Eduvest – Journal of Universal Studies
Volume 6 Number 5, May, 2026
p- ISSN 2775-3735- e-ISSN 2775-3727

Integrating Tacit Knowledge into Employee Profiles to Improve Talent Review Accuracy: A Case Study of Oil and Gas Industry

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Keywords
Tacit Knowledge; Knowledge Capture; Employee Profile; Talent Management; Talent Review, Human Resource Information System; STAR Framework.

ABSTRACT
The success of an organization in managing human resources is significantly influenced by the accuracy of its talent review processes, including promotions, rotations, and employee placements. However, these processes often rely solely on explicit data, such as job history and administrative evaluations, which do not fully capture contextual competencies. Tacit knowledge—encompassing field experience, intuition, and problem-solving abilities—plays a crucial role in work effectiveness yet remains largely undocumented in a systematic manner. This study aims to design a system that integrates tacit knowledge into employee profiles using the STAR (Situation, Task, Action, Result) narrative framework to support decision-making in talent reviews. The research adopts a Design Science Research Methodology (DSRM) approach, comprising problem identification, system design, prototype development, and evaluation. A case study was conducted within an operational unit of the oil and gas industry, with data collected through interviews and observations. The findings indicate that integrating STAR narratives into employee profiles enriches the available decision-making data and enhances the precision of talent placement and development. This study provides practical contributions for organizations seeking to build more contextual and knowledge-based human resource management systems, offering a structured approach to capturing tacit knowledge and improving strategic HR decisions.

INTRODUCTION

The effectiveness of employee placement is a strategic determinant of organizational success, particularly in high-risk and complex sectors such as the oil and gas industry (Marhil, Masaud, & Majid, 2023). In the retail segment of this sector, companies are not only required to maintain operational efficiency but must also be agile in responding to regulatory changes, digital transformation, and tightening subsidy policies. As the frontline in distributing and selling fuel to end customers, these companies face significant challenges that demand highly competent human resources (HR) in every position. Consequently, establishing an accurate and adaptive employee placement system has become increasingly urgent (Lample, Ballesteros, Subramanian, Kawakami, & Dyer, 2016).

However, the talent review process—including promotion, rotation, and placement decisions—still heavily relies on explicit data. This approach is limited, as it captures only formal competencies and fails to incorporate tacit knowledge: undocumented insights gained through direct work experience, intuitive decision-making, and practical problem-solving skills. Despite its structured nature, explicit HR data such as completed training, held certifications, previous job positions, tenure, and performance ratings often fail to capture the contextual or situational competencies that employees possess. This poses a significant

challenge for companies, as misalignments in employee placement frequently occur, such as assigning highly capable field employees to administrative roles, and vice versa (Zhernov, 2023).

Several studies and organizational observations suggest that decisions made purely on explicit data often lead to suboptimal placements and overlooked talent (Church & Rotolo, 2013; Nura & Lawal, 2013). In dynamic and high-pressure field environments, tacit knowledge often serves as the critical factor for success. Even in the public sector, knowledge management has been shown to correlate significantly with the quality of HR placement and the effectiveness of decision-making. Various studies emphasize that organizations that fail to identify and manage tacit knowledge risk losing key competencies, particularly during employee transitions or turnover (Phaladi, Ngulube, & Phaladi, 2024).

In the retail oil and gas sector, tacit knowledge is crucial, as companies must rapidly adapt to evolving regulations, digitalization, and increasingly stringent subsidy policies. Furthermore, strategic HR functions such as rotation, promotion, and talent mobility require employee role flexibility, making it unlikely for an individual to perform the same function throughout their tenure. Consequently, a deep understanding of undocumented, context-specific knowledge is essential to support accurate and adaptive talent management decisions. This issue is exacerbated by the absence of formal mechanisms to systematically document critical experiences, creating a need for approaches that bridge explicit data and contextual, experiential knowledge (Lina, 2019).

One promising method is the STAR framework (Situation, Task, Action, Result), widely used to structure work experience narratives in a systematic and contextualized manner (Pasaribu, Dewandaru, & Saptawati, 2024). The STAR narrative approach allows organizations to capture not only what employees do, but also how and why actions are taken in specific work contexts. To integrate these narratives into Human Resource Information Systems (HRIS), supporting technologies such as Natural Language Processing (NLP) are essential. NLP can automatically identify and extract competencies from unstructured text (Durga et al., 2023), transforming STAR narratives into structured competency indicators that can be further analyzed (Alageeli & Aalyateem, 2015; Yang, Pun, Vai, Yang, & Miao, 2022).

This study focuses specifically on the design and development stages of a system prototype. It does not include full implementation within an operational company setting and is not intended to replace the entire HRIS. Instead, it serves as an auxiliary module to capture and manage tacit knowledge to enhance the talent review process. The objective of this research is to design a system capable of capturing and integrating tacit knowledge into HRIS using the STAR narrative framework, processed through NLP. This system aims to support decision-making in talent reviews, including promotions, rotations, talent mapping, and new role placements. By combining STAR narratives—which are already part of the company's end-of-year performance review culture—with NLP analytics, employee profiles are enriched with previously undocumented contextual information (Mirafzal, Athreya, Ramani, & Wais, 2024).

The lack of mechanisms for capturing tacit knowledge represents a strategic vulnerability for organizations, particularly in complex, high-risk sectors such as oil and gas. Tacit knowledge—including problem-solving ability, field judgment, and situational leadership—often plays a more decisive role in outcomes than formal metrics. Its exclusion from decision-making can lead to misplacement of talent and erosion of institutional memory. Embedding

tacit knowledge into formal HR systems is therefore an organizational imperative (Wethyavivorn & Teerajetgul, 2020; Zhernov, 2023).

Based on these goals, the research questions guiding this study are: (1) How can the STAR-based framework be utilized to systematically capture and represent employees' tacit knowledge? and (2) How can a decision-support system architecture be designed to integrate the STAR framework for capturing tacit knowledge into employee profiles?

The benefits of this research are both theoretical and practical. Theoretically, it contributes to knowledge management literature by demonstrating how the STAR framework can serve as a structured mechanism for externalizing tacit knowledge, addressing a longstanding challenge in organizational knowledge management. It also extends the application of Design Science Research Methodology (DSRM) to human resource information systems, providing a replicable model for future research on knowledge-based HR system design. Practically, this study provides organizations with a concrete system design to capture and integrate tacit knowledge into employee profiles, improving the accuracy of talent review decisions, including promotions, rotations, and placements. For HR practitioners, the system offers a tool to surface previously undocumented employee competencies, reducing the risk of misalignment between talent and role requirements. For employees, it provides a formal channel to document and gain recognition for contextual expertise and problem-solving capabilities. For organizations, particularly in high-risk sectors like oil and gas, this research supports the development of more knowledge-based HR practices, ultimately strengthening institutional memory and long-term competitive sustainability.

METHOD

This research adopts the Design Science Research Methodology (DSRM) (Peffers, Tuunanen, Rothenberger, & Chatterjee, 2007), which is well-suited for research focused on the creation and evaluation of IT-based artifacts. The methodology was chosen due to the primary objective of the study: designing and developing a prototype information system that effectively integrates tacit knowledge into employee profiles to enhance the accuracy and contextual relevance of the talent review process. DSRM comprises six fundamental stages, outlined as follows:

1. *Problem Identification and Motivation*
   The research begins with identifying the limitations of current HR decision-making systems, which still rely heavily on explicit data and fail to incorporate contextual and undocumented tacit knowledge. This problem is critical, as it can lead to inaccurate employee placement and promotion decisions.
2. *Define the Objectives of a Solution*
   Based on the identified problem, this study aims to design a system that captures employee work experience narratives using the STAR framework and integrates them into the HRIS.
3. *Design and Development*
   The system is designed using a narrative-based approach, allowing users to submit their work experiences in the STAR format. These narratives are then processed and stored as part of the employee's digital profile. The system prototype is developed as a web-based application.

4. *Demonstration*
   The prototype is tested through a simulated talent review process involving HR officers and the talent review committee. Three user roles are involved in this simulation: Employee; Supervisor; Talent Review Committee Member.
5. *Evaluation*
   Evaluation is conducted by gathering user feedback on the system prototype, focusing on feature suitability, usability, and the relevance of the STAR narratives in the talent review process. Qualitative feedback is collected through interviews.
6. *Communication*
   The system design, research findings, and contributions to HR management practices are communicated in the form of an academic report and scientific publication.

The use of DSRM provides a systematic and replicable framework for conducting information system engineering research within the context of knowledge-based human resource management.

RESULT AND DISCUSSION

This section outlines the outcomes of the system design and development process, along with the evaluation of its functionality and relevance, as guided by the Design Science Research Methodology employed in this study. The following outlines the key stages involved in system development:

A. Problem Identification and Motivation

Interviews conducted with the Human Capital (HC) Talent team and the Talent Review Committee revealed that the talent review process relies primarily on explicit data, such as job history, administrative performance evaluations, talent sourcing records, and tenure in each position. This approach presents a critical gap by overlooking contextual factors such as employees' experiences in handling field challenges, intuitive decision-making, strategies employed to achieve assigned targets, and problem-solving skills developed on the job. These representative of tacit knowledge are not captured in the current HRIS and have not been systematically considered in the organization's human resource decision-making processes. Interviews revealed that the implementation of the current system (based on explicit data) often results in inaccuracies in employee placement. This practice risks misalignment between talent capabilities and role requirements.

A root cause analysis using a fishbone diagram identified that the problem spans three organizational dimensions: process, technology, and culture. From a process perspective, there is no established standard for evaluating context-based work experiences. Technologically, the existing HRIS lacks features to capture unstructured or narrative data. Culturally, the organization does not yet have formal policies or training programs that promote the collection and validation of tacit knowledge. As a result, significant latent potential among employees remains undetected and is at risk of being overlooked in strategic decisions such as promotion, rotation, or job placement (Zaoui Seghroucheni, Lazaar, & Al Achhab, 2025).

B. Define the Objectives of the Solutions

The system developed in this study aims to address the organizational need to capture and manage tacit knowledge, which to date has not been optimally accommodated in formal systems. Although the organization already has a culture of using STAR narratives in end-of-year performance evaluations, these narratives are currently used only for administrative documentation and are not integrated into strategic decision-making processes such as promotions or placements.

To address this gap, the proposed system serves three primary functions: Capturing context-rich work experiences in the STAR narrative format; Converting narratives into structured competency indicators using NLP; Integrating enriched narrative data into digital employee profiles within the HRIS;

This process transforms qualitative, intuitive information into structured data that can be compared with the requirements of specific roles or projects. By integrating STAR narratives into HRIS, employee profiles are enhanced with contextual and real-time insights that complement explicit data such as job history or performance scores. As a result, HR decision-makers can evaluate not only administrative records but also understand how employees respond to real work scenarios and apply strategies to achieve results.

Overall, the system is designed to support HR reviewers in conducting more comprehensive and context-aware evaluations. It also aims to improve the accuracy of employee promotion, rotation, and placement processes while strengthening knowledge-based talent management strategies. By surfacing previously undocumented potential, the organization can reduce the risk of misplacements and optimize the use of available human capital.

To enhance objectivity and reduce self-report bias in employee inputs, the system includes a supervisor validation process. Each STAR narrative submitted by employees must be reviewed and approved by their direct supervisor before it is integrated into the digital profile. This mechanism ensures credibility and encourages accurate self-reflection.

C. Design and Development

At this stage, a web-based system was designed to capture, process, and integrate STAR narratives submitted by employees into their HRIS profiles, ultimately supporting decision-making in talent review processes.

1. *System Architecture*

   As illustrated in Fig. 1, the system is built on two main modules:

   a. *STAR Framework Modul*

      Used by employees to submit narrative reports of their work experiences in the STAR format. Once submitted, the narratives are processed using NLP to extract skills and knowledge based on the organization's registered skill set. This extracted data is appended to the original narrative and reviewed by the employee's supervisor, who validates both the narrative and the extracted competencies.

b. Talent Management Modul

Built on top of the company's existing talent module, this component serves as a central repository for employee profiles, including position history and performance evaluations. Enriched profiles containing skills extracted from STAR narratives, are used to support talent review decisions. HR teams and committees can generate system-based suggestions for contextual role matches or query for employees with specific skills, combining both historical and newly extracted data.

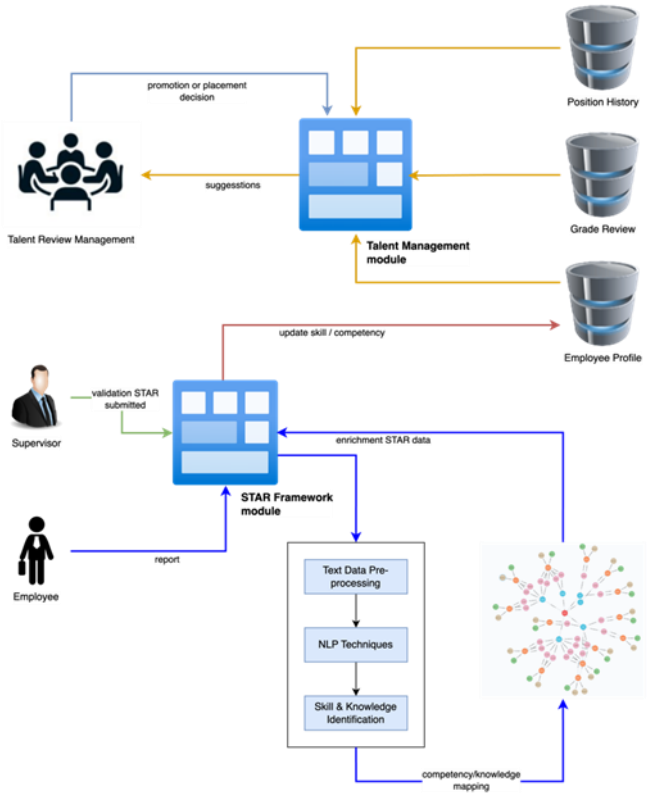

Figure 1. System Design

Source: Author's system architecture design based on DSRM

2. *System* Workflow

The process follows two major flows:

a. Employee Profile Enrichment Process

This process begins with employees submitting narrative input via the STAR module, in which they describe how they fulfilled their job responsibilities and met performance targets over the past year, as shown in Fig. 2.

Once the STAR narratives are submitted, they are processed using a multi-stage NLP pipeline. The initial phase involves text pre-processing, including tokenization, stop-word removal, and lemmatization, to normalize and clean the textual input. The extracted information is then mapped into a competency network, which represents the relationship between employees, their skills, and

the organization’s competency requirements. This information is temporarily stored as supplementary STAR data within the system.

Next, the employee’s direct supervisor reviews both the submitted STAR narrative and the corresponding extracted competency data (Fig. 3). If the content is deemed accurate and relevant, the supervisor completes the approval process, which serves as the validation stage of the system to ensure the authenticity and contextual relevance of the narrative, as well as the job-role alignment of the respective employee. Upon approval, the validated competency data is formally integrated into the employee’s digital profile, thereby enriching it with tacit and contextual insights.

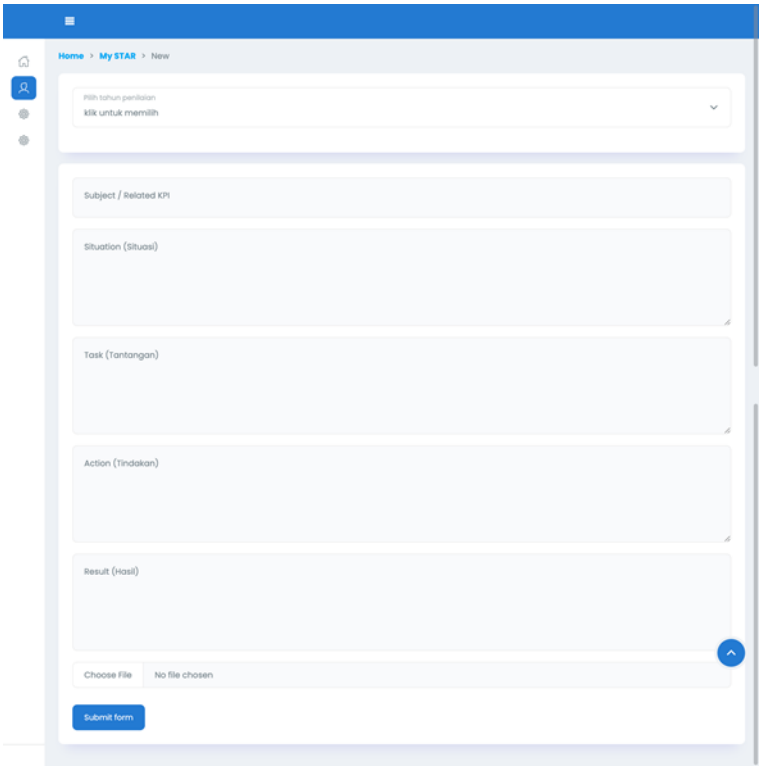

Figure 2. STAR Form

Source: Author's prototype interface design adapted from STAR framework [8]

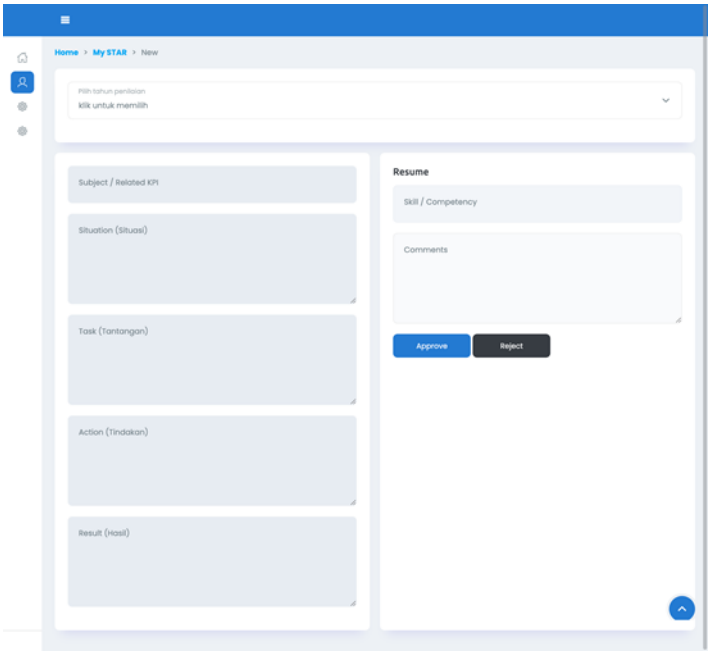

Figure 3. Supervisor STAR Review (Validation Process)
Source: Author's prototype interface design incorporating supervisor validation workflow [2]

b. Talent Review Process

In the talent review process, the Human Capital (HC) team and the Talent Review Committee utilize the enhanced Talent Management Module, which has been integrated with the data and insights generated by the STAR framework.

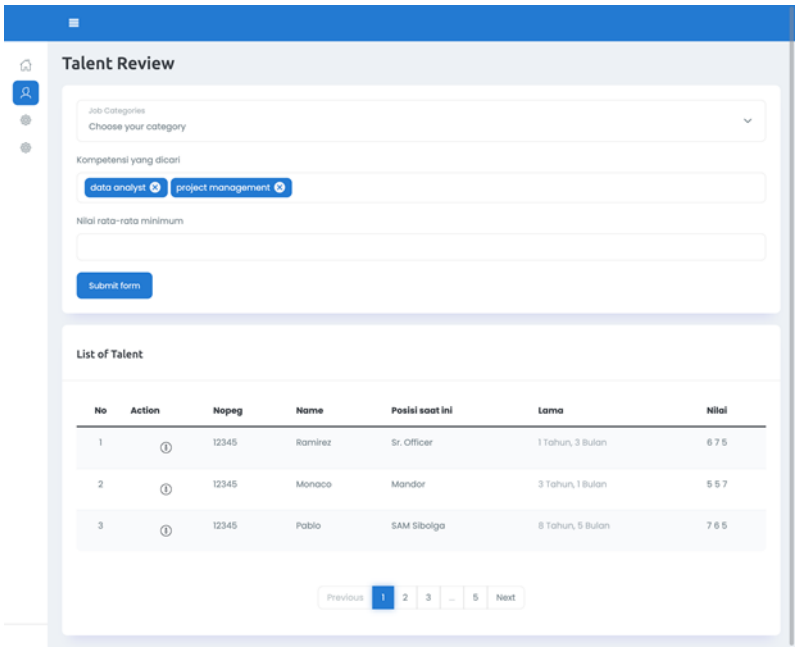

Figure 4. Talent Review
Source: Author's prototype interface design for talent review committee [2], [20]

With employee profiles now augmented by contextual competency data, talent review decisions can be executed through two complementary approaches:

1. When a position needs to be filled, the system automatically generates a shortlist of employees whose competency profiles closely match the role specifications. This matching process is based on both historical administrative data and enriched STAR-derived competencies, as depicted in Fig. 4.
2. The system allows HR personnel and reviewers to execute customized queries to generate a list of employees that satisfy specific criteria. These queries can combine multiple filters including job history, skill sets, behavioral competencies, and project experiences to locate individuals with a high degree of alignment to specific organizational needs, also shown in Fig. 4.

D. Demonstration

In the demonstration phase, the system prototype was tested through a simulation of STAR narrative input as part of the year-end performance assessment and talent review process within one of the company's operational units. The aim of this phase was to evaluate the feasibility of the system's conceptual design and workflow in supporting context-aware human resource decision-making. The simulation was conducted using a prototype developed as an interactive web application. While not fully functional, the prototype successfully represented the core workflows and key features that form the foundation of the proposed system.

The prototype enabled users to:

- Submit work experience narratives using the STAR format
- View the history of validated narratives
- Display candidate recommendations based on competency-based filtering
- Present system-generated shortlists for specific job positions

With three user roles were included in the simulation:

a) Employee

Represented by Officer, the user was asked to compose one or more STAR-based narratives derived from relevant work experiences. These narratives were entered through a user-friendly interface supported by a guided question template, designed to assist in narrative formulation. The goal was to capture dimensions of tacit knowledge such as adaptability, problem-solving, and initiative competencies that are often absent from explicit data sources.

b) Supervisor

Represented by the Manager, the supervisor received system-generated notifications once an employee submitted a narrative. The supervisor then conducted a validation process by reviewing the accuracy of the narrative and issuing approval through a simple feature (either approve or return with note). This validation step served to ensure the credibility and reliability of the narrative data before it could be used in downstream HR decision-making processes.

c) Talent Review Committee

Represented by the VP Support and an HC Talent Officer, the committee members did not review individual narratives directly. Instead, they accessed a dashboard of system recommendations presenting top candidates matched to specific role requirements. These recommendations were generated through a combination of explicit data (e.g., job history, performance scores) and employee competencies extracted from validated STAR narratives embedded within the HRIS profile. Committee members were also able to conduct targeted searches using competency filters.

This demonstration showed that the system was capable of presenting contextual narrative information that complements formal data in employee profiles. The simulation effectively illustrated how previously undocumented tacit knowledge can be systematically incorporated into HR decision-making.

Three key findings emerged from the demonstration:

- The narrative submission and validation workflow was perceived as intuitive by users and did not interfere with their day-to-day responsibilities.
- The review committee found the system helpful in surfacing candidates whose experiences aligned more closely with the contextual demands of specific roles, not just those with the highest scores.
- Validated STAR narratives added meaningful value in evaluating individual potential in a more holistic and human-centered manner.

Although the system tested was an early-stage prototype (a mockup without active NLP processing features), the demonstration successfully delivered a proof-of-concept showing that integrating STAR narratives into an HRIS can serve as a promising approach to enriching talent review processes particularly for promotion, rotation, and placement decisions in dynamic and strategic business units such as digital transformation and oil and gas distribution.

E. Evaluation

Evaluation of the prototype focused on its effectiveness in addressing the need to integrate tacit knowledge into employee profiles. Feedback was gathered from HR representatives and talent reviewers through guided discussions and observations of the system's interface and workflow.

Overall, evaluators responded positively to the STAR-based narrative approach, stating that it added valuable contextual dimensions to the talent review process. STAR narratives were found to capture key aspects of employee capabilities that are typically absent from administrative data, such as problem-solving, leadership, and adaptability to complex work situations. The system interface was deemed intuitive and user-friendly, requiring minimal technical training to use effectively.

Additionally, the built-in supervisor validation workflow was appreciated for enhancing the objectivity and credibility of uploaded narratives. This feature was seen as essential for building trust in the quality of information used in HR decision-making.

Looking ahead, the system is intended to support automated narrative extraction using NLP. Specifically, techniques like NER are expected to improve the speed and accuracy of identifying key entities such as challenge types, strategic actions, and

outcomes. This advancement would partially automate qualitative analysis and generate structured, accurate, and actionable competency data for talent mapping and placement.

These evaluation results indicate strong potential for the system to enhance the depth and precision of talent reviews while supporting a more contextual and knowledge-driven approach to human resource management. A notable limitation identified during evaluation is the potential subjectivity in how employees compose their STAR narratives. Narratives may be influenced by selective memory, exaggeration, or omission. To counteract this, the system integrates a supervisor review step, ensuring that only verified, contextually accurate experiences are used in talent evaluation. This validation builds trust in the narrative data and enhances the reliability of the decision-making process.

F. Communication

The final stage in the DSRM framework involves disseminating the system design, research findings, and contributions to HR practice among both academic and professional audiences. In this study, the developed artifact, an HRIS prototype integrating tacit knowledge via STAR narratives has been documented systematically for scholarly and practical communication. Key dissemination strategies include:

- Academic Publication: This study is structured as a scholarly article for submission to relevant journals in information systems, knowledge management, or HR management. Communication focuses on methodological contributions, the novelty of the narrative STAR approach, and the future potential of integrating NLP technologies.
- Internal Presentation: The system design and prototype were also presented to internal stakeholders, including HR teams, HRIS administrators, and talent review committees. These sessions aimed to gather feedback on the system's design and operational feasibility.

Through this communication strategy, the research findings are expected to contribute not only to academic discourse but also to encourage the adoption of more contextual and strategic tacit knowledge-based human resource management practices. The open documentation of the system artifact, design process, and evaluation results may also serve as a foundation for further development by future researchers or practitioners.

CONCLUSION

This study addresses a critical organizational need to manage tacit knowledge, which often remains undocumented yet plays a significant role in strategic decision-making processes such as talent review. By implementing the STAR narrative framework and integrating it into the HRIS, this research proposes a system design that enables employees to document their work experiences in a structured and meaningful manner. The STAR-based system facilitates the capture of narratives that convey the contextual and intuitive aspects of employee performance. Furthermore, the planned incorporation of Natural Language Processing (NLP) provides a promising avenue for transforming unstructured narratives into analyzable competency indicators. Feedback from users actively involved in performance assessment and talent review processes confirmed that the system's interface and workflow aligned with

organizational decision-making needs and provided contextual value. Consequently, the developed prototype contributes to more knowledge-based human resource management practices, enhancing the accuracy of employee promotion, placement, and rotation decisions and enabling organizations to act more strategically and equitably in managing talent.

This study has several limitations. First, the system is currently at the design and prototype development stage, without full implementation testing in an operational environment. Second, the application of NLP remains in the planning phase and has not yet been practically implemented. Third, no quantitative evaluation or large-scale testing with real organizational data has been conducted. For future research, it is recommended to continue system development with the full integration of NLP and conduct broader testing across diverse organizational contexts. Additionally, quantitative evaluation models, such as the System Usability Scale (SUS), could be employed to systematically measure user experience. Exploring the relationship between narrative extraction outcomes and actual job performance indicators could further strengthen the system's validity as a strategic decision-support tool.

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