



# The Influence of Knowledge Management, Organizational Learning, and Risk Taking on Organizational Performance: Positive Innovation Outcomes as an Intervening Variable

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**Abstract.** Organizations today are faced with complex conditions along with the changes that occur. To sustain its place in the market, a company must, however, continue to be competitive. This study analyzes the relationship between knowledge management, organizational learning, risk-taking, positive innovation outcomes, and organizational performance. The traders at the Solo Klewer market who had been in business for more than two years made up the sample for this study, which included 100 respondents. The data analysis techniques used in this study were Structural Equation Modelling (SEM) and Partial Least Square (PLS). The findings of this study demonstrate that knowledge management, organizational learning, and risk-taking have no significant positive relationships with organizational performance; nevertheless, they do have a strong positive relationship with successful innovation outcomes. Positive innovation results can significantly and positively mediate the relationships between knowledge management, organizational learning, risk-taking, and organizational performance. Positive innovation outcomes were used as a mediator variable in the findings to fill a vacuum in the research, and the results have practical implications for the use of innovation activities in organizational change management. This study had limitations, including the fact that it only looked at a few business sectors, limiting the findings' applicability to broad-based, generalizable decision-making..

**Keywords:** Knowledge Management · Organizational Learning · Risk Taking · Positive Innovation Outcomes · Organizational Performance

## 1 Introduction

An organization or company was founded because it has a goal to achieve. To achieve these goals, the organization or company will never be separated from competition among fellow organizations. Organizations and businesses will face fierce competition and rapid change patterns. Therefore, the organization or company is expected to be able to make adaptations to keep it running relevantly [1]. Adaptation is carried out to maintain the survival of the organization. In addition to the adaptation process carried

out, the organization or company certainly needs creativity in innovation that can help create competitive advantages and solve problems that occur. Intense competition will proactively encourage organizations or companies to innovate. Proactively means that the organization takes initiation actions so that it is better prepared in all situations that occur. Organizations today are faced with complex environmental conditions, and there is a desire to adopt responsive and adaptive attitudes that encourage the innovative behavior of employees [2]. Innovation boosts a company's potential to create value, attract non-financial assets, and cut costs[3].

According to Isa et al. [4], changes in strategy carried out by an SME will be responded to by competitors with various strategies, such as reducing prices, improving quality, and providing services. Therefore, the capacity of an organization or business to adapt to change is intimately tied to innovation. The results of an innovation are the result of understanding the most effective knowledge management practices [5]. Meanwhile, according to Kyobe [6], knowledge management will assist firms in remaining competitive by exchanging information with outside partners and being aware of the goods, services, strategies, and best practices of their rivals. Knowledge management encourages existing human resources in an organization or company to constantly innovate in order to meet changing needs. In addition, knowledge management practices also increase performance efficiency and productivity because they facilitate information search activities within an organization or company when facing competition [7]. Aside from knowledge management, another provision for dealing with competition is organizational learning.

Learning has two types of designations that have different meanings. These designations are organizational learning and learning organizational. The process of generating, disseminating, and preserving knowledge inside an organization is known as organizational learning [8]. In this definition, organizational learning is a learning process to create something in an organization, whereas learning organizational is something like an organization that describes the capacity to create results that are truly what you want [9]. From these two definitions, it can be concluded that organizational learning is an organizational process for learning while learning organizational is the result of organizational achievements. In particular, this study chose organizational learning to show the importance of learning in an innovation that can improve organizational or company performance. Performance is the outcome of employees' timely completion of work in both quantity and quality in accordance with the standards and duties allocated to them [10].

The organizational performance will never be optimal if an organization does not have the will to take a risk. To achieve a goal, every individual in an organization must make a sacrifice [11]. Risk-taking refers to a readiness to commit resources with unknown returns, whereas proactive refers to a mindset that constantly seeks out new chances [12]. By exploring risks appropriately, organizations can maximize the opportunities that exist through innovation to improve the performance of the organization itself. Risk-taking behavior enables an organization to reduce its fear of innovation and use it as a motivator for change [13]. Efforts to improve organizational performance by committing to innovation along with concrete actions can trigger the organization to have a culture of innovation to respond to any changes that occur.

Organizational performance can be seen in organizational productivity when innovating, so organizations or companies should always innovate to deal with change. However, Wiyono & Suherman [14] argue that innovation is often judged as a high-risk action because of the uncertainty of the outcome. Innovation is a conditional thing, so we need something that can describe the benefits of the results of the innovation carried out. As suggested by Games [15], finding out whether innovation is beneficial to the organization can be seen and researched through the concept of innovation outcomes. Another specific suggestion is to include innovation success as a mediator variable, along with other innovations, such as radicalism and other external factors.

## 2 Hypotheses Development

The success of innovations carried out by organizations or companies is an absolute desire. The success of innovation itself is considered capable of increasing the performance of the organization or company. Knowledge management, organizational learning, and risk-taking are just a few examples of the different things that can be used as tools for innovation to increase performance.

Knowledge management is a series of activities used by organizations, both institutions and companies, to be reused, known, and studied so that they can achieve organizational goals [16]. Meanwhile, according to Hallin & Marnburg [17], applying the knowledge assets that firms have to gain a competitive edge is the goal of knowledge management. Research conducted by Olaima [18] entitled *The Influence of Knowledge on Organizational Performance in Service Organizations in Jordan* shows that technical, cultural, and human knowledge are examples of knowledge management dimensions that significantly improve organizational performance. Despite the fact that companies that use knowledge management perform better in terms of the average share of turnover for innovative products, the findings of another study by Joel [19] revealed that there is no significant correlation between knowledge management and cost reduction as process innovation.

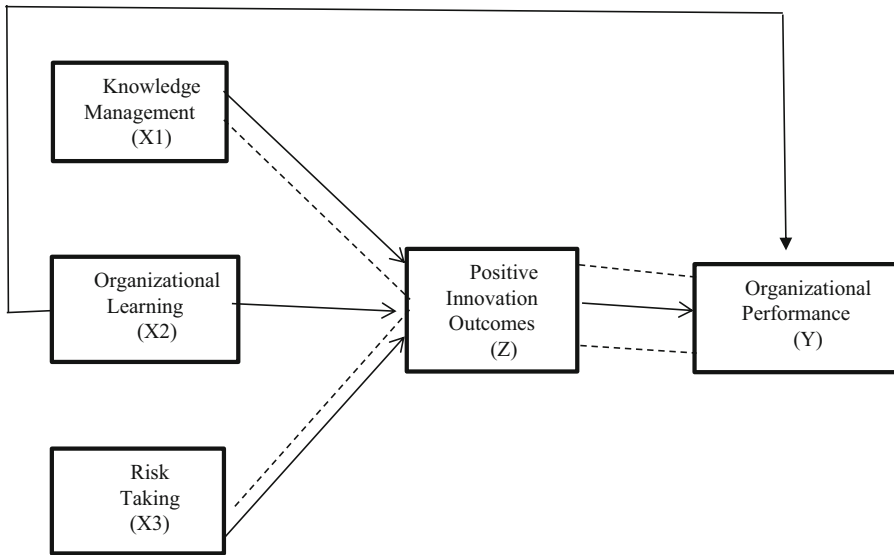
H1: Knowledge Management influence Organizational Performance.

H2: Knowledge Management influence Positive Innovation Outcomes.

According to Argyris & Schon [20], organizational learning happens when its members act as learning agents for the organization, responding to changes in its internal and external environment by identifying and fixing any theoretical flaws and storing the findings of their research in the context of the organization's individual and shared interests. Research conducted by Comlek demonstrated that the innovative performance of the corporation is positively influenced by two aspects of organizational learning capacity, namely system orientation and knowledge acquisition-utilization orientation. In addition, research conducted by Sanz-Valle [21] additionally demonstrates the connection between organizational learning and technical innovation in a positive way. To boost innovation, organizational cultures must be flexible and externally focused.

H3: Organizational Learning influences Organizational Performance.

H4: Organizational Learning affects Positive Innovation Outcomes.



**Fig. 1.** Research Framework

According to Mevarech [22], the propensity of an organization to make decisions and take actions without knowing the potential rewards and the potential for speculating on personal, financial, and business hazards is known as risk-taking. Individuals who are willing to take risks are more likely to adopt innovations because developing innovations result in uncertain outcomes in product markets [23]. Research conducted by Durst and Edvardsson [24] demonstrates the beneficial effects of knowledge risk management on organizational success, sustainability, growth, innovation, and agility.

H5: Risk Taking Affects Organizational Performance.

H6: Risk Taking affects Positive Innovation Outcomes.

Results innovation is the outcome of a company's efforts to create, produce, and promote new products for the industry by utilizing technology and information [25]. Improved performance cannot be separated from innovation because the results of these innovations yield significant benefits in various ways. Research conducted by Samad [26] demonstrates how innovation and transformational leadership may greatly improve organizational performance in Malaysian logistics organizations.

H7: Positive Innovation Outcomes affect Organizational Performance.

This study aims to investigate how knowledge management, organizational learning, taking risks, and successful innovation results, which in turn might influence organizational performance, are related. Research conducted by Laforet [27] demonstrates how innovations that enhance market share and other positive innovation outcomes can boost productivity, profit margins, market leadership, labor conditions, and safety in several

corporate sectors. Contrary research conducted by Simpson [28] demonstrates how innovation can have extreme effects, including too many unjustified changes, market risk, unhappiness among employees, and higher prices.

H8: Organizational performance and knowledge management are linked through the mediation of positive innovation outcomes.

H9: Organizational performance and knowledge learning are linked through the mediation of positive innovation outcomes.

H10: Organizational performance and risk taking are linked through the mediation of positive innovation outcomes (Fig. 1).

### 3 Research Methods

This study uses a quantitative survey methodology. To ensure a high response rate and accuracy, questionnaires were distributed directly to respondents as data collection instruments. Using a sample of 100 respondents, the research's respondents are the proprietors or merchants of Solo's Klewer market. By using the criterion of respondents who had at least two years of business experience in their industry, the purposive sample approach was used to carry out the sampling methodology.

To obtain the required replies, a Likert scale is used for variable assessment, with points 1 (strongly disagree) through 5 (strongly agree). To characterize the features of the research, the respondents examined, and the data gathered, a descriptive data analysis technique was utilized. Analysis using partial least squares (PLS) and structural equation modeling (SEM) was also used in this study. SEM data analysis techniques were used to explain the relationship between study variables. PLS is used to test the prediction model's validity and reliability, as well as its causality or hypothesis testing.

## 4 Results and Discussion

### 4.1 Descriptive Analysis

The characteristics of the respondents themselves, such as gender, age, business experience, and monthly income, are identified using the respondent data. In order for the responses from respondents to create data that matches expectations, these features have already been established. The descriptive data explains the respondent's state or conditions, which must be taken into account as supplementary information to comprehend and assess the study's findings. All respondents meet the requirements according to the questionnaire's findings (Table 1).

### 4.2 Results of Data Analysis

#### 4.2.1 Measurement Model

Evaluating the measurement model is the first step in this study's data analysis process. Instrument testing is performed to ensure that the measuring tool used in this study is

**Table 1.** Characteristics of Respondents

Item	Frequency	Percentage
	Gender	
Male	22	22%
Female	78	78%
	Age	
17–25	34	34%
26–35	32	32%
36–45	23	23%
> 45	11	11%
	Length of business	
< 2	0	0%
2–5	26	26%
> 5	74	74%
	Monthly income	
< 2,000,000	31	31%
> 2,000,000	69	69%
	Last education	
Elementary school	6	6%
Junior high school	32	32%
Senior high school	47	47%
Bachelor	2	2%
Other	13	13%
	Total = 100	

reliable and capable of accurately measuring the many variables in the model being used [29]. The indicator results are invalid because the loading value is “cut off,” according to the results of checking the loading value in Table 2 (0.7). The Knowledge Management 1 indication and the Knowledge Management 4 indicator, both of which have loading factors of 0.366 and 0.501, respectively, are invalid indicators. In order to acquire the loading value shown in Table 3, the loading value test is therefore repeated after deleting any invalid variables. The findings show that all loading factor values are greater than 0.7, indicating that the survey items have good validity and can serve as reliable indicators for this study.

According to the results of the discriminant validity heterotrait-monotrait ratio (HTMT) and Average Variance Extracted (AVE) values, the indicator satisfies the requirements when the AVE value produced by each variable is greater than 0.5. Additionally, it can be shown from the discriminant validity index that the square root of

**Table 2.** Output Validity Test and Reliability Test Before Indicator Test

Variables	Item	Factor Loading	Cronbach's Alpha	AVE	CR
KM	1	0.366	0.606	0.497	0.732
	2	0.868			
	3	0.922			
	4	0.501			
OL	1	0.703	0.779	0.603	0.789
	2	0.875			
	3	0.740			
	4	0.778			
RT	1	0.964	0.905	0.913	0.929
	2	0.947			
PIO	1	0.786	0.874	0.797	0.938
	2	0.935			
	3	0.948			
OP	1	0.924	0.896	0.766	0.905
	2	0.899			
	3	0.912			
	4	0.756			

Notes:KM: Knowledge Management

OL: Organizational Learning.

RT: Risk Taking.

PIO: Positive Innovation Outcomes.

OP: Organizational Performance.

AVE's correlation to the latent construction is larger than the correlation between other variables, indicating that the variable has strong discriminant validity (Table 4).

Following the validity test, a reliability test is conducted using two different methods, specifically by examining the Composite Reliability and Cronbach's Alpha values. Table 3 shows that every variable's value in the reliability test using Composite Reliability (CR) and Cronbach's Alpha has a value greater than 0.7, indicating that the variables under the test are reliable and valid.

Multicollinearity analysis comes after the validity and reliability tests. To determine whether there is a correlation between the independent variables in the regression model, the multicollinearity test is used [30]. Given that the VIF value for each variable is less than 5, the VIF calculation results in Table 5 demonstrate that there is no multicollinearity between the variables in the regression model.

**Table 3.** Output Validity Test and Reliability Test After Indicator Test

Variables	Items	Factor Loading	Cronbach's Alpha	AVE	CR
KM	2	0.947	0.910	0.916	0.944
	3	0.967			
OL	1	0.703	0.779	0.603	0.789
	2	0.875			
	3	0.740			
	4	0.777			
RT	1	0.964	0.905	0.913	0.928
	2	0.947			
PIO	1	0.785	0.874	0.797	0.939
	2	0.935			
	3	0.948			
OP	1	0.922	0.896	0.766	0.905
	2	0.899			
	3	0.912			
	4	0.759			

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**Table 4.** Discriminant Validity

Variable	PIO	OP	KM	OL	RT
PIO					
OP	0.563				
KM	0.450	0.340			
OL	0.373	0.435	0.156		
RT	0.291	0.209	0.052	0.243	

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**Table 5.** Multicollinearity Analysis Results

	VIF
KM2	3.292
KM3	3.292
OL1	1.473
OL2	2.658
OL3	1.437
OL4	2.150
RT1	3.158
RT2	3.158
PIO1	1.824
PIO2	3.338
PIO3	3.933
OP1	4.357
OP2	3.154
OP3	3.513
OP4	1.605

## 4.2.2 Structural Model

### Conformity test

The Goodness of Fit is used in the model's feasibility study to determine which models are worthy of further investigation based on the findings of the R-square value analysis. The R-square value is used to determine whether an independent variable has a significant impact on the dependent variable.

Based on the test results in Table 6, the positive innovation outcomes variable's R-square value is 0.329, which indicates that knowledge management, organizational learning, and risk-taking have a 32.9% influence on positive innovation outcomes in Chin [31], including weak influence. Knowledge management, organizational learning,

**Table 6.** R Square Value

Variable	R-square	R-square adjusted
Positive innovation outcomes_(Z)	0.329	0.286
Organizational performance_(Y)	0.329	0.301

and taking risks all have an impact on organizational performance, with a combined magnitude of 32.9%.

It is followed with an assessment using F-square to determine the effect of variables at the structural level by calculating:

Based on the test results in Table 7, according to Hair [32], the F-square is (0.02 mild), (0.15 moderate), and (0.35 high). So it can be concluded that the results of positive innovation influence the structural level of organizational performance to a moderate extent (f-square = 0.153). Knowledge management has a low influence on organizational performance (f-square = 0.021) and has a moderate effect on positive innovation outcomes (f-square = 0.223). With f-square values of 0.55 and 0.075, respectively, organizational learning has a negligible impact on organizational performance and successful innovation outcomes. Risk-taking also has a low effect on organizational performance and positive innovation outcomes, with f-square values of 0.005 and 0.078, respectively.

**Hypotheses Testing**

In this study, the importance of constructs, t-statistics, and p-values was taken into consideration when evaluating hypotheses [33]. As a result, empirical observations are used to produce measurement estimates and standard errors rather than statistical assumptions (Table 8).

**Direct Effect**

According to the findings of statistical tests, it may be concluded that:

H1. Knowledge Management Does Not Significantly Affect Organizational Performance is False based on t-statistics (1,326 1.96) or p-values (0.186 > 0.05) with regards to raising organizational performance.

H2. With t-statistics of (4.160 > 1.96) or p-values of (0.000 0.05), knowledge management considerably affects positive innovation outcomes, with an effect size of (0.398). Every modification in knowledge management will significantly improve positive innovation outcomes.

H3. There is no evidence that organizational learning has a significant impact on organizational performance (0.204), according to the t-statistic (1.858 1.96) and the p-values (0.063 > 0.05), which show that any change in organizational learning has no impact on boosting organizational performance.

**Table 7.** F Square Value

	Organizational performance	Positive innovation outcomes
Positive innovation outcomes	0.153	
Knowledge management	0.021	0.223
Organizational learning	0.055	0.075
Risk taking	0.005	0.078

**Table 8.** Direct Effect Analysis

	Original samples (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistic	P values
KM → KO	0.133	0.129	0.100	1.326	0.186
KM → PI	0.398	0.396	0.086	4.610	0.000
OL → OP	0.204	0.208	0.110	1.858	0.063
OL → PIO	0.234	0.244	0.084	2.793	0.000
RT → OP	0.058	0.062	0.097	0.601	0.548
RT → PIO	0.238	0.241	0.083	2.864	0.000
PIO → OP	0.385	0.385	0.087	4.427	0.000

H4. Every change in organizational learning will considerably enhance positive innovation outcomes, as shown by the t-statistics ( $2.793 > 1.96$ ) or p-values ( $0.000 < 0.05$ ) that show a significant relationship between organizational learning and positive innovation outcomes (0.234).

H5. Every time there is a change in Risk Taking without an impact on Organizational Performance, it does not have a significant impact on it (0.058) with t-statistics (0.601 < 1.96) or p-values ( $0.548 > 0.05$ ).

H6. Every time there is a shift in risk-taking, it will considerably enhance positive innovation outcomes, as shown by the t-statistics ( $2.864 > 1.96$ ) or p-values ( $0.000 < 0.05$ ) of the relationship between risk-taking and positive innovation outcomes of (0.238).

H7. Every time there is a change, Positive Innovation Outcomes will considerably increase Organizational Performance, as shown by the significant influence they have on it (0.385) with t-statistics ( $4.427 > 1.96$ ) or p-values ( $0.000 < 0.05$ ). Indirect Effect.

The results of the indirect effects study are presented in Table 9 and demonstrate that:

H8. With t-statistics ( $3.431 > 1.96$ ) or p-values ( $0.001 < 0.05$ ), knowledge management has a substantial indirect impact on organizational performance through positive innovation

**Table 9.** Indirect Effect Analysis

	Original Sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistic	P values
KM → PIO → OP	0.153	0.151	0.045	3.431	0.001
OL → PIO → OP	0.090	0.094	0.041	2.221	0.026
RT → PIO → OP	0.092	0.093	0.041	2.262	0.024

outcomes of 0.153. Positive Innovation Outcomes are a key mediator of the indirect relationship between organizational performance and knowledge management. (Absolute mediation).

H9. With t-statistics ( $2.221 > 1.96$ ) or p-values (0.026 0.05), organizational learning has a significant indirect impact on organizational performance through positive innovation outcomes of (0.090). A factor that mediates the indirect effect of organizational learning and performance is significant positive innovation outcomes. (Absolute mediation).

H10. With t-statistics ( $2.262 > 1.96$ ) or p-values (0.024 0.05), risk-taking has a substantial indirect impact on organizational performance through positive innovation outcomes of (0.092). Risk-taking and organizational performance have an indirect effect that is greatly moderated by positive innovation outcomes. (Absolute mediation).

According to the findings of the statistical study, the concept of a direct influence is not supported. The hypothesis that was rejected, however, had a strong indirect effect or was accepted via the mediating variable when passing through it. Therefore, the absolute mediation connection is the name given to this mediation relationship.

## 5 Conclusions

This study demonstrates that successful innovation results do have an important and favorable influence on organizational performance. Positive innovation outcomes can also connect and utilize knowledge management, organizational learning, and risk-taking as a middleman to achieve satisfactory results. The study's ultimate results can be used to support those of earlier research by Games [15], in this instance, to enhance the use of knowledge management, organizational learning, and risk-taking by looking at the outcomes of positive innovation as a mediator variable.

The findings of this study build on earlier investigations into risk-taking and knowledge management in the literature by demonstrating empirical evidence that both can enhance the financial performance of SMEs. As a result of prior studies primarily examining the effects of knowledge management and risk-taking on negative innovation results, the findings of this study discuss the literature gap by integrating positive innovation results as a mediator variable.

This study offers realistic implications for the application of innovation activities in an effort to adapt an organization to changes that occur as a provision in planning innovation activities and contains information about several contexts that encourage the success of innovation. In addition, to improve organizational performance so that it becomes a competitive organization by responding to every challenge from the changes that occur. These changes can take the form of various things, such as service quality competition, price competition, and product quality competition provided to consumers.

This research has limitations, namely that it only conducted research on one business sector, and future research can conduct research on different business sectors or the same sector without relying on just one organization. Future research can use more respondents from several organizations so that the results obtained can be used for comprehensive decision-making and can be generalized to produce benefits or implications for the organization.

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