The Influence of Tacit & Explicit Knowledge, Learning Organization, Service Innovation, Employee Performance, Towards Competitive Advantage: A Customer-Basedapproach During the Pandemic Covid-19

by Maria Mia Kristanti

The Influence of Tacit & Explicit Knowledge, Learning Organization, Service Innovation, Employee Performance, Towards Competitive Advantage: A Customer-Basedapproach During the Pandemic Covid-19 in Indonesia

Maria Mia Kristanti

Business Faculty of Widya Mandala Catholic University, Dinoyo 42-44 Street, Surabaya 60265, Indonesia

Abstract

"Knowledge is a power", as knowledge sharing become a fundamental power. Managing knowledge effectively and efficiently, will transformed the knowledge into tacit to explicit knowledge through socialization, externalization, and internalization. The knowledge has to managed to gain competitive advantage. An innovation strategy is needed to put the knowledge into the best practices, to access and disseminate the knowledge to boost the employee performance. In Indonesia the telecommunications services provider companies are already implemented the knowledge management. Nowadays the rapid development of information and communication leads the telecommunications service industry to conduct their service innovation in communication and information in advanced. Moreover, fiercely competition urges the players to maintain their sustainability on delivers the best service innovation to the customers, especially during the emergence of situations of the of COVID-19 pandemic, when vulnerable and problematic panic consumers has become a regular basis to solved.

Keywords: Tacit Knowledge, Explicit Knowledge, Service Innovation, Employee Performance, Competitive Advantage

1. Introduction

The development of delivering services to consumers in information technology has been the main driver for the development of new types of services innovation (Miles, 2000). Inside the service company itself, it is not only innovation that becomes difficult to protect against competitors, but also often customers tend to evaluate and test the service quality of a company. Each service seeks to realize a unique aspect, which must be done by consistently controlling each individual worker at the same time. This main value of service quality is all the consumers needed, especially in the middle of social crises situations. Controlling the stability of the services offered, and at the same time always making changes and development, is a great challenge in managing companies that focus to maintain the quality of services in the rush market situation.

Research that is developing on the issue of service innovation and new service development indicates that innovation in service is defined as the creation of newness in the form of artifacts, ideas, or methods that are ready to be used. This research also focuses on the implementation of literature relating to organizational and management practices to explores the consumers perspective and knowledge on services of the most familiar telecommunication service provider companies in Indonesia, to create new service dimensions. This deffense mechanism can be reach out by implementing an emergence strategy to improve the knowledge management as a fundamental strategy.

The initial goal of implementing knowledge management on telecommunications service provider companies is to create collaboration and communication as a driving force, to improve the ability to communicate and share the knowledge better. Therefore this research is proposed to explores of how to make a good business strategy to maintain the existing knowledge management in telecommunications service provider companies in Indonesia, as well as to improve the human resources competencies in enhancing the service quality of panicking customers during the COVID-19 pandemic situation in Indonesia.

2. Literature Review

2.1. Tacit Knowledge

Tacit knowledge is knowledge that lies in the mind or brain that is inherent in a person that is obtained through experience and work (Tobing, 2017). Tacit knowledge can be concluded as human knowledge that is still in the form of their own thought and have not been processed to be applied and have not been codified (Tobing, 2017). The indicators of tacit knowledge according to Tobing (2017) are as follows:

- Ideas
- Community and network
- Sorting

- Professionalism in terms of experience
- Personal experience
- New experience
- Communicating experience with coworkers

According to Sangkala (2007) tacit knowledge is a knowledge possessed by someone and is very difficult to formalize, and difficult to communicate, or share with others. The understanding inherent in the individual's knowledge is still subjective. The knowledge possessed by these individuals can still be categorized as intuition and conjecture. This tactical knowledge is rooted in one's actions and experiences, including his idealism, values, and emotions. According to Sangkala (2007) tacit knowledge has two dimensions, namely:

- The technical dimension, which includes a variety of skills or expertise that is difficult to formalize. This element of the technical dimension is often termed as "know-how". This dimension is very subjective, and the understanding possessed by someone is very personal, intuitive, conjecture, and inspiration that comes from experience.
- Cognitive dimensions, consisting of beliefs, perceptions, idealism, values, emotions, and mental models so that these dimensions are not easily articulated. Coginitive dimension refers to someone's impression or description of reality and his vision in the future.

Explicit Knowledge

Explicit knowledge is a knowledge that has been documented in books or other forms, therefore the transfer of explicit knowledge is much easier to do (Muralidhar, 2000). According to Sangkala (2007) explicit knowledge is a form of knowledge that can be expressed in words, can be summed up and can be shared in the form of data, scientific formulas, product specifications, manuals, and universal principles and is always ready to be transferred to people others formally and systematically. According to Carrillo (2004) explicit knowledge is a formal and systematic that is easily to communicate and share. Meanwhile, according to Nawawi (2012) explicit knowledge is all forms of knowledge that have been recorded and documented, so that it is more easily distributed and managed.

Explicit knowledge is any form of knowledge that has been recorded and documented, making it easier to distribute and manage (Tobing, 2017). Explicit knowledge can be summed up as documented knowledge, meaning that it has been recorded, or stored in a database, and can be learned by everyone directly. Standard Operational Procedure (SOP) is an example of documented knowledge (Tobing, 2017). According to Nonaka and Takeuchi (1995), explicit knowledge are knowledge of understanding that are easily articulated or contained in writings that are impersonal, formal, and "know-what". This type of knowledge and understanding can be immediately transmitted from another individual formally and systematically.

2.3. Learning Organization

McGill and Slocum (1994) argue that learning organizations are organizations that have a culture and set of values that encourage learning as a strategic advantage. Learning organization that is sustainable and steady, has a permeable, flexible and network intimacy in organizational structure. Excellence learning organization has a very accurate, timely information system, and an availability to anyone who needs it in a form that is easy to use. Learning Organization has the following behavior:

- Openness
- System thinking
- Creativity
- Personal abilities
- Empathy

According to Garvin (2000) learning organizations are organizations that have the ability to create, interpret, transfer, retain knowledge, and consciously change their behavior for the above.According to Tjakraatmadja and Lantu (2016), learning organizations are defined as organizations that have the ability to continuously improve their performance in a cyclical path, because their members have a commitments and individual competencies that are capable of learning and sharing knowledge at both superficial and substantial levels. Learning organizations have three characteristics according to Garrat referred to by Munir (2008). These three characteristics, namely:

- Learning organizations encourage people at all levels to learn in a best practices and work hard from his job.
- Learning organizations have a system to capture learning and use it or places wherever its needed.
- Learning organizations are able to continuously transforming itself as a learning outcome.

2.4. Service Innovation

Tiwani (2015) argues that innovation in services also requires a higher effort to be able to acquire knowledge from

customers, competitors, and partners, rather than an effort to innovate itself which only requires internal knowledge gained from the learning process of the organization. One ability to acquire external knowledge about customers to support service innovation is to hire employees with a high level of education, which can bring new knowledge into the organization. Tobing (2017) states that, organizational structure can support the level of knowledge, and organizational innovation, which must be built and developed so that the organization becomes an intensive organization in terms of knowledge. For this reason, four crucial crucial elements are needed, so that organizations have innovative knowledge structures in building organizations with structured service innovations, namely:

- Professionalism, with a socialized agency that can act on behalf of the company
- Ability on differentiated expertise, which regularly develops new knowledge
- The creation of a defensible turf, where legitimacy internal and external to the validity of new business practices can be justified
- Organizational support in the availability of qualified human resources and quality of organizational politics

Johne & Storey (1998) also revealed that, although new service innovations are very important as sources of revenue, but companies often lack the knowledge and ability to develop new types of services that are needed. More innovative companies have higher levels of productivity performance and economic growth. Productivity is also found to be related to the amount of expenditure for innovation, to gain a better service company performance as a source of competitive advantage in the market. The development of new services, and investment in brand management, can contribute in the achievement of the company's superior position over competitors, and have an impact on the performance of service companies.

2.5. Employee Performance

Employees who have good performance are indicated by doing work quickly, with good results, with relatively short time, discipline, reliable, have good attitude, and have the potential to move forward (McKenna & Beech, 2000). Sinambela (2012) states that employee performance is defined as employee ability in doing expertise job. Employee performance is very necessary, because this performance will determines how far the ability of employees in carrying out the tasks assigned to him. According to Mangkunegara (2005), in organizations or work units where input can be identified individually in terms of quantity, work performance indicators are measured easily, that is the amount of output achieved within a certain period of time in group or team work units, and the indicators are:

- Communication
- Competence
- Cooperation
- Reliable
- Knowledge
- Motivation

Simamora (1999) said that employee performance can be seen from the following indicators:

- Make a best work atitudes based on the set of rules by the organization
- Can carry out the work or task without error (or level lowest error)
- Provisions in carrying out tasks

These indicators provide an understanding that the work carried out by employees is based on the provisions in the organization. According to Treacy & Wiersema (1995) performance can be measured through four disciplines, namely operational excellence, customer intimacy, product leadership and financial achievement. Sinambela (2012) revealed that there are two indicators of work discipline: (1) preventive discipline and, (2) corrective discipline.

2.6. Competitive Advantage

To increase ROI, the company management must know where new opportunities are, must be able to anticipate changes in customer needs, and must make investments to build new competencies (Hamel and Prahalad, 1994). Barney (1991) recommends that companies can use four competencies when companies execute strategic actions:

- Valuable: ability that help companies neutralize threats or take advantage of opportunities.
- Rare: a capability that is not possessed by other competitors.
- Costly to imitate: the ability of other competitors that cannot develop easily, usually due to unique historical conditions, social complexity.
- Non substitutable: have not the same strategic capabilities possessed by competitors, such as company-specific knowledge and trust in work relationships between managers and non-managerial workers.

Furthermore, Hamel and Prahalad (1994) emphasize that competitive advantage comes from a company's ability to create value for customers and its ability to maintain superior performance in the long run. Value for consumers can be evaluated from two critical dimensions of the market namely cost and differentiation. Companies

must take comprehensive action to produce sustainable competitive advantage, in order to be superior to competitors. The company will have a competitive advantage if its meets three conditions (Barney, 1991) as follows:

- Product delivery attributes. The attributes of product/service delivery, not just only consist of elements such as price, quality, esthetics, and perceived usefulness, but also broader attributes such as availability, consumer awareness, visibility and warranty.
- Buying decision. Each product has various attributes that can be used to differentiate themselves from competitors, in order to get some higher degree of profit. In order to have a strategic meaning, the profit must be based on a positive distinction between attributes, as a part of important consumers buying decison process.
- Uniqueness in market differentiation must be able to attract the attention and gain customer loyalty.

26. Research Model
Based on the above theoretical exposure, the research model in this study can be described as follows:
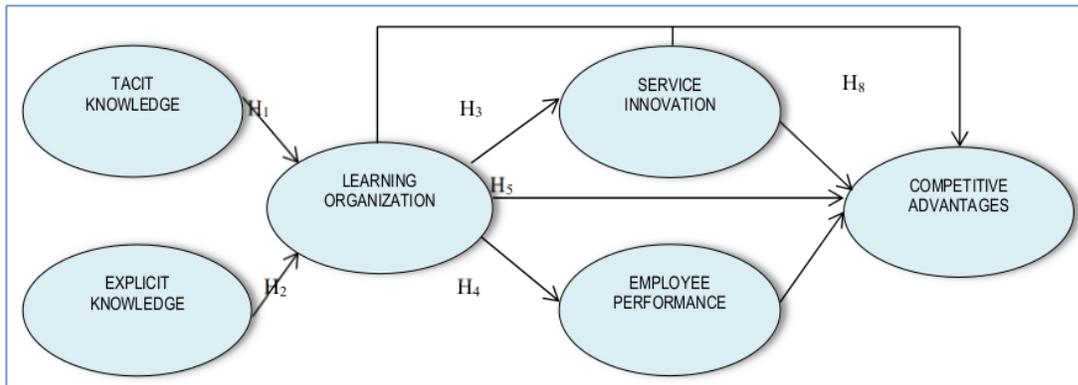

Figure1. Research Model

2.8. Research Hypotheses
Furthermore, theoretical studies, and research models that are built, are used to underlining the formulation of research hypotheses as follows:

1. There is a significant influence between *Tacit Knowledge* toward *Learning Organization* on telecommunications service provider in Indonesia during the pandemic.
2. There is a significant influence between the *Explicit Knowledge* toward *Learning Organization* on telecommunications service provider in Indonesia during the pandemic.
3. There is a significant influence between the *Learning Organization* toward *Service Innovation* on telecommunications service provider s in Indonesia during the pandemic.
4. There is a significant influence between *Learning Organization* toward *Employee Performance* on telecommunications service provider in Indonesia during the pandemic.
5. There is a significant influence between *Learning Organization* toward *Competitive Advantages* on telecommunications service provider in Indonesia during the pandemic.
6. There is a significant influence between *Service Innovation* toward *Competitive Advantage* on telecommunications service provider in Indonesia during the pandemic.
7. There is a significant influence between *Employee Performance* toward *Competitive Advantage* on telecommunications service provider in Indonesia during the pandemic.
8. There is a significant influence between the *Learning Organization* toward *Competitive Advantage* through *Service Innovation* on telecommunications service provider in Indonesia during the pandemic.

3. Methodology
3.1. Research Design
The first data collection was done by filling out a questionnaire online survey with Google form. This research applied quantitative approach, which is a deductive process that learns something by looking at general or specific patterns. In quantitative research, researchers are individuals who are free of values, do not carry the values they already have, and are based on universal law. This study uses a quantitative approach, a research which is based on universal theories and built on the basis of logical sense of recently phenomena, then discuss it specifically

(Neuman, 2000). This research will be carried out by testing the theories of *Tacit Knowledge, Explicit Knowledge, Learning Organizations, Service Innovation, Employee Performance, and Competitive Advantage.*

3.2. Research Population

The population of customers in this study is infinite for the number of customers, because Indonesia's population is more than 260 million people. With the total number of branch offices of telecommunications services from all of the aforementioned providers totaling approximately 525 branch offices in all cities in Indonesia, so that a sample of 1550 can be achieved in a total of approximately 525 branch offices to six telecommunications service providers in Indonesia, namely XL, 3, Indosat, Telkomsel, Bolt, and Smartfren, with a number of major cities in Indonesia.

3.3. Research Sample

A sample of 1550 consumers with Google form filling was determined so normality of data and normal data distribution were needed so that research data could provide generalizations of research results, as well as more useful conclusions and suggestions. The sampling technique used in this study was purposive sampling. Purposive sampling is a sampling technique where the sample is chosen based on the assessment of researchers that the selected are:

- Telecommunications service company customers, XL, 3, Indosat, Telkomsel, Bolt, and Smartfren who have used the company's telecommunications services for at least in the last 6 months
- Minimum age of 18 years

3.4. Hypotheses Testing

A study always requires interpretation and analysis of data, which is expected to ultimately provide a solution to the research problem on which this research is based. The analytical method chosen to analyze the data in this study is to use SEM (Structural Equation Model). To test H_1 to H_8 the data analysis tool used the Structural Equation Model with LISREL statistical software. As a structural equation model, LISREL is often used in strategic management research (Bacon, 1999).The LISREL causal model shows structural measurements and problems, and is used to analyze and test hypothetical models (Hair et al., 2014).

4. Results and Discussions

4.1. Characteristics of Respondents

1. Gender of Respondents

The respondents determined were male or female consumers, with a minimum usage period of the last 6 month. The percentage of respondents based on gender is as follows:

Table 1. Gender of Respondents

Gender	Number of Respondents	Percentage (%)
Men	775	50
Woman	775	50
Total	1550	100

The composition of respondents is intended for non-biased results among respondents' gender. This balanced percentage is designed to avoid differences in the results of respondents' answers to the examined variables. Thus, it is expected that the results of the study will be closer to the optimization of the desired general theory.

2. Age of Respondents

Both female and male respondents in this study were young productive aged 20 years and over, with a percentage of 75% aged 20-40 years, totaling 1162 respondents. While the rest of the productive adult age is over 41 years as many as 388 people which is 25% of the total respondents.

Table 3. Age of Respondents

Age	Number of Respondents	Percentage (%)
20 - 40 years	1162	75
41 years and over	388	25
Total	1550	100

Young productive age has the main characteristics to use the service provider more often, because of the demands of more work activities. The service provider are supporting activities of an important element in the midst of hectic business, as well as the globalization era that is very familiar at that age, and has become a lifestyle that makes it easy to accompany daily fun activities.

3. Respondent's Job

The majority of respondents in this study are young entrepreneurs, who have high global brand recognition.

Employment status is 50% of students, 25% of employees, and 25% of leaders.

Table 4. Respondent's Job

Profession	Number of Respondents	Percentage (%)
Students	775	50
Employees	390	25
Leaders	385	24
amount	1550	100

4.2. Validity Test

Validity Test was done by determining the significance value. This result is valid if the significance level is 0.01 (1%) or less. The statements in the research questionnaire are categorized as valid to explain the measured variable.

Table 5. Test Validity of Manifest Variables

Variable	T value	Cutt-off Value	Category
Tacit Knowledge			
TC1	1.0		Reference
TC2	19.72	1.96	*Valid*
TC3	17.25	3.96	*Valid*
TC4	9.79	1.96	*Valid*
TC5	10.90	1.96	*Valid*
TC6	9.70	1.96	*Valid*
TC7	12.50	1.96	*Valid*
TC8	15.75	1.96	*Valid*
Explicit Knowledge			
EX1	1.3		Reference
EX2	17.70	1.96	*Valid*
EX3	59.10	1.96	*Valid*
EX4	28.77	1.96	*Valid*
Learning Organization			
LO1	1.0	3	Reference
LO2	19.92	1.96	*Valid*
LO3	12.10	1.96	*Valid*
LO4	27.50	1.96	*Valid*
LO5	29.95	1.96	*Valid*
Service Innovation			
S1	1.0	3	Reference
SI2	59.40	1.96	*Valid*
SI3	37.97	1.96	*Valid*
SI4	25.50	1.96	*Valid*
SI5	27.78	1.96	*Valid*
Employee Performance			
EP1	1.0	3	Reference
EP2	12.35	1.96	*Valid*
EP3	30.70	1.96	*Valid*
EP4	18.02	1.96	*Valid*
EP5	17.30	1.96	*Valid*
Competitive Advantage			
CA1	1.0	3	Reference
CA2	52.92	1.96	*Valid*
CA3	11.60	1.96	*Valid*
CA4	17.21	1.96	*Valid*
CA5	25.19	1.96	*Valid*

Based on the validity test with SPSS in Table 5. above, it can be concluded that all indicators in this research variables are declared as valid.

4.3. Reliability Test

The consistency of the indicators used in this study of variables or constructs was measured by testing reliability. The Cronbach Alfa value indicates the magnitude of the reliability of the research indicators, which are indicated

in the following table:

Table 6. Reliability Tests for Manifest Variables

Variable Name	Cronbach's Alpha Value	Category
Tacit Knowledge	0.805	Reliable
Explicit Knowledge	0.757	Reliable
Learning Organization	0.760	Reliable
Service Innovation	0.992	Reliable
Employee Performance	0.878	Reliable
Competitive Advantage	0.987	Reliable

Cronbach Alfa value that exceeds the limit of 0.60 for each variable in this study, indicates that all indicators used can be categorized as reliable.

4.4. Model Fit Test

The magnitude of influence between variables in this study can be demonstrated by the value of R Square on each relationship between research variables.

Table 7. Coefficient of Determination of Research Variables, Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.987	.9742	.9740	.50	2.010

Based on the results in Table 7., it means that one of the relationships between variables, has an R Square value of 0.9742. This value explains that the variable Tacit Knowledge can provide data variations on the Competitive Advantage variable of 97.42%. Other variables not analyzed in this research model were 2.5%. A statistical F value of 1092,008 indicates that this research model matches the data obtained, on the basis of a probability value of 18,0. With a probability value of 0.000 <0.001, the research model is categorized fit with the data. Table 8. below shows the results of the F test:

Table 8. Hypothesis Testing Through the ANNOVA F Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	15.010	2	9.017		.000
Residual	.925	190		1092.008	
Total	12.60	197			

4.5. Multicollinearity Test

The level of correlation between the independent variables in this study was tested by multicollinearity test. High correlations are avoided to avoid multicollinear relations in the research model that was developed. The SPSS calculation results for the collinerity test in this study are illustrated in Table 9. as follows:

Table 9. Hypotheses Testing Through F Test

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Collinearity Statistics	
						Tolerance	VIF
Constant	0.50	5.950		0.325	0.997		
TC	.003	0.005	.001	0.079	.750	0.000	1.00
CA	9.002		.998	21.905	0.000	0.000	

Dependent Variable: Competitive Advantage

Table 9. above shows the tolerance value in the colinearity statistics of 0.000, which indicates that in this research model there is no multicollinear relationship between the independent variables.

4.6. Model Conformity Testing

The suitability of the model in this study was tested with a series of fit-tests or model suitability tests. This is done to confirm the existence of proof of the causality of the theory with empirical data testing. The output values of GFI, NFI, IFI, CFI, RFI and RMSEA to the suitability of the model in this study are as follows:
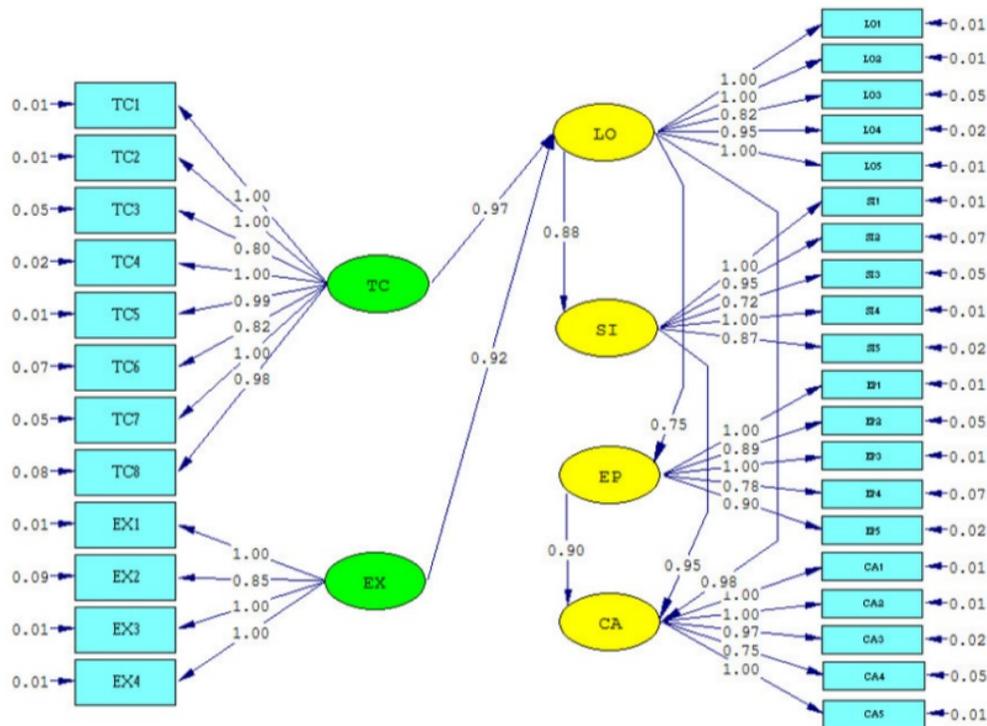
Table 10. Hypotheses Testing

Goodness of Fit Measure	Cutt-off Value	Results	Category
GFI	≥ 0.9	49.29	*Fit*
NFI	≥ 0.9	25.70	*Fit*
IFI	≥ 0.9	12.50	*Fit*
CFI	≥ 0.9	72.10	*Fit*
RFI	≥ 0.9	51.99	*Fit*
RMSEA	<0.05	1.952910	*Non Fit*

The suitability test results above can prove that overall the model in this study can be declared fit or in accordance with the theoretical building on *Tacit Knowledge* that are explored on the theoretical basis as well as on the discussion of the relationship between research variables. Thus, this means that the model compiled in this study has been based on theoretical truth that can be proven correctly.

4.7. Structural Equation

The structural equation in this study is written as follows, which aims to determine the causality relationship and the influence of significance between the variables studied. LISREL software is used to determine the magnitude of influence between variables in this study, with illustrations of the outputs in the Output Path-Diagram as illustrated in Figure 2. and Figure 3.The formulation of structural equations in this research model can be written as follows:

LO = 0.97 TC + 0.92 EX
SI = 0.88 LO
EP = 0.75 LO
CA = 0.95 SI + 0.98 LO + 0.90 EP
CA = 0.78 SI + 0.96 LO

Chi-Square=0.9972.93, df=0.0596, P-value=0.979820, RMSEA=1.952910

Figure 2. LISREL Outpout Path-Diagram

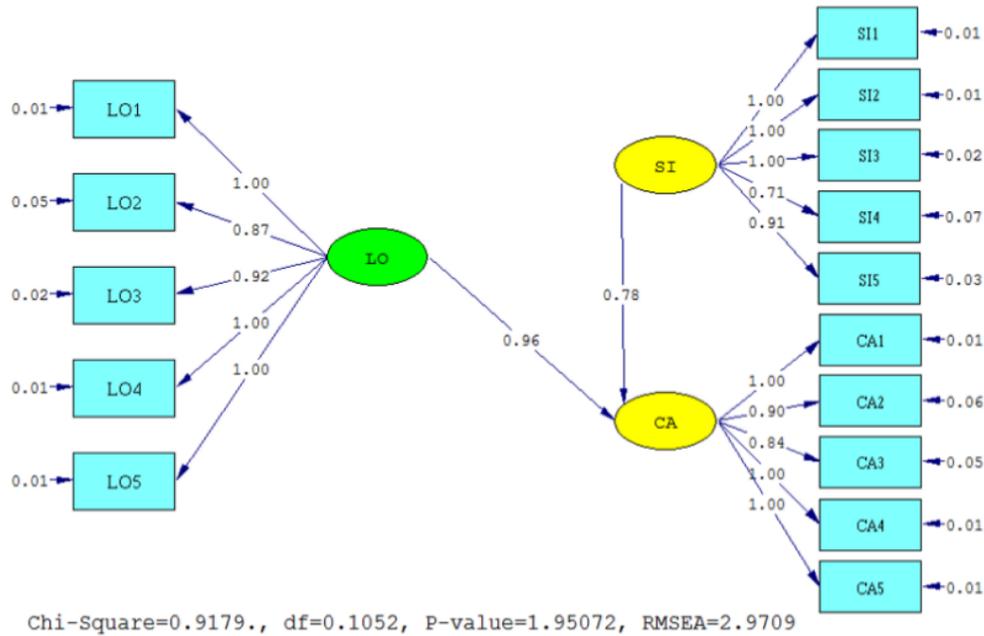Chi-Square=0.9179., df=0.1052, P-value=1.95072, RMSEA=2.9709

Figure 3. LISREL Outpout Path-Diagram
Source: Data, proceed.

4.8. Hypotheses Test

In the following tabulations, the criteria for accepting or rejecting hypotheses in this study are shown. The magnitude of the effect of each construct variable is as follows:

Table 11. Hypotheses Testing

Test	Variable	Estimate	Critical Ratio	t-table	Category
H_1	Tacit Knowledge- Learning Organization	10.77	15.72	1.96	H_0 Rejected H_1 Accepted
H_2	Explicit Knowledge- Learning Organization	12.59	11.30	1.96	H_0 Rejected H_1 Accepted
H_3	Learning Organization- Service Innovation	59.80	10.25	1.96	H_0 Rejected H_1 Accepted
H_4	Learning Organization- Employee Performance	29.91	17.19	1.96	H_0 Rejected H_1 Accepted
H_5	Learning Organization- Competitive Advantage	17.27	12.90	1.96	H_0 Rejected H_1 Accepted
H_6	Service Innovation-Competitive Advantage	72.05	19.50	1.96	H_0 Rejected H_1 Accepted
H_7	Employee Performance-Competitive Advantage	72.05	19.50	1.96	H_0 Rejected H_1 Accepted
H_8	Learning Organization- Service Innovation- Competitive Advantage	79.95	21.25	1.96	H_0 Rejected H_1 Accepted

Hypotheses test results in this study are based on the Probability Value and t-Value, which determine the positive or negative influence of the relationships between variables in the study. Eight hypotheses observed gave significant positive results. Evidence of hypotheses testing, which is Table 11. explains that with a Probability Value <0.001, and an Estimated Value greater than t-Value indicates that H_0 is rejected and H_1 is accepted on all variables, so that the eight hypotheses in this study can be verified.

4.9. Discussion

The results of the hypotheses test in this study are based on the Probability Value and t-Value, which determine the positive or negative influence of the relationships between variables in the study. A number of hypotheses

observed gave significant positive results as follows:

1. Hypothesis 1 Test: There is a positive effect on *Tacit Knowledge* towards *Learning Organization* on the telecommunications service provider in Indonesia during the pandemic. Evidence of hypothesis testing, which is contained in Table 11. It can be analyzed that with a Probability Value <0.001, and an Estimated Value of 10.77, and t-Value of 1.96 indicates that H_0 is rejected and H_1 is accepted. The unique core capabilities must indeed be explored, so that it is increasingly recognized and responded by panic consumers. The faster these knowledge and learning are built, the more opportunities the market shares can absorb faster.

2. Hypothesis Test 2: There is a positive effect on *Explicit Knowledge* towards *Learning Organization* on the telecommunications service provider in Indonesia during the pandemic. Evidence of hypothesis testing, which is contained in Table 11. It can be analyzed that with a Probability Value <0.001, and an Estimated Value of 12.59, and t-Value of 1.96 indicates that H_0 is rejected and H_2 is accepted. The knowledge and learning strategy will determine the brand of service provider communication strategy at the crises level. The more unique or differentiated brand communication, has increasingly received a response from huge consumers, because it has an element of differentiation.

3. Hypothesis 3 Test: There is a positive influence on *Learning Organization* towards *Service Innovation* on the telecommunications service provider in Indonesia during the pandemic. Evidence of hypothesis testing, which is contained in Table 11. above was analyzed that with a Probability Value <0.001, and an Estimated Value of 59.80, and t-Value of 1.96 indicates that H_0 is rejected and H_3 is accepted. The learning ability to dynamically adapt to higher demands and standards during the pandemic situation, will create new ideas and service innovation opportunities and breakthrough to serve the customer better.

4. Hypothesis Test 4: There is a positive influence on *Learning Organization* towards *Employee Performance* on the telecommunications service provider in Indonesia during the pandemic. Evidence of hypothesis testing, which is contained in Table 11. above was analyzed that with a Probability Value <0.001, and an Estimated Value of 29.91, and t-Value of 1.96 indicates that H_0 is rejected and H_4 is accepted. The learning ability to communicate dynamically according to market preferences can be widely known by all segments of the society as an organization with better employees performance reliability to handle customers during the pandemic crises.

5. Hypothesis Test 5: There is a positive influence on *Learning Organization* towards *Competitive Advantage* on the telecommunications service provider in Indonesia during the pandemic. Evidence of hypothesis testing, which is contained in Table 11. above was analyzed that with a Probability Value <0.001, and an Estimated Value of 17.27, and t-Value of 1.96 indicates that H_0 is rejected and H_5 is accepted. The ability to learned could prevent the consumers to switch to other service provider. The more learning strategy is carried out the more opportunity to have a loyal customers will also be even greater results in organizational sustainability.

6. Hypothesis Test 6: There is a positive influence on *Service Innovation* towards *Competitive Advantage* on the telecommunications service provider in Indonesia during the pandemic. It is analyzed that the Probability Value <0.001, and Estimated Value 12.06, and t-Value of 1.96 indicates that H_0 is rejected and H_6 is accepted. An effective service innovation strategy for the panic market will determine the level of customer loyalty. With high service quality standard, it will prevent the customers switching brand reactions.

7. Hypothesis 7 Test: There is a positive influence on *Employee Performance* towards *Competitive Advantage* on the telecommunications service provider in Indonesia during the pandemic. Evidence of hypothesis testing, which is contained in Table 11. It is analyzed that with a Probability Value <0.001, and an Estimated Value of 72.05, and t-Value of 1.96 indicates that H_0 is rejected and H_7 is accepted. The reliability on employee performance to deal with social crises will determine the profit margins.The more professional employee performance to serve the customers during the pandemic situation, the better opportunity and profitability to prevent the organizational loss.

8. Hypothesis Test 8: There is a positive influence on *Learning Organization* towards *Competitive Advantage* through *Service Innovation* on the telecommunications service provider in Indonesia during the pandemic. Evidence of hypothesis testing, which is listed in Table 11. It was analyzed that with a Probability Value <0.001, and an Estimated Value of 77.92, and t-Value of 1.96 indicates that H_0 is rejected and H_8 is accepted. The new innovative positionig in the minds of consumers, determines the choice of consumers.The new better positioning as an innovative services in the eyes of consumers, can boost the competitive advantage over the other brands.

5. Conclusion
In the following conslusion, it shows the manifestation of results in the form of numbers generated in the various results previously described.
1. *Tacit Knowledge* affects on *Learning Organization* on the telecommunications service provider in Indonesia during the pandemic.
2. *Explicit Knowledge* affects on *Learning Organization* on the telecommunications service provider in Indonesia

during the pandemic.

3. *Learning Organization* affects *Service Innovation* on the telecommunications service provider in Indonesia during the pandemic.

4. *Learning Organization* affects *Employee Performance* on the telecommunications service provider in Indonesia during the pandemic.

5. *Learning Organization* affects to *Competitive Advantage* on the telecommunications service provider in Indonesia during the pandemic.

6. *Service Innovation* affects *Competitive Advantage* on the telecommunications service provider in Indonesia during the pandemic.

7. *Employee Performance* affects *Competitive Advantage* on the telecommunications service provider in Indonesia during the pandemic.

8. *Learning Organization* affects *Competitive Advantage* through *Service Innovation* on the telecommunications service provider in Indonesia during the pandemic.

References

Bacon, Lynd D. Ph.D. (1999). *Using LISREL and PLS to Measure Customer Satisfaction.* Seventh Annual Sawtooth Software Conference. La Jolla CA. Feb. 2-5, Sawtooth Software Conference. Lynd Bacon & Associates, Ltd. All Rights Reserved

Barney, J.B. (1991). Firm resources and Sustained Competitive Advantage. *Journal of Management*, Vol. 17, 99-120.

Carrillo, P.M., Anumba, C.J., & Esther Ly. (2004). "Knowledge Management Practices of Construction Project Managers", *Association of Researchers in Construction Management,* Vol. 1, 517-26.

Garvin, D.A. (2000). *Learning In Action-A Guide to Putting the Learning Organization to Work*. Harvard Business School Press. Boston.

Hair, Joe. F. Ringle, Christian M. & Sarstedt, Marko. (2014). PLS-SEM: Indeed a Silver Bullet, *Journal of Marketing Theory and Practices.* Vol. 19, 2011. Issue 2. Published online: 08 Dec 2014. https://doi.org/10.2753/MTP1069-6679190202.

Hamel, Gary & C.K Prahalad. (1994). *Competing for the Future,* USA: Harvard Bussiness School Press.

Johne, A. & Storey, C. (1998). "New Service Development: A Review of The Literature and Annotated Bibliography." *European Journal of Marketing,* Vol. 32 No. 3/4, pp. 184-251.

Mangkunegara, A.P. (2005). *Human Resource Performance Analysis*. Refitka Aditma. Bandung.

McGill, M.E. & Slocum, J.W. Jr. (1994). *The Smarter Organization, How to Build a Business that Learn and Addapt to Marketplace.* John Willey dan Sons. New York.

McKenna & Beech N., (2000). *Human Resource Management*. Yogyakarta: Andi Publisher.

Miles, I. (2000). "Service Innovation: Coming to Age in The Knowledge-Based Economy." *International Journal of Innovation Management,* Vol. 4 No. 4, pp. 371-389.

Munir, N. (2008). *Knowledge Management: Guides in Managing Knowledge*. Jakarta: PPM Publisher.

Muralidhar, S. (2000). *Knowledge Management: A Research Scientist's Perspective In T.K Srikantaiah & M.E.D. Koenig (Eds).* ASIST Monograph Series.

Nawawi, Ismail. (2012). *Knowledge Management: Theory and Applications in Competitive Advantage*. Bogor: Ghalia Indonesia Publisher.

Neuman, Lawrence W. (2000) *Social Research Methods:Qualitative and Quantitative Approach*. Massachusetts: Pearson Education Company.

Nonaka, Ikujiro and Takeuchi H., (1995), *The Knowledge Creating Company: How Japanesse Companies Create the Dynamics In Innovation*, Oxford University Press, New York.

Sangkala. (2007). *Knowledge Management: Understanding of How The Organization Managing Knowledge to Become Advanced Organization.* Jakarta. Rajawali Press.

Simamora, Henry. (1999). *Human Resource Management.* Edisi Kedua. Yogyakarta: P. STIE YKPN.

Sinambela, Lijan Poltak. (2012). *Employee Performance: Theory, Measurement, and Implications.*Yogyakarta: Graha Ilmu.

Tiwani, Amrit. (2015). *The Knowledge Management Toolkit,* Prentice Hall PTR Upper Saddle River, New York.

Tjakraatmadja, Jann, H., & Lantu DC. (2016). *Knowledge Management in Organization Learning Contex*, SBM-ITB. Bandung.

Tobing, P.L. (2017). *Knowledge Management*: *Concept, Architecture, and Implementatuion*.Graha Ilmu. Yogyakarta.

Treacy, M. and F. Wiersema. (1995). *The Discipline of Market Leaders: Choose Your Customers, Narrow Your Focus, Dominate Your Market*. AddisonWesley, Reading, MA.

The Influence of Tacit & Explicit Knowledge, Learning Organization, Service Innovation, Employee Performance, Towards Competitive Advantage: A Customer-Basedapproach During the Pandemic Covid-19

of Islamic Studies and Humanities), 2019
Publication

| 8 | Submitted to Universiti Teknikal Malaysia Melaka
Student Paper | <%1 |

| 9 | Submitted to University of Leeds
Student Paper | <%1 |

| 10 | Mardiani, Ermatita, Samsuryadi. "Data Mining Management for Implementation of Knowledge Management Using SECI Model and Data Testing", 2019 International Conference on Informatics, Multimedia, Cyber and Information System (ICIMCIS), 2019
Publication | <%1 |

| 11 | docplayer.net
Internet Source | <%1 |

| 12 | www.econjournals.com
Internet Source | <%1 |

| 13 | Submitted to Eiffel Corporation
Student Paper | <%1 |

| 14 | Submitted to Institute of Graduate Studies, UiTM
Student Paper | <%1 |

| 15 | s3.amazonaws.com
Internet Source | <%1 |

| 16 | www.reser2014.fi | |

Internet Source

<%1

17   Submitted to University of KwaZulu-Natal
      Student Paper

<%1

18   Submitted to Informatics Education Limited
      Student Paper

<%1

19   media.neliti.com
      Internet Source

<%1

20   Submitted to Icon College of Technology and
      Management
      Student Paper

<%1

21   issuu.com
      Internet Source

<%1

22   www.iiste.org
      Internet Source

<%1

23   Submitted to Curtin University of Technology
      Student Paper

<%1

24   www.ukessays.com
      Internet Source

<%1

25   eprints.uny.ac.id
      Internet Source

<%1

26   "Recent Advances in Intelligent Systems and
      Smart Applications", Springer Science and
      Business Media LLC, 2021

<%1

EXCLUDE QUOTES   ON

EXCLUDE
BIBLIOGRAPHY   ON

EXCLUDE MATCHES   < 10
WORDS