et al 1999).

2.3 Innovation

Innovation is a conceptualization activity, as well as ideas or ideas that can solve problems by bringing economic value to the company and social value to the community. Lee and Yu (2010); Agbim and Omattah (2013), said that innovation is a new approach by organizations in developing ideas, creating, implementing and modifying a product if needed while according to Lena and Lena and Lina (2009) innovation is a system of organizational activities that transform technology from ideas to commercialization, innovation refers to renewing new products, processes, and services. In other words, innovation in an organization is the application of new ideas or behaviors to the market industry or the general environment and also to the organization. In managing innovation so that effective and efficient managers must make changes related to the management of innovation and create a regulation for organizations to encourage to be innovative (Jones and George 2008).

Further, according to the innovation grouping (Tid *et al*. 2005), grouped innovation within four (4) categories namely, product innovation, process, position and paradigm, the first product innovations are changes in a variety of things that the products or services offered by a company or organization, the innovation process is a change in the way to produce and deliver products from companies that distributed to customers, third innovation is a change in the position of the context in which their perkenanlan new products or services to consumers or users, and the last is the innovation paradigm is the change in the underlying mental models (paradigms) that exist in the run the organization.

The study focuses on product and process innovation that is adopted from the research by Hilma and kaliapen (2015) cited in Schumpter (1934); Wang and Ahmed (2004), which have an impact on the performance of an organization.

2.4 Organizational performance

In organizations, of course, various levels of work, there are those that contain high risk, risks that are at low risk. There are jobs that are high load, medium load work and also low load jobs. According to Ma'arif and Kartika (2012) performance is the result which is the real value for the company, for example in the form of sales, production, quality, cost efficiency, profit and so on.

This study refers to the concept of Kaplan and Norton (1996), which introduced balanced scorecard emphasizing on all financial and nonfinancial measures become part of the information system for workers at all levels in the organization. Balanced scorecard arranged into four impartial perspectives (Creamer and Freund 2010), the perspective of financial, regarding how the company adds value to the shareholders of his, both customer perspective, regarding what is gained customers from companies and provide services to customers, third Internal business process perspective, involves action - any action to be done with excellence in order to succeed and focus on the use of customer information to sell new services according to their needs and the last is the perspective of learning and growth process, this perspective looks at the motivation, training, and capacity to innovate needed employees to implement the organization's goals and concerns orientation future success in adding value to the company.

III. METHODOLOGY

3.1 Data and sample

In this study, the type of data used is primary data obtained through questionnaires, interviews, and direct observations on the location of the study, secondary data obtained through library studies. The sampling technique used is non-probability sampling with the type of sampling used is purposive sampling ie researchers choose respondents in a subjective manner, purposive sampling is believed that the information needed for this research is obtained from a particular target group based on the criteria set by the researcher (Mulyanto and

Wulandari 2010). The research was conducted at PT. KCJ (KAI Commuter Jabodetabek), the sample size of this study was 100 respondents (employees) selected according to certain criteria working at PT. Jabodetabek Commuter Line, including consisting of 3 directorates namely finance and administration directorates, engineering and operations directorates and also director of marketing and operations.

From the 100 questionnaires, only 84 returnees were distributed for 1 month at PT. KCJ (KAI COMMUTER JABODETABEK and then analyzed using the SEM method, data analysis using SmartPLS software with vadility and reability tests with measurement models using the Likert scale 1 to 5. PLS (Partial Least Square) is a variance based structural equation analysis (SEM) which simultaneous testing of measurement models as well as testing structural models Ghozali (2008) explains structural equation modeling (Structural Equation Modeling) is a second generation multivariate analysis technique that allows researchers to examine the relationship between complex variables both recursive and non-recursive to obtain a comprehensive picture of the whole model.

3.2 variable measurement

The dependent variable in this study is organizational performance. The indicators used to measure organizational performance in this study are adopted from Kaplan and Norton's (1996) theory and research conducted by Yousif et al (2013), namely: 1. Financial perspective, 2 Customer perspective, 3. Internal business process perspective, and 4. Learning and growth process perspective.

Furthermore, the independent variable in this study is a knowledge management strategies adopted from the research by Yousif et al. (2013); Greiner et al. 2007; Ganesh and Kumar (2011) namely, codification and personalization. And the latter is mediating variables (moderating variable) adopted on research by Hilma and kaliapen (2015) cited in Schumpter (1934); Wang and Ahmed (2004), which consists of several classifications of products or services, process, markets, behavioral, strategic and open, but this study only focuses on the innovation process and product innovation or service Innovations that have an impact on organizational performance.

3.3 Research model

SEM-PLS analysis is used to determine the direct influence of the effect of knowledge management and innovation strategy to organizational performance PT. commuter line (jabotadebek). The following research model SEM-PLS can be seen in Figure 1 below.

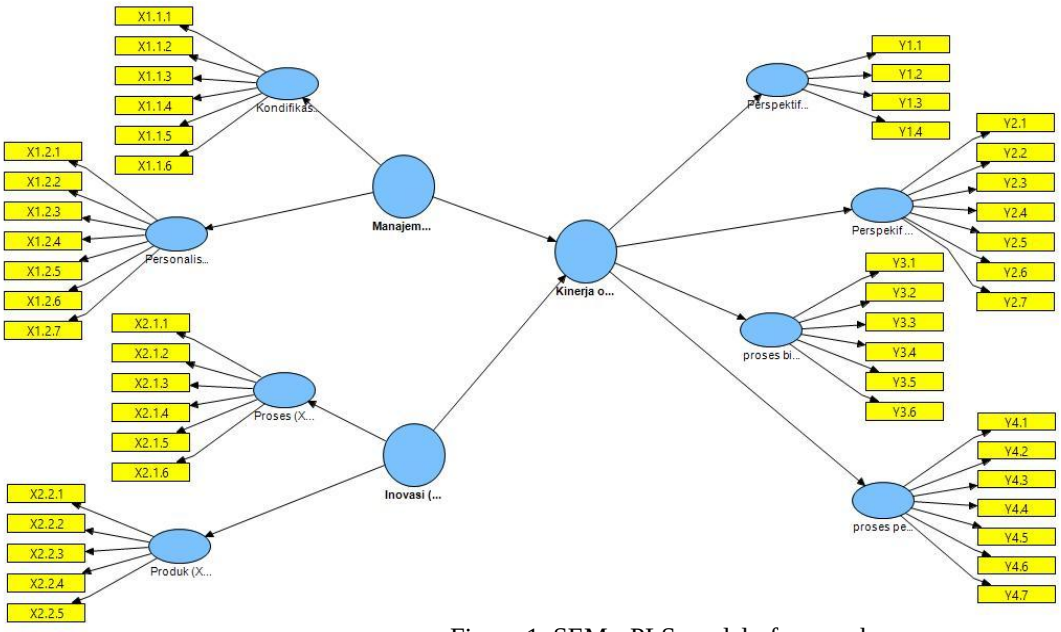

Figure 1. SEM - PLS model of research

Based on the research model, the hypothesis in this study are:

Hypothesis 1: Strategies Knowledge Management effect on innovation on PT. KCJ (COMMUTER KAI Jabodetabek) Indonesia

Hypothesis 2: Strategies Knowledge Management affect the performance of the organization on PT. KCJ (COMMUTER KAI Jabodetabek) Indonesia.

Hypothesis 3: Innovation as Strategy mediation Knowledge Management effect on organizational performance in PT. KCJ (COMMUTER KAI Jabodetabek) Indonesia.

IV. RESULT AND DISCUSSION

4.1 Characteristics of Respondents

Respondents in this study were all employees of PT. KCJ (Commuter KAI Jabodetabek) Indonesia who answer questions in the form of a questionnaire. Respondents were recruited for this study were 84 employees, which in turn all the respondents were chosen based on gender, age, education, past, and long work. In Table 4 below is the result of recapitulation data.

Based on Table 1. Characteristics of respondents results seen from gender in this study that some male sex with a percentage of 76.2 percent and female respondents with a percentage of 23.8 percent in this difference seen that male sex dominates the number of employees in PT. KCJ (Commuter KAI Jabodetabek) In age characteristics, the majority of young people dominate PT. KCJ (Commuter KAI Jabodetabek) with a percentage of the young age of 40.5 percent, then the percentage of middle age is 20.2 percent and the percentage of old age looks a little on the results of researchers that are equal to 3.6 percent.

Based on recent education, some respondents in this study were undergraduate, graduates (S1) with a percentage of 47.6 percent, then graduates graduated from D1-D3 (Diploma) with a percentage of 11.9 percent while respondents who had high school education with a percentage of 40.9 percent. Next based on the length of time the respondents worked at PT. KCJ (Commuter KAI Jabodetabek) with new entry level, with a percentage of 69 percent, then in the second position with junior staff, which is a percentage of 27.4 percent while the percentage of senior staff is 3.6 percent, then in terms of the percentage of working time still dominated by the age of beginners at PT. KCJ (Commuter KAI Jabodetabek).

Table 1 Characteristics of respondents

No	Karasteristik Responden		Frequency	Percentage (%)
1	Gender	Man	64	76.2
		Woman	20	23.8
Total			**84**	**100**
2	Age (years)	Young 0-29	64	76.2
		Medium 30-45	17	20.2
		Old 46-55	3	3.6
Total			**84**	**100**
3	Last Education	High School	34	40.5
		D1-D3	10	11.9
		Graduate (S1)	40	47.6
		Post Graduate (S2)	0	0
Total			**84**	**100**
4	Working Period (Months)	New Entry level 0-60	58	69
		Junior staff 61-120	23	27.4
		Senior staff 121-600	3	3.6
Total			**84**	**100**

Source: Primary Data processing (2018)

4.2 Validity test

The model was used to test the validity and reliability of the indicator variables. Validity test is done to determine the ability of research indicators measure what should be measured. Validity occurs if the score obtained from two different instruments that measure the same variables are strongly correlated. An indicator is said to meet the validity if the value of the outer loading > 0.5, AVE and communality > 0.5 (Ghozali 2008). In PLS reliability test can be done by using Cronbach's alpha and Composite Reliability. The lower limit value of variable reliability and acceptable if the value is > 0.6 and > 0.7.

Table 2 AVE and Communality

Latent variables	AVE	Communality	Description
Kondifikasi (X1.1)	0.532	0.532	Valid
Personalization (X1.2)	0.501	0.501	Valid
Process (X2.1)	0.585	0.585	Valid
Product (X2.2)	0.626	0.626	Valid
Financial perspective (Y1)	0.722	0.722	Valid
Customer perspective (Y2)	0.579	0.579	Valid
Internal business process perspective (Y3)	0.547	0.547	Valid
The learning and growth perspective (Y4)	0.635	0.635	Valid

Source: Primary Data processing (2018)

Based on Table 2 above it is known that the AVE and communality values, in general, are more than 0.5 in the codified dimension (X1.1) of 0.532, personalization (X1.2) of 0.501, process (X2.1) of 0.585, product (X2). 2) amounting to 0.626, financial perspective (Y1) of 0.722, customer perspective (Y2) of 0.579, internal business process perspective (Y3) of 0.547 and learning and growth perspective (Y4) of 0.635, the results in table 2 show AVE values and Communality has a significant value, meaning that very good vadility values can be seen in Figure 1, the outer loading value is more than 0.5 for all indicators, so it can be concluded that all indicators are valid.

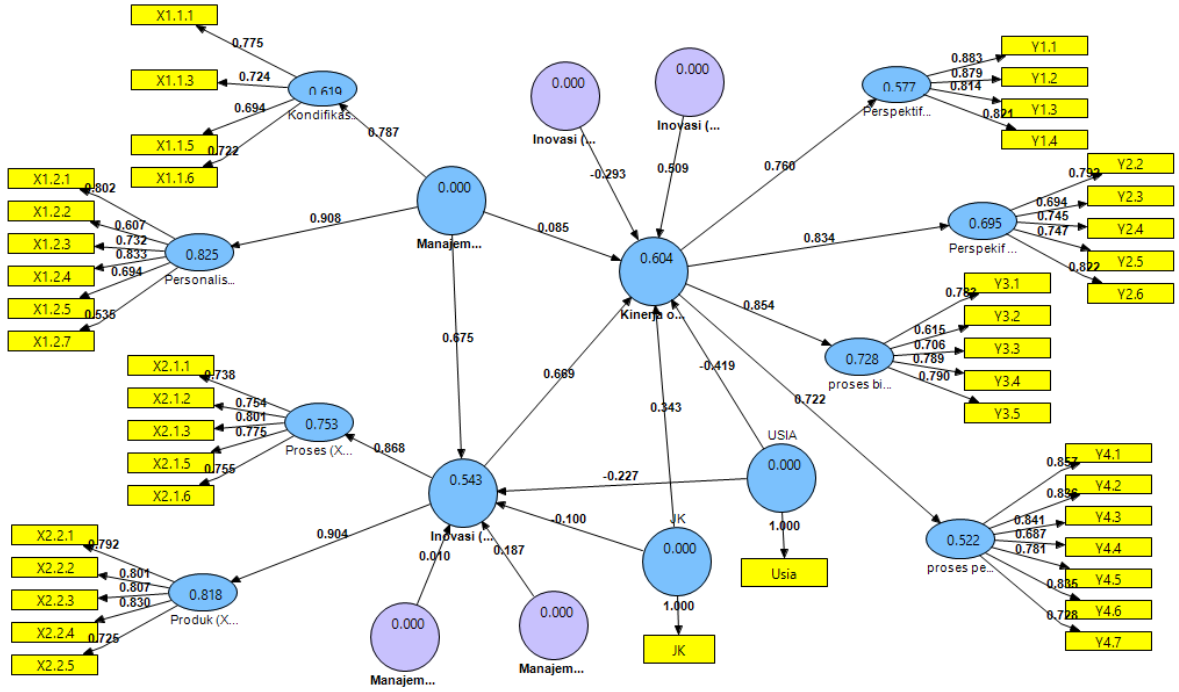

Figure 2. SEM Analysis Results - PLS

4.3 Reability test

The parameters used to assess reliability testing can be done with two measurement criteria, namely Cronbach alpha and Composite Reliability. An indicator is said to be reliable if the value of Cronbach Alpha is more than 0.6 and Composite Reliability is more than 0.7. The variable composite reliability test results are all above 0.70. It can be concluded that the variables in this study have good reliability. Based on table 3, the output value of the Cronbach alpha test on the conditional variable (X1.1) is 0.736, personalization (X1.2) is 0.794, process (X2.1) is 0.822, product (X2.2) is 0.850, financial perspective (Y1) of 0.871, customer perspective (Y2) of 0.818, internal business process perspective (Y3) of 0.787 and perspective of learning and growth process (Y4) of 0.903 is worth more than 0.7. It can be concluded that these variables have good reliability or variable has internal consistency and stability of a good indicator. It can be concluded that the variables used in this study have been reliable. output examination Cronbach and alpha composite reliability as presented in Table 2 below.

Table 3 Cronbach Alpha and composite Reliability

Latent variables	Cronbach'sAlpha	compositeReliability	Information
Kondifikasi (X1.1)	0.736	0.820	Well
Personalization (X1.2)	0.794	0.855	Well
Process (X2.1)	0.822	0.875	Well
Product (X2.2)	0.850	0.893	Well
Financial perspective (Y1)	0.871	0.912	Well

Customer perspective the (Y2)	0.818	0.872	Well
Internal business process perspective (Y3)	0.787	0.851	Well
The learning and growth perspective (Y4)	0.903	0.923	Well

Source: Primary Data processing (2018)

4.4 Hypothesis Testing

Hypothesis testing is done to answer the purpose of research, to answer the hypothesis was conducted engineering bootstrapping shown in the results of path coefficient table 4.

Table 4 Results of the path coefficient

Latent variables	Original Sample (O)	Standard Error (Sterr)	T-Statistics (|O / Sterr |)	Description
Knowledge-management (X1) ->	0.706	0.095	7.383	Accepted H1
Innovation (X2)				
Knowledge-management (X1) ->	0.082	0.054	1.511	Not accepted H2
Organization performance (Y)				
Innovation (X2) -> Organization	0.670	0.186	3.587	Accepted H3
performance (Y)				

Source: Primary Data processing (2018)

Hypothesis 1: Strategies Knowledge Management effect on innovation at PT. KCJ (Commuter KAI Jabodetabek) Indonesia

Based on the results of the coefficients in Table 4 the statistical value for the relationship between knowledge management to innovation with a t-statistic value of 7.383 is value> 1.96. This can be interpreted as accepting hypothesis 1, meaning a significant knowledge management strategy of 0.706, with increasing knowledge management strategies increasing the innovation at PT. Jabodetabek KRL. This hypothetical test result is in accordance with the results of a study from Yousif et al. (2013) and Lopez et al. (2011) said that knowledge management strategies are codification and personalization of definitions of innovation in an organization. Therefore, the knowledge that needs to be changed and personalization must be further enhanced in adding new insights or knowledge to all employees of PT. KRL Jabodetabek in order to increase creativity in innovation both in supporting and in creating new innovations

Hypothesis 2: Strategies Knowledge Management effect on organizational performance in PT. KCJ (Commuter KAI Jabodetabek)

Based on the results of path coefficient In Table 4 Statistical value to the relationship between knowledge management strategy to organizational performance with a value of 1.511 t-statistic value < than 1.96, it can be interpreted that the starting hypothesis 2 on organizational performance at PT. Jabodetabek KRL. It is therefore not a significant difference between knowledge management on organizational performance at PT. KCJ (Commuter KAI Jabodetabek). In contrast to past studies that there is a positive relationship between knowledge management strategy with organizational performance (Choi and Lee 2003) and Yu et al. (2006) states that a knowledge management strategy is the codification have significant positive effects on organizational performance improvement, while Bierly and Daly (2007) revealed that a knowledge management strategy (personalization) has a positive correlation with the performance of the organization. These results indicate that a particular organization PT. KCJ (Commuter KAI Jabodetabek), must increase knowledge management strategy that is codification and personalization to create new knowledge in improving the performance at PT. KCJ (Commuter KAI Jabodetabek)

Hypothesis 3: Innovation as Strategy mediation Knowledge Management effect on organizational performance in PT. KCJ (Commuter KAI Jabodetabek).

Based on the results of path coefficient In Table 4 Statistical value for the relationship between innovation on the performance of the organization with a value of 3.587 t-statistic value < from 1.96, so that it can be interpreted that accept the hypothesis 3 on organizational performance at PT. KCJ (Commuter KAI Jabodetabek). Based on Table 9 statistical values for the relationship between innovation to organizational performance value by 3.587 so that there is a significant influence on the performance of innovation. Because the first hypothesis, knowledge of a significant effect on innovation, so that the third hypothesis is accepted it means innovation mediate the indirect influence of knowledge management on organizational performance PT. KCJ (Commuter KAI Jabodetabek). These results indicate that innovation as mediation knowledge management strategy consisting of (codification and personalization) had significant influence significant and positive impact on organizational performance. It is supported by a study by Yousif et al. (2013) said that innovation can be an important role in mediating a significant positive relationship between knowledge management strategy and organizational performance.

V. CONCLUSIONS

Based on the results of the analysis in the research conducted at PT. KCJ (Commuter KAI Jabodetabek), that there is a significant effect of knowledge management strategies on innovation atPT. KCJ (Commuter KAI Jabodetabek). When the knowledge management strategy consists of (codification and personalization) can be applied to PT. KCJ (Commuter KAI Jabodetabek) then the knowledge they gain in increasing employee creativity in terms of more innovating to create a process, a better product of innovation. There is a significant indirect effect of knowledge management on organizational performance through innovation. Innovation gives an influence on the performance of related organizations in conducting new processes and products in innovation so that it can improve company performance and also knowledge management strategies can provide indirect influence on organizational performance through the mediation of innovation.

Codification management strategies are the knowledge that is coded or documented properly and stored in a database so that it can be accessed by users and can be used repeatedly by anyone in the organization. For this reason, PT. KCJ (Commuter KAI Jabodetabek) needs to increase knowledge of human resources that can access information on databases or documents that have been stored, for that a system similar to traditional libraries, which stores electronic documents with good search engine facilities that can be accessed by employees in increasing their knowledge so that more innovative in the process of modifying products and also the process of creating production so that it can improve company performance.

Personalization strategies are also the most influencing factors in making innovations to improve organizational performance. Personalization strategies are the knowledge that is shared through individual to an individual contact, individuals in groups and groups through experience and also aims to transfer knowledge, communicate, and exchange knowledge through knowledge networks such as discussion forums. For this reason, an organization should improve an approach between person to person between employees and establish good cooperation from the highest leadership to employees in exchanging knowledge through sharing and also in the form of experience in increasing knowledge to be more innovative in carrying out processes and products.

Process innovation and product innovation is a process of creating or modifying products that will be offered to customers to be able to improve organizational performance. Innovation is inseparable from the knowledge of individuals and teams and must also have teamwork in carrying out processes, products of innovation, especially product innovation that greatly affect the performance of the organization at PT. KCJ (Commuter KAI Jabodetabek) to provide solutions to current problems in improving service for KRL service users that can create a better organizational performance.

VI. SUGGESTION

Based on the above conclusions, this research is still far from perfection. It is expected that researchers in the future will add variables related to research on knowledge management strategies, innovation, and organizational performance because the general strategies of knowledge management and innovation are significant to organizational performance so that this research can be further developed in Hopefully this research can be useful and can increase knowledge about future knowledge.

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