

THE IMPACT OF KNOWLEDGE SHARING ON MARKETING CAPABILITY AND MARKETING PERFORMANCE: AN EMPERICAL STUDY AT INCUBATOR BUSINESS ON UPN “VETERAN” EAST JAVA

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ABSTRACT

Business organizations are required to be able to do effective marketing. Market change demands a business organization to have a marketing capability in innovation and respond to in making a product to be competitive so that creating a quality product. Creating a quality product is influenced by the knowledge of the product to be created so as to produce good marketing performance. The purpose of this study is to see how big an influence towards knowledge sharing innovation capability, the capability to respond to the market and performance marketing. A questionnaire was given to students who are in the university environment by using purposive sampling with limited and specific respondents on students who have a business on Incubator business. Reliability and validity of measured through the median and variation analysis of Cronbach's alpha, Analysis using SEM with SmartPLS used to test the relationship between research variables using 100 respondents. The results showed that sharing knowledge is a positive and significant effect on responsive capabilities and performance marketing, but insignificant effect on innovation capabilities. The innovation capability insignificant effect on marketing capability and responsive capability has a positive and significant effect on marketing capability.

Keywords: Knowledge Sharing, Marketing Capability, Innovation Capability, Responsive Capability, Marketing Performance.

INTRODUCTION

The role of marketing is more important in determining the orientation strategy and performance results of a business organization. The ability to acquire and transform "tangible" or "intangible" resources is considered important for determining value creation and competitive advantage for business organizations. A highly dynamic and fragmented marketplace change that demands business organizations to leverage market knowledge becomes critical to technological innovation (Cacciolatti & Lee, 2016). Questions about how business organizations are

mobilizing resources to serve customers well, how to better understand the effects and marketing of business organizations and how marketing capabilities affect the performance of business organizations over the long term is the most important part for business organizations to understand (Angulo et al., 2018). Marketing is focused on creating customer demand and how to offer customers on product value. On the other hand, operations focus on inventory management to meet customer demand. All functional business areas contribute to the delivery of goods and services but marketing and operations have two major functionalities that add and create value for customers thus creating quality products (Nath et al., 2010)

Creating a quality product is influenced by knowledge of the product to be created. Knowledge as a source of an organization that creates value and innovation. Every business organization needs knowledge as a resource to be learned and shared for all existing business organizations (Ahmed et al., 2014). Knowledge sharing is related to the learning organization (Tang et al., 2015). The quality of products generated by knowledge sharing is considered essential to creating an innovative product through the uniqueness assessed by consumers as the ability of business organizations to innovate in product development. In some cases, the company introduced new products created through the ability to develop new products that have good quality to be introduced. In other cases, the company is known to have a good product or has made limited changes to the product that has been marketed (Banerjee & Soberman, 2013). The ability of companies to innovate can provide good judgment and retain consumer loyalty as a collective valuation that becomes an evaluation company to become an innovative company (Foroudi et al., 2016). Innovative business organizations are generally defined as an open organization strategy for new ideas and new ways to meet customer needs (Efrat et al., 2017). The innovation strategy for creating new products has significant capability to be utilized in achieving higher performance. Abilities such as "*imitations*" often include superior knowledge of markets, customers, and provide the necessary networks to design and implement innovative strategies in the enterprise to improve organizational performance (Yu et al., 2017). Therefore, dynamic marketing can be overcome by sharing knowledge and marketing capabilities (Cacciolatti & Lee, 2016).

One business organization that is developing knowledge about product and marketing capability to improve the performance of a business organization is the Business Incubator in Business Administration Program FISIP UPN "*Veteran*" East Java. The business incubator as a place for students to sell all the results of creativity and innovation in various forms and the uniqueness of a product so it can be traded in the business incubator. However, based on data from the Business Incubator, there is a decrease in the purchasing power of students who purchase products in the business incubator in 2017, a decrease of 20% compared to 2016. The question ultimately arises whether students as distributors have shared knowledge about what consumers are looking to buy products so as to improve the performance of business organizations and whether students as suppliers of products have applied the marketing capabilities to produce products that are in demand of potential customers so that the business organization's performance goes well. It is very interesting to be studied about knowledge management in sharing knowledge to create the products that prospective customers want and have the marketing capability to create innovative product.

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The Influence of Knowledge Sharing on Innovation Capability

One knowledge-centered activity and as a fundamental way for an organization to share knowledge and contribute to the application of knowledge, innovation and competitive advantage in a business organization is knowledge sharing (Wang and Wang, 2012). Knowledge sharing is a tool for a business organization to gain knowledge and lead to changes in organizational behaviour and performance. Through effective sharing of knowledge and learning, business organizations can improve their behaviour, ability to innovate and organize organizational efficiency (Sulistyo & Siyamtinah, 2016). One of the benefits of knowledge sharing to form an ability to innovate a business organization. Innovation capability as the ability of an organization to successfully create a product that has an impact on increasing sales, profits and competitive advantage in (Lai & Lin, 2012). Some research findings that knowledge sharing can give effect to business organizations in the ability to innovate. In the research (Hu, et al., 2009) show that with the knowledge sharing activities provided by small and medium entrepreneurs can add the ability to innovate every business organization that is being hit by business competition. Therefore, based on the existing literature and theory can be taken the hypothesis that is:

H1: Knowledge sharing has a positive influence on innovation capability.

The Influence of Knowledge Sharing on Responsive Capability

Knowledge sharing as organizational knowledge becomes individual or organizational knowledge with a process of internalization and socialization. On the other hand, knowledge sharing can be provided to individuals and organizations based on externalization and combination processes. Knowledge sharing greatly helps the role of knowledge to respond quickly in the face of dynamic business competition so that it takes the ability to respond quickly to business changes (Tang et al., 2015). The ability to respond quickly is also greatly influenced by knowledge sharing, which makes the business organization must have the responsive capability. The responsive capability is very helpful for business organizations to have the ability to independently see the market situation and market stimulation to perform analysis and able to respond quickly to market conditions (Angulo et al., 2018). The research (Hu et al., 2009) show that business organizations need knowledge sharing to cultivate the organization in the ability to respond quickly to the current market situation. Therefore, based on the existing literature and theory can be taken the hypothesis that is:

H2: Knowledge sharing has a positive influence on responsive capability.

The Influence of Knowledge Sharing on Marketing Performance

Knowledge sharing as a tool for an organization to gain knowledge and lead to changes in organizational behaviour and performance. Through effective sharing of knowledge and learning, business organizations can improve their behaviour, ability to innovate, and organize

organizational efficiency to achieve marketing performance (Tang et al., 2015). Marketing performance as a concept used to measure and assess the extent to which market achievements have been achieved by a product that the business organization through marketing activities (Wu, 2015). Some research show that knowledge sharing gives effect to marketing performance caused by giving knowledge to business organization to develop marketing so as to generate significant marketing performance (Tang et al., 2015). Therefore, based on the existing literature and theory can be taken the hypothesis that is:

H3: Knowledge sharing has a positive influence on marketing performance.

The Influence Marketing Capability on Marketing Performance

Marketing capability is the capability to use inputs and resources, such as financial resources and customer loyalty, efficiently to generate desired sales. Marketing capability aims to generate a positive influence on the economic value made by business organizations by increasing market demand (Ahmed et al., 2014). Furthermore, marketing capability is an integrative process, in which a business organization uses tangible or intangible resources to comprehensively understand consumer needs, create products different from competitors and achieve superior brand equity (Yeşil, et al., 2013). Marketing capability becomes an important source to enhance the competitive advantage of business organizations to improve marketing performance and create positive value for consumers and be able to help business organizations create and maintain strong relationships with customers Marketing capabilities create a strong brand image that enables a company to deliver superior performance (Nath et al., 2010). Superior performance in marketing capability that can be developed that is innovation capability and responsive capability.

The capability of business organizations to innovate can provide good judgment and retain consumer loyalty as a collective valuation that becomes an evaluation company to become an innovative company (Foroudi et al., 2016). Innovative business organizations are generally defined as an organizational strategy that opens up new ideas and new ways of meeting customer needs (Efrat et al., 2017). Innovative ideas will have a positive impact on business organizations to improve marketing performance. The capabilities of innovation provide a solution for business organizations to add value to the company and help marketing to increase profits. Marketing performance is a factor used to measure the impact of marketing activities directed to produce marketing performance such as sales volumes and sales growth rates as an indicator of the success of capability in executing marketing strategies. Some studies suggest that innovation capabilities can have an effect on marketing performance with novelty that attracts consumers (Najafi et al., 2016). One of the advantages of marketing capability to pay attention to market conditions for more response to the market situation to improve marketing performance. Responsiveness capability is the capability of a business organization to slaughter and analyse and respond quickly and positively to dynamic market changes whereby the responsive capability to markets can have a positive impact on marketing performance (Tang et al., 2015). The results explain that the responsive capability to markets has a positive impact on the sustainability of positive marketing performance results (Efrat et al., 2017). Therefore, based on the existing literature and theory can be taken the hypothesis that is:

H4: Innovation Capability has a positive influence on Marketing Performance.

H5: Responsive capability has a positive influence on Marketing Performance.

METHOD RESEARCH

Sample Design and Data Collection

This research is an explanatory research that aims to know the relationship between research variables knowledge sharing, innovation capability, responsive capability, and marketing performance. Research studies conducted at Business Incubator, Business Administration, FISIP and UPN "Veteran" Jawa Timur. The sample in this study is a student who has a business and becomes a supplier in Business Incubator 100 with a sampling technique using purposive sampling. Data analysis using Suction Equation Model (SEM) with Liker scale 7 level preference that is, from strongly disagree-1 strongly agree-7. This study was conducted in June 2018 and July 2018. The results of this study showed respondents with male gender as much as 69% and female gender as much as 31%. Age categories of respondents are 15 yrs-20 yrs as many as 43% and categories aged 20 yrs-25 yrs as many as 57%. The length of business owned by students within 1 yr of 55 or 55% and 45 people or 45% of respondents have opened their business in a long time that is >1 yr.

Table 1		
DEMOGRAPHIC AND CHARACTERISTICS OF SAMPLE		
(N=100)		
	Frequency	Percent (%)
Gender		
Male	69	69%
Female	31	31%
Age		
15-20	43	43%
20-25	57	57%
Business		
1 year	55	55%
>1 year	45	45%

Design

Testing of item in an adaptation of instrument used in this research. Knowledge Sharing variable adapted from research (Wang & Wang, 2012) show that knowledge Sharing dimension is tacit knowledge and explicit knowledge. Tests of marketing capability variables are innovation capability and responsive capability. The innovation capability variable is adapted from the research (Lai & Lin, 2012) show that innovation capability dimension of product development and market demand. The responsive capability variable is adapted from the research (Tang et al.,

2015) show that dimensions of responsive capability i.e. market changes. Therefore, to test the variables of marketing performance adapted from research (Najafi et al., 2016) that the dimension is divided into the volume of sales and the growth rate of sales.

	Item	Convergent Validity	Construct Reliability	AVE	Cronbach's Alpha
Knowledge Sharing	KS2	0.654	0.732	0.561	0.570
	KS4	0.457			
	KS5	0.457			
	KS6	0.721			
	KS7	0.658			
Innovation Capability	IC1	0.918	0.896	0.687	0.850
	IC2	0.917			
	IC3	0.841			
	IC4	0.599			
Responsive Capability	RC1	0.490	0.783	0.542	0.686
	RC2	0.438			
	RC3	0.745			
	RC4	0.779			
	RC5	0.752			
Marketing Performance	MP1	0.572	0.817	0.575	0.726
	MP2	0.605			
	MP3	0.763			
	MP4	0.781			
	MP5	0.698			

Note: CA¼: Cronbach's alpha; CR¼: Composite Reliability; AVE¼: Average Variance Extracted.

**p<0.01; *p<0.05.

RESULT

Reliability and Validity

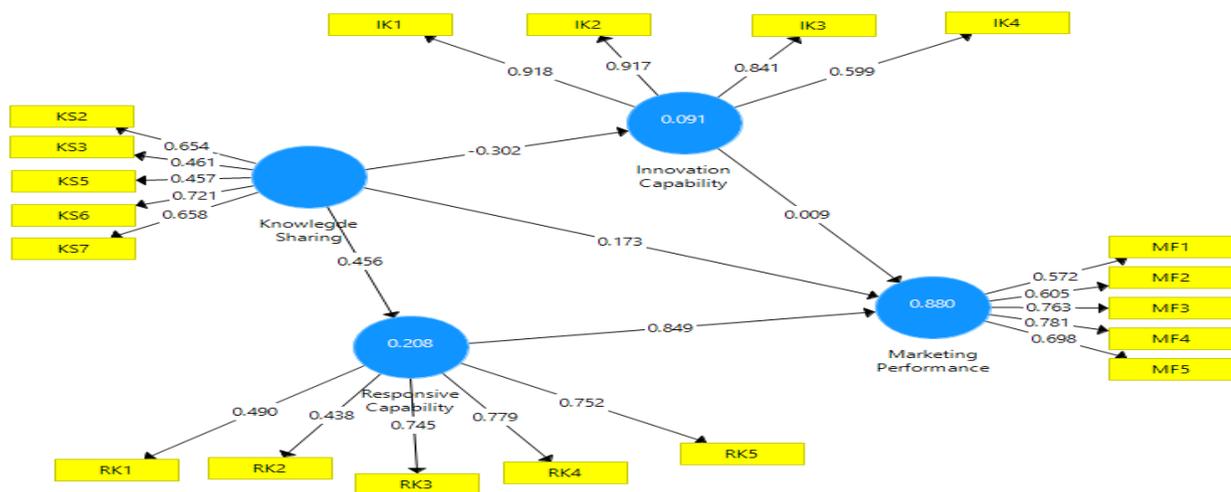
Table 2 above shows that the overall value of the loading factor on each indicator item has met the criteria that are above 0.40. The extracted variance shows the amount of variance of the indicators extracted by the developed variable. The high value of variance extracted indicates that the indicators have been well represented in the formation variables developed. Table 2 above shows that the result of variance extracted all constructs have good AVE value because it has fulfilled the cut-off value that is equal to or above 0.50. Reliability is one indicator of the validity of convergent. Many also use Cronbach's alpha as a measure of reliability despite the fact that Cronbach's alpha provides lower reliability. Based on table 4.9 it can be seen that the value of composite reliability on each variable is >0.7, and the value of Cronbach's alpha on each variable is >0.5. Thus, it can be concluded that the data used in this study reliable.

Discriminant validity is a test to see valid variable constructs or not. The following is the result of correlation output between the construct variables in table 3 note that the value of discriminant validity > 0.6 so that the overall variable constructs valid.

	Knowledge Sharing	Innovation Capability	Responsive Capability	Marketing Performance
Knowledge Sharing	0.600			
Innovation Capability		0.829		
Responsive Capability			0.925	
Marketing Performance				0.657

Evaluasi Inner Model (Structural Model)

Hypothesis testing is done by using software if data is SmartPLS which can be seen in Figure 1 below.



**Figure 1
THE RESULT PLS-SEM ALOGARITM**

Based on Figure 1 it is known that the highest coefficient value for a knowledge-sharing variable is KS6 which is 0.721 which shows for KS6 the strongest correlation among other indicators, the lowest value is at KS5 of 0.457. For the innovation capability variable is IC1 of 0.918 which shows the strongest correlation among other indicators, the lowest value is at IC4 of 0.599. The responsive capability variable that has the highest RC4 value of 0.779 indicates for

RC4 the strongest correlation among other indicators, the lowest value is RC2 of 0.438. The highest value of marketing performance is MF4 of 0.698 which shows for MF4 the strongest correlation among other indicators, the lowest value is at MF1 of 0.572. For the results of hypothesis testing using the data PLS-SEM obtained the following results:

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV.)	T-Statistics (O/STDEV)	P-Value
KS → IC	-0.302	-0.306	0.146	2.068	0.058
KS → RC	0.173	0.170	0.064	2.703	0.007
KS → MP	0.456	0.485	0.084	5.428	0.043
IC → MP	0.009	0.006	0.035	0.257	0.792
RC → MP	0.849	0.850	0.038	22.342	0.000

Hypothesis	P-Value	Result
<i>H1</i> : Knowledge Sharing → Innovation Capability	0.058	Insignificant
<i>H2</i> : Knowledge Sharing → Responsive Capability	0.007	Significant
<i>H3</i> : Knowledge Sharing → Marketing Performance	0.043	Significant
<i>H4</i> : Innovation Capability → Marketing Performance	0.792	Insignificant
<i>H5</i> : Responsive Capability → Marketing Performance	0.000	Significant

Based on Table 4 the effect of KS on IC is that more activities organized through training and assistance in the business incubator has a good impact to motivate students in creating innovative products. However, it does not affect the relationship of KS to IC with original sample value of -0.302. Influence between KS to RC that is more and more accompaniment activity which held in a business incubator through KS make the student get knowledge so formed good RC for product development to facing dynamic market condition by proving original of sample equal to 0.173. The effect of KS on MP show that more information received by students about the development of marketing through seminars and workshops conducted in the business incubator, it will give a positive impact to the marketing performance of each business unit owned by the students by proving the original sample of 0.456. IC affects the MP is the better the IC owned by the business unit of students, it will make consumers feel satisfied with the development of product type so as to increase the productivity of the business unit so that MP successfully proved original sample of 0.009. The influence of RC to MP is the better responsiveness done by the business unit owned by the students; it will provide a positive impact on the marketing performance done through the products in accordance with the demand and market changes.

DISCUSSION

The Impact of Knowledge Sharing on Innovation Capability

Based on results of the first hypothesis testing it is known that the significance value of t is obtained at $0.000 < 0.058$, meaning that the first hypothesis is rejected with a statistical t value of $2.068 > t$ table (1.973). Therefore, there is no positive influence between knowledge sharing on innovation capability. Sharing knowledge as an activity that leads to the change and development of science including the development of innovative products that can provide satisfaction to consumers. Increasingly sharing knowledge of business organizations including business incubators will have a positive impact on students' ability to create innovative products. Thus, the results of this research show that knowledge sharing has insignificant effect on innovation capability because business incubators as a place to share knowledge are considered to lack activities that provide teaching to students so that they can provide innovative ideas and ideas. The results of this study are not in line with previous studies conducted by (Hu et al., 2009).

The Impact of Knowledge Sharing on Responsive Capability

Based on results of the second hypothesis testing it is known that the significance value of t is obtained at $0.000 < 0.007$, meaning that the second hypothesis is accepted with a statistical t value of $2.703 > t$ table (1.973). Thus, there is a positive and significant influence between KS on RC, the higher the KS will increase the RC. Knowledge Sharing (KS) as a place for business people that is students to get information knowledge and technology to contribute to a product in order to analyse market condition to know consumer desire in accordance with market demand so that student have Responsive Capacity (RC) in face of the dynamic market situation. The more often the training is done to share knowledge, the more significant the Innovation Capability (IC) is improved. The result of this research proves empirically that there is an influence of Knowledge Sharing (KS) to Responsive Capability (RC). The results of this study support or consistent with previous research conducted by Research (Hu et al., 2009).

The Impact of Knowledge Sharing on Marketing Performance

Based on result of the third hypothesis testing it is known that the significance value of t is obtained $0.000 < 0.043$, it means that the third hypothesis is accepted with t statistic value of $5.428 > t$ table (1.973). Thus, there is a positive and significant influence between KS on MP, the higher the KS will increase the MP. If a business organization including a business unit owned by a student gets a discussion forum such as the concept of knowledge sharing will help students in marketing a product from various marketing concepts and marketing strategies of the present so as to improve marketing performance that leads the profitability of the organization. The result of this research proves empirically that there is an influence of Knowledge Sharing (KS) to Marketing Performance (MP). The results of this study support or are consistent with previous research conducted by Research (Tang et al., 2015). stated that knowledge sharing gives influence to marketing performance caused by giving knowledge to the business unit to develop marketing so as to produce good marketing performance (Tang et al., 2015).

The Impact of Innovation Capability on Marketing Performance

Based on the results of the fourth hypothesis testing it is known that the significance value of t is obtained at $0.000 < 0.792$, meaning the fourth hypothesis is rejected with a statistical t value of $0.257 < t$ table (1.973). Therefore, there is no positive influence between IC to MP. The more innovative products that match the market demand, it will have an impact on the demand so that the purchase occurs and it can be said that the marketing performance goes well and significantly including Incubator Business at UPN “*Veteran*” East Java. The result of this research proves empirically that there is an influence of Innovation Capability (IC) to Marketing Performance (MP). The results of research described above only apply to the parameters of this study, with all the limitations of the survey on Incubator Business. The results of this study support or consistent with previous research conducted by (Najafi et al., 2016)

The Impact of Responsive Capability on Marketing Performance

Based on result of the fifth hypothesis testing it is known that the significance value of t is obtained at $0.000 = 0.000$, meaning the fifth hypothesis is accepted with the value of t statistic of $22.342 > t$ table (1.973). Thus, there is a positive and significant influence between RC to MP, the higher the RC the more it will increase MP. The ability to respond to dynamic markets is important to know the diverse market demands. This capability must be owned by every business unit including student business which must keep abreast of market demand that demands varied products according to consumer's wishes. This ability is judged to have a good impact on improving product sales so that marketing performance increases as the product sales increase in the market in accordance with market dynamics. The result of this research proves empirically that there is an influence of Innovation Capability (IC) to Marketing Performance (MP). The results of this study support or consistent with previous research conducted by (Efrat et al., 2017).

CONCLUSION AND RECOMMENDATION

This research was conducted to know the relationship between knowledge sharing and marketing capability to marketing performance in Incubator Business at UPN “*Veteran*” East Java. First, the results show that knowledge sharing has a positive and significant impact on the marketing capability that is responsive capability, but insignificant effect on innovation capability ($H1$ was rejected and $H2$ have been proven). Knowledge sharing as a process to provide information through a business seminar forum and business training to grow student ideas and ideas to produce innovative and fast products to respond to market changes and market demand, the results of this research show that knowledge sharing insignificant effect on innovation capability because business incubators as a place to share knowledge are considered to lack activities that provide teaching to students so that they can provide innovative ideas and ideas. Second, knowledge sharing has a positive and significant impact on marketing performance ($H3$ has been proven). Knowledge sharing provides information on how to produce products in accordance with market developments and market demand so that sales increase, as increasing fees prove that marketing performance is successful through the strategies gained

when sharing knowledge plays a role. Third, Marketing capability as the ability of business units to introduce products to create good value impact marketing performance. If marketing capability in a business unit is good, then marketing performance will also be good. However, marketing capability in this research that innovation capability cannot affect marketing capability (H4 was rejected). This is because business units in the Business Incubator cannot meet market demand and follow market development so that marketing performance can be said less effective in product development. The other side, the responsive capability has a positive and significant effect on marketing capability (H5 has been proven). Responsive capability as a business unit's ability to respond to dynamic market developments to meet market demands that change over time can affect marketing performance.

Recommendation in this research is every business unit must follow various activities about the development of knowledge about market changes and consumer behaviour. Therefore, knowledge sharing activities take place, it is expected that the materials given should be in accordance with the needs of existing business units so that it contributes greatly to the business units. In this research is expected to provide benefits on the management of business units that prioritize knowledge management in the development of business. Knowledge sharing is often done through business seminars and business training is expected to improve the ability of students in managing the business units. Capability to market innovative products and in accordance with market developments through responsive capability so that sales of business units increase as well as successful marketing performances.

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