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KNOWLEDGE MANAGEMENT WITH ORGANIZATIONAL RESILIENCE AND INNOVATION

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Abstract.

This research is aimed at understanding the influence of knowledge management on organizational resilience and innovation. The background of this research is the issue of organizational culture in knowledge sharing, distribution and access to knowledge, company planning and readiness in facing crises, innovation in company employee performance, increasing employee productivity and management support in efforts to improve the quality of employee performance. A survey was used as research method, with online questionnaires to 100 company leaders at least at manager level who were randomly selected based on availability at media companies in Jakarta. Data analysis was conducted in this research using the Statistical Package for the Social Sciences (SPSS27) software. The findings showed a positive and significant relationship of knowledge management and organizational resilience and innovation. Specifically, knowledge acquisition, knowledge storage, knowledge sharing, and knowledge utilization were proven to have a positive and significant influence on organizational resilience and innovation. Therefore, it was concluded that knowledge management, especially knowledge acquisition, knowledge storage, knowledge sharing and knowledge utilization, increased organizational resilience and innovation in media industry companies in Jakarta.

Keywords: Knowledge Management, Organizational Resilience, Innovation.

INTRODUCTION

The outbreak of the deadly coronavirus (COVID-19) has led to an unprecedented crisis, which has had an adverse impact on the performance levels of professionals in the media industry sector. The COVID-19 pandemic poses a major threat to human resource management, especially to help workers adapt and cope with change (Sihag & Dhoopar, 2022). Organizational resilience is crucial in maintaining the survival of an organization in the long run because it allows an organization to adapt its management structure, processes, and practices (Hamsal et al., 2022). Organizational resilience focuses on the system's capacity to overcome change and survive in the existing system and it is characterized as the ability to bounce back from a crisis (Sharma & Tamanna, 2019). Furthermore, organizational resilience enables an organization to quickly and appropriately respond to changes in the business environment and contribute to company performance (Hamsal et al., 2022). Knowledge management involves the acquisition, creation and use of information for change, which can lead to organizational resilience (Mafabi et al., 2012).

Innovation is considered as the ability to create and search for ideas,opportunities, knowledge, or internal or external resources, with the internal and external resources to be applied to the company's operating system, which will help the company create added value to increase competitive advantage. Innovation activities depend on ideas and creativity of employees in the company (Nguyen & Dao, 2023). Innovation in these individuals will only develop in the environment that fosters organizational culture. Innovation is also defined as the process of designing new ideas, methods or products, and is fundamental for developing countries to meet the needs of the population, which is increasing day by day, both in the government-owned company sector and in the private company sector (Aslam et al., 2023). Quality management practices can have a positive influence on the innovation process, such as communication,

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teamwork and human resource management, which make it easier for employees to contribute innovations with regard to their work processes (Fernández et al., 2022). Knowledge management is seen as an important factor in maintaining competitive advantage and realizing organizational success in terms of innovation and better efficiency (Hassan & Raziq, 2019).

The relationship and influence of knowledge management and organizational resilience and innovation have attracted the attention of researchers to be explored. The significance of knowledge management which has an impact on organizational resilience can also increase a company's resilience in dealing with future challenges (Sharma & Tamanna, 2019). Knowledge management can support an organization in building resilience by identifying critical knowledge, building collaborative networks, and strengthening individual and team capabilities (Abdi et al., 2018). Knowledge management can also have a significant impact on innovation in a company (García-Fernández et al., 2022). Innovation is regarded as the creation of new knowledge and ideas to facilitate new businesses aimed at improving internal business processes and structures and to create market-driven products and services (Al-Hakim & Hassan, 2013). Knowledge management can support innovation by facilitating access to relevant knowledge, encouraging collaboration among team members, and creating an environment that promotes creative thinking and experimentation (Gurlek & Cemberci, 2020).

The exploration of the relationship of knowledge management, organizational resilience and innovation is the main highlight of this study. Previously, explorations were conducted of knowledge management and organizational resilience in public services in Ugandan government-owned parastatal companies (Mafabi & Kabagambe, 2021), in the health sector including hospitals and pharmaceutical companies in India (Sharma & Tamanna, 2019), in companies under the auspices of the chamber of commerce and industry in Turkey (Kumbali Hatice Coban & Irmis, 2023), in the banking sector in Nigeria (Oladele et al., 2022), in the hotel industry and micro, small and medium enterprises in Nigeria (Zayed et al., 2022), and in public companies in Iran (Fani & Danaee Fard, 2015). However, none of these studies has yet focused on organizational performance in the media sector. Knowledge management will influence organizational resilience in technology companies in Iraq (Al-Hakim & Hassan, 2013), in company managers in Jordan (Al-Refaie & Al-Tahat, 2014), in the micro, small and medium enterprise (MSME) sector in Pakistan (Hassan & Raziq, 2019), in consulting services companies in Jordan (Obeidat et al., 2016), in technology development companies in Turkey (Gurlek & Cemberci, 2020), in the banking industry in Pakistan (Nawab et al., 2015), in financial sector companies in (Teixeira et al., 2020), and in the Ministry of Agriculture of the Republic of Indonesia (Wibowo et al., 2021). However, especially in Indonesia, there is only a handful of in-depth research on the relationship of knowledge management, organizational resilience and innovation, especially in media industry companies.

The aim of this research is to fill existing knowledge gaps by exploring the influence of knowledge management on organizational resilience and innovation. Apart from that, this research can also be expected to contribute to the scientific field of human resource management by developing a better theoretical understanding of the variables studied and can provide positive managerial implications for the application of knowledge management in the media industry sector.

LITERATURE REVIEW

Knowledge Management

Knowledge management is defined as activities that include the creation, acquisition, sharing and utilization of knowledge for organizational progress (Zayed et al., 2022). Sharma & Tamanna (2019) points out that knowledge management means the ability to create, share, utilize and manage knowledge and information available within the organization. Knowledge management also serves as the systematic management of knowledge through the process of creating, collecting, organizing, disseminating, using and exploiting available knowledge, which requires converting personal knowledge into corporate knowledge, knowledge that can be shared widely and applied appropriately in organizational activities (Mafabi & Kabagambe, 2021).

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According to Hassan & Raziq (2019), knowledge management has become an important strategy in organizations as the benefits gained by organizations are in line with increasing competition. In other words, knowledge management has become a tool of success for organizations to compete in a competitive environment. Knowledge management is the central challenge in managing the process of creating, storing and sharing knowledge, as well as related activities within an organization (Aidoo, 2022). Knowledge management positively influences organizational performance, depending on the level of company contingency. From this perspective, a company can be defined as a set of commitments to technology, human resources, and processes of all things related to knowledge (Dahinine et al., 2023). Knowledge management is also defined as processes and activities that help an organization generate, obtain, discover and organize knowledge, as well as use and disseminate it among employees, as well as transfer information and experience possessed by the organization (Shaalan et al., 2022).

Knowledge management also refers the ability to create, share, utilize and manage knowledge and information available within the organization (Sharma & Tamanna, 2019). This also implies the systematic and integrated entry of management and the activation of participation in an organization in the form of information including databases, documents, policies, procedures and employee past experiences (Sharifdejkam, 2014). Kofand Anwar1 & Chra Ghafoor2 (2017) suggests that understanding how organizations are able to generate and maintain competitive advantage is fundamental in strategic management, while the knowledge management process in the literature is referred to as practical knowledge management. As suggested by Iqbal et al., (2019) , knowledge management is a management tool characterized by a set of principles and a series of practices and techniques through which these principles are introduced, the aim of which is to create, convert, disseminate and utilize knowledge. Knowledge management practices are defined as observable organizational activities related to knowledge management. These are a set of interrelated business processes developed within an organization to create, store, transfer and apply knowledge. Knowledge management practices the first stage, comprising knowledge acquisition, knowledge creation, knowledge storage, knowledge distribution, knowledge use, and knowledge maintenance.

Organizational Resilience

Organizational resilience is defined as the capacity of an organization to respond in a way that is appropriate to the situation and make changes to reduce the impact of any shock that could threaten the company (Rehman et al., 2021). Organizational resilience is divided into two: adaptive resilience, which represents an organization's ability to manage the balance between stability and change, and planning resilience, which refers to the contingency plans that an organization uses to anticipate future situations and convey certain roles and responsibilities within the organization (Prasongthan, 2022). According to (Dhoopar et al., 2022), resilience not only helps organizations respond to changes effectively, but also increases a sense of well-being and stimulates employees to understand changes speedily and helps them maintain employee performance levels. Organizational resilience focuses on the development of new abilities, such as the ability to catch up with changing situations, and the creation of new opportunities. Organizational efforts are designed to re-establish strong similarities between the company and the new reality that occurs, and simultaneously avoid or limit dysfunctional and regressive behaviors (Kumbali Hatice Coban & Irmis, 2023). Mafabi et al., (2012) signifies that an organization that strives to become resilient usually collect knowledge resources (knowledge management), which are useful for increasing the organization's adaptation, value and competitiveness (organizational resilience), which accumulate periodically over time. In times of hard economic conditions, resilient companies usually have knowledge resources (knowledge management) that can help them adapt and compete more effectively (Oladele et al., 2022).

Innovation

Innovation is considered as the ability to create and search for ideas, opportunities, knowledge, or internal or external resources, with the internal and external resources to be applied to the company's operating system, which will help the company create added value to increase competitive advantage.

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Innovation activities depend on ideas and creativity of employees in the company (Nguyen & Dao, 2023). According to Supriatna (2023), innovation refers to three concepts: mindset, process, and results. When innovation is referred to as a mindset, this implies that innovation is embedded and implanted in each individual. Innovation in these individuals will only develop in the environment that fosters organizational culture. Innovation is also defined as the process of designing new ideas, methods or products, and is fundamental for developing countries to meet the needs of the population, which is increasing day by day, both in the government-owned company sector and in the private company sector (Aslam et al., 2023). Quality management practices can have a positive influence on the innovation process, such as communication, teamwork and human resource management, which make it easier for employees to contribute innovations with regard to their work processes (Fernández et al., 2022).

Hassan & Raziq (2019) suggests that innovation is a process in which new knowledge is obtained, disseminated and integrated to produce new knowledge, by which products and services are created. Innovation basically means to adopt new ideas for new technology, new products, new services, new ideas about products, services, the organization, innovation, the process of developing new ideas and knowledge that results in improvements to the organization's internal business structure. Innovation is a significant aspect that an organization must consider when developing its business strategies to build and maintain organizational competitive advantage (Obeidat et al., 2016). According to (Ramli, 2020), innovation which corresponds to the formulation of new and advantageous ideas and the implementation of these concepts also includes additional improvements to products, services and processes as well as adaptation of products and processes from outside of the organization. Innovation generally comprises three types of innovation: product innovation, process innovation and organizational innovation (Suhag et al., 2017). As suggested by Nurhasanah & K, (2022), innovation influences employee behavior in an organization, in which case innovation also refers to the discovery of new things that are different from existing ones, such as ideas, methods or products in an organization.

Relationship between Two or More Variables

(Mafabi & Kabagambe (2021) points out that knowledge management can be defined as the systematic management of knowledge through the process of creating, collecting, organizing, disseminating, using and exploiting available knowledge. Knowledge management is pondered as a system that can help an organization transform knowledge into planned company assets, which can be created, maintained, preserved, updated, disseminated and applied to problems that occur in the organization in the future (Sharma & Tamanna, 2019). It is in line with Fani & Danaee Fard, (2015) denoting that the ultimate goal of knowledge management is the application of knowledge, in which there is a shared vision and dream for the future of both individuals and groups or organizations to improve organizational performance and a way of survival. Organizational resilience focuses on the development of new abilities, such as the ability to catch up with changing situations, and the creation of new opportunities. Organizational efforts are designed to re-establish strong similarities between the company and the new reality that occurs, and simultaneously avoid or limit dysfunctional and regressive behaviors (Kumbali Hatice Coban & Irmis, 2023). Mafabi et al, (2012) points out that an organization that strives to become resilient usually collect knowledge resources (knowledge management), which are useful for increasing the organization's adaptation, value and competitiveness (organizational resilience), which accumulate periodically over time. In times of hard economic conditions, resilient companies usually have knowledge resources (knowledge management) that can help them adapt and compete more effectively (Oladele et al., 2022). Previous studies prove that knowledge management has an influence on organizational resilience (Mafabi & Kabagambe, 2021; Sharma & Tamanna, 2019; Kumbali Hatice Coban & Irmis, 2023; Mafabi et al., 2012; Oladele et al., 2022; & Zayed et al., 2022). In view of the research findings above, the hypothesis is formulated as follows:

H1: Knowledge Management has a positive effect on Organizational Resilience.

Al-Hakim & Hassan (2013) suggests that in general, the knowledge management instrument is a codification strategy in making explicit knowledge available to all employees in an organization, while the

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knowledge management instrument itself comes from a personalization strategy to create interaction and share knowledge among employees in an organization. Knowledge management plays an important supporting function in coordinating mechanisms to increase the conversion of resources into capabilities within an organization (Al-Refaie & Al-Tahat, 2014). Knowledge management is an important strategy in organizations because of the benefits that will be gained as competition increases. A focus on knowledge management is vital for organizations due to market needs and economic incentives from customers (Hassan & Raziq, 2019). According to (Teixeira et al., 2020), knowledge management is a management function that is linked to knowledge and is recognized as facilitating the innovation process in an organization. An innovative organization is the one with the ability to use knowledge resources (knowledge management). Therefore, knowledge management can be seen as significant in innovation. Knowledge management contributes to innovation as a hierarchy, with a relationship through the application of knowledge having the greatest impact on company innovation (Wibowo et al., 2021). Several previous studies indicate that knowledge management has a positive influence on innovation (Al-Hakim & Hassan, 2013; Al-Refaie & Al-Tahat, 2014; Hassan & Raziq, 2019b; Obeidat et al., 2016; Gurlek & Cemberci, 2020; Nawab et al., 2015; Teixeira et al., 2020; & Wibowo et al., 2021). Based on the research findings above, the following hypothesis is proposed:

H2: Knowledge Management has a positive effect on Innovation.

METHOD

Research Design

According to (Sugiyono & Lestari (2021), research design describes the research plan, which includes research methods, as well as methods and analysis of data to be prepared to answer research questions. A causal associative research method was employed in this research, describing that the independent variable (X) influences the dependent variable (Y). Knowledge management (X), organizational resilience (Y1) and innovation (Y2) were variables in this research. Quantitative data obtained from respondent data through questionnaires was used to answer the research questions on knowledge management (X), organizational resilience (Y1) innovation (Y2). Primary data obtained directly from questionnaires distributed online using a Google form to be then distributed via WhatsApp was used in this research.

Measurements

In this research, the measurements used regarding the variables being studied were taken from previous studies. The knowledge management variable was measured with 7 questions adopted from Al-Refaie & Al-Tahat, (2014). The organizational resilience variable adopted from Prasongthan (2022) consisted of 10 questions. The innovation variable with 7 questions was adopted from (Teixeira et al., 2020). All question indicators were measured on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The total of these measurements was 24 questions.

This study is quantitative method research, using the Structural Equation Model or SEM method. Data processing was carried out using SPSS 28 software. The researcher conducted validity and reliability tests with factor analysis using SPSS 28 software. Validity tests were conducted by means of Pearson's Product Moment measurements using SPSS. The Pearson's Product Moment value seen from the sig (2-tailed) value in SPSS was above 0.05, indicating that the factor analysis was appropriate. Reliability tests used Cronbach's Alpha measurements. The Cronbanch's Alpha value was found to be close to 1, indicating that the reliability tests were getting better (Hair et al., 2014).

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The Likert scale was used to measure pre-tests on all question indicators. The total number of measurements consisted of 24 questions, which were previously subject to preliminary data processing (pretests) on 30 respondents and 24 questions, which were declared valid. The researcher conducted validity and reliability tests using statistical software. 30 respondents were involved in the pre-tests by filling out the questionnaire. SPSS application was used in the pre-tests to conduct validity and reliability tests. The validity tests used bivariate measurements in SPSS, where when the sig. (2-tailed) value was below 0.05, it could be said that the factor analysis conducted was acceptable (Hair et al., 2014). Based on the test results, the validity test results on 30 respondents met the requirements. The reliability tests used the SPSS application with Cronbach's Alpha measurements. When the value of Cronbach's Alpha was above 0.7 or close to 1, it was acceptable (Hair et al., 2014). The Cronbach's Alpha test results obtained from 30 respondents met the requirements and they were acceptable. In other words, all questions used in each variable could be used and continued for questionnaire distribution. A total of 100 respondents were used in this research.

Population and Sample

Department heads in media companies at least at manager level located in Jakarta were the population in this research. A purposive sampling method was used in research sampling in the media company sector in Jakarta. The criteria for respondents were department heads of media companies at least at manager level, taking into account the socio-demographic characteristics in this research, including gender, age, highest level of education, total work experience in media industry companies in Jakarta.

RESULT AND DISCUSSION

Result

The data collection used uses a survey method through the Google Form application which is distributed through the electronic media Whatsapp application. The research respondents used came from department leaders at least at the manager level in the media company sector located in Jakarta, including Media Group, Metro TV and Media Indonesia. Of the 100 respondents who filled out the number of women was 37%, while for men it was 63%. Respondents aged 21-30 years 4%, aged 31-40 years 31%, aged 41-50 years 37%, and 28% aged over 50 years. The majority of respondents who work have S2 / S3 education by 34%, S1 by 64%, Diploma by 2% and SMA by 0%. The majority of respondents who fill in most managers or department leaders who have served in 1 years by 2%, 2-3 years by 5%, 4-5 years by 18% and above 5 years by 75%.

Testing is continued using the SmartPLS 4.0 application. The requirement that must be possessed when testing SmartPLS, the value of the loading factor in each variable must be above the value of 0.7 (Hair et al., 2014). Followed by testing the validity and reliability tests using the SmartPLS 4.0 application. Where the value of the validity test is seen from the results of the Composite Reliability (CR) test, the value of Composite Reliability (CR) must be ≥ 0.7 and AveragenVarience Extracted (AVE) ≥ 0.5 and the reliability test is seen from the Cronbach Alpha (CA) value which is above 0.7 or close to 1 (Hair et al., 2014). In this study, the outer loading value that is less than 0.7 will be eliminated and not included in further testing. Indicators that are removed from each variable are Knowledge Management variables (X2 = 0.504, X3 = 0.678, X7 = 0.694), Organizational Resilience variables (Y14 = 0.547, Y15 = 0.587, Y16 = 0.536, Y17 = 0.648, and Y18 = 0.678) and Innovation variables (Y23 = 0.659).The results of the calculation of Composite Reliability (CR) and Average Variance Extracted (AVE) in this study can be said to meet the overall requirements. According to Hair et al, (2014) the required value is CR ≥ 0.70 and AVE ≥ 0.50. The calculation results for CR and AVE for Knowledge Management variables (CR = 0.893; AVE = 0.676),

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Organization Resilience (CR = 0.908; AVE = 0.664), and Innovation (CR = 0.936; AVE = 0.710). Furthermore, the reliability test is seen according to the Cronbach's alpha value generated in this data processing, which all variables are close to 1 or ≥ 0.8, which means very reliable. The reliability test results are used to determine whether the indicators of all research variables used are good constructs or not in forming a latent variable. The Cronbach's alpha value in this study is Knowledge Management (0.839), Organization Resilience (0.873), Innovation (0.917).

Measurement of discriminant validity of reflexive indicators can be seen in the cross loading between indicators and constructs. Measurement of discriminant validity by comparing the Average Variance Extracted (AVE) for each construct with the correlation between constructs and other constructs in the model. The Average Variance Extracted (AVE) value is valid if it is ≥ 0.5 and the discriminant validity is> 0.6. The results of the Discriminant Validity test for all variables are declared valid because the AVE value of each latent variable is higher than the correlation with other variables (Fornell-Larcker Criterion).

Structural test analysis is carried out to determine the R^2 value in each equation. The R^2 value shows how much the independent variable can explain the dependent variable. The results of the analysis obtained are that the organizational resilience variable (Y1) and the innovation variable (Y2) are each influenced by the Knowledge Management variable (X). The Organization Resilience variable has an R2 value of 0.787, meaning that 78.7% of the Organizational resileinece variable in this study can be explained by the Knowledge Management variable, the remaining 21.3% is explained outside this study. Likewise, the Innovation variable (R2 = 0.589) is explained by Knowledge Management by 58.9% and 41.1% others outside this study.

Based on the hypothesis test table above, hypothesis testing is done by comparing the t-value or p-value. The degree of confidence in this study is 95% (@ = 5%), so the hypothesis can be accepted if the pvalue <0.05, and for the t-value the data is considered to support the hypothesis if it is more than 1.96. Based on the hypothesis test table above, it is known that both hypotheses in this study are accepted. In the Fit model test, research that has a Standardized Root Mean Square Residual (SRMR) value <0.10 means that it has a good fit. In this study, the SMSR value is 0.094, which shows that the model in this study has a fit with the correlation studied. The Normal Fit Index (NFI) value of 0.663 which is close to 1 indicates the suitability of the designed model.

Discussion

The first hypothesis that knowledge management has a positive effect on organizational resilience in media industry companies can be proven. This means that the better employee knowledge management will increase organizational resilience. To be able to increase organizational resilience, the company must be able to improve knowledge management where the company provides feedback from each project carried out to improve the next project so that the company will focus on employee development. In the knowledge management variable that if the company provides feedback from each project carried out, then the company actually encourages employees to develop; constructive feedback helps employees understand areas where they can improve performance, positive feedback can increase employee motivation and job satisfaction, feedback encourages open communication between managers and employees, Feedback helps employees better plan their career paths, and Employees who receive regular feedback and feel supported in their development tend to be more satisfied with their jobs and are more likely to stay with the company, reducing turnover rates. Knowledge management as the systematic management of vital knowledge through the process of creating, collecting, organizing, diffusing, using and exploiting existing knowledge in an

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organization and this is needed in order to transform personal knowledge into organizational knowledge that can be widely shared and appropriately applied in organizational operations (Mafabi & Kabagambe, 2021).

Knowledge management not only improves competitiveness and efficiency, but also strengthens an organization's ability to survive in the face of unexpected external challenges. By maintaining and sharing critical knowledge about operations, systems, and customers, organizations can minimize the impact of external disruptions and maintain their core operations even in difficult situations. Knowledge management encourages organizations to become more adaptive and learn continuously. By leveraging existing knowledge and exploring new ideas, organizations can build the ability to respond to change more effectively. This study strengthens previous research (Mafabi & Kabagambe, 2021; Sharma & Tamanna, 2019; Kumbali Hatice Coban & Irmis, 2023; Mafabi et al., 2012; Oladele et al., 2022; & Zayed et al., 2022) which proves that knowledge management has an influence on organizational resilience.

The second hypothesis that knowledge management has a positive effect on innovation can be proven in this study. When the company provides feedback from each project carried out to improve the next project, the company will focus heavily on innovation in products, services and processes to generate benefits. Through feedback, companies can continuously make improvements to their products and services. Employees often have fresh ideas and creative solutions that can help improve quality and efficiency. Feedback from employees can help identify areas where services can be improved, resulting in a better customer experience. Effective implementation of knowledge management can substantially improve an organization's ability to create, manage, and implement strategically useful innovation.

Knowledge Management ensures that by giving employees feedback on every project undertaken, the company is considered to be highly focused on innovation, the company can continuously make improvements to products and services as employees are considered to have fresh ideas and creative solutions that can help improve quality and efficiency, open and constructive feedback encourages collaboration between departments where ideas from various teams can be combined to create innovative solutions that would not have been possible by one department alone, quick and effective feedback allows companies to respond more quickly to market changes which will help companies remain competitive and relevant in their industry, and feedback from employees can help identify areas where services can be improved, resulting in a better customer experience. This access allows them to find creative solutions and develop new ideas that can be turned into innovations. With an effective Knowledge Management system, employees are encouraged to share their knowledge and experience. This collaboration increases the organization's ability to combine different ideas and produce better innovations. This study strengthens previous research (Al-Hakim & Hassan, 2013; Al-Refaie & Al-Tahat, 2014; Hassan & Raziq, 2019; Obeidat et al., 2016; Gurlek & Cemberci, 2020; Nawab et al., 2015; Teixeira et al., 2020; & Wibowo et al., 2021) which proves that knowledge management has an influence on innovation.

Table 1. Validity Test

Variable	Indicator	Pearson Correlation	R-Table	Conclusion
Knowledge Management	KM1	.821	.1909	Valid
	KM2	.504		Invalid
	KM3	.678		Invalid
	KM4	.763		Valid
	KM5	.838		Valid
	KM6	.787		Valid
	KM7	.694		Invalid
Organizational Resilience	OR1	.777	.1909	Valid
	OR2	.790		Valid
	OR3	.767		Valid
	OR4	.547		Valid
	OR5	.587		Invalid
	OR6	.536		Invalid
	OR7	.648		Invalid
	OR8	.678		Invalid
	OR9	.787		Invalid
	OR10	.820		Valid
Innovation	INO1	.880	.1909	Valid
	INO2	.714		Valid
	INO3	.659		Invalid
	INO4	.870		Valid
	INO5	.879		Valid
	INO6	.891		Valid
	INO7	.815		Valid

Source: Data Processed (2024)

Table 2. Research Hypothesis Test

Hypothesis		Path Coefficients	t-value	Results
Knowledge Management → Organizational Resilience	H1	.000	38,370	Support
Knowledge Management → Innovation	H2	.000	15,267	Unsupport

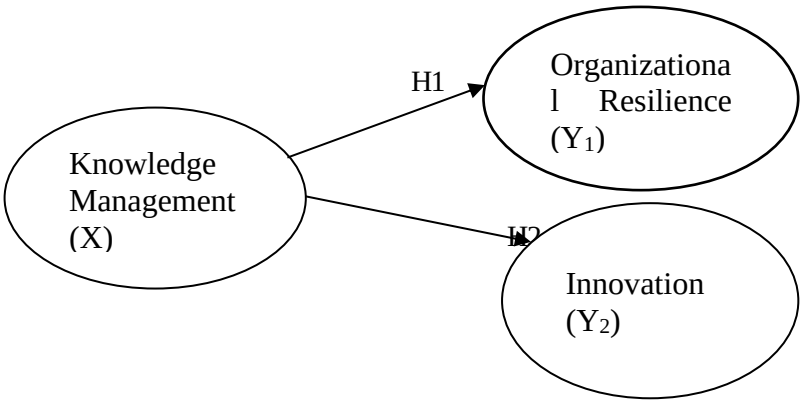

Figure 1. Empirical Research Method

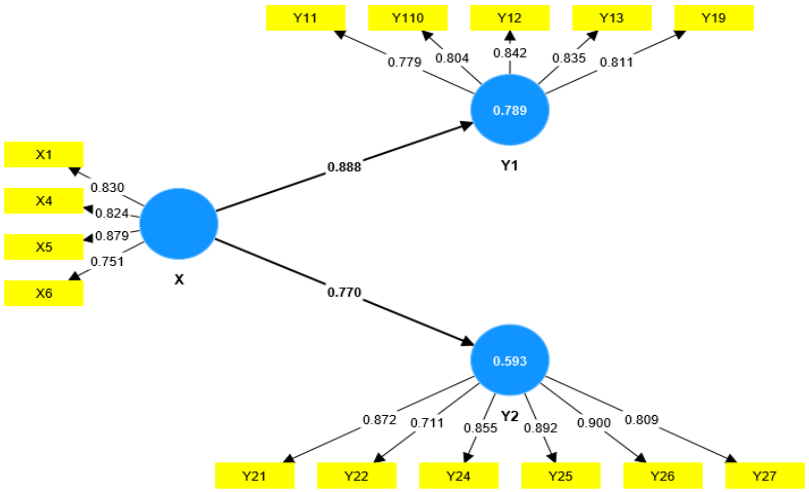

Figure 2. The Results of Full Model Analysis

CONCLUSION AND RECOMMENDATION

Both hypotheses in this study are proven. Knowlegde management affects organizational resilience and innovation. Effective knowledge management improves organizational adaptation to market, technological, and regulatory changes, enabling organizations to survive and thrive amidst uncertainty. By facilitating learning from past experiences, knowlegde management helps organizations avoid the same mistakes and improve existing strategies and processes, which in turn increases organizational resilience. Easy access to relevant information and knowledge through knowledge management encourages employees to develop new and creative ideas that can be turned into innovations, encourages collaboration and knowledge sharing among employees, which enhances the organization's ability to combine different ideas and perspectives in creating innovation. Knowlegde management plays a vital role in strengthening organizational resilience and driving innovation. By effectively utilizing existing knowledge, organizations can build a strong foundation to face challenges and changes, and continue to innovate to maintain competitiveness in a dynamic market.

This study aims to determine the effect of knowledge management on organizational resilience and innovation in the Media industry in Jakarta. The implications of this research are firstly that management should invest in technologies that support knowledge management, such as document management systems, collaboration platforms, and knowledge bases. This technology helps in the efficient collection, storage, and dissemination of knowledge. Secondly Managers need to create an environment that supports cross-departmental collaboration. This could include the formation of project teams, the use of digital collaboration tools, and the organization of workspaces that support interaction between employees so that managers can get feedback from every business activity within the company. Third, by implementing these strategies, managers can maximize the benefits of knowledge management in increasing organizational resilience and driving innovation, so that organizations can be better prepared for future challenges and changes.

ACKNOWLEDGEMENT

This study still has several limitations or limitations that need to be improved. First, this research was only conducted in the Media industry in Jakarta, in the future it is hoped that it can be carried out in several different industrial sectors to see the effect of knowledge management. Second, this study is the unit of analysis only for companies, in the future it should be carried out on other units of analysis, with a long period of time. Third, this study only looks at the effect of knowledge management on organizational resilience and innovation, then researchers recommend further study by adding the impact of organizational resilience and innovation on the company.

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