

# The Effect of Marketing Knowledge Management on Innovation Performance and Business Performance

Widyana<sup>✉1</sup>, Yanti Mayasari Ginting

*Institut Bisnis dan Teknologi Pelita Indonesia*

DOI: [10.37531/sejaman.v5i1.1390](https://doi.org/10.37531/sejaman.v5i1.1390)

## Abstract

The role of marketing knowledge management can shape the company's dynamic capability to sustainably survive and create valuable innovations. This study aims to determine the effect of Marketing Knowledge Management on Innovation Performance and Business Performance. The research was conducted at PT. Decormart Mitra Jaya Pekanbaru. The population in this study were all employees of PT Decormart Mitra Jaya as many as 57 employees. The sampling technique used in this study is saturation sampling, that is all members of the population are used as samples. The data analysis technique used for hypothesis testing is path analysis with the Partial Least Square (PLS) approach using the SmartPLS ver 3.0 M3 software application. The results of this study indicate that Marketing Knowledge Management has a positive and significant effect on Innovation Performance, Marketing Knowledge Management has a positive and significant effect on Business Performance, Innovation Performance has a positive and significant effect on Business Performance, and Marketing Knowledge Management has a significant effect on Business Performance mediated by Innovation Performance.

**Keywords :** Marketing knowledge management, innovation performance, bussiness performance

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<sup>✉</sup> Corresponding author :  
Email Address : [yanti.mayasari@lecturer.pelitaindonesia.ac.id](mailto:yanti.mayasari@lecturer.pelitaindonesia.ac.id)

## PENDAHULUAN

Business performance is measured through the processes and results that are carried out and obtained by an organization, whether the organization is profit oriented or non profit oriented, which is produced in one period of time. Good business performance shows the management is able to manage the company well so that the goals of the business organization can be achieved (Edison, 2016).

PT Decormart Mitra Jaya is a company in Pekanbaru located at Avian Warehouse, Block H6, Jalan Arengka 2, Pekanbaru. This company was originally a distributor of building materials (Avian Paint) since 2003, then developed other businesses, namely Mulia Ceramics, and Granite importer.

Based on the company's business performance data, PT Decormart Mitra Jaya, seen from the annual profit, there was a decline in sales. The following is the target and realization data for PT Decormart Mitra Jaya for 2016-2020.

**Table 1. Target and Sales Realization of PT Decormart Mitra Jaya in 2016-2020**

Year	Target (Rp)	Realization (Rp)	Percentage (%)	Difference between Target and Realization (Rp)
2016	5.000.000.000	4.100.000.000	82,00	900.000.000
2017	5.800.000.000	4.350.000.000	75,00	1.450.000.000
2018	6.500.000.000	5.200.000.000	80,00	1.300.000.000
2019	7.000.000.000	5.900.000.000	84,25	1.100.000.000
2020	7.500.000.000	6.200.000.000	82,66	1.300.000.000

*Source: PT Decormart Mitra Jaya, 2022*

From Table 1. it can be seen that the percentage of sales realization achieved by the company in the last 5 years has fluctuated. Where in 2013 PT Decormart Mitra Jaya achieved a percentage level of sales realization that was not good. From the data, it can be seen that in 2016 the difference between target and realization was Rp.900,000,000, in 2017 the difference between target and realization was Rp.1,450,000,000, in 2018 the difference between target and realization was Rp.1,300,000,000, in 2019 the difference between the target and realization is Rp. 1,100,000,000, and in 2020 the difference between the target and realization is Rp. 1,300,000,000. This indicates that the company's business performance in terms of sales has fluctuated. Business Performance that fluctuates up and down could possibly be caused because the company pays less attention to the factors that affect Business Performance.

Key factor that influence Business Performance is Innovation Performance. Innovation Performance is the result of the performance of renewals and changes made by the company (Lee et al., 2016). Based on the results of observations and interviews conducted with HRD PT Decormart Mitra Jaya stated that the company has made innovations as can be seen before the company was engaged as a distributor of building materials (Avian Paint) since 2003, then innovation was carried out by developing other businesses, namely Mulia Ceramics, and Granite importer. But so far the innovations that have been made have not been able to increase the company's Innovation Performance. Furthermore, the innovations carried out are: from the administrative side, the company used to implement a recording system relying on Microsoft Excel, now it has been updated using special software that makes the administrative process easier. Currently the company has also provided promo member cards for customers who previously did not exist in the company.

Based on research by Bismo & Erwinta (2021) shows that there is a significant positive effect between knowledge management and innovation. Furthermore, based on previous research, Irawan (2020) shows that there is a significant positive effect between knowledge management and performance.

The form of Marketing Knowledge Management carried out at PT. Decormart Mitra Jaya Pekanbaru is through providing satisfaction to customers who come, arranging and arranging ceramics so that it is easier for customers to determine the

choice of products to be purchased and also brings convenience for customers in shopping for products.

Research by Al-Dmour et al. (2020) said that marketing knowledge management has a significant effect on performance mediated from innovation performance. That is, the better the understanding of marketing knowledge management, the better business performance and innovation performance will be.

Innovation Performance mediates the influence between marketing knowledge management and Business Performance because by utilizing marketing knowledge management the company can innovate in terms of marketing based on knowledge information obtained by management so that the innovations made will have an impact on increasing the company's business performance. Budiprayitno's research (2020) says that management knowledge has a significant effect on innovation and performance. Innovation has a significant effect on performance and that knowledge management has a significant effect on performance through innovation. Performance changes are mainly determined by the high ability to innovate because creative industry players have increased abilities and skills gained through the implementation of knowledge management.

Running a business in the midst of weak economy does have various challenges but as long as it continues to innovate there will always be opportunities for the business to survive. The consumers will tend to continue to look for new products that can give them satisfaction. So, if the company wants to stick with its business it needs continual innovation.

Innovation process depends on knowledge, especially since because it represents a realm much deeper than conventional data, information and logic. Therefore, the power of knowledge is in its subjectivity, which underlies the values and assumptions that lay the foundation for the learning process. Innovation is related to knowledge that can be used to create new products or processes and services, it uses to increase competitive advantage and to fill the customers' need.

Knowledge management is the backbone of innovation. Innovation is the discovery of a good or service that is marketed with a new idea for customer satisfaction, where the idea is managed and generated by knowledge management. Innovation has several sources, including: continuous improvement of quality and service of products, creating new ideas and taking advice from employees in the operational field. Management should focus on utilizing employee knowledge with the help of customer complaints; the company can improve the quality and service of the product. Organizational innovation is closely related to the ability to use knowledge resources to improve organizational effectiveness. The company's innovation in demonstrating the purpose of creating a new product or service in the market is recognized as an important source of competitive advantage of the company (Bismo & Erwinta, 2021).

Research conducted by Hasan & Raziq (2019) shows that there is a significant positive effect between knowledge management and innovation. Research conducted by Bismo & Erwinta (2021) shows that there is a significant positive effect between knowledge management and innovation. Research conducted by Meylananda et al.

(2021) shows that there is a significant positive effect between knowledge management and innovation.

**H1:** *Marketing Knowledge Management has significant effect on Innovation Performance*

Organizational performance and its development can be improved if employees have good knowledge, then employees can complete their tasks and work effectively and efficiently. It is still not effective because there is still no knowledge management owned by the employee. Thus, knowledge management in the organization can be useful as a state that creates, acquires, transfers, and leads towards the use of knowledge in order to improve organizational performance.

Knowledge management as part of activities used by organizations or institutions to identify, create, explain, and distribute knowledge that will be re-used, known, and learned within the organization. This activity is usually related to the objectives of the organization and it aimed at achieving a certain result in this case of performance (Meylananda et al., 2021).

Knowledge is recognized as an important asset of the organization. The most recent paradigm is that knowledge as a power. In the modern economy, organizations that utilize knowledge are organizations that have a competitive advantage. This competitive advantage is realized through the full utilization of information and data combined with utilizing the skills, ideas, commitment and motivations of employees (Irawan, 2020).

Research conducted by Prihartini & Sanuni (2019) shows that there is a significant positive effect between knowledge management and performance. Research conducted by Meylananda et al. (2021) shows that there is a significant positive effect between knowledge management and performance. Research conducted by Irawan (2020) shows that there is a significant positive effect between knowledge management and performance.

**H2:** *Marketing Knowledge Management has significant effect on Bussiness Performance*

Organization performance is important to aware because with organization performance runs effectively and efficiently, the vision and mission of the organization can be realized which will eventually generate profits according to the organization's goals. One of the efforts that can be done to improve business performance is to innovate.

The Companies that are able to use all the resources owned by the company will be easier to find existing innovations, both product innovations, processes, and administrative innovations. The ability of companies to implement organization learning will provide encouragement for companies to create efforts to utilize all available resources based on learning. These efforts will make it easier for companies to be able to create the best innovation strategy (Yanti Mayasari Ginting, Elfindri, Hafiz Rahman, and Dodi Devianto, 2019). The steps to find the best innovation strategy will have an impact on the better use of resources to produce optimal output. The ability to absorb learning of all knowledge possessed by the company will be useful for improving the company's performance (Budiprayitno, 2020).

The innovation is considered an important mechanism for being more competitive and for survival in the global business world. Innovation is an important force in improving organization performance and it can promote economic growth and development. Also, organizations must be innovative to survive and develop in a competitive and fast changing environment (Yanti Mayasari Ginting, Fransiska Natalia Ralahallo, Harry Patuan Panjaitan, 2020). So, the important thing and the organization must have is the success of creating innovation (Njogu, 2014).

Research conducted by Al-Ansari et al. (2013) shows that there is a significant positive relationship between innovation and organizational performance. Research conducted by Njogu (2014) shows that there is a positive significant relationship between innovation and organization performance. Research conducted by Budiprayitno (2020) shows that there is a significant positive relationship between innovation and organizational performance.

### **H3: Innovation Performance has significant effect on Bussiness Performance**

Abdurrahman (2021) explains that knowledge management is the way which organizations use collective intelligence to achieve their strategic goals. Knowledge management is not only about technology, but also about processes, people, behavior, ways of working, and other factors. Knowledge management plays a role in controlling knowledge simultaneously to deal with groups in making decisions, as well as competing well to achieve the desired achievement. If this can be carried out properly, innovations will appear in their business and will lead them to the expected level of business performance.

Research conducted by Bismo & Erwinta (2021) shows that there is a significant positive relationship between Marketing Knowledge Management and Bussiness Performance mediated by Innovation Performance. Research conducted by Meylananda et al. (2021) shows that there is a significant positive relationship between Marketing Knowledge Management and Bussiness Performance mediated by Innovation Performance. Research conducted by Budiman (2020) shows that there is a significant positive relationship between Marketing Knowledge Management and Bussiness Performance mediated by Innovation Performance.

### **H4: Marketing Knowledge Management has significant effect on Bussiness Performance mediated by Innovation Performance**

## **METHODOLOGY**

The population in the research is all employees of PT Decormart Mitra Jaya which is 57 employees. The sampling technique used in this research is saturation sampling by using all members of the population as samples (Sugiyono, 2017). The technique of data analysis used in the research is the Partial Least Square (PLS) approach using smartPLS ver 3.0 M3 software applications.

## **RESULTS AND DISCUSSION**

Employees are dominated by 41 men or 71.9%. Based on the age of the respondents, the majority were aged 31-40 years, as many as 32 people or 56.1%. Based on the education of the respondents, the majority of S1 graduates were 26 people or

45.6%. Based on the length of work, the respondents with the longest working period of 3-4 years were 19 people or 33.3%. Based on the type of work of the respondents, the most that is as sales as many as 15 people or 26.3%. Based on the income of the most respondents with a salary of Rp. 3,000,000–Rp. 4,000,000 as many as 28 people or 49.1%. The above information is presented in the table below (Table 2).

**Table 2. Characteristic of Respondent**

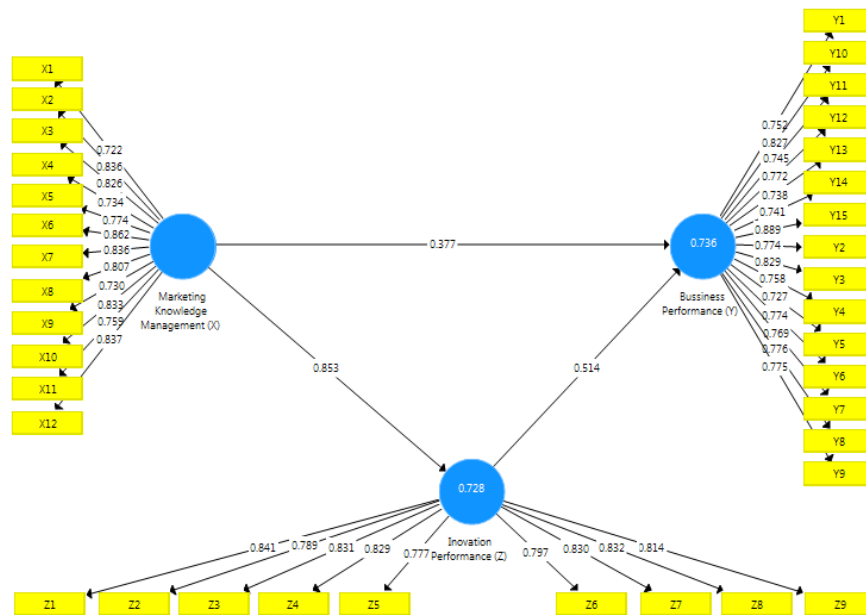
Charactheristic	Category	Total	Percentage (%)
Gender	Male	41	71,9
	Female	16	28,1
Age (Year)	21 – 30	10	17,5
	31 – 40	32	56,1
	41 – 50	15	26,3
	>50	-	-
Education	Senior High School	20	35,1
	Diploma Program	7	20,6
	Bachelor's Degree	26	45,6
	Master Degree	4	11,8
Job Duration (Year)	1-2	11	19,3
	3-4	19	33,3
	5-6	15	26,3
	7-8	6	17,6
	9-10	4	11,8
	>10	2	5,9
Job Position	SPV	2	3,5
	HRD	1	1,7
	Admin	4	7,0
	Accounting	2	3,5
	Sales	15	26,3
	Head of Warehouse	1	1,7
	Field Operator	6	10,5
	Head of Marchendiser	1	1,7
	Marchendiser	2	3,5
	Customer Service	4	7,0
	Administration Staff for Instagram	1	1,7
	IT Support	4	7,0
	Staff of Warehouse (saving and maintainance)	14	24,6
Salary	Rp.2.000.000 - Rp.3.000.000	12	21,0
	>Rp.3.000.000 – Rp.4.000.000	28	49,1
	>Rp.4.000.000 – Rp.5.000.000	7	12,3
	>Rp.5.000.000 – Rp.6.000.000	2	5,9
	>Rp.6.000.000 – Rp.7.000.000	2	5,9
	>Rp.7.000.000	6	17,6

Source : Processed Results Data, 2022

### Result Evaluation of Outer Model dan Inner Model

Measurement of model testing used to validate a research model that has built. Two main parameters built are the construct validity test (converging and discriminant validity) and the construct internal consistency test (reliability) (Jogiyanto & Abdillah, 2012).

For this research measurement can be seen in the following image:

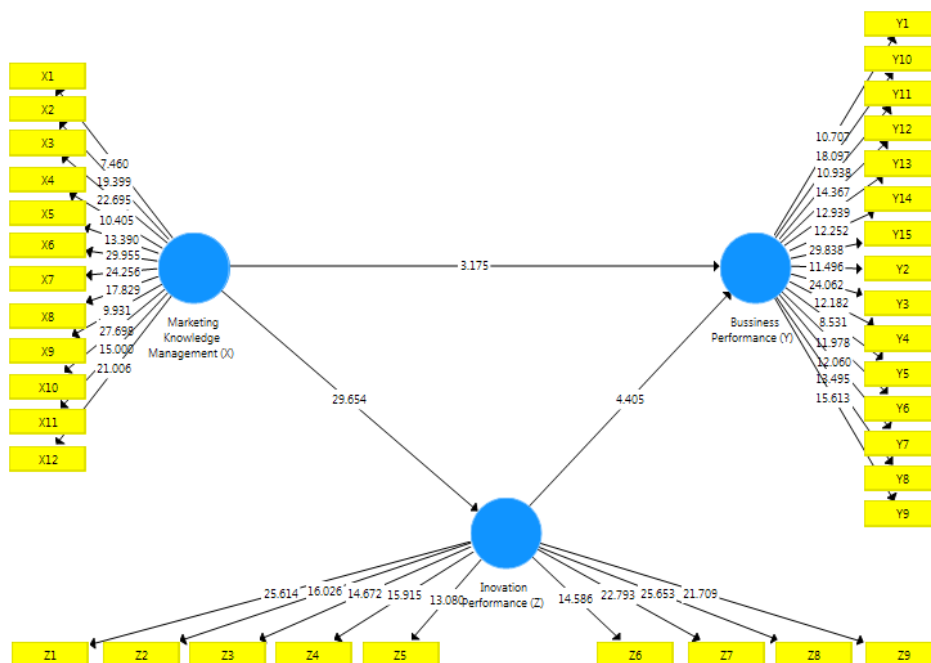


Source : Processed Results Data

### Figure 2. Outer Model

Based on the figure above, the outer loading value of each item of statement for all variables is loading values greater than 0.6 has a high degree of validity, thus it equals to convergent validity (Jogiyanto & Abdillah, 2012).

The results of the inner model, as follows:



Source: Processed Results Data

### Figure 3. Inner Model

The figure above is the result of measurement with the bootstrapping method of SEM PLS analysis. In PLS, measurement for each relationship using simulations by bootstrapping methods toward the samples. The test aims to minimize the problem of abnormality of research data. The test is also intended to get the test results of each hypothesis.

**Convergent Validity Test**

The validity test aims to determine the validity of any relationship between the indicator and its construct or latent variable. The validity test of measurement model with reflexive indicators is assessed based on the correlation between item scores or component scores estimated with the smartPLS program. Here is a picture of the calculation results of the smartPLS model, then see at the loading value of the indicator factors of each variable (Jogiyanto & Abdillah, 2012).

**Table 3. Value of Outer Loading**

Variable	Item	Outer Loading	Critical Value	Information
Marketing Knowledge Management (X)	X1	0.722	0,6	Valid
	X2	0.836	0,6	Valid
	X3	0.826	0,6	Valid
	X4	0.734	0,6	Valid
	X5	0.774	0,6	Valid
	X6	0.862	0,6	Valid
	X7	0.836	0,6	Valid
	X8	0.807	0,6	Valid
	X9	0.730	0,6	Valid
	X10	0.833	0,6	Valid
	X11	0.759	0,6	Valid
	X12	0.837	0,6	Valid
Inovation Performance (Z)	Z1	0.841	0,6	Valid
	Z2	0.789	0,6	Valid
	Z3	0.831	0,6	Valid
	Z4	0.829	0,6	Valid
	Z5	0.777	0,6	Valid
	Z6	0.797	0,6	Valid
	Z7	0.830	0,6	Valid
	Z8	0.832	0,6	Valid
	Z9	0.814	0,6	Valid
Bussiness Performance (Y)	Y1	0.752	0,6	Valid
	Y2	0.774	0,6	Valid
	Y3	0.829	0,6	Valid
	Y4	0.758	0,6	Valid
	Y5	0.727	0,6	Valid
	Y6	0.774	0,6	Valid
	Y7	0.769	0,6	Valid
	Y8	0.776	0,6	Valid
	Y9	0.775	0,6	Valid
	Y10	0.827	0,6	Valid
	Y11	0.745	0,6	Valid
	Y12	0.772	0,6	Valid
	Y13	0.738	0,6	Valid
	Y14	0.741	0,6	Valid
	Y15	0.889	0,6	Valid

Source: Processed Results Data

From the results of data processing with PLS in the table above, it can be seen that the majority of indicators on each variable in this research have a loading value greater than 0.6. This indicates that variable indicators that have a loading value greater than 0.6 have a high degree of validity, it equals to convergent validity. While, the variable indicators have loading values smaller than 0.6 have a low validity level, so the variable indicator needs to be eliminated or removed from the model (Jogiyanto & Abdillah, 2012).

**Table 4. The Result of Average Variance Extracted (AVE) Test**

Variable	Average Variance Extracted (AVE)	Information
Marketing Knowledge Management (X)	0.636	Valid
Inovation Performance (Z)	0.666	Valid
Bussiness Performance (Y)	0.604	Valid

Source: Processed Results Data, 2022

From the table above, it shows that the variable of *Marketin Knowledge Management* (X), *Inovation Performance* (Z), and *Bussiness Performance* (Y) have AVE value greater than 0.5, so the variable is valid.

### Composite Reliability Test

Construct reliability is measured by cronbach's alpha and composite reliability. The constructs will realiable if cronbach's alpha values are above 0.60 and composite reliability values above 0.70 so the indicators to be consistent in measuring the latent variables (Jogiyanto & Abdillah, 2012).

**Table 5. The Result of Composite Reliability Test**

Variabel	Cronbach's Alpha	rho_A	Composite Reliability
Marketing Knowledge Management (X)	0.948	0.951	0.954
Inovation Performance (Z)	0.937	0.939	0.947
Bussiness Performance (Y)	0.953	0.955	0.958

Source : Processed Results Data, 2022

Results test showed that the construct of all variables was reliable with Cronbach's alpha value above 0.60, and composite reliability greater than 0.7.

### Discriminant Validity Test

**Table 6. Value of Cross Loading**

	Marketing Knowledge Management (X)	Bussiness Performance (Y)	Inovation Performance (Z)
X1	0.722	0.522	0.568
X2	0.836	0.702	0.708
X3	0.826	0.709	0.774
X4	0.734	0.616	0.611
X5	0.774	0.504	0.679
X6	0.862	0.718	0.756
X7	0.836	0.685	0.674
X8	0.807	0.654	0.656
X9	0.730	0.586	0.638
X10	0.833	0.766	0.751
X11	0.759	0.614	0.642
X12	0.837	0.668	0.676
Y1	0.628	0.752	0.604
Y2	0.729	0.774	0.751
Y3	0.581	0.829	0.636
Y4	0.521	0.758	0.592
Y5	0.454	0.727	0.570
Y6	0.659	0.774	0.608
Y7	0.510	0.769	0.570
Y8	0.646	0.776	0.626
Y9	0.626	0.775	0.649
Y10	0.562	0.827	0.598
Y11	0.721	0.745	0.565
Y12	0.668	0.772	0.708
Y13	0.752	0.738	0.732
Y14	0.543	0.741	0.665
Y15	0.772	0.889	0.772
Z1	0.789	0.699	0.841
Z2	0.710	0.646	0.789
Z3	0.667	0.633	0.831
Z4	0.670	0.710	0.829
Z5	0.627	0.568	0.777
Z6	0.684	0.683	0.797
Z7	0.731	0.793	0.830
Z8	0.694	0.685	0.832
Z9	0.678	0.690	0.814

Source: Processed Results Data, 2022

Based on the table above, it shows that the outer loading value of each indicator item toward its construct (X, Z, and Y) is greater than its cross loading value. So, it can be concluded that all constructs or latent variables already have good discriminant validity, where the indicator on the construct indicator is better than the indicator in the other block (Jogiyanto & Abdillah, 2012).

### R Square Test

R-square is a goodness-fit test model for assessing how much variability of dependent variables can be explained by independent variables (Jogiyanto & Abdillah, 2012). The results for R square test of the Smart PLS output results, as follows:

**Table 7. R Square Test**

	<b>R Square</b>	<b>R Square Adjusted</b>
Bussiness Performance (Y)	0.736	0.726
Inovation Performance (Z)	0.728	0.723

*Source : Processed Results Data, 2022*

Based on the data presented above, it can be known that the R-Square value for the Performance Inovation (Z) variable is 0.728. The acquisition of the value shows that the percentage of Inovation Performance (Z) can be explained by Marketing Knowledge Management (X) of 72.8%, and the rest (27.2%) is influenced by other factors.

R-Square value for the Variable Bussiness Performance (Y) is 0.736. The acquisition of the value explains that the percentage of the amount of Bussiness Performance (Y) can be explained by Marketing Knowledge Management (X) and Inovation Performance (Z) is 73.6% simultaneously, and the rest (26.4%) is influenced by other factors.

### The Result of Hypothesis Test

The results of hypothesis testing for direct and indirect effect are on Table 8 and Table 9, as follows:

**Table 8. Direct Effect**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics (O/STDEV)</b>	<b>P Values</b>
Marketing Knowledge Management (X) → Inovation Performance (Z)	0.853	0.860	0.029	29.654	0.000
Marketing Knowledge Management (X) → Bussiness Performance (Y)	0.377	0.380	0.119	3.175	0.002
Inovation Performance (Z) → Bussiness Performance (Y)	0.514	0.512	0.117	4.405	0.000

*Source: Processed Results Data, 2022*

Based on the data presented in Table 8 above, it can be known that:

- a. The variable of marketing knowledge management (x) on innovation performance (z), p value is  $0,000 < 0.05$ . It shows that the variable of marketing knowledge management (x) has a positive and significant effect on the Inovation Performance (z).
- b. The variable of Marketing Knowledge Management (X) on Bussiness Performance (Y), P value is  $0.002 < 0.05$ . It shows that the variable of Marketing Knowledge Management (X) has a positive and significant effect on Bussiness Performance (Y).
- c. The Variable of Inovation Performance (Z) on Bussiness Performance (Y), P value is  $0.000 < 0.05$ . It shows that the Inovation Performance (Z) variable has a positive and significant effect on Bussiness Performance (Y).

**Table 9. Indirect Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Marketing Knowledge Management (X) → Inovation Performance (Z) → Bussiness Performance (Y)	0.438	0.439	0.099	4.416	0.000

Souce: Processed Results Data, 2022

Based on the data presented in Table 9 above, it known that the Marketing Knowledge Management (X) variable has P value of  $0.000 < 0.05$ , it means the marketing knowledge management (X) has a positive and significant effect on bussiness performance (Y) mediated by inovation performance (Z).

Based on all the results of data analysis and discussion above, it can be concluded that marketing knowledge management has a positive and significant effect on innovation performance. It shows that the higher marketing knowledge management, so the higher innovation performance, on the other hand the lower marketing knowledge management, so the lower innovation performance. Knowledge management has a positive and significant effect on bussiness performance. It shows that the higher marketing knowledge management, so the higher the bussiness performance, on the other hand the lower the marketing knowledge management, so the lower the bussiness performance. Innovation performance has a positive and significant effect on bussiness performance. It shows that the higher innovation performance, so the higher the bussiness performance, on the other hand the lower the innovation performance, so the lower the bussiness performance. Marketing knowledge management has a significant effect on bussiness performance mediated by innovation performance. This reveals that with the performance of innovation, the application of Marketing Knowledge Management will have an effect on increasing Business Performance.

Running a business in a bad economic condition has big challenges but as long as the organization innovates there will be opportunities for the business to survive. Consumers will tend to continue to look for new products that can provide the best solutions and benefits to the problems they face. The innovation process relies a lot on knowledge. Innovation is related to knowledge that can be used to create new products or processes and services to increase competitive advantage and meet changing customer needs. So in a lot of literature revealed that knowledge

management will affect the creation of innovation. Organizational performance can be improved if employees have good knowledge, so employees can complete their tasks and work effectively and efficiently. This is still not running effectively because Knowledge management has not been implemented by the organization. Knowledge management for organizations is very useful in creating, acquiring, transferring, and bringing organizations towards the use of knowledge in order to improve organizational performance.

Knowledge management is an effort used by organizations or institutions to identify, create, explain, and distribute knowledge that will be reused, known, and learned within the organization. This activity is usually related to the organization's goal to achieve a high performance (Meylananda et al., 2021).

Companies that are able to utilize all the resources owned by the company will find it easier to find existing innovations, both product, process, and administrative innovations. The company's ability to implement organizational learning will encourage companies to find ways to utilize existing resources to create innovation and organizational competitiveness. The ability to absorb knowledge will be useful for improving company performance (Budiprayitno, 2020).

Innovation is considered as an important mechanism to become more competitive and to survive in the global business world. Innovation is an important force in improving organizational performance and can increase economic growth and development. Organizations must be innovative in order to survive and continue to thrive in a competitive and rapidly changing environment. For this reason, the important thing that organizations must have is the ability to innovate which will affect good business performance.

Knowledge management is the way in which organizations use collective intelligence to achieve their strategic goals (Abdurrahman, 2021). Knowledge management is not only about technology, but also about processes, people, behavior, ways of working, and other factors. Knowledge management plays a role in controlling knowledge simultaneously to deal with groups in making decisions, as well as competing well to achieve the desired achievement. Marketing knowledge management will be able to affect business performance if it is mediated by good innovation performance. With ideas obtained through one's knowledge and experience, the ability to create innovation will further strengthen the implementation of knowledge management in an effort to achieve optimal business performance which will affect business sustainability.

## CONCLUSION

Further research can discuss the influence of marketing knowledge management and business performance on product competitiveness, sustainable competitive advantage, and marketing innovation. Furthermore, in further research, the research model can be analyzed in non-profit organization.

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