

## **ABSTRACT**

*The aim of this study is to identify and test the impact of Organizational Learning, Organizational Innovativeness and Competitive Advantage on Organizational Performance.*

*Populations and samples in this study are marriage planners' services in large central Java cities such as Semarang, Surakarta, Kudus and Tegal based on data from HASTANA (Association of Wedding Events Companies Indonesia) have more than 150 companies' active samples is random sampling. Data collection techniques are obtained through the dissemination of questionnaires. The data analysis in this study uses the Structural Equation Model (SEM) with AMOS software. The data collected will be performed descriptive analysis, normality testing, outlier testing, multicollinearity testing, validity and rehabilitation testing, Confirmatory Factor Analysis (CFA) as well as structural equation model (SEM).*

*The research results show that organizational learning has a negative and insignificant effect on organizational innovativeness, indicating that organizational learning does not have a significant effect on organizational innovativeness. Meanwhile, organizational learning has a significant positive effect on competitive advantage, showing that organizational learning can strengthen valuable, rare, inimitable, and non-substitutable skills, which increases a company's competitive advantage. Furthermore, organizational innovativeness has a positive and significant effect on competitive advantage, showing that the ability to innovate can be a valuable resource in creating competitive advantage. Meanwhile, organizational learning has a negative and insignificant effect on organizational performance, indicating that organizational learning does not have a significant effect on organizational performance. The results of organizational innovativeness have a positive and significant effect on organizational performance, showing that the ability to innovate can improve organizational performance, especially in terms of sales, market, customer, and asset growth. Meanwhile, competitive advantage has a positive and significant effect on organizational performance, confirming that having a sustainable competitive advantage can improve organizational performance, especially in terms of long-term growth and success.*

**Keywords:** *Organizational learning, Organizational Innovativeness, Organizational Performance dan Competitive Advantage*