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# The Mediating Role of Organizational Learning and Supply Chain Management Practices: Influence of Knowledge Management Capabilities on Organizational Performance

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## Article Info

### Article history:

Received Agustus 10, 2025

Revised Agustus 25, 2025

Accepted Agustus 28, 2025

### Keywords:

Knowledge Management Capabilities; Organizational Performance; Organizational Learning; Supply Chain Management Practices

## ABSTRACT

The increasing complexity of business environments demands that organizations, especially MSMEs, develop their internal capabilities to remain competitive and sustainable. This study aims to analyze the effect of knowledge management capability on organizational performance, mediated by organizational learning and supply chain management practices. A quantitative approach was employed using Structural Equation Modeling (SEM), with data collected through questionnaires from 97 furniture MSME actors in Yogyakarta. The results show that knowledge management capability does not directly enhance organizational performance but has a positive effect through organizational learning as a mediator. In contrast, supply chain management practices do not have a positive impact on organizational performance, either directly or as a mediator. These findings highlight the importance of organizational learning in improving the performance of furniture MSMEs in Yogyakarta.



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## 1. INTRODUCTION

Knowledge digitalization is defined as a key strategic resource for organizational survival, stability, growth and improvement (Al-Hakim & Hassan, 2011). Knowledge management capability is considered the foundation for developing core competencies that enhance organizational performance (Halley & Beaulieu, 2005). It refers to an organization’s ability to acquire, create, transfer, integrate, share and apply knowledge resources across functional boundaries to generate new knowledge (Gold et al., 2001; Lee & Choi, 2003; Wong & Wong, 2011). The indicators of knowledge management capability consist of four dimensions: knowledge management infrastructure

(technology, structure and culture) and knowledge management process capabilities (Gold et al., 2001; Wong & Wong, 2011).

Knowledge management capability can influence organizational performance. Prior studies provide evidence of a positive effect of knowledge management capability on organizational performance (Andreeva & Kianto, 2012; Gharakhani & Mousakhani, 2012; Gold et al., 2001; Liang et al., 2007; Mills and Smith, 2011; Tanriverdi Huseyin, 2005; Tseng & Lee, 2014). This implies that strong knowledge management capability supports effective resource management and the development of valuable and rare knowledge based competencies that improve organizational performance (Tseng & Lee, 2014). Moreover, organizations can enhance knowledge through collaboration and knowledge sharing among employees, decision-making, productivity and innovation (Bennet & Tomblin, 2006; King W R, 2009; Chang & Chuang, 2011; Gharakhani & Mousakhani, 2012).

The goal of knowledge management capability is to facilitate the right knowledge being delivered at the right time, to the right people and in the right format (Halawi et al., 2006). Additionally, it helps organizations stay competitive by sharing information to understand competitor products, services, strategies and best practices (Kyobe, 2010). Knowledge management capability also influences organizational learning. Organizational learning is a multidimensional and interdisciplinary concept studied from psychological, sociological, behavioral, organizational theory, management science and information systems perspectives (Argote & Miron-Spektor, 2011). Yang & Chen (2009) proposed a framework indicating that knowledge management capabilities, including social and technical knowledge capabilities, affect organizational learning processes.

The organizational learning process consists of four dimensions: knowledge acquisition, knowledge dissemination, knowledge interpretation and organizational memory (Huber, 1991; Lopez et al., 2004). Previous research (Huber, 1991; Lopez et al., 2004; Sanz-Valle & Perez-Caballero, 2011; Yang & Chen, 2009; Nafei Wageeh, 2014; Noruzy et al., 2013) confirms that knowledge management capability positively influences organizational learning. Implementing knowledge management capabilities or organizational learning systems in conjunction with other organizational practices such as innovation, human resource management, culture, IT, structure and leadership enables organizations to adapt to dynamic and competitive business environments, thereby enhancing organizational learning (Yang & Chen, 2009).

Organizational learning also affects organizational performance. Previous studies (Bolivar et al., 2012; Bontis et al., 2002; Lopez et al., 2005; Rashed et al., 2010; Skerlavaj & Dimovski, 2009; Cho et al., 2013; García-Morales et al., 2012; Tippins & Sohi, 2003; Wang & Ellinger, 2011) found that organizational learning positively impacts organizational performance. Effective learning strategies and behavior enhance strategic capability, sustain competitive advantage and improve overall performance (Bolivar et al., 2012). Organizational learning can mediate the relationship between knowledge management capability and organizational performance. Studies such as Lopez et al. (2004); Noruzy et al. (2013); Skerlavaj & Dimovski (2009); Wang & Ellinger (2011); Yang & Chen (2009) show that organizational learning mediates this relationship. This suggests that strong organizational learning plays a key role in enhancing the effect of knowledge management capability on future performance.

Noruzy et al. (2013); Yang & Chen (2009) considered knowledge management capability as the infrastructure and enabler that supports and facilitates organizational learning. Integrating knowledge management with organizational systems and practices such as innovation, HRM, culture, IT, structure and leadership can improve organizational performance in dynamic environments. The knowledge-based view (KBV) highlights how intangible resources help organizations gain competitive advantage, whereas the RBV focuses on leveraging both tangible and intangible resources. According to Therious

et al. (2009), KBV complements RBV by explaining the sources of competitive advantage and their effects (direct and indirect) on performance. KBV primarily targets the role of knowledge management in creating competitive advantage, while RBV focuses on measuring the integration of various resources. This study examines the impact of different resources, including knowledge management capability and supply chain management practices on organizational performance. Therefore, the RBV is more appropriate than KBV as the theoretical foundation of this study (Xu et al., 2014).

Knowledge management capability complements organizational capabilities contributing to success. A successful learning process depends on strong knowledge management infrastructure, including social and technical enablers. However, previous studies have examined this relationship mainly from a process perspective rather than a socio-technical view (Yang & Chen, 2009; Sanz-Valle & Perez-Caballero, 2011; Jain & Moreno, 2015). To improve performance and survive in competitive environments, organizations must collaborate and build long-term relationships with upstream and downstream supply chain partners. External collaboration enables organizations to diversify products and access new knowledge to enhance innovation processes (Xu et al., 2014). Knowledge management capability is seen as a strategic asset that facilitates coordination and integration among supply chain members (Rashed et al., 2010; Sardabi & Wahab, 2011; Samuel et al., 2011; Tan & Cross, 2012; Xu et al., 2014). Some studies have investigated the influence of knowledge management capability on organizational learning from a socio-technical perspective (Noruzy et al., 2013; Sanz-Valle & Perez-Caballero, 2011; Yang & Chen, 2009), especially in developing countries (Jain & Moreno, 2015; Nafei Wageeh, 2014). However, research examining the impact of resource-based capabilities such as knowledge management and inter-organizational coordination (supply chain management practices) is still limited (Tan, 2012; Wong & Wong, 2011; Xu et al., 2014).

To compete in global markets, organizations need well-integrated supply chains. Prior studies have analyzed the critical role of supply chain management within organizations (Ibrahim & Ogunyemi, 2012). Supply chain management practices involve managing the integration and coordination of supply, demand and relationships to meet customer needs (Wong & Wong, 2011). Li et al., (2006) developed and validated a multidimensional model of supply chain management practices comprising six dimensions: strategic supplier partnerships, customer relationships, information sharing and quality, internal lean practices and postponement. These are considered a comprehensive model as they cover both upstream and downstream supply chain aspects, information flows and internal processes (Sundram et al., 2011).

Knowledge management capability also influences supply chain management practices. Studies (Halley & Beaulieu, 2005; Li et al., 2012; Yang & Chen, 2009; Sambasivan et al., 2009; Schoenherr et al., 2014) show a positive relationship between them. Organizations with strong knowledge management capabilities can better manage their supply chains and enhance supply chain performance (Schoenherr et al., 2014).

Supply chain management practices also impact organizational performance. Past research (Kim Soo Wook, 2006; Tan, 2002; Chow et al., 2008; Khang et al., 2010; Min & Mentzer, 2004; Sundram et al., 2011) demonstrates a positive effect. Organizations implementing strong supply chain management improve their performance. Supply chain management practices can also mediate the effect of knowledge management capability on organizational performance. Studies (Chow et al., 2008; Gold et al., 2001; Kim Soo Wook, 2006; Tan, 2002; Wong & Wong, 2011; Yang & Chen, 2009) found that these practices mediate this relationship. Managing knowledge across the supply chain leads to more effective and efficient processes (Schoenherr et al., 2014) and contributes to long term organizational success (Sambasivan et al., 2009; Sardabi & Wahab, 2011). The better individual knowledge management capabilities are the better organizational performance becomes, eventually leading to effective supply chain management practices.

Globalization has made access across regions and countries easier, creating more opportunities for entrepreneurship including MSMEs particularly in Yogyakarta. The manufacturing sector especially furniture MSMEs contributes 12.36% to Yogyakarta's GRDP.

Furniture MSMEs have great potential due to Indonesia's abundant raw materials. As labor-intensive and export oriented enterprises, Yogyakarta's furniture MSMEs significantly contribute to national economic recovery. Yogyakarta is Indonesia's second-largest furniture center after Jepara due to its status as a top tourist and education destination. In a competitive environment, MSMEs often focus only on visible advantages (interior design, product variety, service) while overlooking operational advantages like product quality, innovation, cost efficiency and flexibility. Thus, organizational learning and supply chain practices support a crucial role in leveraging knowledge management capabilities to enhance performance. This study focuses on furniture MSMEs in Yogyakarta because of their consistent growth, artistic value, and traditional carving methods despite technological advancements. Managing high quality wood and complex production processes requires strategic decisions involving internal and external conditions such as raw material pricing and partnerships.

Supply chain management as enhancing performance through internal and external integration involving suppliers, customers and other stakeholders. Proper strategic supply chain planning helps MSMEs select the best suppliers, reduce costs and increase profits. According to the Yogyakarta Industry and Trade Office, furniture sales have increased domestically and internationally due to a shift in household spending. However, Yogyakarta faces export barriers such as high shipping costs.

Knowledge management capability helps furniture MSMEs by collecting and sharing knowledge through training, education and mentoring from theory to international exhibition preparation thus enabling the effective use of tacit and explicit knowledge. Knowledge includes product regulations, procedures, cost calculations, labeling, branding, organizational governance, financial management and export documentation. One strategy to gain or maintain competitive advantage is through organizational learning. The furniture industry, which relies heavily on creativity and artistry needs learning strategies to adapt to change.

There is a strong relationship between knowledge management, organizational learning and supply chain management in enhancing organizational performance, particularly in Yogyakarta's furniture MSMEs. Unlike previous studies that focused on technical or textile firms (Jain & Moreno, 2015; Ibrahim & Ogunyemi, 2012), this study explores a unique context furniture MSMEs making it valuable for understanding the mediating roles of organizational learning and supply chain management practices on the influence of knowledge management capability on performance.

## **Literature Review**

Knowledge management capability refers to a series of strategic processes such as creating, acquiring, storing and sharing knowledge to enhance organizational capabilities and achieve goals. This capability plays a crucial role in driving organizational learning, which is a dynamic process that moves from the individual level to the group and organizational levels. It involves activities such as training, job rotation and career planning to strengthen the organization's ability to adapt and innovate (Lopez et al., 2005). Through effective organizational learning, knowledge can be integrated to create a sustainable competitive advantage.

In addition, knowledge management capability and organizational learning also play important roles in strengthening supply chain management practices, which involve managing the flow of information, goods and services in an integrated system from suppliers to end consumers. These practices ensure that procurement, production, distribution and delivery processes run efficiently and

are responsive to market demands. When implemented synergistically, these three elements have a direct impact on organizational performance which includes the effectiveness in meeting stakeholder needs as well as achieving financial, operational and customer satisfaction outcomes. Thus, the integration of knowledge management, organizational learning and supply chain management is key to driving overall improvements in organizational performance.

## 2. METHOD

The population in this study consists of furniture MSMEs in the Special Region of Yogyakarta that are registered with the Department of Cooperatives and MSMEs of the Special Region of Yogyakarta. The sample used in this study includes 97 respondents. The sampling technique used is purposive sampling with the following criteria: 1) Furniture MSMEs that are currently active, registered with the Department of Cooperatives and MSMEs of the Special Region of Yogyakarta and have participated in training or seminars on operational management or the management of knowledge, organizational learning, supply chain management and organizational performance, organized by the Department of Cooperatives and MSMEs or other related institutions. 2) Furniture MSMEs in the Special Region of Yogyakarta that have been operating for more than three years. The assumption used by the researcher in selecting MSMEs that have been operating for more than three years is that their organizational performance and supply chain activities can already be evaluated.

## 3. RESULTS AND DISCUSSION

### Results

#### Composite Reliability

A variable can be considered reliable if the composite reliability value is above 0.7 and the cronbach's alpha value is recommended to be above 0.6 (Ghozali, 2014). The table below shows the composite reliability and cronbach's alpha values in Table 1.

Table 1. Composite Reliability

Variable	Composit reliability	Cronbach's alpha	Description
Knowledge Management Capability	0,980	0,979	Reliable
Organizational Performance	0,903	0,879	Reliable
Organizational Learning	0,973	0,970	Reliable
Supply Chain Management Practices	0,991	0,990	Reliable

Table 1. shows that the knowledge management capability variable has a composite reliability value of 0.980, the organizational performance variable has a value of 0.903, the organizational learning variable has a value of 0.973 and the supply chain management practices variable shows a value of 0.991. In conclusion, all four analyzed variables have good composite reliability as their latent variable values are above 0.7. The overall Cronbach's alpha results indicate the quality of the measurement model (outer model). These results can be further analyzed to validate the structural model (inner model).

#### R-square

According to Chin (1998), an  $R^2$  value greater than 0.67 is categorized as strong, a value greater than 0.33 is categorized as moderate, and a value greater than 0.19 or less than 0.33 is categorized as weak.

Table 2. R-square

Variable	R-Square
Organizational Learning	0,132
Supply Chain Management Practices	0,271
Organizational Performance	0,283

Based on Table 2,  $R^2$  value for organizational performance is 0.283 or 28.3%, indicating that the organizational performance variable can be explained by the knowledge management capability variable by 28.3%, while the remaining 71.7% is influenced by other variables not included in this study.  $R^2$  value for organizational learning is 0.132 or 13.2%, showing that the organizational learning variable can be explained by the knowledge management capability variable by 13.2%, while the remaining 86.8% is influenced by other variables not examined in this research.  $R^2$  value for supply chain management practices is 0.271 or 27.1%, indicating that the supply chain management practices variable is influenced by other variables not included in this study.

### Path Coefficient

Table 3. Path Coefficient Direct and Indirect Effect

Hypothesis	Original sample (O)	Sample mean (M)	Standart deviation (STDEV)	T Statistics ( O/STDEV )	P Value	Description
Knowledge management capability → organizational performance	-0,033	-0,027	0,118	0,277	0,782	Rejected
Knowledge management capability → organizational learning	0,363	0,369	0,084	4,326	0,000	Accepted
Organizational learning → organizational performance	0,516	0,527	0,097	5,314	0,000	Accepted
knowledge management capability → organizational learning → organizational performance	0,187	0,195	0,061	3,080	0,002	Accepted
knowledge management capability → supply chain management practices	0,520	0,524	0,079	6,615	0,000	Accepted

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Supply chain management practices → organizational performance	0,096	0,092	0,132	0,723	0,470	Rejected
knowledge management capability → supply chain management practices → organizational performance	0,050	0,045	0,069	0,720	0,472	Rejected

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## Discussion

### Influence of Knowledge Management Capability on Organizational Performance

The results of the first hypothesis testing, which examined the influence of knowledge management capability on organizational performance, showed a p-value of 0.782 and a t-statistic of 0.277 indicating a negative and insignificant influence of knowledge management capability on organizational performance. This study aligns with previous research, such as Gharakhani & Mousakhani (2012), which found that knowledge management had an insignificant effect on organizational performance. They stated that knowledge management consists of three important processes: knowledge accumulation (activities through which organizations gain new understanding), knowledge protection (activities that preserve the ownership nature of organizational knowledge) and knowledge leveraging (activities that use knowledge for commercial purposes).

### Influence of Knowledge Management Capability on Organizational Learning

The results of the second hypothesis testing, which examined the influence of knowledge management capability on organizational learning, showed a p-value of 0.000 and a t-statistic of 4.326, indicating a positive influence. Previous studies by Argote & Miron-Spektor (2011); Huber (1991); Lopez et al. (2004); Sanz-Valle et al. (2011); Yang & Chen (2009); Nafei Wageeh (2014); and Noruzy et al. (2013) found a similar positive influence of knowledge management capability on organizational learning. Essentially, individuals with strong knowledge management capabilities tend to have mindsets and perspectives aligned with continuous learning processes, striving to deepen, improve and develop learning within the organization.

### Influence of Organizational Learning on Organizational Performance

The results of the third hypothesis testing, which examined the influence of organizational learning on organizational performance, showed a p-value of 0.000 and a t-statistic of 5.314, indicating a positive influence. This finding is consistent with previous studies by Huber (1991); Lopez et al. (2004); Sanz-Valle et al. (2011); Yang & Chen (2009); Nafei Wageeh (2014); Noruzy et al. (2013); which support the positive effect of organizational learning on performance. Similarly, Skerlavaj & Dimovski (2009), found that information acquisition, interpretation and behavioral and cognitive changes directly and positively impact organizational performance. This suggests that organizational learning facilitates a sense of empowerment and ownership among individuals, which contributes to improved organizational performance.

### **Influence of Knowledge Management Capability on Organizational Performance with Organizational Learning as a Mediating Variable**

The influence of knowledge management capability on organizational performance, when organizational learning was included as a mediating variable, showed a positive and significant result with a path coefficient of 0.187 and a p-value of 0.002. This indicates that organizational learning mediates the relationship between knowledge management capability and organizational performance. This finding is consistent with the theory of Skerlavaj & Dimovski (2009), who highlighted that information acquisition, interpretation and behavioral and cognitive changes positively affect performance. It also aligns with previous studies (Andreeva & Kianto, 2012; Gharakhani & Mousakhani, 2012; Gold et al., 2001; Liang et al., 2007; Mills and Smith, 2011; Tanriverdi Huseyin, 2005; Tseng & Lee, 2014) that demonstrate the mediating role of organizational learning in this relationship. In essence, individuals with strong knowledge management capabilities are more likely to engage in effective organizational learning, which in turn enhances overall organizational performance for both personal and organizational well-being.

### **Influence of Knowledge Management Capability on Supply Chain Management Practices**

The results of the fifth hypothesis testing, which examined the influence of knowledge management capability on supply chain management practices, showed a p-value of 0.000 and a t-statistic of 6.615, indicating a positive influence. This finding is consistent with previous research (Rashed et al., 2010; Sambasivan et al., 2009), which states that knowledge management capability underlies an individual's ability to engage in learning, knowledge sharing, and collaborative knowledge management. These studies confirm that an individual's knowledge management capability can affect supply chain management practices. This is because a high level of knowledge management capability enables individuals to make informed decisions regarding knowledge learning, thus allowing them to effectively implement and shape appropriate supply chain management practices.

### **Influence of Supply Chain Management Practices on Organizational Performance**

The results of the sixth hypothesis testing, which examined the influence of supply chain management practices on organizational performance, showed a p-value of 0.470 and a t-statistic of 0.723. These results indicate a negative and insignificant influence of supply chain management practices on organizational performance. The formulated hypothesis aligns with a previous study (Andreeva & Kianto, 2012), which considered the effects of supply chain management practices such as the use of technology, supply chain speed, customer satisfaction, supply chain integration and inventory management on organizational performance. The findings showed that implementing supply chain management practices does not impact organizational performance. This may be due to several factors, including unfavorable location, personal relationships, product variety, high operational costs and high employee turnover. Khang et al. (2010) also provided evidence that knowledge sharing and partnerships do not have a direct and significant effect on organizational performance.

### **Influence of Knowledge Management Capability on Organizational Performance with Supply Chain Management Practices as a Mediating Variable**

The influence of knowledge management capability on organizational performance, with supply chain management practices included as a mediating variable, showed a negative and insignificant result with a path coefficient of 0.050 and a p-value of 0.472. This indicates that supply chain management practices do not mediate the influence of knowledge management capability on organizational performance. The formulated hypothesis is consistent with previous studies (Andreeva & Kianto, 2012), which examined the effects of supply chain management practices including

technology use, supply chain speed, customer satisfaction, supply chain integration and inventory management on performance. The results revealed that these practices do not influence performance. This may be attributed to several factors, such as unfavorable location, personal relationships, product diversity, high operational costs and high employee turnover.

#### 4. CONCLUSION

This study concludes that knowledge management capability does not have a direct impact on organizational performance but has a positive effect on organizational learning, which in turn positively influences organizational performance and mediates the relationship between the two. Knowledge management capability also positively influences supply chain management practices; however, these practices do not significantly affect organizational performance and do not serve as a mediator. The limitations of this study include time and location constraints in data collection, a narrow scope of respondents limited to furniture MSMEs in Yogyakarta, assumptions regarding the uniform use of information technology, and a limited number of variables examined. Therefore, future research is recommended to use random sampling techniques with a broader sample scope, explore in greater depth the use of technology and how business actors respond to complex situations, and include additional variables such as innovation, leadership, quality, organizational culture, and job satisfaction. Future studies are also expected to cover other MSME sectors and different geographical areas to produce more representative findings and stronger generalizability.

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