

# Uncertain Supply Chain Management

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## Analysis the mediating role of knowledge sharing and innovation value chain on the company's sustainable competitive advantage

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### ABSTRACT

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In an era where knowledge has become one of the most valuable assets, the ability to effectively gather, store, manage, and utilize knowledge is critical. Given the ever-changing market needs, the sustainable competitive advantage of a company is crucial. The aim of this research is to analyze the role of knowledge management capabilities in sustainable competitive advantage and to assess the effectiveness of the impact provided by knowledge sharing and the innovation value chain in enhancing a company's competitive advantage. The research method employed is quantitative research using a questionnaire with a 1 – 7-point Likert Scale for data collection. This study was conducted on employees, staff, and managers of a state-owned bank in Indonesia, with a sample size of 206 respondents. Data analysis will be performed using Structural Equation Modeling (SEM) technique with SmartPLS 4 software. The results of hypothesis testing indicate that the influence of knowledge management capabilities on knowledge sharing, and the innovation value chain is statistically significant. Furthermore, there is a statistically significant influence between knowledge sharing and sustainable competitive advantage, and knowledge sharing mediates the relationship between knowledge management capabilities and sustainable competitive advantage. The influence of the innovation value chain on sustainable competitive advantage is also significant, however, there is no significant evidence found that the innovation value chain mediates the relationship between knowledge management capabilities and sustainable competitive advantage.

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## 1. Introduction

The era of technological advancement has a significant impact on the competitive market (Fachrurazi et al., 2023). Therefore, sustainable competitive advantage is key to long-term success for a company. Sustainable competitive advantage refers to a condition where a company is able to create value that is difficult to imitate or too costly to duplicate by its competitors (Lee, 2016; Bashir & Farooq, 2019). In efforts to create or maintain competitive advantage, companies must focus on meeting and even exceeding customer expectations by providing superior products or services, or introducing innovation (Azeem et al., 2021). Without a strong competitive advantage, companies will face the risk of struggling to survive profitably or even survive in a constantly changing and competitive market (Haseeb et al., 2019). Farida & Setiawan (2022) state that competitive advantage can be reflected in various performance indicators, such as higher profitability levels than competitors, better return on investment, or higher operational efficiency. Additionally, competitive advantage can also manifest in the form of strong brand equity, high customer loyalty, or extensive and effective distribution networks. Innovation is also a crucial component of sustainable competitive advantage (Distanont, 2020). Companies that can continuously create new products, improve

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processes, or develop valuable intellectual property will have a greater advantage in maintaining their position in the market (Battisti et al., 2020; Obeidat et al., 2021).

Knowledge management capabilities play a key role in creating sustainable competitive advantage for a company. In an era where knowledge has become one of the most valuable assets, the ability to effectively gather, store, manage, and utilize knowledge is critical (Hock-Doepgen et al., 2021). By having a solid system for managing internal and external knowledge, companies can identify new opportunities, solve problems more efficiently, and enhance performance. According to Mahdi et al. (2019), knowledge management capabilities also enable companies to learn from past experiences, prevent effort duplication, and accelerate the innovation process. Thus, investing in the development of knowledge management capabilities not only helps companies stay relevant in rapidly changing business environments but also provides a strong foundation for creating sustainable competitive advantage (Shahzad et al., 2020; Lam et al., 2021). Furthermore, knowledge sharing fosters an innovation culture where new ideas are welcomed and actively explored. By building systems and processes that encourage knowledge sharing, companies can create an environment that supports growth and continuous learning (Puspita et al., 2020). Moreover, by establishing a strong innovation value chain, companies generate innovative solutions and better meet market needs than their competitors. By considering the entire innovation process from research and development to marketing and customer service, companies can identify new opportunities, optimize resources, and reduce time-to-market (Chen et al., 2020; Gloet & Samson, 2022). Kusi-Sarpong et al. (2019) explain that through integrating innovation into every operational aspect, companies can create sustainable competitive advantage by maintaining relevance and unique value in a constantly changing market. Given the crucial importance of sustainable competitive advantage for companies in the face of constantly evolving market needs, this research emphasizes the importance of knowledge management capabilities in creating a company's competitive advantage. Therefore, the aim of this study is to analyze the role of knowledge management capabilities in sustainable competitive advantage and to assess the effectiveness of the impact provided by knowledge sharing and the innovation value chain in enhancing a company's competitive advantage.

## 2. Literature review

### 2.1 *The Role of Knowledge Management Capabilities*

Knowledge management is a directed and structured system and process built within a company to create, seek, gather, select, organize, document, store, maintain, and disseminate information and knowledge. Its aim is to support the needs of individuals within the company and facilitate sound decision-making and business strategies (Wahyudi & Sunarsi, 2021; Azeem et al., 2021). This concept emphasizes the importance of not only having access to information but also understanding, managing, and effectively utilizing it to achieve the company's goals. The benefits of knowledge management in companies are significant. Mahdi et al. (2019) explain that knowledge management helps in saving time and costs. By having structured and easily accessible knowledge resources, companies can avoid wasting time searching for needed information. This not only enhances operational efficiency but also reduces costs associated with re-researching or errors due to lack of accurate information (Rizqi, 2022; Prakoso et al., 2023). Furthermore, by providing quick and accurate access to relevant information, employees can work more efficiently and effectively. They can swiftly complete tasks without being hindered by constraints in accessing necessary information. Moreover, companies can accelerate the new product development cycle, identify innovation opportunities, and support corporate learning processes by managing knowledge effectively. Abbas et al. (2020) and Batara et al. (2023) explain that knowledge management enables companies to leverage individual expertise. By documenting knowledge and experiences, companies can harness individual expertise across various parts of the organization without relying solely on knowledge concentrated in one person or group. This helps minimize the risk of knowledge loss when employees retire or leave the company, ensuring operational continuity and long-term growth.

**H<sub>1</sub>:** *Knowledge management capabilities have a positive effect on knowledge sharing.*

**H<sub>2</sub>:** *Knowledge management capabilities have a positive effect on the innovation value chain.*

### 2.2 *The Role of Knowledge Sharing*

Knowledge sharing is a process that connects individuals, departments, and companies to enrich and expand their knowledge. This practice involves conveying information, ideas, experiences, and skills from one entity to another, both within the internal scope of the company and externally (Castaneda & Cuellar, 2020). Its goal is to create a strong foundation for effective collaboration and foster the creation of beneficial innovations for the company. Lee (2016) states that through knowledge sharing, companies can enhance efficiency in storing and managing vital information. By facilitating easy access to codes of conduct, task guidelines, or other knowledge, employees can reduce dependence on managers or supervisors to obtain necessary information. This not only optimizes daily work processes but also accelerates decision-making and enables the company to adapt more quickly to environmental changes (Imamoglu et al., 2019; Obrenovic et al., 2020). Moreover, knowledge sharing is also a crucial strategic tool in maintaining competitive advantage. Through information exchange among employees, companies can access unique expertise or training possessed by team members (Curado & Vieira, 2019). This creates an environment where each individual has access to the same level of knowledge as experts in their respective fields, ultimately strengthening the company's capabilities. Furthermore, knowledge sharing fosters a culture of learning and

mentoring within the company (Le & Lei, 2019; Singh et al., 2021). By promoting cross-team collaboration, employees not only use their expertise to enrich themselves but also to mutually reinforce and advance each other. This not only strengthens bonds between individuals but also promotes sustainable professional growth and development (Saffar & Obeidat, 2020).

**H<sub>3</sub>:** *Knowledge sharing has a positive effect on sustainable competitive advantage.*

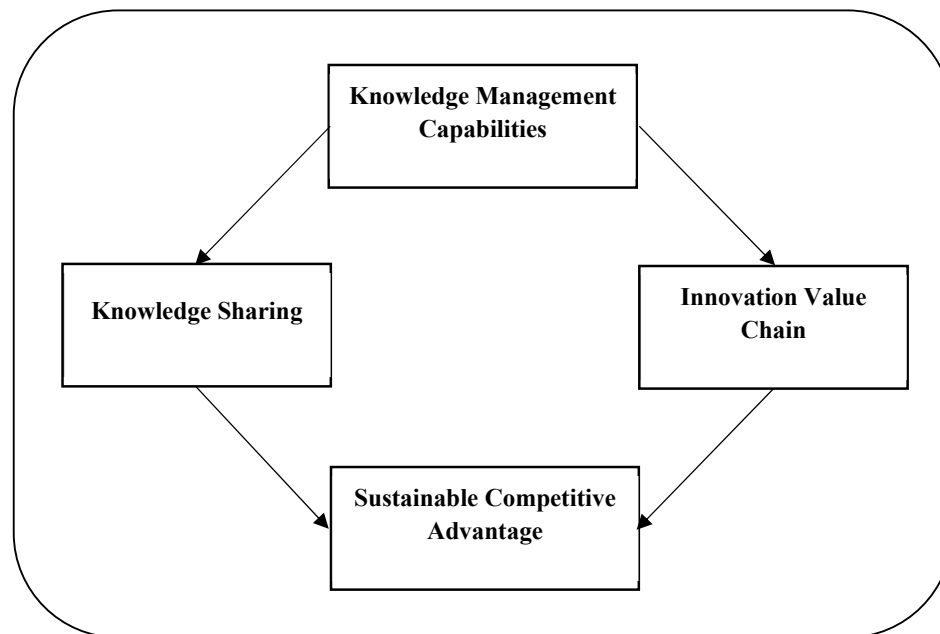
**H<sub>4</sub>:** *Knowledge sharing mediates the relationship between knowledge management capabilities and sustainable competitive advantage.*

### 2.3 The Role of Innovation Value Chain

Value chain is an important concept in understanding business operations and plays a crucial role in driving innovation and sustainable business growth (Distanont, 2020). In this context, the innovation value chain refers to the integration of value chain concepts with innovation efforts in every stage of business activities. This not only includes the development of new products or services but also focuses on innovation in processes, distribution, marketing, and customer service (Chen et al., 2020; Farida & Setiawan, 2022). The innovation value chain creates significant value for customers by producing products or services that are not only of high quality but also innovative and relevant to the continuously evolving market needs. By understanding the dynamics of value addition at each stage of the value chain, companies can design more targeted and effective innovation strategies to compete better in the competitive market (Azeem et al., 2021). The innovation value chain helps companies integrate research and product development effectively into their operations. With a deeper understanding of this value flow, companies can direct investments in research and development to the most strategic areas with the potential to yield significant innovative results (Lee, 2016; Bashir & Farooq, 2019). Additionally, the innovation value chain enables companies to design better products or services that are more aligned with customer needs. By using insights into the value addition desired by the market, companies can direct design efforts to create more innovative, functional, and appealing products for customers (Battisti et al., 2020). By understanding the value chain, companies can identify opportunities to improve efficiency and reduce costs at each stage of the business process. By understanding and optimizing the value addition at each stage of the value chain, companies can create a solid foundation for long-term success in the ever-changing and dynamic market (Lam et al., 2021).

**H<sub>5</sub>:** *Innovation value chain has a positive effect on sustainable competitive advantage.*

**H<sub>6</sub>:** *Innovation value chain mediates the relationship between knowledge management capabilities and sustainable competitive advantage.*



**Fig. 1.** Theoretical Framework

### 3. Research Method

The research method employed is quantitative research. The data collection technique used is a questionnaire. A questionnaire is an effective instrument for gathering data in quantitative research because it allows researchers to collect consistent information from a large number of respondents in a relatively short time. This research questionnaire utilizes a 7-point Likert

Scale, ranging from strongly disagree to strongly agree, to interpret respondent answers. The questionnaire is distributed to respondents via online media, specifically email. This study is conducted on employees, staff, and managers of a state-owned bank in Indonesia who are designated as respondents. Initially, 300 questionnaires were distributed, but only 224 questionnaires could be collected. This indicates a very high questionnaire return rate of 74.67%. In the questionnaire selection phase, 18 questionnaires were incomplete and therefore excluded from the data analysis. Thus, the sample size used is 206 samples. Data analysis will be conducted using Structural Equation Modeling (SEM) technique with the assistance of SmartPLS 4 software.

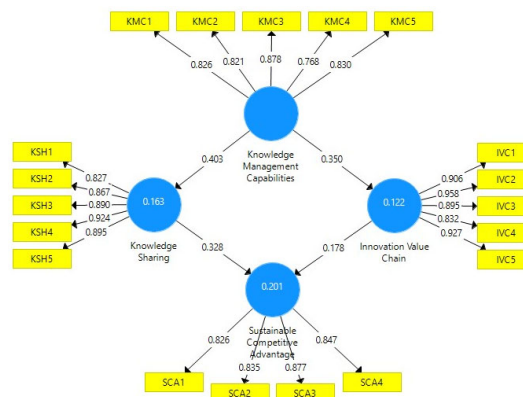
#### 4. Research results

This study analyzes the influence of knowledge management capabilities on knowledge sharing practices and innovation value chains. Additionally, the research also examines the impact of knowledge sharing practices and innovation value chains on sustainable competitive advantage, as well as investigates the mediating role of knowledge sharing practices and innovation value chains in linking knowledge management capabilities to sustainable competitive advantage. The analysis in this study utilizes loading factor tests to assess the relevance and strength of indicators in measuring latent variables. After ensuring the relevance of indicators, reliability tests and validity tests will be conducted to ensure the reliability and validity of the research instrument before conducting hypothesis testing related to the relationships between variables (Ghozali & Latan, 2014).

**Table 1**

Outer Loading

	Variable	Outer Loading
<b>Knowledge Management Capabilities</b>	KMC1	0.826
	KMC2	0.821
	KMC3	0.878
	KMC4	0.768
	KMC5	0.830
<b>Knowledge Sharing</b>	KSH1	0.827
	KSH2	0.867
	KSH3	0.890
	KSH4	0.924
	KSH5	0.895
<b>Innovation Value Chain</b>	IVC1	0.906
	IVC2	0.958
	IVC3	0.895
	IVC4	0.832
	IVC5	0.927
<b>Sustainable Competitive Advantage</b>	SCA1	0.826
	SCA2	0.835
	SCA3	0.877
	SCA4	0.847



**Fig. 2.** Outer Analysis Framework

Outer loading is a measure of how well indicator variables in a model or study can explain the construct or latent variable being measured. The threshold value used is 0.7, indicating that the indicator can be relied upon to measure the construct or latent variable. The higher the outer loading value, the stronger the relationship between the indicator variable and the

construct being measured. Indicator variables KMC1, KMC2, KMC3, KMC4, and KMC5 show high outer loading, with values of 0.826, 0.821, 0.878, 0.768, and 0.830 respectively. This indicates that these indicator variables have a strong relationship with the construct of knowledge management capabilities. In the knowledge sharing variable, indicator variables KSH1, KSH2, KSH3, KSH4, and KSH5 also exhibit high outer loading, with values of 0.827, 0.867, 0.890, 0.924, and 0.895 respectively. This indicates that these indicator variables significantly influence the knowledge sharing construct, reflecting how well the company facilitates knowledge exchange among its members. The innovation value chain variable also shows strong results. Indicator variables IVC1, IVC2, IVC3, IVC4, and IVC5 have high outer loading, with values of 0.906, 0.958, 0.895, 0.832, and 0.927 respectively. This indicates that these indicator variables are effective in measuring the innovation value chain construct, reflecting the company's innovation process from upstream to downstream. Lastly, in the sustainable competitive advantage variable, indicator variables SCA1, SCA2, SCA3, and SCA4 also exhibit high outer loading, with values of 0.826, 0.835, 0.877, and 0.847 respectively. This indicates that these indicator variables effectively measure the sustainable competitive advantage construct, reflecting the company's ability to sustain its competitive advantage in the long term.

**Table 2**  
Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Knowledge Management Capabilities	0.884	0.914	0.681
Knowledge Sharing	0.929	0.946	0.777
Innovation Value Chain	0.944	0.957	0.818
Sustainable Competitive Advantage	0.869	0.910	0.716

Reliability refers to how consistent a measurement instrument is in producing similar results when tested repeatedly. In this case, reliability is measured using two metrics: Cronbach's Alpha and Composite Reliability. All variables demonstrate high reliability values, both based on Cronbach's Alpha and Composite Reliability. For knowledge management capabilities, Cronbach's Alpha value is 0.884 and Composite Reliability is 0.914, exceeding the recommended threshold value of 0.7. The same applies to the knowledge sharing variable (Cronbach's Alpha = 0.929, Composite Reliability = 0.946), innovation value chain (Cronbach's Alpha = 0.944, Composite Reliability = 0.957), and sustainable competitive advantage (Cronbach's Alpha = 0.869, Composite Reliability = 0.910). Therefore, it can be concluded that all variables have high reliability, indicating that the measurement instrument used is consistent in producing reliable results. Meanwhile, validity refers to the extent to which a measurement instrument truly measures what it is intended to measure. Validity is measured using Average Variance Extracted (AVE), which indicates how much variation in the measured variables can be explained by the construct being measured. All variables demonstrate AVE values exceeding the recommended threshold of 0.6, indicating good validity. Knowledge management capabilities have an AVE value of 0.681, knowledge sharing 0.777, innovation value chain 0.818, and sustainable competitive advantage 0.716. This indicates that all variables effectively measure the intended constructs with the measurement instrument used.

**Table 3**  
R Square

Variable	R Square	R Square Adjusted
Knowledge Sharing	0.163	0.158
Innovation Value Chain	0.122	0.117
Sustainable Competitive Advantage	0.201	0.191

Table 3 shows the results of R Squared and Adjusted R Square for each variable. R Square is the proportion of variability in the response variable that can be explained by the regression model. A higher R Square value indicates that the model has better ability to explain the variation in the response variable. On the other hand, Adjusted R Square takes into account the number of independent variables in the model and can provide a more conservative estimate of how well the model will perform on new data. For knowledge sharing, the R Square value is 0.163, while the Adjusted R Square value is 0.158. This indicates that approximately 16.3% of the variation in the knowledge sharing response variable can be explained by the independent variables in the model, and about 15.8% when considering the number of independent variables. For the innovation value chain, the R Square value is 0.122 and the Adjusted R Square value is 0.117, indicating that approximately 12.2% of the variation in the innovation value chain response variable can be explained by the model, or about 11.7% when considering the number of independent variables. Lastly, for sustainable competitive advantage, the R Square value is 0.201 and the Adjusted R Square value is 0.191, indicating that approximately 20.1% of the variation in the sustainable competitive advantage response variable can be explained by the model, or about 19.1% when considering the number of independent variables.

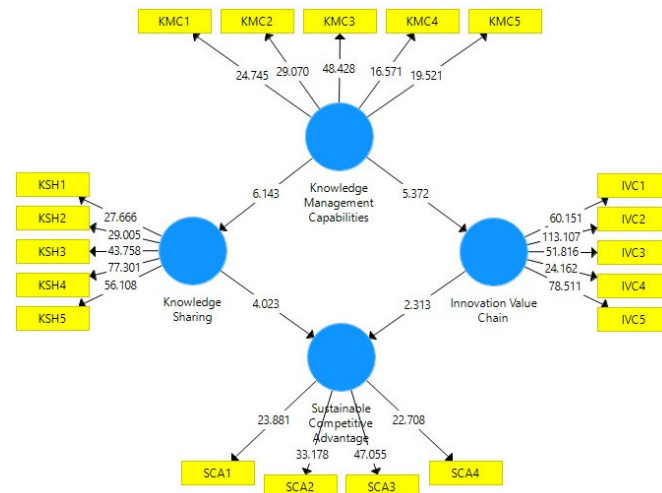
**Table 4**  
F square

Variable	Knowledge Sharing	Innovation Value Chain	Sustainable Competitive Advantage
Knowledge Management Capabilities	0.194	0.139	
Knowledge Sharing			0.097
Innovation Value Chain			0.028

Table 4 presents the results of F Square, which measures the strength of the effect of each independent variable on the dependent variable in the regression model. A higher F Square value indicates that the independent variable has a greater contribution to the variation in the dependent variable. For knowledge management capabilities, the obtained F Square is 0.194 for knowledge sharing, and 0.139 for the innovation value chain. This indicates that knowledge management capabilities significantly contribute to the variation in knowledge sharing and innovation value chain. Furthermore, for knowledge sharing, the F Square is 0.097 for sustainable competitive advantage, indicating that knowledge sharing has a significant contribution to the variation in sustainable competitive advantage. Additionally, for the innovation value chain, the F Square is 0.028 for sustainable competitive advantage, indicating that the innovation value chain has a lower contribution to the variation in sustainable competitive advantage compared to knowledge sharing and knowledge management capabilities.

**Table 5**  
Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Knowledge Management Capabilities → Knowledge Sharing	0.403	0.412	0.066	6.143	0.000
Knowledge Management Capabilities → Innovation Value Chain	0.35	0.356	0.065	5.372	0.000
Knowledge Sharing → Sustainable Competitive Advantage	0.328	0.335	0.081	4.023	0.000
Knowledge Management Capabilities → Knowledge Sharing → Sustainable Competitive Advantage	0.132	0.143	0.054	2.443	0.015
Innovation Value Chain → Sustainable Competitive Advantage	0.178	0.181	0.077	2.313	0.021
Knowledge Management Capabilities → Innovation Value Chain → Sustainable Competitive Advantage	0.062	0.069	0.037	1.677	0.094



**Fig. 3.** Results of Hypothesis Analysis

The hypothesis testing results indicate that the influence of knowledge management capabilities on knowledge sharing and innovation value chain is statistically significant. This is evidenced by the T statistics values greater than 1.96 and the P values less than 0.05. The influence of knowledge management capabilities on knowledge sharing has a T statistics value of 6.143 and a P value of 0.000. This result aligns with Hock-Doepgen et al. (2021), which demonstrates that the relationship between knowledge management capabilities and knowledge sharing abilities within companies is statistically significant. The influence of knowledge management capabilities on the innovation value chain has a T statistics value of 5.372 and a P value of 0.000. Consistent with Lee (2016) and Azeem et al. (2021), indicating that the relationship between knowledge management capabilities and the innovation value chain within companies is also statistically significant. These findings imply the importance of knowledge management capabilities in supporting knowledge sharing and the development of the innovation value chain within companies. By enhancing knowledge management capabilities, companies can strengthen collaboration and knowledge exchange among their members, as well as improve innovation processes and the development of new products or services. Therefore, investing in the development of knowledge management capabilities can be a crucial strategy in enhancing the performance and competitiveness of companies. The influence of knowledge sharing on sustainable competitive advantage has a T statistics value of 4.023 and a P value of 0.000. This is consistent with Azeem et al. (2021), which demonstrates that the relationship between knowledge sharing abilities within companies and sustainable competitive advantage is statistically significant. Knowledge sharing mediates the relationship between knowledge management capabilities and sustainable competitive advantage, with a T statistics value of 2.443 and a P value of 0.015. This indicates that knowledge sharing plays a significant mediating role in the relationship between knowledge management capabilities and

sustainable competitive advantage. These results imply the importance of knowledge sharing in creating sustainable competitive advantage for companies. Companies need to pay attention to and enhance efforts to facilitate knowledge exchange among their members as part of a strategy to achieve sustainable competitive advantage. Additionally, the development of knowledge management capabilities can also be an effective approach in promoting knowledge sharing, which in turn will contribute to the attainment of sustainable competitive advantage. The influence of innovation value chain on sustainable competitive advantage has a T statistics value of 2.313 and a P value of 0.021. Consistent with Battisti et al. (2020) and Gloet & Samson (2022), these results indicate that the relationship between innovation value chain within companies and sustainable competitive advantage is statistically significant. However, in the second hypothesis test, innovation value chain was not found to mediate the relationship between knowledge management capabilities and sustainable competitive advantage, with a T statistics value of 1.677 and a P value of 0.094. This suggests that there is no significant evidence that the influence of knowledge management capabilities on sustainable competitive advantage is explained by the mediating role of the innovation value chain. The implication of these results is that companies need to pay attention to and enhance the effectiveness of managing the innovation value chain to achieve sustainable competitive advantage. Investments and strategies aimed at improving innovation processes and developing new products or services can significantly contribute to achieving sustainable competitive advantage. However, the lack of significant evidence that the innovation value chain mediates the relationship between knowledge management capabilities and sustainable competitive advantage suggests that there may be other factors influencing this relationship that need to be further considered in research or corporate strategies.

## 5. Conclusion

Based on the hypothesis testing results of this study, it is concluded that there is a significant relationship between knowledge management capabilities and both knowledge sharing and innovation value chain. Additionally, the testing results indicate a significant influence of knowledge sharing on sustainable competitive advantage, and that knowledge sharing mediates the relationship between knowledge management capabilities and sustainable competitive advantage. The testing results also show a significant influence of innovation value chain on sustainable competitive advantage, however, there is no significant evidence that innovation value chain mediates the relationship between knowledge management capabilities and sustainable competitive advantage. Therefore, it is important for a company to focus on developing knowledge management capabilities and promoting knowledge exchange among its members as a strategy to achieve sustainable competitive advantage. In the context of banking companies in Indonesia, this highlights the need for investment and attention to knowledge management and collaboration within the company. Banking companies need to enhance their capabilities in effectively managing knowledge, which includes developing knowledge systems and infrastructure, training employees in knowledge management practices, and fostering a company culture that supports knowledge exchange. Additionally, companies need to encourage and facilitate knowledge exchange among team members and departments. This can be achieved through the formation of communities of practice, knowledge-sharing platforms, or training and mentoring programs that promote collaboration. Although in this study the innovation value chain was not found to mediate the relationship between knowledge management capabilities and sustainable competitive advantage, banking companies still need to pay attention to innovation as part of their strategy because it can play a differentiating role from other companies. This includes building an innovation culture that supports experimentation and learning, as well as investing in research and development to create new products and services. Therefore, the findings of this study provide recommendations for further research to use samples with more respondents or from different locations to obtain different respondent characteristics or to use different indicators from this study to measure their latent variables. This is intended to achieve a more comprehensive understanding.

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