

## INTISARI

Tujuan penelitian ini untuk menguji kemanfaatan dari transfer pengetahuan berbalik (RKT) terhadap kemampuan inovasi organisasi. Transfer pengetahuan lateral (tradisional) telah banyak membuktikan bahwa dapat menghasilkan keluaran yang positif bagi organisasi. Baik RKT maupun KT merupakan bagian dari manajemen pengetahuan. Namun, masih sangat sedikit penelitian mengenai RKT ini. Penelitian terdahulu lebih banyak hanya berfokus pada faktor-faktor pembentuk RKT, masih sedikit yang menguji kemanfaatan RKT terhadap keluaran organisasi. Berdasarkan penelitian terdahulu mengenai RKT, penelitian ini dilakukan untuk menguji kemanfaatan RKT terhadap salah satu keluaran organisasi yaitu kemampuan inovasi organisasi. Sampel dalam penelitian ini adalah UMKM yang mewaralabakan bisnisnya. Jumlah sampel yang dapat diolah sebesar 126 waralaba. Kemanfaatan RKT ini dijabarkan dalam Hipotesis 1. Kemudian, dalam penelitian ini juga menggunakan variabel moderasi yaitu orientasi pasar. Berdasarkan pada penelitian terdahulu, orientasi pasar memiliki efek positif terhadap keluaran organisasi, termasuk membantu organisasi untuk menciptakan inovasi yang tepat sasaran. Penambahan variabel pemoderasi ini dijabarkan dalam Hipotesis 2. Hasil analisis regresi menemukan bahwa Hipotesis 1 dan Hipotesis 2 dapat diterima dengan signifikansi 0.05. Namun, terjadi penurunan nilai Beta pada hasil uji interaksi.

**Kata Kunci:** Transfer Pengetahuan, Lateral, Tradisional, Keluaran Organisasi, Orientasi Pasar, Kemampuan Inovasi, UMKM, Waralaba. Sistem Mewaralabakan, Penerima Waralaba, Pemberi Waralaba.

## **ABSTRACT**

This study aims to examine the effect of reverse knowledge transfer toward to organization's innovation capability. The traditional version of knowledge transfer has proven a lot that this variable makes good outcome to an organization. Both reverse knowledge transfer and traditional version, are part of the knowledge management system. But, amount of studies about reverse knowledge transfer is less than the traditional version. Many studies about this topic were just talking about the factors determinant of reverse knowledge transfer, for examples autonomy and external embeddedness, not discuss more recent like the benefit to an organization using reverse knowledge transfer. Based on the preceding works of literature about reverse knowledge transfer and innovation capability, this study was conducted to obtain the benefit of reverse knowledge transfer for organization's innovation capability. The samples in this study were SME'S who using franchising mechanism in their business system. The samples amount to 126 franchisees. The benefit of reverse knowledge transfer is described in Hypothesis 1. Moreover, this study also using market orientation as the moderated variable. Based on the preceding literature about market orientation, found that market orientation has a positive effect on the organizational outcome, including support organization to make innovation capability more accurate. This added variable is described in Hypothesis 2. The results show that both of Hypothesis 1 and Hypothesis 2 is accepted with 0.05 significant level. This study also found the Beta value is decreased in interaction test.

**Keywords:** Knowledge Transfer, Lateral, Traditional, Organizational Outcome, Market Orientation, Innovation Capability, SME, Franchise, Franchising Systems, Franchisee, Franchisor.