

## Knowledge Acquisition, Knowledge Sharing, and Competitive Advantage in Culinary Business: The Mediating Role of Innovation

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### ABSTRACT

*The uneven success of duck culinary business in Bangkalan Regency needs to be analyzed with the aim of exploring the relationship between knowledge acquisition, knowledge sharing and competitive advantage with innovation as the mediating variable. The problem of duck culinary business in Bangkalan Regency on this paper was lack of knowledge management and to cause knowledge not upgraded. Researchers found that innovation is able to mediate the relationship between knowledge acquisition and competitive advantage, and innovation is able to mediate the relationship between knowledge sharing and competitive advantage. Data were collected from 64 duck culinary business owners in Bangkalan Regency with purposive sampling technique and data processing using SmartPLS 4. The results showed that there was a positive relationship between knowledge acquisition, knowledge sharing, and competitive advantage. Researched found that innovation was able to mediate the relationship between knowledge acquisition to competitive advantage, and innovation was able to mediate the relationship between knowledge sharing to competitive advantage. The implication of the research on the duck culinary business in Bangkalan Regency is that innovation is achieved when it has properly implemented knowledge acquisition and knowledge sharing, which will result in the duck culinary business to have a variety of potential duck preparations, have competitive selling prices and production costs, and have superior assets and human resources.*

**Keyword:** *knowledge acquisition, knowledge sharring, innovation, competitive advantage.*

### ABSTRAK

*Keberhasilan usaha kuliner bebek di Kabupaten Bangkalan yang tidak merata perlu dianalisis dengan tujuan untuk mengetahui hubungan antara perolehan pengetahuan, berbagi pengetahuan dan keunggulan bersaing dengan inovasi sebagai variabel mediasi. Permasalahan usaha kuliner bebek di Kabupaten Bangakalan pada penelitian ini adalah kurangnya pengelolaan pengetahuan sehingga menyebabkan pengetahuan tidak ter-upgrade. Peneliti menemukan bahwa inovasi mampu memediasi hubungan antara perolehan pengetahuan dan keunggulan bersaing, dan inovasi mampu memediasi hubungan antara berbagi pengetahuan dan keunggulan bersaing. Data dikumpulkan dari 64 pemilik usaha kuliner bebek di Kabupaten Bangkalan dengan teknik purposive sampling dan pengolahan data menggunakan SmartPLS 4. Hasil penelitian menunjukkan bahwa terdapat hubungan positif antara perolehan pengetahuan, berbagi pengetahuan, dan keunggulan bersaing. Hasil penelitian menemukan bahwa inovasi mampu memediasi hubungan antara perolehan pengetahuan terhadap keunggulan bersaing, dan inovasi mampu memediasi hubungan antara*

*berbagi pengetahuan terhadap keunggulan bersaing. Implikasi dari penelitian pada usaha kuliner bebek di Kabupaten Bangkalan adalah inovasi akan tercapai apabila telah melaksanakan akuisisi pengetahuan dan berbagi pengetahuan dengan baik, yang akan menghasilkan usaha kuliner bebek memiliki potensi olahan bebek yang beragam, memiliki harga jual dan biaya produksi yang kompetitif, serta memiliki aset dan sumber daya manusia yang unggul.*

**Kata Kunci:** *knowledge acquisition, knowledge sharing, innovation, competitive advantage.*

## **Introduction**

Micro, Small and Medium Enterprises (MSMEs) engaged in the culinary business have an increasing trend, both in terms of quantity and quality because food and drink are basic human needs. The Ministry of Industry predicts that the food industry in 2021 can grow up to 4.49 percent. According to the Chairman of the East Java Chamber of Commerce and Industry, MSMEs in the culinary sector are still quite capable of surviving this pandemic. It is undeniable that many culinary MSMEs have experienced a decrease in turnover. But at the same time, many new culinary MSME players have also sprung up. This shows that the culinary business is not only determined by the pandemic but also influenced by the business performance owned and the application in the culinary business. The duck culinary business in Bangkalan Regency continues to increase every year, this is revealed by Bangkalan Investment (2019). There are 180 duck culinary businesses in Bangkalan Regency in 2023, this is traced by google maps. The duck culinary business in Bangkalan Regency produces a distinctive product because business owners have unique spices and cannot be imitated by others, but even so the success rate of the duck culinary business is not the same, according to the fact that a business that has been established for a long time does not guarantee that the duck culinary business will experience success. This is influenced by business performance includes (the success of launching new products, increased market opportunities, innovation, improved work processes, and quality improvement (Terziovski, 1999) if implemented properly indicates that all elements in each company are able to manage the business well so that the objectives of each business will be achieved, this is expressed by Darroch (2005).

Based on the results of observations and interviews with duck culinary business actors in Bangkalan Regency, it is stated that the lack of knowledge gained in terms of business performance. Therefore, it is necessary to transfer knowledge management (Alfiansyah, Ma, and Anggraeni 2023) by analyzing the effect of knowledge acquisition, knowledge sharing, innovation on competitive advantage in the duck culinary business in Bangkalan Regency. It is intended that every duck culinary business actor can increase innovation and be maximally applied with the aim of achieving competitive advantage. In research with the title "The Effect of Knowledge Acquisition, Knowledge Sharing, and Innovation on Competitive Advantage in the Duck Culinary Business in Bangkalan Regency", using 4 variables

including knowledge acquisition, sharing, innovation, and competitive advantage with the quantitative method SEM PLS using smartPLS 4.0. The research results obtained are knowledge acquisition, knowledge sharing, and innovation have a significant effect on competitive advantage.

The similarity in this study is that it uses knowledge management theory, but the difference in this study is that innovation is determined as a mediating variable, having an indirect effect on competitive advantage in the Bebek culinary business in Bangkalan Regency. There is previous research on knowledge management on MSMEs and this research always exists every year and the average researcher only focuses on market performance and innovation, besides that the type of research used is qualitative. For example, research conducted by Siregar et al (2020), Darroch (2005), Widiana (2010) focuses on market performance. Further research conducted by Keszey (2018) conducted research related to knowledge sharing on innovation success, as well as research conducted by Ratnasari (2016) and Kwanda (2022) who conducted research related to knowledge management using qualitative research. This topic will provide a better understanding of the importance of analyzing the influence of knowledge acquisition, knowledge sharing, and innovation on competitive advantage in the duck culinary business in Bangkalan Regency.

## **Literature Riview**

### **Knowledge Acquisition with Competitive advantage**

Research conducted by (Akram et al. 2022) states that an organization in business develops knowledge acquisition by identifying and seeking knowledge from customers, competitors, distribution and suppliers. If an organization, both business and non-business, is rich in knowledge obtained by knowledge acquisition, a business is rich in knowledge which will be used as a provision to compete with competitors. In addition, there is research conducted by Nabi et al (2022) which states that knowledge acquisition can also increase innovation to achieve competitive advantage. So that this knowledge acquisition has an important role in achieving competitive advantage, therefore in this study the following hypothesis is obtained:

H1: Knowledge acquisition has a significant effect on competitive advantage

### **Knowledge Sharing with Competitive advantage**

Research conducted by Utami et al (2022) states that knowledge sharing has an influence on learning organizations on employee performance in order to increase competitive advantage. Further research conducted by Nabi et al (2022) states that the increasing intensity of competition faced by a business or company is usually often faced with promotional battles, competitive prices, as well as reducing and changing demands to overcome competition. So that a high level of competition can

have an impact on the knowledge applied by human resources in a business, the role of knowledge sharing affects competitive advantage, this has been done by research, stating that knowledge sharing has a positive influence on competitive advantage. So that this knowledge sharing has an important role in achieving competitive advantage, therefore in this study the following hypothesis is obtained:

H2: Knowledge sharing has a significant effect on competitive advantage.

### **Knowledge Acquisition with Innovation**

Research on the relationship between knowledge acquisition and innovation conducted by Darroch (2005), Khumaida, (2018), Keszey, (2018), Nabi et al (2022) conducted research in a company, that knowledge acquisition has a strong relationship with innovation. This shows that this knowledge acquisition has an impact on innovation in a company. The implementation of knowledge acquisition in a company will have an impact on innovation. If a company has good innovation performance, it is certain that knowledge acquisition contributes well. So that this knowledge acquisition has a strong influence on innovation, therefore in this study the following hypothesis is obtained:

H3: Knowledge acquisition has a significant effect on innovation.

### **Knowledge Sharing with Innovation**

Research on knowledge sharing with innovation conducted by Feser (2022), Ratnasari (2016), Khumaida (2018) and Keszey (2018) conducted research in several companies stating that good innovation is always related to knowledge sharing both in the internal and external environment of a business or company. The more knowledge a company has by combining a company obtained by sharing knowledge, the better its innovation. So knowledge sharing has a positive effect on innovation, it needs to be done to get maximum innovation. So that this knowledge sharing has a strong influence on innovation, therefore in this study the following hypothesis is obtained:

H4: Knowledge sharing has a significant effect on innovation.

### **Innovation with Competitive advantage**

Research conducted by de Aro and Perez (2021), Ariana (2016), and Chierici et al (2020) conducted in a company which states that with innovation it will cause a company to have a capability in a company, so that the existence of capabilities will affect competitive advantage. The higher the innovation, the higher the competitive advantage, and if the lower the innovation, the lower the competitive advantage in a company. So that innovation has a strong influence on competitive advantage, therefore in this study the following hypothesis is obtained:

H5: Innovation has a significant effect on competitive advantage

### **Knowledge Acquisition on Competitive advantage mediated by Innovation**

Knowledge acquisition will have a greater influence on competitive advantage with process innovation in it, so that knowledge acquisition directly contributes to the influence on competitive advantage which is of course supported by knowledge involving knowledge acquisition. According to the empirical findings of Al-Hakim and Hassan (2013) cited by Pratiwi et al (2022), knowledge management strategies have a direct and indirect impact on competitive advantage, indirect impact through mediating variables in the form of innovation. The influence found is the result of a survey conducted in the telecommunications sector in Iraq. So that knowledge acquisition has a positive effect on competitive advantage and also has a positive effect on innovation, innovation has a significant mediating effect between knowledge acquisition and innovation. Therefore the hypothesis in this study is:

H6: Innovation as a mediating variable on knowledge acquisition on competitive advantage.

### **Knowledge Sharing on Competitive advantage mediated by Innovation**

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H7: Innovation as a mediating variable on knowledge sharing on competitive advantage

### **Methodology**

Research method uses correlation a statistical technique used to test of relationships and the direction of the relationship of two or more variables that are quantitative. The location of research was some small and medium business food sector, Madura Island Indonesia, such as Bangkalan regency. We analyzed the data using a structural equation model with smartPLS 4. All variables in this research were measured by the response of participants toward questions in 5 points of scale type, starting from 1 which means “strongly disagree” to 5 which means “strongly agree.

The population in this study were all SMEs food sektor specially *duck culinerry*. The research method is an explanation of information related to research which includes the type of research, variable measurement techniques, questionnaire making techniques, sample design, data analysis methods and programs to discuss in answering the objectives in this study regarding the effect of knowledge acquisition, knowledge sharing, and innovation on competitive advantage in the duck culinary business in Bangkalan.

Regency. The population in this study is a duck culinary business in Bangkalan Regency, based on the sampling technique, the number of respondents obtained was 64, carried out by purposive sampling technique with the following criteria:

1. At least 1 year standing duck restaurant.
2. Listed on Google Maps.
3. Has a rating above 4 which can be seen through Google Maps.
4. Duck restaurant culinary business owners in Bangkalan Regency

Data analysis using hypothesis testing using the model with PLS was expected to accommodate various variables in the form of dependent, independent, and expect all data fit and must be match criteria SEM PLS such as outer model test convergen validity (loading factor >0.7, AVE >0,5, communality >0.5), discriminan validity (cross loading>0.7), reliability (cronbach alpa and composite reliability must be more than 0.7) (Hair et al, 2019), and than if data not match, so can not continue to inner model, that must be indicator elimination.Inner model test to use hypthothesis must be T statistic > T table.

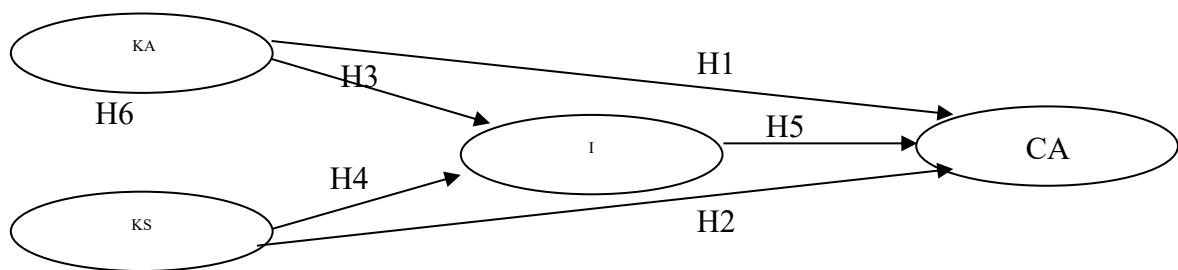


Figure 1: Research Framework

Information:

- X1 = Knowledge Acquisition (KA)
- X2 = Knowledge Sharing (KS)
- X3 = Innovation (I)
- X4 = Competitive Advantage (CA)

## Results and Discussion

The research data was collected by distributing questionnaires to 64 duck culinary business owners in Bangkalan Regency according to the criteria determined by the researcher. The following are the characteristics of respondents based on gender, educational background, turnover, and length of establishment in Table 1:

Table 1 Characteristic Respondents

Responden Profile	Percentage (%)
Male	63
Female	37
Length Of Business more 5th	37
Length Of Business less 5th	63
Educational Background (elementary school)	2
Educational Background (junior high school)	3
Educational Background (senior high school)	73
Educational Background (university)	22
Turnover more 5.000.000	43
Turnover average 5.000.000	13
Turnover less 5.000.000	42

The characteristics of respondents shown in Table 1, stated that 63% of duck culinary businesses in Bangkalan Regency have been established for more than 5 years, the majority are owned by men and have a high school education background, with an average turnover of less than Rp 5,000,000. It is necessary to analyze the effect of knowledge acquisition, sharing, innovation on competitive advantage in the duck culinary business in Bangkalan Regency. Descriptive statistics of all variables related to the answers of duck culinary business owners in Bangkalan Regency are shown in Table 2.

Table 2 Descriptive Statistics of Variables

Indicator	Mean	Median	STDV	Minscale	Maxscale	TCR
X1	3.052	3.000	1.097	2.000	5.000	61
X2	3.172	3.000	0.983	1.000	5.000	64
Y	2.974	3.000	0.087	2.000	5.000	63
Z	3.149	3.000	0.971	2.000	5.000	63

Descriptive statistics of the variables shown in Table 1 Descriptive statistics in the study entitled "The Effect of Knowledge acquisition, Knowledge sharing, on Competitive advantage in the Duck Culinary Business in Bangkalan Regency", consisting average of 35 indicators obtained from the results of distributing questionnaires to 64 duck culinary businesses in Bangkalan Regency, have good

data representation. The data is close to normal because in the data table kurtosis and skewness are located between -2 and 2. TCR in the research data is at 55-65, so it is classified as sufficient in the application and understanding of 4 variables, including knowledge acquisition, knowledge sharing, innovation and competitive advantage. So it is necessary to make recommendations or strategies related to the 4 variables given to the duck culinary business in Bangkalan Regency, in order to have a good competitive advantage and contribute to spending income in Bangkalan Regency.

### Partial Least Square

Useful for knowing the relationship between knowledge, acquisition, knowledge sharing, innovation to competitive advantage in the duck culinary business in Bangkalan Regency, using the statistical tool SmartPLS 4. The analysis results are as follows:

#### 1.Stage 1 Model Evaluation

Data processing in this study uses SmartPLS 4.0 software. The data that has been filled in by respondents is summarized into one in a data tabulation with CSV (Comma Separated Values) type. This data processing is carried out to determine the shape of the model, loading factor, significant for each latent variable. Data processing using smartPLS is done by running data repeatedly so that the validity and reliability values are met. There are 3 measurement criteria for assessing the outer model, namely convergent validity, discriminant validity, and composite validity, as shown in Figure 2.

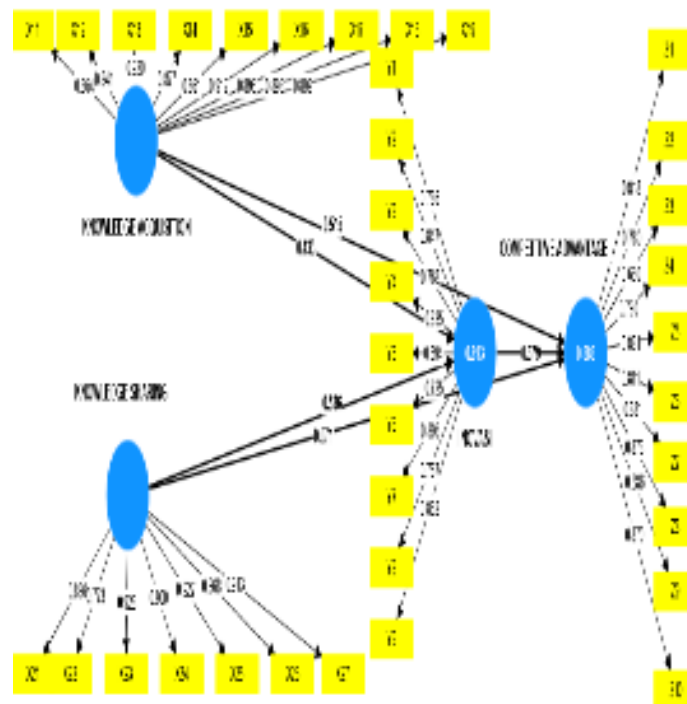


Figure 2 Model Results Stage 1

It can be seen that the outer loading on the diagram is not in accordance with the criteria shown in Y5, Z3, and Z9 less than 0.7 so that it can be declared invalid. Outer loading on indicators is presented in the form of Table 3.

Table 3 Outer Loading Value in SEM-PLS Stage 1 Data Analysis

INDICATOR	KNOWLEDGE ACQUISITION	KNOWLEDGE SHARING	INNOVATION	COMPETITIVE ADVNTAGE
X1.1	0.864			
X1.2	0.841			
X1.3	0.920			
X1.4	0.877			
X1.5	0.861			
X1.6	0.912			
X1.7	0.895			
X1.8	0.893			
X1.9	0.893			
X2.1		0.886		
X2.2		0.773		
X2.3		0.923		
X2.4		0.900		
X2.5		0.927		
X2.6		0.868		
X2.7		0.913		
Y1			0.786	
Y2			0.847	
Y3			0.768	
Y4			0.835	
Y5			0.694	
Y6			0.725	
Y7			0.896	
Y8			0.767	
Y9			0.862	
Z1				0.818
Z2				0.78
Z3				0.65
Z4				0.78
Z5				0.881
Z6				0.811
Z7				0.881
Z8				0.873
Z9				0.686
Z10				0.87

Based on the results of SEM-PLS Stage 1 data processing in Table 2, the results of SEM-PLS outer loading data have invalid values because they are less than 0.7, which can be shown in indicators Y5, Z3, and Z9 so that it is necessary to eliminate indicators if they do not match the loading factor criteria. This is because the requirement to continue the inner model test must pass the outer loading criteria, if

there is an outer model test that does not match the criteria, it is necessary to eliminate the indicator and process the data again. The results of processing the data again carried out at stage 2, produced the following modeling and data:

**SEM-PLS 4.0 Stage 2 Data Processing Results**

Stage two data processing in this study was carried out again because it did not meet the criteria for discriminant validity. The results of stage two data processing, shown in Figure 3

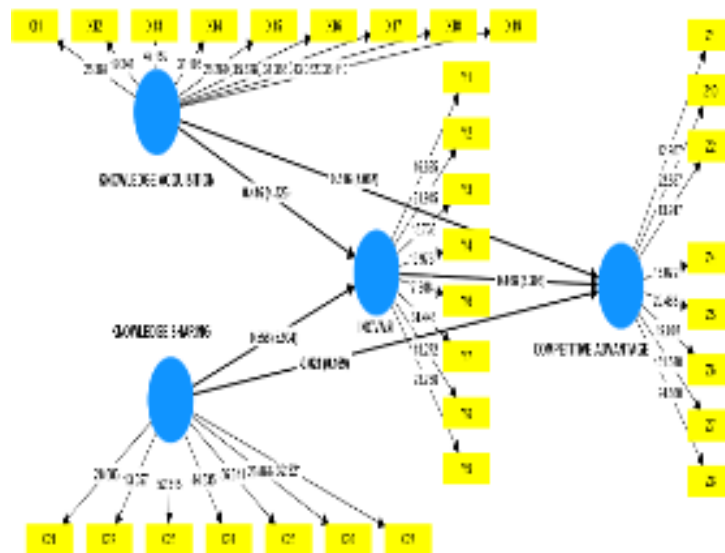


Figure 3 Diagram of Model Results Based on SEM-PLS Stage 2

The results of stage 2 modeling data processing in Figure 3 modeling at stage 2 are different from stage 1 modeling. The model is declared valid after eliminating indicators that do not meet the criteria. The indicator is removed because it causes redundancy resulting in invalid outer loading, this is allowed to be done. In the model listed in Figure 3, outer loading is obtained in tabular form, which is listed in Table 4.

Table 4 Loading Factor stage two SEM PLS

INDICATOR	KNOWLEDGE ACQUISITION	KNOWLEDGE SHARING	INNOVATION	COMPETITIVE ADVNTAGE
X1.1	0.864			
X1.2	0.841			
X1.3	0.920			
X1.4	0.877			
X1.5	0.861			
X1.6	0.912			
X1.7	0.895			
X1.8	0.893			
X1.9	0.892			
X2.1		0.886		

X2.2		0.773		
X2.3		0.923		
X2.4		0.900		
X2.5		0.927		
X2.6		0.868		
X2.7		0.913		
Y1			0.786	
Y2			0.847	
Y3			0.768	
Y4			0.835	
Y6			0.725	
Y7			0.896	
Y8			0.767	
Y9			0.862	
Z1				0.818
Z2				0.78
Z4				0.78
Z5				0.881
Z6				0.811
Z7				0.881
Z8				0.873
Z10				0.87

Based on the data processing generated by SEM PLS in Table 4, the loading factor of the second stage model testing can be seen that all indicators are valid because the loading factor value is  $> 0.7$ . Then proceed to look at the AVE (Average Variance Extracted) value, the AVE value can show the ability of the latent variable value to represent the original data score. The AVE value is generated from data processing using SmartPLS 4.0 software, can be seen in Figure 4 Graph:

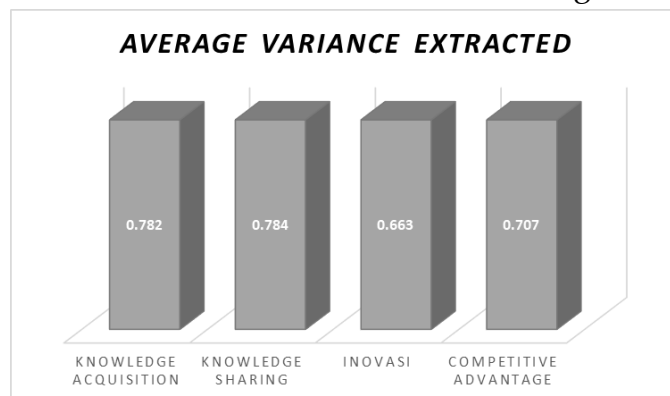


Figure 4 Graph of AVE Value in SEM-PLS Stage 2 Data Processing

The graph of the AVE value of the data processing results from SEM PLS in Figure 4 aims to determine construct validity. It can be seen that the four variables used in this research model include knowledge acquisition, knowledge sharing,

innovation, and competitive advantage on the bar chart obtained > 0.5, then the discriminant validity test is carried out because it meets the AVE criteria. This aims to test that the indicators of a construct are not highly correlated with other indicators and constructs. The following are the results of the cross loading value of the SEM-PLS stage 2 results, which can be seen in Table 5.

Table 5 Loading and Cross Loading SEMPLS Results 4 Stage 2

INDICATOR	KNOWLEDGE ACQUISITION	KNOWLEDGE SHARING	INNOVATION	COMPETITIVE ADVNTAGE
X1.1	0.864	0.738	0.77	0.786
X1.2	0.841	0.755	0.774	0.768
X1.3	0.920	0.82	0.846	0.851
X1.4	0.877	0.756	0.759	0.807
X1.5	0.861	0.769	0.742	0.809
X1.6	0.912	0.852	0.872	0.874
X1.7	0.895	0.793	0.818	0.843
X1.8	0.893	0.824	0.849	0.800
X1.9	0.892	0.85	0.864	0.829
X2.1	0.855	0.886	0.850	0.845
X2.2	0.651	0.773	0.737	0.692
X2.3	0.855	0.923	0.858	0.812
X2.4	0.825	0.900	0.870	0.786
X2.5	0.815	0.927	0.844	0.800
X2.6	0.775	0.868	0.770	0.749
X2.7	0.787	0.913	0.838	0.758
Y1	0.757	0.837	0.805	0.821
Y2	0.735	0.787	0.855	0.776
Y3	0.747	0.711	0.783	0.801
Y4	0.827	0.785	0.837	0.807
Y6	0.692	0.699	0.724	0.686
Y7	0.806	0.792	0.888	0.764
Y8	0.621	0.660	0.754	0.551
Y9	0.769	0.780	0.856	0.754
Z1	0.761	0.766	0.850	0.818
Z2	0.672	0.683	0.698	0.78
Z4	0.727	0.668	0.719	0.78
Z5	0.822	0.735	0.784	0.881
Z6	0.773	0.742	0.753	0.811
Z7	0.831	0.733	0.781	0.881
Z8	0.812	0.818	0.839	0.873
Z10	0.821	0.765	0.767	0.87

Based on the results of SEM PLS data processing in Table 4, the cross loading results from stage two model testing show that the correlation of all constructs has a loading value greater than the cross loading. This shows that each construct

predicts indicators in each group better than indicators of other groups. So it can be concluded that all variables in the research model have good discriminant, so they can be continued for reliability testing by doing composite reliability and Cronbach's alpha. The results of composite reliability and Cronbach's alpha from stage 2 PLS-SEM data processing can be seen in Figures 4 and 5.

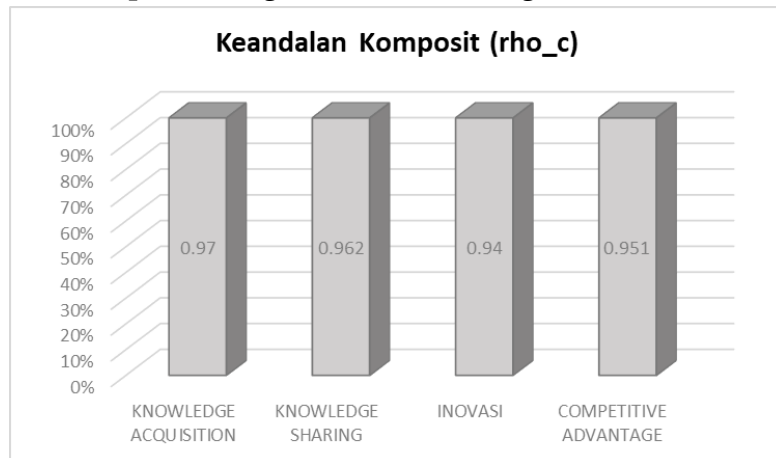


Figure 5 Composite Reliability Graph

The composite reliability graph in Figure 5 of the research used to determine the reliability of each indicator on a variable. It can be seen that all indicators on the variable are declared reliable because none are less than 0.7. So that this research can show accuracy and reliability. In addition, to find out the reliability test can be seen using Cronbach's alpha which can be seen in Figure 6.

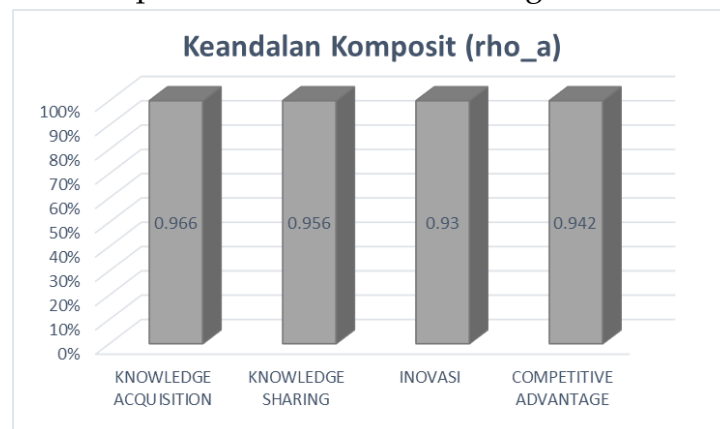


Figure 6 Cronbach's Alpha Graph

Based on the results of SEM PLS data processing in Figure 6 is a Cronbach's alpha graph which is one method to determine the reliability test on data. It can be seen in Figure 6 that all constructs in this study are declared reliable because the resulting data is obtained from 0.7, so that in accordance with the outer model requirements, the inner model can be carried out.

### Structural Model Evaluation Results (Inner Model)

There are several stages in evaluating the relationship between constructs. This is obtained from the path coefficient which describes the strength of the relationship between constructs. The sign in the path coefficient must be in accordance with the hypothesized theory, to assess the significance of the path coefficient obtained from the t test obtained from bootstrapping. The results of stage 2 SEM-PLS data processing R<sup>2</sup> value are obtained in Table 6.

Table 6 R Square Value

	R-Square	Adjusted R- Square
Competitive Advantage	0.891	0.885
Innovation	0.902	0.899

Based on the results of SEM PLS data processing in Table 6 is the R square value which shows that competitive advantage can be explained by the variables of knowledge acquisition, knowledge sharing, and innovation by 0.885 or 88.5%, while the remaining 11.5% is explained by other variables outside the research model. Table 4.14 also shows that innovation is explained by 0.889 or 88.9% by the knowledge acquisition and knowledge sharing variables, while the remaining 11.1% is explained by other variables outside the research model. **Hypothesis Test**

Hypothesis testing between constructs is an exogenous construct on endogenous constructs, and endogenous constructs on endogenous constructs carried out by the bootstrap resampling method. Decision making or hypotheses accepted in this study were carried out with the provisions of the t-table value of one tail test which has a criterion of 1.96 for a signification of 0.05. There are seven hypotheses to be tested, including five hypotheses of direct influence and two hypotheses of no direct effect, the hypothesis is presented in the form of Table 6.

Table 7. Results of Hypothesis-testing

Hypothesis	Relationship	Coefficient	T-stat	P-value	Conclusion
H <sub>1</sub>	(Knowledge Acquisition) →	0.702	6.291	0.000	Accepted
	(Competitive Advantage)				
H <sub>2</sub>	(Knowledge Sharing) →	0.249	2.137	0.033	Accepted
	(Competitive Advantage)				

H <sub>3</sub>	(Knowledge Acquisition) → (Innovation)	0.404	4.237	0.000	Accepted
H <sub>4</sub>	(Knowledge Sharing) → (Innovation)	0.569	6.088	0.000	Accepted
H <sub>5</sub>	(Innovation) → (Competitive Advantage)	0.473	3.362	0.001	Accepted
H <sub>6</sub>	(Knowledge Acquisition) → (Innovation) → (Competitive Advantage)	0.191	2.540	0.011	Accepted
H <sub>7</sub>	(Knowledge Sharing) → (Innovation) → (Competitive Advantage)	0.269	2.957	0.003	Accepted

The results of hypothesis testing using SEM PLS in Table 6 are the results of hypothesis testing from SEM PLS using smartPLS 4. It can be seen that there are seven hypotheses, which are divided into two types. Direct influence and indirect influence with significant results so that it can be accepted because the statistical T value is more than 1.96. It can be seen that the model in this study uses innovation as a mediating variable in knowledge acquisition, knowledge sharing on competitive advantage and the direct effect of innovation on competitive advantage is proven.

#### Model Fit Test

Assessing the average difference between observed and expected correlations. The PLS model is declared to have met the model fit test criteria if the SRMR value <0.10 and the model is declared perfect fit if the SRMR value <0.08. As a result, the NFI produces a value between 0 and 1. The closer the NFI is to 1, the better the fit, the model fit test values can be seen in Table 8.

Table 8 Model Fit Test

	Saturated	Model Estimated
SRMR	0.068	0.068
d_ULS	2.436	2.436

D_G	3.984	3.984
Chi_Square	1.052.340	1.052.340
NFI	0.667	0.667

Table 7 is the result of the model fit test to test the fit model measurement or goodness of fit (GOFI) indicators can be used Standardized Root Mean Square Residual (SRMR), the Squared Euclidean distance (d\_ULS), the Geodesic Distance (d\_G), Chi Square and Normed Fit Index (NFI). Standardized Root Mean Residual (SRMR) or the average value of all standardized residuals of 0.068 can be said to be acceptable if SRMR ranges from 0 -1. d\_ULS of 2,436, d\_G of 3,984 and Chi Square of 1,052,340 and Normed Fit Index (NFI) of 0.667 means that all indicators have a good fit value because the NFI value ranges from 0 -1.

## Discussion

### 1.1 The Effect of Knowledge Acquisition on Competitive Advantage

Based on statistical tests that knowledge acquisition affects competitive advantage. This means that the better the knowledge acquisition applied by duck culinary business owners in Bangkalan Regency, the better it is in achieving competitive advantage. The results of this study support previous research researched by Akram et al. (2022) Nabi et al (2022), which states that knowledge acquisition has a positive effect on competitive advantage.

### 1.2 The Effect of Knowledge Sharing on Competitive Advantage

Based on statistical tests that knowledge sharing has an effect on competitive advantage. This means that the better the knowledge sharing applied by duck culinary business owners in Bangkalan Regency, the better it is in achieving competitive advantage. The results of this study support previous research researched by Umi et al, (2022), and Nabi et al, (2022), which state that knowledge sharing has a positive effect on competitive advantage.

### 1.3 The Effect of Knowledge Acquisition on Innovation

Based on statistical tests that knowledge acquisition affects innovation. This means that the better the knowledge acquisition applied by duck culinary business owners in Bangkalan Regency, the better it is in achieving innovation. The results of this study support previous research researched by Darroch (2005), Khumaida, (2018), Keszey, (2018), Nabi et al (2022) conducted research in a company, that knowledge acquisition has a strong relationship with innovation.

### 1.4 The Effect of Knowledge Sharing on Innovation

Based on statistical tests that knowledge sharing has an effect on innovation. This means that the better the knowledge sharing applied by duck culinary business owners in Bangkalan Regency, the better it is in achieving innovation. The results of this study support previous research researched by Feser (2022), Ratnasari (2016),

Khumaida (2018) and Keszey (2018) conducted research in several companies stating that good innovation is always related to knowledge sharing both in the internal and external environment of a business or company.

### **1.5 The Effect of Innovation on Competitive Advantage**

Based on statistical tests that innovation affects competitive advantage. This means that the better the innovation applied by duck culinary business owners in Bangkalan Regency, the better it is in achieving competitive advantage. The results of this study support previous research researched by de Aro and Perez (2021), Ariana (2016), and Chierici et al (2020) conducted in a company which states that with innovation it will cause a company to have a capability in a company, so that the existence of capabilities will affect competitive advantage.

### **1.6 Innovation as a Mediating Variable of the Effect Between Knowledge Acquisition on Competitive Advantage**

Based on statistical tests that directly knowledge acquisition has a positive influence on competitive advantage, and indirectly knowledge acquisition has a positive influence on competitive advantage and innovation has a positive influence on competitive advantage. This can be interpreted if innovation is able to mediate the relationship between knowledge acquisition on the competitive advantage of duck culinary businesses in Bangkalan Regency. The results of this study Al-Hakim and Hassan (2013) and Pratiwi et al (2022) who found that innovation is able to mediate the relationship between knowledge acquisition and competitive advantage.

In this study, it can be seen that knowledge acquisition is a dominant variable and can affect innovation and also competitive advantage in the duck culinary business in Bangkalan Regency. Therefore, duck culinary business owners need to make visits and cooperation with partners to increase knowledge of duck culinary business management, carry out internal and external analysis activities of the duck.

culinary business, be able to collect business information informally, always be quick and responsive to consumer assessments related to business and have good financial reporting.

The duck culinary business in Bangkalan Regency must have innovations that include products, processes, and businesses well in order to have a competitive advantage in terms of the superior quality of the duck products produced, have a competitive selling price value of duck products, have good and not detrimental production costs, have sophisticated and adequate duck culinary production tools, and have superior human resources, because the results of this study show that innovation has a positive effect on competitive advantage in the duck culinary business in Bangkalan Regency. In innovating products, processes, and businesses, there are several things that must be considered, among others, in processing duck products, they must create market opportunities that have more potential than

competitors, apply creativity in carrying out the duck culinary processing process, and be able to develop the duck culinary business quickly and precisely, of course, business actors must apply knowledge acquisition properly, so that competitive advantage is achieved.

### **1.7 Innovation as a Mediating Variable Influence Between Knowledge Sharing on Competitive Advantage**

Based on statistical tests that directly knowledge sharing has a positive influence on competitive advantage, and indirectly knowledge sharing has a positive influence on competitive advantage and innovation has a positive influence on competitive advantage. This can be interpreted if innovation is able to mediate the relationship between knowledge sharing on the competitive advantage of duck culinary businesses in Bangkalan Regency. The results of this study are Al-Hakim and Hassan (2013) and Pratiwi et al (2022) who found that innovation can mediate the relationship between knowledge sharing and competitive advantage.

In this study, it can be seen that knowledge sharing is a dominant variable and can affect innovation and also competitive advantage in the duck culinary business in Bangkalan Regency. Therefore, duck culinary business owners need to apply one of the educated employees in the field of culinary business (culinary) so that it will create market opportunities for duck culinary businesses that have more potential than existing processed duck products, besides that duck culinary business owners must send employees to attend seminars and training, hold meetings and evaluations related to the duck culinary business, and have a duck culinary business guidebook to result in the duck culinary business being able to apply the value of creativity in processing the duck culinary business and being able to make better changes to the duck culinary business.

The duck culinary business in Bangkalan Regency must have innovations that include products, processes, and businesses well in order to have a competitive advantage in terms of the superior quality of the duck products produced, have a competitive selling price value of duck products, have good and not detrimental production costs, have sophisticated and adequate duck culinary production tools, and have superior human resources, because the results of this study show that innovation has a positive effect on competitive advantage in the duck culinary business in Bangkalan Regency.

In innovating products, processes, and businesses, there are several things that must be considered, among others, in processing duck products, they must create market opportunities that have more potential than competitors, apply creativity in carrying out the duck culinary processing process, and be able to develop the duck culinary business quickly and precisely, of course, business actors must apply knowledge sharing properly, so that competitive advantage is achieved.

## Conclusion

Based on the research results that have been discussed, it can be concluded that knowledge acquisition, knowledge sharing and innovation have a positive effect on competitive advantage in the duck culinary business in Bangkalan Regency. The findings can be identified that the better knowledge acquisition, knowledge sharing, and innovation applied by duck culinary business owners, the better it is in achieving competitive advantage. Innovation is able to mediate the relationship between knowledge acquisition and competitive advantage and knowledge sharing and competitive advantage in the duck culinary business in Bangkalan Regency. From these findings can be identified, that the duck culinary business in Bangkalan Regency conducts visits and cooperation with partners to increase knowledge of duck culinary business management, conducts internal and external analysis activities of the duck culinary business, can collect business information informally, is always quick and responsive to consumer assessments related to business and has good financial reporting which is the application of knowledge acquisition and duck culinary business owners need to apply one of the employees educated in the field of culinary business (culinary), it will create market opportunities for duck culinary businesses that have more potential than existing processed duck products. other than that, duck culinary business owners must send employees to attend seminars and training, hold meetings and evaluations related to knowledge acquisition, In addition, the owner of the culinary business must send employees to attend seminars and training, hold meetings and evaluations related to the duck culinary business, and have a duck culinary business guidebook that results in the duck culinary business being able to apply the value of creativity in processing the duck culinary business and being able to make better changes to the duck culinary business which is the application of knowledge sharing so that it can achieve maximum competitive advantage in terms of quality excellence, competitive product prices, production costs that are not detrimental, have adequate assets and superior human resources.

Based on the results of the study, researchers provide recommendations for further researchers. With the hope that the results of this study are useful as a reference for developing the concepts of knowledge acquisition, knowledge sharing, innovation, and competitive advantage. For further researchers, they can add variables outside the study, such as knowledge creation, knowledge retention, knowledge transfer, and knowledge utilization to be more specific. In addition, future researchers can add respondents so that the data is more accurate.

## Suggestion

The duck culinary business at Bangkalan Regency, must be implementation knowledge acquisition, knowledge sharing, innovation to have good competitive advantage and sustainability. So that application of knowledge acquisition, knowledge sharing, innovation can be as assets to gain a competitive advantage in the future. The result of the obtained from owners of the culinary duck business it is necessary to apply knowledge acquisition by collaborating with partners recommendation by researcher for example the duck kacong, iris isa bela, and lieur because they are trusted and good trace. And owner the duck culinary business must be implementation knowledge sharing with have good employe, and can do external internal factor make CANVA business or SWOT strategy, riset and development and have knowledge the same business economy. Suggestion for the next research This study aims to determine the effect of the development of knowledge management, namely knowledge acquisition and sharing to determine the effect on competitive advantage in the duck culinary business in Bangkalan Regency. This is clearly very limited, so there are still variables of knowledge transfer, assimilation, innovation performance, market performance, marketing knowledge management, business performance, knowledge defensive, and learning capability that affect competitive advantage which are recommended in subsequent studies.

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