
Editorial

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This special issue carries revised and substantially extended versions of selected papers presented at 6th International Seminar and Conference on Learning Organisation (ISCLO), organised by Telkom University, Bandung, Indonesia, in 4 July 2018.

The purpose of this special issue is to broaden discussion about managing knowledge and technology in learning organisations as organisations try to beat the competition, they need to develop competitive advantage. Two of key elements in developing competitive advantage are technology and human capital. Human capital in business organisations should help them to cope with continuous demand. Customers need new products or services and they want them immediately. Knowledge creation and innovation therefore needs to be built. In other words, organisations should develop their staff to encourage an embedded learning culture in their workplace. This special issue aims at enhancing understanding for academics and practitioners regarding this issue.

Globalisation has created new challenges for organisations in terms of staying focused. The recent development of knowledge importance has motivated businesses to move from other management practices to knowledge management (Cho and Korte, 2014; Tubigi and Alshawi, 2015). Knowledge management includes identifying, examining, planning and controlling required and accessible learning to extend knowledge assets in order to achieve organisation goals (Chawla and Joshi, 2010). Knowledge management procedures and frameworks ought to be designed to leverage the expertise of the workforce and should include an incentive for people to collaborate on new information, separate fundamental data and process it to suit the organisation's needs. Smart procedures and frameworks may help to identify upcoming trends, anticipate possible scenarios, reduce uncertainty, gain new skills and allies, and streamline everyday operations. Having in mind these potential benefits, organisations will try different things involving new ways to deal with knowledge management, such as design thinking (Nowacki and Bachnik, 2016). An organisation's innovative capacity is connected to the knowledge it possesses or acquires externally (Nowacki and Bachnik, 2016).

Small medium enterprises (SMEs) have been recognised as a sector for practicing the sustainable learning organisation model. Many SMEs are experiencing insecure situations in which they need to perform continuous learning for the development and sustainability of their business activities (Anggadwita and Dhewanto, 2016). According to Astuti et al. (2017), knowledge transfer is one of the weaknesses of SMEs' structural components. This means that the process of knowledge management in SMEs is still not going well. In particular, technological advances have been a critical factor in fostering any learning activity (Sianipar and Yudoko, 2014), by which those advances should be treated as the centre of systems and processes in any organisation (Bennett and O'Brien, 1994; Dahiyat, 2015; Dhewanto et al., 2014; Johnson, 2002; Sianipar and Yudoko, 2012). Additionally, innovation has long been identified as one of activities that may maintain the sustainable business growth of an organisation. Ramadani and Gerguri (2011) have stated that conducting organisational learning on innovation is an effective way for companies to

achieve competitive advantage in the market. Alamanda et al. (2015) also explained how learning organisation is applied to develop a new value co-creation to help organisations innovate. Roughly speaking, the notion of a learning organisation arguably provides managers and others with a picture of how things may develop within an organisation. Thus, the connection may then support persistent collaboration, commitment, accessibility to knowledge and technology, and coherent organisational behaviour.

Learning organisation is the organisation in which you cannot learn because learning is so insinuated into the fabric of life (Senge, 1995). In other words, Senge (1995) described a learning organisation as a group of people who are continually enhancing their capacity to create what they want to create. According to Dalkir (2013), to develop good knowledge management strategy and implementation, organisations must first have a learning culture. In addition to the human aspect, technological advances also drive the speed of learning in organisations. In fact, many knowledge management implementations are made possible by this technology. The use of technology has had impact on all aspects of business. Many businesses collapse because they cannot cope with customers' demands, which could in fact be fulfilled through the use of technology. Business organisations should have competencies to maintain their human capital and technology. The right combination of both aspects can help them achieve their business goals more efficiently and effectively.

In this special issue were included six papers, as follow:

- 1 'Analysis of academic stakeholders' satisfaction on green campus implementation in Telkom University using importance performance analysis approach', by Cut Irna Setiawati and Agam Maulana
- 2 'Implementation of great leadership style to leverage employees' performance in PT Telkom Akses Indonesia', by Elnanda Ardiyant Saputra and Ratri Wahyuningtyas
- 3 'Paradoxes of customer satisfaction in telecommunication industry in Goa, India', by Diksha Naik Gaonkar, Subhash Kizhakanveatil Bhaskaran Pillai, Jick Castanha, Ling-Chen Chang and Ruey Feng Chen
- 4 'Analysis of personality model using the big five theory to enhance academic motivation of Garut University students', by Tinneke Hermina and Intan Tenisia Prawita Sari
- 5 'How might the socio-moral climate buffer the job insecurity stressor? A multilevel study in Spain and Austria', by Beatriz Sora, Thomas Höge, Amparo Caballer and Rubén Nieto
- 6 'The role of knowledge management practices on innovation performance in a public telecommunication company', by Bachruddin Saleh Luturlean, Arif Partono Prasetyo, Romat Saragih, Dwima Nur Shabrina and M. Farryansyah Akbar.

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