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ENHANCING INNOVATION IN TOURISM-BASED VILLAGE-OWNED ENTERPRISES (BUMDES): HUMAN AND SOCIAL CAPITAL, ORGANIZATIONAL CULTURE, AND KNOWLEDGE MANAGEMENT PROCESSES

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Strategic HR, Intellectual capital, Innovative-competitive culture, Bureaucratic culture, Knowledge management, Innovativeness..

Abstract

This study examines the effect of human and social capital-supporting human resource (HR) practices and structural capital-supporting culture on innovativeness, as well as the mediating role of knowledge management (KM) processes in tourism-based Village-Owned Enterprises (BUMDes) in Lebak Regency. Using a quantitative approach, data were collected from 387 employees across 30 BUMDes through a structured questionnaire survey. The data were analyzed using structural equation modeling (SEM) with AMOS 26 software. The findings indicate full mediation of KM processes between human capital-HR (HCHRP), social capital-HR (SCHRP), bureaucratic culture (BOC), and innovativeness. KM processes partially mediated the effect of innovative-competitive culture (IOC) on innovativeness. KM processes exhibited a strong predictive capacity for innovativeness, suggesting that HR practices supporting human capital and an innovative-competitive culture significantly contribute to KM processes and employees' innovativeness in BUMDes, respectively. This study provides practical insights for HR and knowledge managers in BUMDes to leverage HR practices and organizational culture to enhance both employee and organizational innovative performance. Furthermore, the study contributes to the literature on intellectual capital and knowledge management by exploring the mediating role of KM processes in the underlying mechanism, indicating that intellectual capital can enhance HR practices and organizational culture, thereby leveraging BUMDes' knowledge resources to foster innovation. The study addresses a research gap by providing original empirical evidence based on primary data collected from tourism-based BUMDes in Lebak Regency.

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INTRODUCTION

Innovation is essential for organizations to achieve sustainability and success in the current turbulent scenario of ever-changing technological advancements, consumer preferences and global competition (Zainalabideen et al., 2022; Cao et al., 2022; Bratianu et al., 2022; Trivedi and Srivastava, 2021, 2022; Lei et al., 2021). Innovation entails introduction of novel ideas, products, processes and services featuring efficiency, speed, new technology and marketing strategies (Wang and Ahmed, 2004; Zainalabideen et al., 2022). The knowledge-based view (KBV) of the firm recognizes innovation as an output of knowledge management (KM) processes, where existing knowledge is utilized to create new knowledge leading to innovation (Zainalabideen et al., 2022; Zahedi and Khanachah, 2021; Rehman et al., 2022; Lei et al., 2021; Andreeva and Kianto, 2011). Although long-standing literature affirms that KM processes (KMP) of acquiring, sharing, storing, and creating knowledge leads to higher innovation, there is still a debate regarding identifying antecedents of KMP for achieving innovation (Salehi et al., 2022; Hayaeian et al., 2021) (see Figure 1).

The IC-KM perspective suggests that intellectual capital (IC) (human, social, structural) represents an organization's "knowledge stock" and that this stock is utilized by "knowledge flows," that is, KMP, to create organizational value (Grant, 1996; Curado, 2006, 2008). Higher knowledge stock entails that higher IC leads to higher knowledge flows; thus, utilization of the firm's IC is facilitated by effective KMP, ultimately enhancing innovation. To increase innovation performance, organizations must develop IC-enhancing practices to promote effective KMP (Wang et al., 2016; Kianto et al., 2014; Hsu and Sabherwal, 2012; Curado, 2008). However, studies on the impact of IC-enhancing practices on KMP and innovation have been limited (Kianto et al., 2014; Hsu and Sabherwal, 2012; Curado, 2008). Due to the fact that little empirical evidence regarding this relationship has been generated, organizations lack an understanding of this topic

and face challenges in the task of formulating strategies to manage IC with the goal of improving their KMP and innovation performance. In the case of knowledge-intensive service organizations (KISO), this limitation is a critical roadblock to organizations' ability to leverage their core resources, that is IC, and core process, that is KMP, to achieve the strategic goal of innovation (Curado, 2006, 2008).

The researcher poses the following research question:

RQ. What are the key intellectual capital-supporting practices can lead to knowledge management processes, and what is their effect on organizational innovation?

To address this research problem, the researcher draws on two theoretical arguments from the HR-IC configurational perspective. First, the HR-IC configurational perspective posits that an organization's intellectual capital (IC)—human, social, and structural capital—is leveraged by the organization's human resources (HR). Therefore, HR practices and organizational culture are the most pivotal factors for facilitating IC and enhancing innovation within organizations (Youndt & Snell, 2004). Second, notably, this perspective explains that IC-enhancing HR practices and culture lead to higher innovation by promoting more effective knowledge management processes (KMP). However, the lack of empirical evidence regarding whether KMP mediates the relationships among IC-enhancing HR practices, culture, and innovation remains noteworthy (Curado, 2008).

The researcher proposes to examine this relationship in an integrated manner to understand the concurrent influences of organizational factors and resources in creating an internal environment conducive to achieving strategic objectives, namely innovation in this study. This explicitly highlights the research gap that forms the focus of the researcher's study.

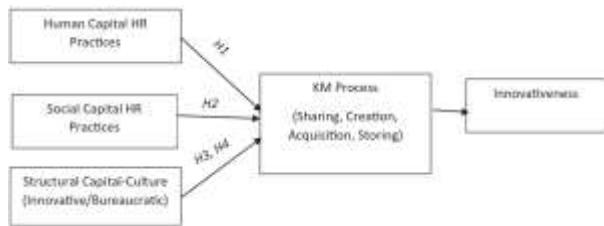


Figure 1. Conceptual Framework

Source(s): Authors

Paradoxical to plenty of literature connecting HR, OC, KM and IC, with innovation, studies have yet to give an all-inclusive view of how HR practices and OC simultaneously affect IC and KMP and what is their synergistic impact on innovation. Recent studies have recognized that HR practices and OC facilitate effective KMP, enabling human resources to generate and implement new ideas that, in turn, benefit innovation in organizations (Daradkeh, 2023; Sahibzada et al., 2023; Aljazzazen and Schmuck, 2021). Parallelly, a stream of literature acknowledges the positive effect of HR practices and OC on IC and organizational innovation. We advocate examining the relationship in an integrated manner to understand the concurrent influence of organizational factors with resources in creating a conducive internal environment for achieving strategic goals in our study, innovation (Zheng et al., 2010).

The theoretical connections among these constructs are as follows. (1) HR practices enhance an organization's IC (human, and social capital), which shapes innovation in organizations. Human capital-HR practices (HCHRP) enhance employees' knowledge, expertise, and competencies, thus leading to higher KMP and improving innovation performance (Aljazzazen and Schmuck, 2021; Zahedi and Khanachah, 2021; Kianto et al., 2014; Singh and Rao, 2016; Youndt and Snell, 2004). (2) Social capital-HR practices (SCHRP) increase interactions and mutual learning among employees used to stimulate acquisition, sharing, application, and creation of knowledge, supporting higher innovation.

(3) Organizational culture enhances the firm's structural capital in terms of norms, values, shared

values and behavior that is conducive to KMP, leading to higher innovation. An innovative and competitive culture (IOC) promotes creativity and experimental orientation, whereas large Indian organizations inherit a bureaucratic culture (BOC) that features an emphasis on rules, regulations and the chain of command and communication. Both the cultural components exert an impact on KMP and the organization's innovation.

Although several studies address the link among KMP, IC, HR practices, culture and innovation, these studies have overlooked KMP as a mediating mechanism between HCHRP, SCHRP, IOC, BOC and innovativeness. As a result, we are yet to identify appropriate HR practices and culture for promoting KMP through utilizing IC. The impact of this nexus on innovation is yet to be examined (Hsu and Sabherwal, 2012; Kianto et al., 2014; Hussinki et al., 2017; Hayaeian et al., 2021; Kucharska and Rebleo, 2022; Soo et al., 2017).

The present study formulates the following research questions to address these gaps.

RQ1. Do KM processes mediate the relationship between intellectual capital supporting HR (HCHRP and SCHRP) and the innovativeness of knowledge-intensive organizations in India?

RQ2. Do KM processes mediate the relationship between intellectual capital supporting culture (IOC and BOC) and the innovativeness of knowledge-intensive organizations in India?

This study aims to examine the effect of IC-supporting HR and culture practices on firms' innovativeness and the mediating role of KMP in this relationship to address the above research question.

Although several studies have examined the relationship between human resource management (HRM), knowledge management (KM), and intellectual capital (IC) in driving innovation within organizations, the focus on Village-Owned Enterprises (BUMDes) as local economic entities remains limited. Previous studies in developed countries (Hayaeian et al., 2021; Gope et al., 2018; Hsu & Sabherwal, 2012) have provided insights into HR, KM, and IC practices in promoting innovation, but empirical evidence from developing

economies, particularly BUMDes in Indonesia, is still scarce. Presenting evidence from this context can offer critical insights into the management of knowledge and intellectual capital in BUMDes, which have unique characteristics as community-owned organizations with limited resources yet high innovative potential (Amaya et al., 2022; Oliveira et al., 2021). These socio-economic and managerial implications motivated the researcher to conceptualize the key factors influencing IC and KM to foster innovation in BUMDes.

This study makes at least three significant contributions. First, theoretically, it enriches the literature on strategic HR, KM, and IC by providing original evidence on organizational practices that facilitate KM processes (KMP) in tourism-sector BUMDes. Second, practically, the study offers guidance to BUMDes managers regarding the implementation of HR and organizational culture practices that enhance knowledge processes, enabling these enterprises to remain innovative, competitive, and adaptive to environmental changes. The findings help BUMDes develop integrated strategies combining HR practices, organizational culture (OC), IC, and KM to achieve innovation objectives. Additionally, the study identifies effective HR and cultural practices that enhance innovation performance, particularly in BUMDes, where optimal utilization of IC and KMP is essential for organizational sustainability and success.

To achieve these objectives, data were collected from employees of tourism-sector BUMDes in Lebak Regency using a Likert-scale questionnaire. Data analysis was conducted using SPSS and AMOS to confirm the reliability and validity of the instrument and to perform mediation analysis.

The structure of this paper includes the theoretical background and hypotheses, explanation of the research methodology, and presentation of data analysis and results. Subsequently, the paper provides a discussion of the findings and their implications, and concludes with a description of research limitations and recommendations for future studies.

This study explains the link between IC-enhancing HR practices, culture, knowledge management processes and innovativeness based on the following theoretical frameworks: (1) KBV, (2) IC-KM perspective and (3) HR-IC configurational perspective.

According to the KBV, KMP ensures effective knowledge utilization, transforming knowledge into innovation (Grant, 1996; Curado, 2006). This study conceptualizes KMP as sharing, acquiring, creating and storing knowledge (Trivedi and Srivastava, 2021, 2022). Knowledge sharing among employees enables the mutual transfer of knowledge and skills from one employee to another to improve their capacity to perform and innovate (Cao et al., 2022; Aljazzazen and Schmuck, 2021; Lei et al., 2021; Oliveira et al., 2021; Mun~oz-Pascual et al., 2019). External knowledge acquisition from customers, employees and partners significantly improves innovation performance and manages the dynamic market (Bratianu et al., 2022; Gope et al., 2018; Zheng et al., 2010). It brings valuable expertise for operational and strategic use (Mun~oz-Pascual et al., 2019; Chen and Huang, 2009). The acquiring, sharing and applying knowledge led to the combination and exchange of knowledge that generates new ideas and concepts, resulting in knowledge creation (Nonaka, 1994). Storing knowledge of the market, industry, technology and R&D provides employees with sufficient existing knowledge to apply and create new products and services (Trott, 2005). The productive use of knowledge regarding customers, products, services, processes, technology and the market helps improve a firm's innovation performance (Bratianu et al., 2022; Zainalabideen et al., 2022; Curado, 2006).

Furthermore, the literature on IC-KM purports that IC helps to produce innovation and gain a competitive advantage. IC consists of human (knowledge and skills), social (mutual interactions and networks), and structural capital (organizational culture). The higher stock of IC improves KMP of acquiring, sharing, creating, and storing knowledge to ensure optimum exploitation of organizational knowledge resources, that is, IC

contributes to higher innovation performance (Kianto et al., 2014; Hsu and Sabherwal, 2012; Curado, 2008). In tandem with this, the HR-IC configurational perspective propounds that the bundle of HR practices and organizational culture contribute to organizational goals by leveraging IC, that is, organizational collective knowledge resource (Youndt and Snell, 2004). HR practices develop a firm's human capital, social capital and structural capital, which, in turn, drive organizational goals such as innovation. These practices can enhance a firm's KMP by improving the availability and utilization of knowledge resources, that ultimately increases the firm's innovation performance (Curado, 2006). Integration of both these views creates a virtuous cycle where IC-supporting HR practices and organizational culture is used to promote employees' ability, motivation and engagement in KMP. This synergy ultimately increases the organization's innovation. The following literature explicitly explains the connection between the proposed concept.

The mediating influence of KM processes between human capital supporting HR practices and innovativeness

A firm's human resources (HR) share, create, acquire and apply knowledge as it performs strategic business processes to create organizational knowledge that helps in the innovation process (Aljazzzen and Schmuck, 2021; Zahedi and Khanachah, 2021; Mun~oz-Pascual et al., 2019; Donate et al., 2016; Nonaka, 1994; Zheng et al., 2010; Wang et al., 2016). HR practices are designed and applied by organizations to attract, develop, motivate and retain the most capable and potential employees for creating human resource-based competitive advantage and achieving innovation goals (Cao et al., 2022; Aljazzzen and Schmuck, 2021; Chawla et al., 2021; Lei et al., 2021; Martinson and De Leon, 2018; Jimenez-Jimenez and Sanz-Valle, 2012).

Human capital supporting HR practices such as formal selection tests, structured interviews, hiring selectivity, high pay and training opportunities

enhance employees' abilities to develop their competence and self-efficacy to share, maintain and create knowledge (Chen and Huang. 2009; Trivedi and Srivastava, 2023). HR practices linking reward with performance motivate employees to display desired behaviors to share knowledge promoting high-quality communication, which feeds into organizational performance (Cao et al., 2022; Yu and Takahashi, 2021; Den Hartog et al., 2013). Extensive training will expose employees to external information sources to update their knowledge and skill and facilitate the generation of new ideas (Chen and Huang, 2009; Nonaka, 1994). The selection of employees with diversified knowledge, experiences or ideas broadens the competence pool that helps the value-creating process of combination and exchange (Nahapiet and Ghoshal, 1998). Human capital supporting HR provides opportunities helping employees to exchange and combine the existing knowledge contributing to higher innovativeness in products, services, and employees' behavior (Cao et al., 2022; Lei et al., 2021; Zainalabideen et al., 2022; Wang et al., 2016; Trivedi and Srivastava, 2023). Based on the above discussion, we propose the following hypotheses.

H1 : KM processes will significantly mediate the relationship between human capital supporting HR practices and innovativeness.

The mediating influence of KM processes between social capital supporting-HR practices and innovativeness

Social capital supporting HR practices consists of selection, training, reward and performance management practices that promote team skills, group goals, collaboration and interpersonal relationships among employees and other stakeholders like customers (Chuang et al., 2013; Donate et al., 2016). These practices encourage employees to interact more frequently and develop and accept collective norms and expectations that build a firm's social capital (Sokolov and Zavyalova, 2021). These interactions and relationships increase product/service innovation from team members' input. Interpersonal relationships, partnerships and collaborative

networks are vital for improving an organization's innovation capability and employees' creativity (Daradkeh, 2023; Subramaniam and Youndt, 2005). Firms' innovation performance depends upon social capital assets such as knowledge embedded in a relationship and networks within and outside innovation (Chuang et al., 2013; Mun~oz-Pascual et al., 2019).

A firm's social capital dimensions of shared vision, trust and social interaction ties positively relate to employees' tacit knowledge-acquisition behaviors (Leana and Pil, 2006; Yu and Takahashi, 2021). Social capital-based HR fosters employees' mutual interactions, shared understanding and network relationships that help in better knowledge exchange and utilization (Youndt and Snell, 2004; Mun~oz-Pascual et al., 2019). Togetherness, cultural programs, annual days, seminars and training events help employees gather within the organization to exchange knowledge (Chuang et al., 2013; Meher and Mishra, 2022; Yu and Takahashi, 2021). Interactions and knowledge sharing among members of social groups allow them to learn new knowledge and develop employees' problem-solving, creative thinking and innovativeness (Daradkeh, 2023; Sahibzada et al., 2023; Aljazzazen and Schmuck, 2021; Yu and Takahashi, 2021; Oliveira et al., 2021).

HR practices of selection, rewarding, training, flexible job design and performance management promote group performance, teamwork and collaboration and motivate employees to share, maintain and create new knowledge (Cao et al., 2022; Trivedi and Srivastava, 2023). Externally secured social capital promotes innovation by knowledge utilization (Mun~oz-Pascual et al., 2019). Such HR practices foster a collaborative mindset where the dispersed local knowledge within each employee is combined, and thus, incremental innovative capabilities are improved (Collins and Smith, 2006; Wang et al., 2016; Trivedi and Srivastava, 2021). Thus, social capital supporting HR provides a mechanism for facilitating knowledge exchange, creation and acquisition, contributing to firm innovativeness, and leading to the following hypothesis,

H2 : KM processes will significantly mediate the relationship between social capital- supporting HR practices and innovativeness.

The mediating role of KM processes between structural capital supporting culture and innovativeness

Researchers consider organizational culture as a firm's structural capital consisting of routines, agreed norms and procedures and mutual understanding (Zahedi and Khanachah, 2021; Lee, 2011; Kong and Thomson, 2009; Sánchez-Canizares et al., 2007). Wallach (1983) defined culture as the shared understanding of an organization's employees on "how they do things around here." A culture promoting knowledge usage develops employees' passion for learning, innovation, trust, collaboration and knowledge-sharing, providing them with the latest knowledge to improve organizational innovation (Sahibzada et al., 2023; Lei et al., 2021). Developing and encouraging risk-taking and a supportive business atmosphere can help employees realize their potential and contribute to their creative behaviors, enhancing the firm innovativeness (Wang and Ahmed, 2004).

Employees are motivated to innovate only when they perceive the culture and work environment to support innovation (Donate and Guadillas, 2010). An innovative-oriented culture encourages employees to experiment and make decisions regarding the problems emerging during the improvement of products and processes (Meher and Mishra, 2022; Aljazzazen and Schmuck, 2021; Chawla et al., 2021; Singh and Rao, 2016). Thus, innovative culture is beneficial to firm's innovativeness. KISO also possess the characteristic of a bureaucratic culture in terms of hierarchical communication, explicit rules and formal procedures (Donate and Guadillas, 2011; Rai and Prakash, 2012). Large KISO have a sizeable hierarchical and formal communication channel, indicating some features of bureaucratic culture. Past research shows that systematic features of such bureaucratic culture with clearly specified responsibilities, tasks, standardized and stable operation helps an organization to conduct

stable, mature and prudent business management activities (Chang and Lee, 2008).

Organizational culture (OC) can impact the success of a KM initiative by either promoting or hindering employees' values, beliefs and behaviors toward the creation, sharing and application of knowledge leading to innovation (Daradkeh, 2023; Lei et al., 2021; Donate and Guadamilas, 2010). Nurturing organizational culture enables the easy implementation of KM by building a shared organizational vision, commitment to common projects, teamwork and decision-making used to stimulate continuous innovation (Donate and Guadamilas, 2010). A culture characterized by innovative changes in products/processes, employee autonomy and challenging work assignment to promote creativity and adaptation contributing to the day-to-day KM process (Lei et al., 2021). To promote a competitive culture of maintaining superior human capital enables firm to exploit knowledge and create innovativeness (Chow and Liu, 2009). Past evidence shows that such culture and communication channels foster internal knowledge dissemination by extensive monitoring that is positively linked with innovation programs (Bennett and Gabriel, 1999). A study by Chang and Lee (2008) suggests that any culture type—whether bureaucratic or innovative—strengthens the relationship between KM and innovation. It led to the development of the following hypotheses:

H3 : KM processes will mediate the relationship between innovative-competitive culture and innovativeness.

H4 : KM processes will mediate the relationship between bureaucratic culture and innovativeness.

RESEARCH METHODS

The researcher employed a quantitative approach to collect data from tourism-sector BUMDes in Lebak Regency using a questionnaire survey. Descriptive statistics, reliability, and validity were calculated, and the hypotheses were tested using path analysis within structural equation modeling (SEM) with SPSS 22 and AMOS 26 software.

A survey questionnaire with standardized scales was administered, consisting of Likert-type questions (1: strongly disagree to 7: strongly agree). The study adopted a scale to measure human capital-supporting HR practices (8 items) from Den Hartog et al. (2013) and social capital-supporting HR practices (9 items) from Chuang et al. (2013). Organizational culture was measured using a scale adapted from Chow and Liu (2009), including innovative-competitive culture (6 items) and bureaucratic culture (3 items). Knowledge management processes (KMP) were measured across sharing and creation (6 items), acquisition (4 items) from Andreeva and Kianto (2011), and storage from Jin et al. (2015). Innovativeness was measured using Wang and Ahmad's (2004) scale, with 8 items for product/service innovation and 4 items for behavioral innovativeness.

The researcher employed purposive sampling to collect data from the top 30 BUMDes in the tourism sector of Lebak Regency. These BUMDes were selected because they formally implement knowledge management processes (KMP) and have a clear understanding of their key resources and outputs. This criterion was established to ensure that the collected data were accurate and relevant to the research objectives. From these 30 BUMDes, 50 employee profiles were randomly selected from each BUMDes to receive the questionnaire online. Out of a total of 1,500 survey invitations, 387 complete responses were received. The questionnaire was launched in January 2025 and closed in June 2025. The sample data comprised various tourism-sector BUMDes. There were 310 male and 77 female respondents. The average age of the respondents was 29 years, the mean work experience at the BUMDes was 1.5 years, and the educational qualifications included 64 graduates and 323 postgraduates in accounting and management.

Exploratory Factor Analysis (EFA): Using principal component analysis with Promax rotation, EFA identified the underlying dimensions among the variables. Table 1 shows that Social Capital-HR Practices (SCHRP, nine items) loaded onto a single factor. Knowledge Management Processes (KMP,

16 items) were divided into three dimensions: knowledge sharing and creation (KSC, seven items), knowledge acquisition (KAQ, four items), and knowledge base (KB, five items). EFA combined knowledge sharing and creation into a single dimension. Previous research has indicated that knowledge sharing and creation are intrinsically linked, as knowledge creation emerges from knowledge sharing (Andreeva and Kianto, 2011; Yu and Takahashi, 2021; Trivedi and Srivastava, 2022). Therefore, it is justified to represent sharing and creation as a single construct. Innovativeness (INO) was measured as a single dimension encompassing both product/process and behavioral innovativeness. Items with factor loadings below 0.5 were removed, resulting in the exclusion of SCHRP4, SCHRP5, and INO4 due to poor loadings (Fornell and Larcker, 1981; Hair et al., 2009). For all scales, Cronbach's alpha indicated reliability, with internal consistency above 0.80, which is acceptable. Additionally, the KMO-Bartlett test of sphericity values for all constructs were acceptable ($KMO > 0.6$, significance = 0.001), indicating sample adequacy (Kline, 2023; Hair et al., 2009). Confirmatory Factor Analysis (CFA) was then conducted to assess convergent and discriminant validity. Convergent validity ensures that the items representing a construct are consistent and measure a unidimensional factor. Table 1 shows that the criteria for convergent validity were met, with all factor loadings above 0.6 ($p < 0.001$), composite reliability values exceeding 0.7, and average variance extracted (AVE) values above 0.5 (Hair et al., 2009).

RESULTS AND DISCUSSION

This study applied the bootstrap confidence method with 5,000 iterations to assess mediation to find the indirect effect, recommended by Hayes (2009). The indirect effect indicates the impact of the predictor on the outcome variable passing through the mediator. Table 4 shows the path coefficients of indirect effects proposed by H1, H2, H3 and H4. There was a positive and significant indirect effect of KMP in the relationship between

HCHRP ($\beta = 0.313$; $p < 0.001$) and INO, supporting H1. It indicates the mediating role of KMP in the relationship between HCHRP and INO. This result confirms that HCHRP ensures the acquisition, retention and maintenance of knowledge, learning and expertise and has a more significant role in promoting employees' propensity to engage in KM and improve INO (Noopur and Dhar, 2020; Than et al., 2021; Chawla et al., 2021; Gope et al., 2018; Soo et al., 2017).

There was a significant and positive indirect effect of KMP in the relationship between SCHRP and INO ($\beta = 0.134$; $p < 0.05$), supporting H2. It depicts the mediating effect of KMP in the relationship between SCHRP and INO. It confirms the finding of previous studies that state social capital HR facilitates the internalization and socialization of knowledge seeking collaboration, networking and exchange, which later transforms into innovative outcomes (Zahedi and Khanachah, 2021; Hayaeian et al., 2021; Salehi et al., 2022; Sokolov and Zavyalova, 2021; Mun~oz-Pascual et al., 2019; Chuang et al., 2013).

Table 2. Model fit indices

Fit index	Obtained values	Recommended threshold value
<i>Absolute fit measures</i>		
CMIN/df	2.763	<2a, <5b
GFI	0.828	>0.90a, >0.80b
RMSEA	0.06	<0.08a, <0.10b
<i>Incremental fit measures</i>		
CFI	0.810	>0.90a, >0.80b
AGFI	0.812	>0.90a, >0.80b

Note(s): (a) Acceptability: good (b) Acceptability: marginal

Source(s): Prepared by authors

Table 3. Results of path analysis for mediation hypothesis testing

	Total effect	Indirect effect	Direct effect	LLC I	ULC I	Result
HCH			—			H1-
RP →			0.185			Suppor
INO						ted
HCH			0.481*			Mediat
RP →			***			ion
KMP						effect
HCH	0.129	0.313*	—	0.36	0.53	
RP →		**	0.185	0.03	0.03	
KMP						

→	INO						
SCH		—					
RP →		0.051					
INO							
SCH		0.205*					
RP →		*					
KMP							
SCH	0.082	0.134*	—	0.31	0.46		
RP →		*	0.051	0.06	0.51		
KMP							
→	INO						
IOC		0.441					
→	INO						
IOC		0.156*					
→	KMP						
IOC	0.543*	0.102	0.441*	—	0.41		
→	**		**	0.24	0.96		
KMP				69			
→	INO						
BOC		—					
→		0.038					
INO							
BOC		0.254*					
→		***					
KMP							
BOC	0.127	0.165*	—	0.31	0.48		
→	**		0.038	71	44		
KMP							
→	INO						

Note(s): **** 5 $p < 0.001$; *** $p < 0.01$; ** $5 p < 0.05$

Source(s): Prepared by authors

Further, we found no significant indirect effect of KMP between IOC and INO ($\beta = 0.102$; $p < 0.1$). Thus H3 was not supported. KMP had no mediating influence between IOC and INO. Although the mediation effect is insignificant, the direct and total effect is significant, implying that IOC strongly predicts INO without mediation through KMP. These results affirm that culture propagating innovation and human capital development directly contributes to a firm's INO (Lei et al., 2021; Kucharska and Rebelo, 2022; Donate and Guadamillas, 2010). Finally, KMP had a significant indirect effect between BOC and INO ($\beta = 0.254$; $p < 0.001$), supporting H4. It highlights certain aspects of bureaucracy present in KISO in India. It includes task-oriented goals and sharing information/knowledge across the hierarchy, having a positive predictive ability for KM and organizational innovation (Sahibzada et al., 2023; Chang and Lee, 2008).

This study integrates the IC-KM perspective (Kianto et al., 2014; Hsu and Sabherwal, 2012) and the HR-IC configurational perspective (Yountt and

Snell, 2004; Subramaniam and Yountt, 2005), while reinforcing the knowledge-based view (KBV) of organizations. According to the KBV, leveraging knowledge resources, namely intellectual capital (IC) and associated processes, is a fundamental concern for tourism-sector BUMDes in Lebak Regency to sustain their innovative performance. There remains an ongoing debate on devising effective mechanisms to manage IC and knowledge management processes (KMP) within BUMDes. Data collected from BUMDes employees were analyzed, and the results confirm the mediating role of KMP in the relationship between human and social capital, IC-supporting HR practices, and bureaucratic culture with employees' innovativeness.

First, among the antecedents of KMP, human capital-supporting HR practices (HCHRP) exhibit the strongest predictive capacity to promote KMP in tourism-sector BUMDes in Lebak Regency. Among all mediation effects, KMP demonstrates the most significant indirect effect between HCHRP and employees' innovativeness (INO). HCHRP emerges as the most significant explanatory variable in leveraging knowledge resources and processes to achieve higher INO in BUMDes. Interestingly, INO is least directly predicted by HCHRP, as reflected by a lower standardized regression coefficient and significance level. Although HCHRP significantly influences INO with a relatively low coefficient, it maintains the closest significant relationship with KMP. HCHRP exerts a greater influence on KMP, which in turn enhances INO, illustrating the mediating role of KMP. These findings support prior studies by Lei et al. (2021), Than et al. (2021), Donate et al. (2016), Chen and Huang (2009), and Sokolov and Zavyalova (2021), while contrasting with Kucharska and Rebelo (2022), who reported that human capital had no significant relationship with formal knowledge processes.

Second, the results confirm that knowledge management (KM) mediates the relationship between social capital-supporting HR practices (SCHRP) and employees' innovativeness (INO). These findings corroborate previous studies by Salehi et al. (2022), Donate et al. (2016), Chuang et al. (2013), and Lee (2011). SCHRP fosters interpersonal relationships and shared goals, which facilitate the sharing, acquisition, and co-creation of knowledge, thereby supporting the innovation process (Leana and Pil, 2006). Innovation through HR is contingent on the generation of new ideas,

which is enabled by various dimensions of social capital, including collaboration, access to, and sharing of diverse knowledge (Donate et al., 2016). Third, the results indicate that an innovative and competitive organizational culture (IOC) exerts the largest significant total and direct effect on employees' innovative performance (INO), confirming the strong predictive capacity of IOC for INO. Furthermore, IOC demonstrates a significant predictive capability for knowledge management processes (KMP). Although KMP does not serve as a significant mediator between IOC and INO, IOC establishes a strong foundational environment conducive to both INO and KMP. These findings support prior studies suggesting that organizational culture fosters employee creativity, risk-taking, and competitiveness, thereby promoting organizational innovation (Kucharska & Rebelo, 2022; Hsu & Sabherwal, 2012; Zheng et al., 2010; Donate & Guadamilas, 2010). Additionally, the results indicate that IOC enables employees to leverage knowledge embedded in the organization's structural capital and actively engage in knowledge acquisition, sharing, creation, and storage (Zheng et al., 2010; Donate & Guadamilas, 2010, 2011). Furthermore, bureaucratic culture (BOC) has a significant and positive relationship with knowledge management processes (KMP) and innovative performance (INO), with KMP mediating the effect of BOC on INO. These results indicate that BOC operates effectively and exerts a positive impact on knowledge-intensive service organizations (KISO) in Indonesia, despite many previous studies considering it as an impediment to KMP and innovation (Sahibzada et al., 2023). This finding contradicts studies suggesting that BOC hinders knowledge management behavior by reducing communication flexibility and creativity (Al Saifi, 2015; Ali & Sagsan, 2020; Chuang et al., 2013; Chow & Liu, 2009), but aligns with the findings of Chang and Lee (2008). Ultimately, the results affirm that the development of human, social, and structural capital constitutes a key strategy for KISO to enhance innovative performance.

This study makes a theoretical contribution to the KBV paradigm by explaining how knowledge management processes (KMP) can be enhanced to foster innovation in tourism-sector BUMDes in Lebak Regency. Although HR practices and organizational culture are recognized as primary drivers of KMP and innovation, few studies have

examined how these factors leverage the intellectual capital (IC) of BUMDes to promote innovation (Hsu & Sabherwal, 2012; Kianto et al., 2014; Lei et al., 2021). By integrating the IC-KM and IC-HR perspectives, this study develops and empirically validates a conceptual framework demonstrating how human capital-based HR practices (HCHRP), social capital-based HR practices (SCHRP), innovative-competitive organizational culture (IOC), and bureaucratic organizational culture (BOC) enhance KMP to drive innovation in BUMDes. The findings support Kianto et al.'s (2014) model 4, which posits that KM mediates the effect of IC on organizational performance outcomes.

In BUMDes, organizational outputs heavily rely on employees' abilities, behaviors, and motivation to utilize the village's IC (Curado, 2008; Sokolov & Zavyalova, 2021; Trivedi & Srivastava, 2021). Human and social capital-based HR practices facilitate KMP through knowledge sharing, acquisition, creation, and storage. Human capital-supporting HR practices enhance employees' expertise and skills, enabling them to develop innovative village products and services (Hayaeian et al., 2021; Hussinki et al., 2017), while social capital-oriented practices foster knowledge exchange and teamwork, supporting new knowledge creation (Salehi et al., 2022; Donate et al., 2016; Chuang et al., 2013; Lee, 2011). Interestingly, bureaucratic culture also facilitates KMP by providing task orientation, formal rules, and clear communication channels, thereby contributing to higher levels of innovation in BUMDes.

This study provides practical guidance for BUMDes managers, particularly within the context of local economic development in Lebak Regency. Tourism-sector BUMDes can enhance their innovative performance by leveraging human resource-based knowledge as a competitive advantage to develop innovation capabilities, even in the face of limited financial resources. The lack of empirical evidence regarding the impact of HR practices and organizational culture on knowledge management processes (KMP) and innovation in BUMDes underscores the importance of this study in offering deeper insights into factors driving innovation in village-owned enterprises. BUMDes can boost innovation by implementing human and social capital-based HR practices, including selection, training, reward systems, and performance management, thereby motivating

employees to share, create, manage, and store knowledge. HR practices that encourage collaboration, teamwork, and interpersonal relationships facilitate knowledge exchange and the creation of new knowledge, directly enhancing BUMDes' innovative performance. Additionally, BUMDes should foster an innovative and competitive culture emphasizing new idea generation, risk-taking, learning from mistakes, and the development of superior human capital. Cultivating such a culture promotes employees' creative, experimental, and risk-taking behaviors, which are essential drivers of innovation within the organization. Furthermore, the bureaucratic aspects of BUMDes can be positively leveraged to support KMP and innovation. Clear rules, formal communication channels, and task-oriented structures facilitate systematic knowledge management and ensure smooth execution of operational and innovative activities. Thus, BUMDes managers can integrate HR practices, organizational culture, and intellectual capital management to create an internal environment conducive to innovation and organizational sustainability.

This study employed scientific methods and statistical analyses to obtain valid results; however, the findings should be interpreted in light of several limitations. The cross-sectional design constrains the ability to establish causal relationships between predictor and outcome variables. To address this limitation, future research could adopt a longitudinal design by collecting data at multiple time points. This study relied on self-report measures, which are susceptible to biases such as social desirability and common method bias (CMB). To mitigate social desirability, reverse-coded items were employed. Although CMB was not severe, the data were tested for its presence. Future studies should consider more objective measures of innovation, such as new products, new services, community development programs, or other BUMDes innovation performance indicators. This study excluded public-sector BUMDes or other village contexts, so subsequent research could examine the impact of intellectual capital-based HR practices and organizational culture on knowledge management processes (KMP) and innovative performance in a broader range of BUMDes, including sustainable innovation outcomes (Bhatti et al., 2022; Munoz-Pascual et al., 2019). Specifically, future research could investigate the effects of green HRM, IC practices, and

organizational culture on sustainable BUMDes development and the mediating role of green KM. Since this study is based on data from tourism-sector BUMDes, additional studies across different villages or regions are necessary to provide relevant insights for the development and management of BUMDes in Indonesia.

CONCLUSION

This empirical study highlights the critical role of developing human and social capital through HR practices, as well as structural capital through an innovative-competitive-bureaucratic organizational culture, to enhance knowledge management processes (KMP) and innovation in BUMDes. While considerable literature exists on improving innovation performance, accelerating innovation remains challenging for BUMDes managers, as the antecedents and causal mechanisms require clarification (Trivedi & Srivastava, 2021; Lei et al., 2021). This study emphasizes that designing a KMP strategy to leverage innovation in BUMDes entails adopting IC-enhancing HR practices and an innovative-competitive-bureaucratic organizational culture. The study empirically validates the mediating role of KMP and finds that human-capital-supporting HR practices (HCHRP), followed by social-capital-supporting HR practices (SCHRP), are the most crucial choices for BUMDes managers to foster innovative performance (INO) through their mediating effects on KMP dimensions. Furthermore, an innovative and competitive culture emerges as the strongest direct predictor of INO, although KMP does not mediate this effect.

Additionally, bureaucratic organizational culture (BOC) mediates the impact of HCHRP and SCHRP on INO. This study contributes theoretically to the literature on HR, KMP, and IC, while offering practical insights for BUMDes managers seeking to enhance innovation capabilities. Nonetheless, the findings should be interpreted in light of the study's limitations and the recommendations for future research.

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