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The Effect of Knowledge Management and Innovation on Organizational Performance Through Competitive Advantages of Company Tvri Jakarta

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ABSTRACT

This study aims to: 1) To determine and test the direct effect of knowledge management and innovation on competitive advantage, 2) To determine and test the direct effect of knowledge management and innovation on organizational performance, 3) To determine and test the direct effect of competitive advantage on organizational performance and 4) To determine and test the indirect effect of knowledge management and innovation on organizational performance through competitive advantage. The research was conducted at the TVRI Jakarta office. The research sample consisted of 77 people consisting of supervisors, managers and directors. Consideration of sampling at midle and top management because they can provide in managerial decision making. Data analysis using path analysis.
The results show that: 1) there is an effect of knowledge management and innovation on competitive advantage, 2) there is knowledge management and innovation on organizational performance, 3) there is an effect of competitive advantage on organizational performance, and 4) there is no influence of knowledge management and innovation on performance organization through competitive advantage on TVRI Jakarta.
Keywords: ***knowledge management, innovation, competitive advantage, organizational performance***

Introduction

The development of mass media technology runs rapidly. Of all the mainstream mass media currently available, electronic media such as television dominates and is most widely consumed by the public. In modern society, mass media has a significant role as part of everyday human life. This is because television media fulfills the needs of society in providing information, education, culture, and entertainment needs. The speed of information conveyed has reached almost all residents of parts of the world, thanks to the role of advanced technology in the form of a communication network connected to the "communication satellite" as the driving force. Television has enormous potential than other electronic media, because of its direct, simultaneous, intimate, real, and audio-visual nature that combines spoken language, writing, video or moving images, animations, and sound effects into a single unit. .

Television is one of the media to satisfy the needs of its audience. With the advancement of science and technology, the development of communication, information and mass media technology has also progressed quite rapidly. Television mass media has now grown as a means of business. Now information has become a commodity that can be traded for profit. The large profit opportunities that can be provided by this television facility have made some parties feel tempted to enter the business. We can see this with the increasing number of television stations in Indonesia that continue to emerge.

TVRI is the oldest television station in Indonesia. He was born in 1962, on August 22, 1962, exactly on the opening day of the Asean Games, which was held for the first time in Indonesia. Since then, TVRI has grown into a prestigious institution in this country. There is no official who does not want his news to appear on TVRI. Like a single player, TVRI is the ruler of the sky in the Indonesian broadcasting world. Not only the luxury as a State Television owned by TVRI, but also an unlimited budget, because it became a propaganda tool of the government at that time.

This luxury, lasted quite a long time, until the 1980s. Around the 1980s, there was a private television station in Indonesia, RCTI. Shortly thereafter TPI, then successively between the 1980s and 1990s SCTV, ANTV, Indosiar, then Trans TV, Metro TV, Lativi (now TVOne). What's interesting is that every time a new TV appears, the position of TVRI's audience share continues to decline. Until the 2000s here, TVRI's audience share has always been at the top of all existing national and networked television stations.

This fact shows that, every time the number of competitors increases, TVRI always loses. Experience and flying hours as the oldest television station, do not seem to show its impact in the context of TVRI's defense in capturing television viewers. In fact, per individual skill, the technical ability of "TVRI people" is not bad. Because almost all the private televisions that appeared in the early period of their presence, the core team came from TVRI. What is wrong? This is a question that must be answered in this study. Why do the same resources, placed in different environments, produce different results?

TVRI itself, is not not trying to adapt to changes. Since its establishment until now, TVRI has changed legal entities at

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least four times. First as a Technical Implementing Unit of the Ministry of Information, then trying to become a Service Company, then a Limited Liability Company and since 2005, TVRI according to the Broadcasting Law has turned into a Public Broadcasting Institution, a new entity in the management of "state" media in Indonesia. And the format as a Public Broadcasting Institution officially only started in 2010, with the election of the TVRI Supervisory Board period I, with a tenure of 2010 – 2015. The status as a Public Broadcasting Institution (abbreviated as LPP) is still ongoing.

From the point of view of state politics, the status of the Public Broadcasting Institution does feel stronger and more independent. Because he has his own budget line, and is directly under the President and his Supervisory Board is selected through a strict selection in parliament. But precisely because of politics, the focus on TVRI's business development has been swayed. I say it's oscillating, because from the input side, the selection of TVRI Supervisory Board members, even though it requires professional capacity in the media sector, in certain conditions can become very political, because the parliament chooses them. Meanwhile, members of parliament come from various political parties. If there is great enthusiasm in parliament to support TVRI's progress through budget support, it does not mean that the government will immediately agree. And the support of large parliamentarians from diverse backgrounds does not necessarily mean good news for TVRI. The support that is too large from the parliament is very likely to require compensation in the form of TVRI's political support for certain political parties, and that has the potential to violate its neutrality.

The government itself does not have the same perception about TVRI. From the perspective of state finances, there are people who think that the TVRI entity, which is financed by the state through the state budget, should succeed in the state program – read the regime. In other words, if TVRI does not support the government, then there is not enough reason to give it a proper budget, except for routine budgets. In simple terms, I would like to say that the status of a public broadcasting institution that is carried by TVRI is not easy to implement, because in terms of budget it relies heavily on the state budget. And the state budget is a political product. It is not easy to be independent and neutral, when the main funding comes from an institution outside of oneself.

From the point of view of state institutions, TVRI's current position can be similar to that of the KPK. Because they both carry out their critical functions towards the state and society, but use the state budget. The Supervisory Board is also the same as the KPK Commissioners who are elected by the DPR and appointed by the President. But the fundamental difference and perhaps not many people realize is that the KPK is a monopolistic institution. Although his actions may make some government circles uncomfortable, he cannot be stopped. It is a single institution and tends to strengthen in line with the strengthening of public support for its performance.

TVRI to a certain extent can also act as "KPK" in its social criticism and independence function. The problem is, TVRI is not alone in Indonesia. There are 400 other television stations in this country. If we combine it with newspapers, radio and online media because of their information dissemination function, the number becomes thousands of media. In that position, the role of TVRI becomes "not felt".

So, with a reality like that, TVRI is no longer needed? In developed countries that are the reference for TVRI to become a public broadcasting institution, an institution like TVRI is still needed. Although the number of non-government media is also many. The keywords that public broadcasting institutions need are because they are able to carry out their functions as "The guardian of public trust".

This issue becomes more complicated, when we look inside, the human resources side of TVRI itself. Since its establishment until now, the largest portion of TVRI's human resources are Civil Servants. They are used to working under the orders of superiors. The boss changes, so they follow the new command. And so on. Despite the turmoil, one thing they have in common is that they have never experienced life in an environment of corporations and competition adequately. The opportunity to become a Limited Liability Company between 2002-2004 was a very short time to instill a corporate culture into TVRI people. Moreover, at that time, the preconditions for becoming a corporation, in my opinion, were not carried out adequately.

The twenty-first century is an era of knowledge economy, where most organizations have knowledge that enables them to improve their performance (Zaied, Hussein, and Hassan, 2012). Competitive advantage is able to significantly predict the variance in organizational performance (Raduan, et al., 2009 in Majeed, 2011). Organizational performance has become the most important issue for every organization, be it profit or non-profit, so it is very important for managers to know where the factors that cause organizational performance are to take appropriate steps (Abu-Jarad, Yusof, and Nikbin; 2010) .

The definition of organizational performance is the organization's ability to achieve its goals by using resources efficiently and effectively (Daft, 2000). Knowledge is seen as the most important resource in the company (Ling, Yih, Eze, Gan, and Pei Ling; 2008). Effective use of knowledge will not only create competitive advantage, but also improve organizational performance (Zaied, 2012). To obtain the maximum benefit from the knowledge possessed and to find out the knowledge that must be possessed, the company must manage its knowledge through knowledge management (Munir, 2011).

Kaplan and Norton (1992) say organizational performance is a description of the results of the company's activities and success in a certain period by looking at it from four sides, namely: (i) Learning & Growth, is a description of the infrastructure built by the company to increase performance growth. This process is related to human resources, organizational systems and procedures, (ii) Internal Business Process, is a description of the activities carried out by the company to create a product that can provide certain satisfaction for customers and shareholders. (iii) Customer is a description of the company's customer assessment on the market segment that has been chosen by the company to compete with their competitors. The market segment chosen by the company reflects the existence of these

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customers as a source of company income, (iv) Financial is a financial performance description that shows whether the implementation and execution of the company's strategy contributes to the company's goals.

Companies operating in a changing environment need structures and practices that have flexibility and rapid response capabilities. The company must continuously make improvements to its processes and products, including developing new products in accordance with dynamic market needs. Competition in today's global business requires companies to not only pay attention to the structure of the industry, but also to look at the internal perspective by carefully examining the resources they have and how to combine them to obtain core competencies and competitive advantages (Prahalad and Hamel, 1990). For this reason, a new paradigm is needed to understand how competitive advantage can be achieved.

The application of knowledge management in an organization or company is absolutely very important. This application is expected to enable the organization to formulate the company's vision and mission and make changes for the better based on an understanding of the dynamic business environment. Malhotra (2005) who said that the application of knowledge management in companies is important. This is because, 1) market competition is increasingly competitive and must be harmonized with many innovations 2) saving time in seeking business experience by acquiring knowledge 3) employee termination and increasing employee mobility in the work environment cause loss of company knowledge 4) there is a need to regulate improvement complexity towards small company operations and transactional operating sources 5) changes in strategy will lead to loss of knowledge, meanwhile more specific jobs require more information 6) organizational competition due to mastery of knowledge 7) is a lifelong learning need 8) ability in knowledge management is a major opportunity to achieve substantial savings, improvement in human resource performance and competitive advantage 9) there is a need to be able to acquire knowledge from external sources 10) knowledge is needed in decision making 11) there is growth in the business 12) increase employee retention through determining the value of employee knowledge and rewards.

Nassery in Liebowitz (1999) said that knowledge used in organizations is an interaction between two components, namely, human capital and information. Human capital is a person's knowledge, skills and abilities that can be used to produce professional services. Human capital also reflects the collective ability of the organization or company to produce the best solutions based on the competencies of everyone in the company. These competencies are determined by knowledge, imagination, intuition, education, skills and experience which are influenced by emotions and other attributes, while information includes documentation of human experience and intellectual achievements, including formulas to help with solutions, which are contained in books, magazines, research journals, reports, software, databases, compact disks, flash disks, hard disks and so on.

Knowledge management or knowledge management is a form of strategy and process by which an organization identifies, preserves and shares knowledge of the intellectual assets of its members and generates value from it for the benefit of the organization. Knowledge management refers to a multidisciplinary approach to achieving organizational goals by making the best use of knowledge.

The impact of globalization that is happening today requires many large and small-medium scale companies to always create competitive advantages in order to exist and be sustainable. Today's industry conditions are changing rapidly, including the shorter product life cycles. Competitive advantage comes from the characteristics of the organization itself which is formed from the various resources and capabilities it has. Organizational resources include both tangible and intangible. Competitive strategy appeared for the first time expressed by Porter (1980) in his article entitled "Competitive Strategy: Techniques for Analyzing Industries and Competitors" where his writings propose generic strategies for competitive advantage. Furthermore, the concept of competitive advantage was first introduced by Porter in 1985 in his article entitled "Competitive Advantage: Creating and Sustaining Superior Performance." Competitive advantage, by definition, is at the heart of a company's performance in a competitive market. Competitive advantage is about how a company actually puts generic strategies into practice. According to Porter (1985), competitive advantage grows fundamentally from the value that allows the firm to create that value for its buyers beyond the costs the firm incurs to create it.

Bernardin and Russell (1993) say that competitive advantage refers to the ability of an organization to formulate strategies to exploit profitable opportunities, thereby maximizing return on investment. Two key principles, perceived customer value and uniqueness, describe the extent to which a business has a competitive advantage. The same thing was also conveyed by Porter (1994) who said that competitive advantage is the ability of a company to achieve economic benefits above the profits that can be achieved by competitors in the market in the same industry. Companies that have competitive advantages always have the ability to understand changes in market structure and are able to choose effective marketing strategies.

In facing the increasing level of business competition, companies need a competitive advantage (CA) in order to survive in the midst of domestic business competition. The idea of competitive advantage itself, the main thing is to measure the success of the organization compared to competitors (Mahdi and Almsafir, 2014). Therefore, competitive advantage is one of the most important variables that can be used as a benchmark for a company's ability to face business competition

Companies produce high performance and innovate by creating original and competitive products, as researched by Lee and Tsai (2005); Eshlaghy and Maatofi (2011); Suliyanto and Rahab (2012); Pratono et al. (2013), that innovation affects the company's performance. Robbins (1994) defines innovation as a new idea that is applied to initiate or improve a product or process and service. Consumers do not only look at the value or function of a product that is needed, consumers also pay attention to other

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similar products. The development of successful innovation will be the right strategy to maintain the product's position in the market, because most of the competitors' products appear static. (Kensinger, 1997: 60). Innovation will be successful if it meets the wants and needs of consumers. Harris and Mowery (1990) state that innovation plays an important role in economic efficiency and to achieve long-term success especially in dynamic markets (Greco, Grimaldi and Cricelli, 2015; Baker and Sinkula, 2002; Balkin et al., 2002; Darroch and McNaughton, 2002; Lyon and Ferrier, 2002; Scherer, 1992; Uterback, 1994; Wolfe, 1994).

Research on knowledge management, innovation and competitive advantage and organizational performance has been carried out by Carolina López-Nicolás, ngel L. Merono-Cerdán, (2011); Siti Samsiah, Hendri Ali Ardi (2017); Fifi Surya Dewi Kusuma and Devie (2017), the results of the study show that knowledge management strategies have an impact on innovation and organizational performance and competitive advantage.

Literature Review

Organizational Performance

According to Stooner and Freeman (2010) organizational performance is a picture of how efficient and effective a manager is that indicates how well he sets and achieves the right goals and shows how well the organization does its job. Referring to the statement above, it can be concluded that the performance requires measurement and evaluation to determine the extent of the company's success in achieving certain goals. The aspects used to measure the performance are aspects of efficiency and effectiveness. This opinion supports the statement of Profiroiu (2001), which says organizational performance or organizational performance involves a relationship between goals, means and results so that performance is the result of the simultaneous implementation of efficiency, effectiveness and adequate budget processes.

Management experts Ivancevich, Donnelly and Gibson (1996) say that organizational performance or performance is the main picture of the success of an organization and its responsibilities. The statement confirms that performance is the standard of an organization to achieve success for which it is responsible. Another researcher Rolstadas (1998) said that the organizational performance system is a complex relationship and involves seven performance criteria that must be followed, namely, effectiveness, efficiency, quality, productivity, work quality, innovation, and profitability. Performance is closely related to the achievement of the criteria listed above, which can be considered as performance objectives.

Bernardin (2009) defines organizational performance as a record of the final results of an activity or task held at a certain time. This is reinforced by the opinion of Tangkilisan (2007) which says that organizational performance is a condition related to the success of the organization in carrying out its mission. Long before Rue and Byars (1981), said that performance or performance is defined as the level of achievement of results or the degree of accomplishment or in other words performance is the level of achievement of an organization's goals. For many people, performance can also be interpreted as an achievement that can be achieved by an organization.

Organizational performance is the totality of the work achieved by an organization, achieving organizational goals means that the performance of an organization can be seen from the level of the extent to which the organization can achieve goals based on predetermined goals (Surjadi, 2009). This opinion strengthens the previous researcher, Sobandi (2006) who said that organizational performance is something that has been achieved by the organization within a certain period of time, both related to inputs, outputs, outcomes, benefits, and impacts. The view of Kaplan and Norton (1992) says that organizational performance is the result of the company's activities and success in a certain period by looking at it from four sides, namely: (i) Learning & Growth, is a description of the infrastructure built by the company to increase performance growth. This process is related to human resources, organizational systems and procedures, (ii) Internal Business Process, is a description of the activities carried out by the company to create a product that can provide certain satisfaction for customers and shareholders. (iii) Customer is a description of the company's customer assessment on the market segment that has been chosen by the company to compete with their competitors. The market segment chosen by the company reflects the existence of these customers as a source of company income, (iv) Financial is a financial performance description that shows whether the implementation and execution of the company's strategy contributes to the company's goals. Furthermore, from this understanding, the four perspectives above are taken as research indicators for organizational performance.

Referring to the opinions of the experts and researchers above, it can be concluded that organizational performance is a description of a result (output) of a certain process carried out by all components of the organization on the resources used (inputs) along with the process and within a certain time where performance is reflected in aspects financial, the effectiveness and efficiency of the company in carrying out its business processes, customer growth, employee productivity, capacity and capability.

Referring to the views of Kaplan and Norton (1992) who saw a picture of organizational performance from a financial and non-financial perspective and in line with the opinions of other experts who have been presented above, this view was adopted as an indicator of organizational performance, namely:

1. Learning & Growth
2. Internal Bussines Process
3. Customer
4. Financial

Knowledge Management

Nassery in Liebowitz (1999) says that knowledge used in organizations is an interaction between two components, namely, human capital and information. Human capital is a person's knowledge, skills and abilities that can be used to produce professional services. Human capital also reflects the collective ability of the organization or company to produce the best solutions based on the competencies of everyone in the company. This competence is determined by knowledge, imagination, intuition, education, skills and experience which are influenced by emotions and other attributes. Meanwhile, information includes documentation of human experience and intellectual achievements, including formulas to help with solutions, as outlined in books, papers, research, reports, software, databases, compact disks and digital video discs, universal serial buses and so on.

Resource based view of firm (RBV) theory that if strategic resources meet several criteria, namely rare, valuable, difficult to imitate and difficult to replace, knowledge based view of the firm (KBV) theory supports the view that knowledge is the most strategic resource because it fulfills these criteria. Excellent organizations or companies that are able to manage knowledge to innovate in the future, in line with Senge's (1995) statement about learning organizations, namely those who carry out learning activities are human resources in an organization or company (Dalkir, 2008). 2005).

Knowledge management is organized information so that it can be applied to solve problems. Turban et al (2004) which says that knowledge is information that has been analyzed and organized so that it can be understood and used to solve problems and make decisions. To obtain optimal benefits from the knowledge possessed by human resources in an organization or company, knowledge management is needed. (Natek, 2016).

Knowledge management according to Swan et al (2005) is any process or practice to create, acquire, raise, share and use knowledge wherever it is that is useful for improving learning and performance in organizations or companies. Knowledge management is carried out by identifying the knowledge possessed by all human resources and utilizing it as a competitive advantage. There are eight knowledge management processes, namely: (1) target setting process (2) knowledge identification process, (3) knowledge acquisition process, (4) knowledge development process, (5) knowledge sharing and distribution process, (6) knowledge maintenance and storage process and (8) evaluation process and knowledge measurement. Then simplified by McElroy (2002) into three processes, namely the knowledge acquisition process, the knowledge sharing process and the knowledge utilization process (Sharokhi, Mobarakabadi, & Slambolchi, 2017).

Referring to the opinion above, knowledge can be said to have three important things, namely: (1) Knowledge is a collection of information about intuition, experience and sequence of activities, (2) Knowledge is organized and analyzed so that it can be understood and applied. (3) Knowledge is used as a guide for thinking, behaving, communicating, solving problems and making decisions.

The implementation of knowledge management in the company involves 3 (three) components:

1. Man
   A successful application of knowledge management must be supported by the availability of competent human beings, therefore what needs to be developed is the existing human competencies in accordance with their roles and responsibilities in managing knowledge and carrying out knowledge management processes (learning, improving or developing knowledge).
2. Process
   The knowledge management process will facilitate the innovation/creation of knowledge and facilitate the transfer of knowledge. Therefore, it is necessary to create a good transfer and flow of knowledge through identification and mapping of knowledge and analysis of social networks.
3. Technology
   Technology will help collaboration and communication that occurs in the knowledge management process including capturing, storing and making it easier to use information, therefore it is necessary to build collaboration and technology-based supporting facilities such as storage databases/databases, servers, portals or other information technology devices (Idrees, 2010). 2011).

Innovation

Innovation is the idea of openness to new ideas as an aspect of corporate culture, innovation is an idea, practice or object/object is recognized and accepted as a new thing by any person or group to be adopted. This means that innovation is an idea, idea, practice or object/object that is realized and accepted as something new by a person or group for adoption. (Robbins, 2005) defines innovation as a new idea applied to initiate or improve a product or process and services. This means that innovation is a new idea that is applied to initiate or improve a product or process and service. (Robbins, 2005)

Robbins (2005) defines innovation as the process of turning creative ideas into useful products or work methods. While Kasali (2010) says that innovation is the ability to see things in new ways and sometimes out of the box thinking. Thus, innovation is a new idea or idea for an improvement in a product or service. Innovation occurs because of training and learning with invention and commercialization. In other words, innovation is an organization that integrates technology, organization and market changes to continue to exist and develop.

In general, researchers use the concepts of innovation and innovativeness in research before 2000 and use the term innovation orientation after 2000 (Jabeen, Alekam, Aldaoud, Nik Kamariah Nik Mat, Zureigat, Nahi, Fadel al Junaidi, 2013). In accordance with the opinion of Eris and Ozmen (2012), innovation is an activity that challenges and faces uncertainty that exists and an updated version of innovation orientation is the development of current products and production processes, as well as radical innovation which is basically the development or application of new ideas and new technologies. in other words, innovation challenging activities and the unpredictability of existing and updated version orientation, innovation is the development of current products and production processes, as well as radical innovations that basically the development or implementation of new ideas and new technologies.

The indicators of innovation according to Serna, Martinez & Guzman (2013) are:

1. Product innovation: the introduction of a new product or service that has been introduced to consumers as a renewal of an existing product or has undergone a significant improvement in terms of the characteristics or intended use of the product.

2. Process innovation: the application of production or delivery methods that are completely new or have undergone significant improvements.
3. Marketing innovation: the application of new marketing methods or significant improvements in packaging or product design, product placement, product promotion and pricing with the aim of increasing sales, meeting consumer needs, opening new markets, placing the company's products in the market
4. Management/organizational innovation: application of new organizational methods to business practices, workplace organization, company external relations. (Serna, Martinez & Guzman, 2013).

Competitive Advantage

Competitive strategy appeared for the first time expressed by Porter (1980) in his article entitled "Competitive Strategy: Techniques for Analyzing Industries and Competitors" where his writings propose generic strategies for competitive advantage. Furthermore, the concept of competitive advantage was first introduced by Porter in 1985 in his article entitled "Competitive Advantage: Creating and Sustaining Superior Performance." Competitive advantage, by definition, is at the heart of a company's performance in a competitive market. Competitive advantage is about how a company actually puts generic strategies into practice. According to Porter (1985), competitive advantage grows fundamentally from the value that allows the firm to create that value for its buyers beyond the costs the firm incurs to create it.

Bernardin and Russell (1993) say that competitive advantage refers to the ability of an organization to formulate strategies to exploit profitable opportunities, thereby maximizing return on investment. Two key principles, perceived customer value and uniqueness, describe the extent to which a business has a competitive advantage. The same thing was also conveyed by Porter (1994) who said that competitive advantage is the ability of a company to achieve economic benefits above the profits that can be achieved by competitors in the market in the same industry. Companies that have competitive advantages always have the ability to understand changes in market structure and are able to choose effective marketing strategies.

Based on a study conducted by Porter (1994), several ways to obtain a generic strategy are classified into three categories, namely cost leadership, differentiation, and focus on achieving competitive advantage. Meanwhile, the opinion of other experts Pitts et al. (1996), said that competitive advantage will build skills for the performance of activities that are more than competitors or more effective than competitors, in other words companies build competitive advantages by utilizing strengths for some activities more than their performance. This opinion is supported by Wensley's (1998) statement which says that the basic unification of competitive advantage from all capabilities and from all sources within the organization is a determining factor of position and relatively better performance compared to competitors. Activities from the company's performance in particular will be the basis for building sources that have a competitive advantage.

According to Schermerhorn (2011). "Competitive advantage is the ability to do something so well that one out performs competitors." From the definition above, it can be explained that competitive advantage is the ability to do something well so that one is superior to competitors. In addition, Johnson et al., (2017) also conveyed in the same tone that competitive advantage or competitive advantage can be defined how a company or organization creates value for its users that is both greater than the cost of creating it and superior to competitors

The era of globalization is marked by the development of technology and the rapid flow of information. Executives are required to know how companies compete with each other while gaining and maintaining a competitive advantage. Without a competitive advantage, the company will only be able to enjoy normal returns. Companies that are able to create a sustainable competitive advantage are required to not only rely on one company's strengths, but also strive to design strategies that cover all aspects. Today's competitive advantage is becoming increasingly important due to increasingly fierce market competition, an increasingly dynamic business world and the rapid change of market leaders.

The ability of a company to establish, maintain and renew competitive advantage is a must for the survival of every company. Competitive advantage cannot be formed in a short time, it takes time and effort and the right strategy to form it. The payoff from companies that can form a competitive advantage is enormous. With these capabilities, they will be better than competitors and allow companies that have a competitive advantage to be at the forefront of their fields.

According to Best (2013), competitive advantage also comes from differentiation (products, services, brands) and cost advantages (variable costs, marketing costs, and operational costs). On the other hand, Slater (1996) argues that in achieving competitive advantage, companies need to consider competitive parity and provide superior value to customers. Viewed from competitive parity, companies need to have quality, service, low cost, speed, innovation and continuous learning. Meanwhile, to continue to have a competitive advantage and superior performance, companies must continue to provide sustainable superior value.

Core competencies will be the source of competitive strategy. Competence will give birth to capabilities, where capabilities are needed to achieve competitive advantage. Quality and service are highly desired by consumers but are relatively easy to imitate, so they cannot be used as competitive advantages, especially in the face of market changes. Realizing low prices through technology or process improvement is something that is difficult to imitate, especially if it is followed by process speed and product innovation and development. In order to maintain a competitive advantage, every business needs to continuously learn about market conditions due to the ever-changing challenges and the short product life cycle. The opinions of all the experts above support the opinion of Porter (1985) where this competitive advantage has been formulated in "Generic Strategies", including: overall low cost, differentiation, and focus.

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Research Methods

Research Time and Location

The research location is the National TVRI Central Jakarta office. The research time is June - August 2020.

Research design

This type of research uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be taken through a causal relationship of the independent variable to the dependent variable. The relationship between variables can be depicted in the following diagram:

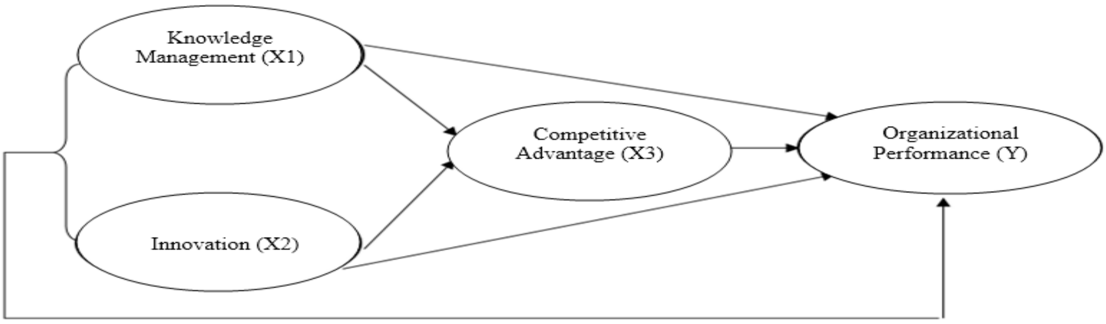

Figure 1. Research Framework Model

Population and Sample

The population according to Sugiyono (2007) is a generalization area consisting of: objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions. The sample is part of the number and characteristics possessed by the population. Sampling is sampling in a unit of analysis by looking at the same characteristics in each sample.

Based on the explanation above, the population of supervisors, managers and directors is 77 people, all of which are used as research samples, to then obtain data for analysis. The sample considerations are supervisors, managers and directors because they are part of top management who are able to provide ideas, concepts for the progress and development of the company in facing competitive advantage. The sampling technique uses saturated samples.

Data analysis technique

This research is a quantitative research with path analysis. Quantitative analysis, which is an analytical method with numbers that can be calculated or measured, and in the process uses statistical tools. Statistics itself is a scientific method used to collect, process, analyze, and interpret data in the form of numbers, then draw conclusions on the data, where the data is presented in the form of tables, graphs, or images (Algifari, 2011). Path analysis is "a diagram that relates the independent, intermediate and dependent variables".

Results And Discussion

1) It is suspected that knowledge management and innovation have a direct effect on competitive advantage at TVRI Jakarta.

The results of the regression analysis of the direct influence of knowledge management and innovation on organizational performance can be seen in the table below:

Table 1. Knowledge Management and Innovation Test Results on Organizational Performance
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901[a]	.812	.810	1.21967

a. Predictors: (Constant), IN, KM
b. Dependent Variable: KB

Table 1 shows the value of R2 (R Square) for knowledge management and innovation variables on organizational performance, namely 0.810. This R2 value is used in calculating the coefficient value of e1. The e2 coefficient is a variant of competitive advantage that is not explained by knowledge management and innovation. Magnitude: Coefficient $e_1 = \sqrt{(1-R^2)} = \sqrt{(1-0{,}812)} = \sqrt{0{,}188} = 0{,}433$. Coefficient $e_1 = 0{,}433$

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Table 2. Competitive Advantage Regression Analysis
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.870	.890		4.350	.000
	KM	1.088	.126	.745	5.164	.007
	IN	1.136	.163	.872	6.992	.000

a. Dependent Variable: KB

Based on Table 2, it can be seen that the regression equation is as follows:

$X3 = \rho X3X1 + \rho X3X2 + \varepsilon 1$

$Y = 0{,}745X1 + 0{,}872X2 + 0{,}433\ \varepsilon 1$ ....(1)

The equation shows that:

- Every time there is an increase in knowledge management, it will be followed by an increase in competitive advantage of 0.745.
- Every time there is an increase in innovation, it will be followed by an increase in competitive advantage of 0.872.

So from equation (1) it can be seen that, if knowledge management increases, the competitive advantage will increase. Likewise, if innovation increases, the competitive advantage will also increase.

The following are the results of testing the direct influence of knowledge management and innovation on competitive advantage using the F test:

Table 3. F Test Results Effect of Knowledge Management and Innovation on Competitive Advantage
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	482.743	1	482.743	324.514	.000[b]
	Residual	111.569	75	1.488		
	Total	594.312	76			

a. Dependent Variable: KB
b. Predictors: (Constant), IN, KM

Based on Table 3, it is known that the F-count value is 324.514 and the F-table value is 3.97. This means that F-count > F-table, then H0 is rejected and Ha is accepted. So it can be concluded that knowledge management and innovation have a significant effect on competitive advantage, thus the first hypothesis is tested and proven.

2) **It is suspected that knowledge management and innovation have a direct effect on organizational performance at TVRI Jakarta**

The results of the regression analysis of the direct influence of knowledge management and innovation on organizational performance, can be seen from the table below:

Table 4. Knowledge Management and Innovation Test Results Influence on Organizational Performance
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725[a]	.526	.520	3.89179

a. Predictors: (Constant), IN, KM
b. Dependent Variable: OP

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Table 4 shows the value of R2 (R Square) of 0.526. This R2 value is used in calculating the coefficient value of e2. The coefficient of e1 is a variance in organizational performance that is not explained by knowledge management and innovation. Magnitude: Coefficient $e_2 = \sqrt{(1-R^2)} = \sqrt{(1-0{,}526)} = \sqrt{0{,}74} = 0{,}860$. Coefficient $e_2 = 0{,}860$.

Table 5. Organizational Performance Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	5.406	2.307		2.343	.022
	KM	.954	.096	.751	9.896	.000
	IN	.774	.085	.725	9.123	.000

a. Dependent Variable: OP
b. Predictors: (Constant), IN, KM

Based on Table 5, it can be seen that the regression equation is as follows:

Y =ρYX1+ρYX2+ε1

Y = 0,954X1 + 0,774X2 +0,860 ε2 ……………(2)

The equation shows that:

- Every time there is an increase in knowledge management, it will be followed by an increase in organizational performance of 0.954.
- Every time there is an increase in innovation, it will be followed by an increase in organizational performance of 0.774.

So from equation (1) it can be seen that, if knowledge management increases, then organizational performance will increase. Likewise, if innovation increases, the performance of the organization will also increase.

The following are the results of testing the direct influence of knowledge management and innovation on organizational performance using the F test:

Table 6. F Test Results Effect of Knowledge Management and Innovation on Organizational Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1260.724	1	1260.724	83.238	.000[b]
	Residual	1135.951	75	15.146		
	Total	2396.675	76			

a. Dependent Variable: OP
b. Predictors: (Constant), IN, KM

Based on Table 6, it is known that the F-count value is 83,238 and the F-table value is 3.97. This means that F-count > F-table, then H0 is rejected and Ha is accepted. So it can be concluded that knowledge management and innovation have a significant effect on organizational performance, thus the second hypothesis is tested and proven.

3) It is suspected that competitive advantage directly affects organizational performance at TVRI Jakarta

The results of the competitive advantage regression analysis have a direct effect on organizational performance, it can be seen from the following table:

Table 7. Competitive Advantage Test Results Influence on Organizational Performance

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	7.734	2.114		3.659	.000
	KM	1.437	.162	.716	8.876	.000

a. Dependent Variable: OP
b. Predictors: (Constant), KB

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Based on Table 7, it is known that the t-count value of the competitive advantage variable is 8.876, while the t-table is 1.668. Thus, t-count > t-table (8.878 > 1.668) thus H0 is rejected and H1 is accepted at the real level. This gives the conclusion that competitive advantage has a direct effect on organizational performance. Thus the third hypothesis is tested and proven.

4) It is suspected that knowledge management and innovation have an indirect effect on organizational performance through competitive advantage at TVRI Jakarta

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho x_3 x_1) \text{ x } (\rho y x_3) = 0{,}745 \text{ x } 0{,}716 = 0{,}533$$

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho x_3 x_2) \text{ x } (\rho y x_3) = 0{,}872 \text{ x } 0{,}716 = 0{,}624$$

In the knowledge management variable, the indirect influence value is obtained from the path coefficient value x3x1 multiplied by the path coefficient value yx3. The multiplication result shows that the value of the coefficient of indirect influence is smaller than the value of the coefficient of direct influence. In the innovation variable, the indirect influence value is obtained from the path coefficient value x3x2 multiplied by the path coefficient value yx3. The multiplication result shows that the value of the coefficient of indirect influence is smaller than the value of the coefficient of direct influence. This shows that competitive advantage cannot mediate, namely knowledge management and innovation in influencing organizational performance. Thus the fourth hypothesis is not tested and proven.

Discussion

1. The Influence of Knowledge Management and Innovation on Competitive Advantage

Knowledge management is a process to build knowledge within the organization by managing knowledge to increase the company's competence through continuous improvement. Knowledge management indicators adopted from Nonaka (2000), namely: people, processes and technology.

Based on the results of the knowledge management description analysis, it is known that human indicators provide the greatest support for the formation of knowledge management variables, namely that the leadership of TVRI Jakarta agrees that top management has a clear vision and mission of the company and is very understanding in identifying, exploiting the core competencies of the TVRI Jakarta company.

Innovation is an idea, an idea that is realized and accepted by a person or group for improvement in products, processes, marketing and management. The innovation indicators adopted from (Martinez & Guzman, 2013), are: product innovation, process innovation, marketing innovation and management innovation.

Based on the results of the analysis of the description of innovation, it was found that marketing innovation gave the largest contribution to the formation of the innovation variable. The leadership of TVRI Jakarta agrees that TVRI Jakarta is able to make updates in serving news and services are carried out in a coordinated and integrated manner to all parts.

Competitive advantage is the ability of an organization to formulate strategies to exploit profitable opportunities, thereby maximizing return on investment. Indicators of competitive advantage are adopted from the formulation of Porter (1985), namely: cost leadership, and differentiation.

Based on the results of the analysis of the description of competitive advantage, it is known that cost leadership provides the greatest support for the formation of competitive advantage variables where the leadership of TVRI Jakarta agrees that the company's production process changes from time to time so that there is a constant decrease in costs and TVRI Jakarta has standard operating procedures in every production implementation from various field of work.

Based on the results of the path analysis, it was found that knowledge management and innovation are able to jointly provide support for competitive advantage at TVRI Jakarta. This is in line with the research conducted by Darroch, (2005); Rahimli, (2012); and Sulianny, Husein, Subagja (2019).

2. The Influence of Knowledge Management and Innovation on Organizational Performance

Organizational performance as the final result of an activity or task held at a certain time. The indicators of organizational performance adopted Kaplan and Norton (1992), namely: learning & growth, internal business process, customer perspective and financial perspective.

Based on the results of the analysis of organizational performance descriptions, it is known that the internal business process indicators provide the greatest support for the formation of organizational performance variables, where the leadership of TVRI Jakarta agrees that the company's relationship with the audience / community is very good, stable and intertwined in the long term and the company is able to synergize between departments for optimization productivity at TVRI Jakarta.

Based on the results of the knowledge management description analysis, it is known that human indicators provide the greatest support for the formation of knowledge management variables, namely that the leadership of TVRI Jakarta agrees that top management has a clear vision and mission of the company and is very understanding in identifying, exploiting the core competencies of the TVRI Jakarta company.

Based on the results of the analysis of the description of innovation, it was found that marketing innovation gave the largest contribution to the formation of organizational performance variables. The leadership of TVRI Jakarta agrees that TVRI Jakarta is able to make updates in serving news and services are carried out in a coordinated and integrated manner to all parts.

Based on the results of the path analysis, it was found that knowledge management and innovation were able to jointly support organizational performance at TVRI Jakarta. The results of this study are in line with the results of research conducted by Carolina López-Nicolás, ngel L. Merono-Cerdán, (2011); Marques and Simon, (2006); Mardani, Nikoosokhan, Moradi, Doustar, (2018; Samsiah, Ardi, (2017); Kusuma and Devie, (2017); and Setyowati, Suharto, Subagja (2020).

3. The Effect of Competitive Advantage on Organizational Performance

Competitive advantage is the ability of an organization to formulate strategies to exploit profitable opportunities, thereby maximizing return on investment. Indicators of competitive

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advantage are adopted from the formulation of Porter (1985), namely: cost leadership, and differentiation.

Based on the results of the analysis of the description of competitive advantage, it is known that cost leadership provides the greatest support for the formation of competitive advantage variables where the leadership of TVRI Jakarta agrees that the company's production process changes from time to time so that there is a constant decrease in costs and TVRI Jakarta has standard operating procedures in every production implementation from various field of work.

Organizational performance as the final result of an activity or task held at a certain time. The indicators of organizational performance adopted Kaplan and Norton (1992), namely: learning & growth, internal business process, customer perspective and financial perspective.

Based on the results of the analysis of organizational performance descriptions, it is known that the internal bussines process indicators provide the greatest support for the formation of organizational performance variables, where the leadership of TVRI Jakarta agrees that the company's relationship with the audience / community is very good, stable and intertwined in the long term and the company is able to synergize between departments for optimization productivity at TVRI Jakarta.

Based on the results of path analysis, it was found that competitive advantage was able to contribute to organizational performance at TVRI Jakarta. This is in line with the results of research conducted by i Kusuma and Devie, (2017); and Rahimli, (2012).

4. The Influence of Knowledge Management and Innovation on Organizational Performance Through Competitive Advantage

Based on the results of the analysis of organizational performance descriptions, it is known that the internal bussines process indicators provide the greatest support for the formation of organizational performance variables, where the leadership of TVRI Jakarta agrees that the company's relationship with the audience / community is very good, stable and intertwined in the long term and the company is able to synergize between departments for optimization productivity at TVRI Jakarta.

Based on the results of the knowledge management description analysis, it is known that human indicators provide the greatest support for the formation of knowledge management variables, namely that the leadership of TVRI Jakarta agrees that top management has a clear vision and mission of the company and is very understanding in identifying, exploiting the core competencies of the TVRI Jakarta company.

Based on the results of the analysis of the description of innovation, it was found that marketing innovation gave the largest contribution to the formation of organizational performance variables. The leadership of TVRI Jakarta agrees that TVRI Jakarta is able to make updates in serving news and services are carried out in a coordinated and integrated manner to all parts.

Based on the results of the analysis of the description of competitive advantage, it is known that cost leadership provides the greatest support for the formation of competitive advantage variables where the leadership of TVRI Jakarta agrees that the company's production process changes from time to time so that there is a constant decrease in costs and TVRI Jakarta has standard operating procedures in every production implementation from various field of work.

Based on the results of the path analysis, it was found that knowledge management and innovation together did not have an impact on organizational performance through competitive advantage at TVRI Jakarta. This is not in line with the results of research conducted by Carolina López-Nicolás, ngel L. Merono-Cerdán, (2011); Marques and Simon, (2006); Mardani, Nikoosokhan, Moradi, Doustar, (2018; Samsiah, Ardi, (2017); Fifi Surya Dewi Kusuma and Devie, (2017); and Setyowati, Suharto, Subagja (2020).

Conclusions and Recommendations

Conclusion

Based on the results of research on the influence of knowledge management and innovation on organizational performance through competitive advantage at TVRI Jakarta, the following conclusions can be drawn:

1. Based on the results of the description analysis, regression analysis and path analysis, it is obtained that:
    a. Organizational Performance
    The results of the analysis of organizational performance descriptions show that the internal bussines process indicators provide the greatest support for the formation of organizational performance variables, where the leadership of TVRI Jakarta agrees that the company's relationship with the audience/community is very good, stable and established in the long term and the company is able to synergize between departments to optimize productivity on TVRI Jakarta.
    b. Knowledge Management
    The results of the knowledge management description analysis show that human indicators provide the greatest support for the formation of knowledge management variables, namely that the leadership of TVRI Jakarta agrees that top management has a clear vision and mission of the company and is very understanding in identifying, exploiting the core competencies of the TVRI Jakarta company.
    c. Innovation
    The results of the innovation description analysis found that marketing innovation gave the greatest contribution to the formation of the innovation variable. The leadership of TVRI Jakarta agrees that TVRI Jakarta is able to make updates in serving news and services are carried out in a coordinated and integrated manner to all parts.
    d. Competitive Advantage
    The results of the analysis of competitive advantage descriptions show that cost leadership provides the greatest support for the formation of competitive advantage variables where the leadership of TVRI Jakarta agrees that the company's production process changes from time to time so that costs are constantly reduced and TVRI Jakarta has standard operating procedures in every

production implementation from various fields profession. Based on the results of the path analysis, it was found that knowledge management and innovation are able to jointly provide support for competitive advantage and organizational performance at TVRI Jakarta. Competitive advantage is able to contribute to organizational performance at TVRI Jakarta. And knowledge management and innovation together do not have an impact on organizational performance through competitive advantage at TVRI Jakarta.

Recommendations

Based on the results of research on the influence of knowledge management and innovation on organizational performance through competitive advantage at TVRI Jakarta, some suggestions can be made as follows:

1. The results of this study are expected to contribute to the knowledge, insight and experience of researchers in the field of human resource management, especially regarding knowledge management and innovation on organizational performance through competitive advantage and this research is expected to provide information, insight, and direct experience in face the problems that exist in the world of work.

   In order to be a concern for TVRI Jakarta leaders to pay attention to management innovation indicators that provide the lowest value for the formation of innovation variables, namely by way of TVRI Jakarta leaders to carry out updates in planning and organization as well as reforms in operational and management control by conducting independent organizations that are not influenced by parties outside such as government intervention.
2. The results of this study are expected to be used as input and reference for organizations to take policies or decisions that are deemed necessary in an effort to improve organizational performance, taking into account the following:
   a. Organizational Performance
   In order to be a concern for TVRI Jakarta leaders to pay attention to learning & growth indicators that give the lowest value to the formation of organizational performance variables, namely by way of TVRI Jakarta leaders must motivate all TVRI Jakarta employees to have high productivity and to adapt and learn higher than competitors' employees with provide rewards and work incentives.
   b. Knowledge Management
   In order to be a concern for TVRI Jakarta leaders to pay attention to technology indicators that provide the lowest value for the formation of knowledge management variables, namely by way of TVRI Jakarta leaders must always observe and anticipate technological developments and always update the equipment needed by TVRI Jakarta.
   c. Innovation
   d. Competitive Advantage
   In order to be a concern for the leadership of TVRI Jakarta to pay attention to the differentiation indicator which gives the lowest value to the formation of competitive advantage variables, namely by way of the leadership of TVRI Jakarta must always provide the best service to the reporting process even though the work is considered to have been completed and be at the forefront of innovation.

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