

ANTECEDENTS INNOVATION CAPABILITY AND CONSEQUENCES IT PERFORMANCE IN THE KERANGGAN VILLAGE TOURISM

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Abstract: *Through the mediation of innovative capability, this study intends to determine the degree and direction of the influence of knowledge management and work environment on the performance of Pokdarwis in the village of Kerangan. Quantitative research was used in this study. In this study, the population and sample were 35 persons in the village of Kerangan who were aware of tourism. Questionnaire-based data collection methods. PLS-SEM is used in the analysis tool. The findings show that the ability to innovate has a strong mediating effect on the relationship between knowledge management and performance, as well as the relationship between performance and the work environment. With the addition of innovation capability, the impact of total knowledge management on performance and the work environment on performance will grow. Pokdarwis performance is influenced by knowledge management and the work environment. This last goal can be realized by a modern management approach that promotes long-term village development activities, as evidenced by increased production, the development of a large base of devoted tourists, and long-term improvements. One type of change necessitates enhancing organizational competence by providing additional dynamic capacities such as the ability to innovate, expand managerial expertise, and create a positive work environment where good performance can be achieved and maintained. village tourism, innovation capability, work environment, knowledge management*

Keywords: *Knowledge management, work environment, performance, innovation capability*

1. Introduction

Keranggan Tourism Village, Keranggan Village, Setu District, Tangsel City, Banten is included in 20 tourist villages throughout Indonesia from 109 villages, Ministry of Tourism and Creative Economy. (Hayati, 2020). Keranggan Tourism Village is geographically crossed by the Cisadane river not far from the city centre of BSD, with its natural and beautiful natural conditions and the livelihoods of some residents as SMEs in the home industry of various chips. The Keranggan Tourism Village is the only community-based tourism in South Tangerang, managed by Pokdarwis and integrated, including having beautiful nature tourism along the Cisadane riverbank, the formation of SMEs, home industries, various chips & roasted nuts as a centre for tourism. Typical souvenirs of Keranggan, there is already Homestay accommodation belonging to the surrounding community, already has tourist attractions in the form of river tours, Jungle Trek, Camping Ground, Agro educational tours and Social Entrepreneur Camp as

well as artistic and cultural attractions, there is already a Saung Cisadane restaurant with a special menu Sundanese traditional culture as culinary tourism. With integrated management and accompanied by several universities, the Keranggan Tourism Village can drive the regional economy, preserve the environment and prosper the people around the area, which is being developed as Keranggan Ecotourism (Jadesta, 2021). The Keranggan Pokdarwis is an inseparable part of the determination as a Keranggan Tourism Village, which started from the will and initiative of a community leader as the Home Industry Trustee for the Keranggan community women as many as 100 families in the Cisadane River ecotourism area—facilitated by several potential members of the community in deliberation to form a Tourism Awareness Group. The Keranggan community realizes their role and responsibility as suitable hosts for visiting guests or tourists to create a conducive environment and atmosphere as the slogan *Sapta Pesona* (Pramono et al., 2021). Kampung Keranggan uses renewable energy solar panel energy for lighting as the use of natural resources, reducing carbon emissions, and there is a concept that is assessed according to government programs, namely environmental sustainability (Hayati, 2021).

The survival of an organization is determined by the success in managing human resources (Asbari et al., 2020; Basuki et al., 2020; Novitasari et al., 2020; Novitasari et al., 2020; Santoso et al., 2020). Human resources are an essential asset for an organization (Asbari et al., 2019). In the current era of knowledge, human resources are a vital part of the organization and have become a competitive and comparative differentiating measure. Those who can manage their human resources better will win the global competition between business organizations. Organizational performance will be better and more competitive. Because in truth, employee performance is the actual achievement of the employee compared to the employee's expected Performance (Dessler, 2017). One of the determinants of employee performance is the level of job satisfaction. Inevitably, employee performance is also influenced by knowledge management and the work environment. Previous research separately, the effect of the work environment on Performance (Maesaroh et al., 2020), the impact of knowledge management on Performance (Sulistyo & Ayuni, 2018). Ganguli et al. (2020) define innovation capability as structure and manage resources to produce new products and services.

Based on the above phenomenon, the core problem in this study is how to measure the influence of knowledge management. The work environment managed by Pokdarwis can improve performance, either directly or indirectly, by mediating the innovation capabilities of Pokdarwis. From the formulation of the problem, research questions can be derived. As follows: Does knowledge management have a significant effect on innovation capability? Does the work environment have a significant effect on innovation capability? Does innovation capability have a significant effect on Pokdarwis performance? The purpose of the study was to analyze the strength and direction of the influence of knowledge management, work environment on the Performance of Pokdarwis in Kampung Keranggan through the mediation of innovation capability.

2. Literature Review

The resource-based perspective demonstrates that collaborative innovation aids in achieving a long-term competitive advantage (Aas & Breuning, 2017). Product innovation capability and process innovation capability are the two key aspects used to measure this form of innovation (Lei et al., 2019; Migdadi, 2022; Najafi-Tavani et al., 2018). The ability to develop tangible and intangible resources is referred to as product innovation capability (Hsiao & Hsu, 2018). Product

innovation capabilities enable firms to deliver new offers that include a variety of innovative products and services, as well as those that are tailored to satisfy client needs (Aljanabi, 2022; Najafi-Tavani et al., 2018). The ability to change the processes and procedures used by firms to convey these offers is the second component, process innovation capability (Aljanabi, 2022). This dimension indicates the organization's ability to create new inputs or processes in their manufacturing or organizational operations, such as information flows, resources, specifications, and tasks, all of which are combined to produce the greatest quality or cost offer. A popular definition of an organization is a group of people who work together to achieve a common purpose. Today, the company's business strategy has shifted from resource-based to knowledge-based, with knowledge management serving as an organizational strategy for innovation. Because knowledge management is a tool for implementing knowledge management processes, it's important to assess how it influences employee performance. Any process or practice of developing, acquiring, capturing, sharing, and using knowledge to improve learning and organizational performance is referred to as knowledge management (Armstrong & Taylor, 2014). Knowledge management is described as doing everything it takes to maximize the value of knowledge resources. Knowledge management, in general, is concerned with organizing and disseminating important information whenever and wherever it is required (Becerra et al., 2015).

One of the most important aspects to consider at a firm is the work environment. Although the workplace does not directly generate products in the industrial business, it does have an impact on employee performance. The work environment is a set of physical, psychological, and social factors that contribute to better working conditions (Jain & Kaur, 2014). The definition of the work environment, according to (Sedarmayanti 2011; Sedarmayanti, 2018), is the overall tools and materials encountered, the surrounding environment in which a person works, work practices, and work arrangements as individuals and groups. The writer can conclude from some of the definitions above that the work environment is a state and scenario that surrounds employees and can affect their work. There are various sorts of work environments: First, the Physical Environment is a setting that might influence a person's suitability for a given job. Ventilation and temperature, noise, lighting, and facilities are all part of the physical environment. Second, the Mental Environment is a state that a person goes through at work. Fatigue, boredom, and coworker attitudes and behavior make up the mental environment. Third, a person's social environment refers to how they interact with others. Space for movement, cleanliness, and safety are all part of the social environment (Jain & Kaur, 2014).

According to Anning-Dorson (2016), service organizations pursue innovation from a variety of sources, including within their operations, the market (external environment), and their customers. According to Tjiptono (2018), innovation is the application of an idea to a new product or process. Innovation is a term used to describe products, services, and even concepts that are considered novel (Kotler et al., 2019).

Companies' ability to provide and retain a competitive advantage, as well as implement all initiatives, is regarded as a valuable asset. It is organized around the company's primary processes (Weerawardena et al., 2015). Innovation capability allows a company to quickly develop new goods and implement new systems, but it's also important to keep up with the competition. A combination of assets and resources can be described as innovation capability. As a result, success in a quickly changing environment necessitates a diverse combination of resources, assets, and talents (Rajapathirana & Hui, 2018). According to Rajapathirana and Hui (2018), innovation capability is defined as (1) the ability to develop new products that meet market needs; (2) the ability to apply appropriate process technology to manufacture these new

products; (3) the ability to develop and adopt new products and processing technologies to meet future needs; and (4) the ability to respond to planned technological activities as well as unexpected opportunities created by competitors.

Individual and organized group performance is the process and outcome of their labor over a period of time. Person performance is unique since each employee produces various job results based on their skills and abilities. Employee performance has a significant impact on an organization's success. Organizations require people who are high achievers and performers. Employees, on the other hand, require feedback on their performance in order to direct their actions. Employee performance is the difference between what an employee really does and what they are expected to achieve. Expected work performance is a standardized achievement that is compiled as a reference so that employees can compare their performance to the criteria established for their role (Dessler, 2017). Individuals' (workers') contributions to the organization where they work are measured through performance appraisal. The degree of performance of employees, both individually and in groups, influences the success or failure of an organization's performance, with the idea that the better the employee's performance, the better the organizational performance is expected (Bernardin & Russel, 1993). Employee performance is measured in terms of how much they contribute to the company. Quality, innovative capability, job knowledge, trustworthiness, availability, and freedom are among the performance rating indicators, according to Dessler (2017).

Masa'deh (2016) claims that the study has a substantial impact on infrastructure knowledge management and job satisfaction. An analysis of innovation capability affects growing export performance and service quality in medium-sized enterprises in India, according to Bhat & Momaya (2020). Study innovation capabilities, according to Rajapathirana & Hui (2018), has a favorable impact on firm performance, including study service quality. Innovation capability, according to Dadfar et al. (2013), has a favorable impact on improving performance. Many have discussed the relationship between knowledge management, work environment, innovation capabilities, and performance based on studies that have been conducted. However, researchers have yet to find a cohesive model that examines the impact of knowledge management and the work environment on innovation capability and employee performance, particularly those that consider innovation capability to be a mediator or intervening element. Furthermore, earlier studies were more interested in analyzing the impact of knowledge management and the work environment on innovation capability and organizational performance in Pokdarwis firms, but they were not found to be discussed in the unit of analysis in tourist villages. Tourism villages, sometimes known as villages, play an important role in the economic and creative growth of developing countries such as Indonesia.

Knowledge Management and Innovation Capability

Effective knowledge management has been mentioned as a strategy to boost innovation capabilities in the literature (Asbari et al., 2019; Wijayanti et al., 2020; Basuki et al., 2020; Singgih et al., 2020). Previously, Carneiro (2001) underlined the importance of knowledge management as a precondition for innovation capabilities. There are three key drivers of applying knowledge management in innovation, according to (Acharya et al., 2022; Du Plessis, 2007): The primary goal of knowledge management in today's world is to generate, retain, and expand competitive advantage. This can be accomplished by employing joint knowledge and practice. However, changing customer demands, competition pressures, and fast growing technology are making it more complex and challenging. As a result, many companies have

begun to collaborate across organizational lines in order to ensure continual innovation and a competitive advantage. Information management can help with this type of collaboration, where the knowledge and skills gained via the partnership are viewed as a cost-effective and efficient means of achieving successful innovation (Acharya et al., 2022; Du Plessis, 2007).

Knowledge is a resource that may be used to minimize complexity in innovation capabilities, which is the second driving force for the impact of knowledge management on innovation capability. As a result, knowledge management as a resource becomes extremely significant and critical (Acharya et al., 2022; Du Plessis, 2007). The availability of knowledge is critical to innovation. As a result, the complexity caused by the abundance of knowledge must be acknowledged and managed (Darroch & McNaughton, 2002). Knowledge management, according to several writers (Dickel & de Moura, 2016; Garca-Ivarez, 2015; Martn-de Castro, 2015; Obeidat et al., 2016), is a strategy for overcoming the complexity of innovation. This aids in the management of not only new information created through the innovation process, but also existing knowledge as a resource that can be used as input to the innovation process (Acharya et al., 2022; Du Plessis, 2007).

Integration of internal and external knowledge, which becomes more available and accessible to businesses, is the third driving force of knowledge management's involvement in innovation capabilities (Acharya et al., 2022; Du Plessis, 2007). This means that knowledge can be shared, produced, refined, and made available wherever and whenever it is needed. As a result, the integration of knowledge through knowledge management platforms, tools, and processes should promote personal development and organizational innovation by facilitating reflection and dialogue. As a result, a relationship between flexibility and dynamic representation of business information, as well as knowledge, is required. As a result, data and knowledge management must successfully drive knowledge integration while also enabling innovation. Organizations may otherwise fail to use knowledge as a source of innovation (Acharya et al., 2022; Du Plessis, 2007).

The process of obtaining valuable information, disseminating knowledge to all members of the organization and making it available to users at any time, and commercially applying this knowledge has been considered a critical antecedent that contributes to providing the necessary foundation for enhancing capabilities. innovation (Obeidat et al., 2016; Martn-de Castro, 2015).

The following hypothesis can be made based on the given explanation.

H1: Knowledge management has a significant effect on innovation capability.

Influence of Work Environment on Innovation Capability

The term "environment" refers to everything that has an impact on people's life. In the business world, a work environment is a setting in which people collaborate to achieve corporate goals (Safarudin et al., 2015). A good work environment, according to Simonet & Castille (2020), exists when all of the fundamental needs and facilities for people to accomplish their duties are provided. Proper furniture, air-conditioned offices, instructional facilities and materials, pleasant communication and information technology networks, a pleasant working atmosphere, and an open organizational climate are among the facilities and necessities. The work environment, in a larger sense, is the setting in which employees carry out their duties.

Choi (2020) defines the work environment as the actual location of the workplace as well as the surrounding environment (generally the instruments and equipment essential for the performance of various tasks to perform the job). The work environment is also revealed according to psychosocial characteristics, such as employer relations, motivation and

advancement, career demands, and social support, according to Jain and Kaur (2014). Because today's workplace is dynamic, diversified, and changes on a regular basis, the workplace environment is regarded the most significant component for fostering employee innovation capabilities (Jain & Kaur, 2014). This encourages businesses to value employee comfort in the workplace and to develop functional ergonomic characteristics in order to preserve staff quality, improve innovation capabilities, and gain a competitive advantage. As a result, the quality of the office environment has a big impact on employee motivation and organizational performance. The level of innovation, relationship with other employees, absenteeism, and willingness to stay in the organization are all influenced by how involved people feel with their organization, particularly with their immediate environment (Rahman et al., 2021).

The work environment, according to Choi (2020), is divided into three sub-environments: the human environment, the organizational climate, and the technical environment. Coworkers, other workers, group work teams, interpersonal challenges, leadership styles, and organizational management are all part of the human environment, according to the author. The human environment is meant to encourage informal conversation in the workplace, hence increasing opportunities for knowledge sharing and idea exchange. Organizational environment, on the other hand, refers to the systems, norms, practices, beliefs, and philosophies that management oversees. Finally, tools, equipment, technology infrastructure, and other technical factors are included in the technical backdrop. In general, the work environment has a significant impact on organizational performance. According to Choi (2020), the work environment should be created to meet employee happiness and allow for the open interchange of ideas, motivating individuals to improve their innovative potential. As a result, a well-designed work environment will inspire employees to improve their ability to innovate. Choi (2020) discovered that keeping working conditions and work environments up to a specific standard can boost invention capability. The work environment is also important for improving innovative capacities, according to Jain and Kaur (2014). They went on to say that having a supportive boss, a good working relationship with coworkers, training and development programs, appealing rewards and recognition plans, and a manageable workload are all important factors in building a work environment that fosters innovation.

The following hypothesis can be made based on the given explanation.

H2: The work environment has a significant effect on innovation capability.

Influence of Innovation Capability on Pokdarwis Performance

To adapt to the difficulties of local and global competitiveness, organizations must strengthen their flexibility, responsiveness, efficiency, and staff innovation (Putra et al., 2020). This is owing to the fast expanding demand for creative product and service capabilities, as well as the internal procedures and behaviors of all organization members. Previous research has looked into the move from efficiency to innovation in order to address this issue. To boost organizational creativity and performance, better knowledge on how individuals can be coordinated is required. Furthermore, Asbari et al. (2020) argue that internal processes must provide innovations that aid in performance improvement. Simultaneously, Prameswari et al. (2020) demonstrate that employee creativity has an indirect impact on organizational value through impacting markets and financial position. According to Juliana (2019), the innovation has no discernible impact on the development of young entrepreneurs in the culinary industry. According to Purnomo and Santosa (2014), marketing and operational ability have a beneficial impact on performance.

However, Hutagalung et al. (2020) claim that innovation is important for improving employee performance and that schools that focus on employee innovation are more productive and productive. In a global market, you must be competitive.

The hypothesis can be stated as follows, based on the foregoing explanation.

H3: Innovation capability has a significant effect on performance

Influence Knowledge management on Pokdarwis performance through the mediation of Innovation Capabilities

Sustainability remains a major concern and issue in the present industry 5.0, which is characterized by increasingly harsh competition. The ability to innovate is a key factor in ensuring the long-term viability of a company. This performance is determined by the organization's knowledge culture, which includes both implicit and explicit knowledge. Many studies of innovation capabilities have concluded that knowledge management has an impact on innovation (Al Ahabbi et al., 2019; Becerra – Fernandez & Sabherwal, 2015; Butt et al., 2019; Zaim et al., 2019). While knowledge management has an impact on individual employee performance, it has been ingrained in many business procedures (Ahmad et al., 2018; Dickel & de Moura, 2016; Manfredi Latilla et al., 2018; Mardani et al., 2018; Roy & Mitra, 2018; Zafar, 2019) Based on these findings, the purpose of this research is to look into the impact of knowledge management on Pokdarwis performance in South Tangerang, Keranggan Village, by examining Pokdarwis innovative capacities.

The following hypothesis can be made based on the given explanation.

H4: Knowledge management significantly affects Pokdarwis performance through the mediation of innovation capability.

The Effect of Work Environment on Pokdarwis Performance Through Mediation of Innovation Capability

Empirical research on the effect of the work environment on innovation capability (Anderson et al., 2004; Egan, 2005; George & Jones, 2008; Hunter et al., 2007) has provided the most recent reviews, suggesting that some socio-organizational elements of the work environment can motivate people to be more creative (Anderson et al., 2004; Egan, 2005; George & Jones, 2008; Hunter et al., 2007). Teamwork, which necessitates the sharing and discussion of ideas, and challenging activities that necessitate creative problem-solving are two examples. The work environment has a considerable impact on innovation capability, according to this study's empirical findings (Jackson et al., 2016; Maravilhas & Martins, 2019; Riyanto, 2018; Yaklai et al., 2018). has become a well-kept secret, especially in these age of knowledge (Anning-Dorson, 2018; Hutagalung et al., 2020; Najafi-Tavani et al., 2018; Rajapathirana & Hui, 2018; Sulistyo & Ayuni, 2018; Yusr, 2016). Managers must examine internal and external environmental challenges while adjusting strategies to increase performance in a competitive context, according to Rahman et al. (2021). On this basis, it is acceptable to assume that innovation capability is a mediator of the relationship between the work environment's influence on Pokdarwis' performance. However, empirical testing is required to determine the magnitude of the effect.

The following hypothesis can be made based on the given explanation.

H5: The work environment significantly affects Pokdarwis performance through mediation of innovation capability.

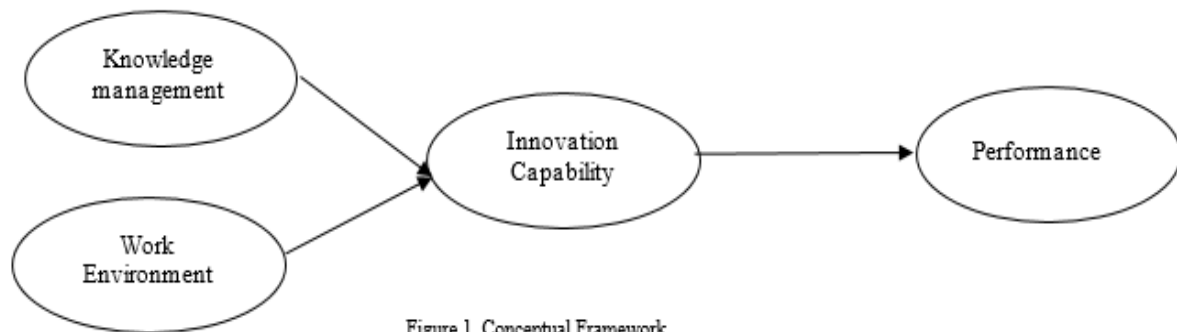


Figure 1. Conceptual Framework
Source: developed in this research (2021)

3. Research Method

Because the goal of this study is to explain the causal relationship between variables through hypothesis testing, descriptive analysis is used.

This study employs a quantitative approach, which entails processing and presenting data using statistical methods to allow researchers to make objective choices in accordance with existing regulations (Darmawan, 2016; Riyanto & Hatmawan, 2020). This research employed a quantitative methodology. Questionnaires were distributed to 35 Pokdarwis in the Keranggan tourism village to collect data. The 14-item instrument was adapted from Becerra – Fernandez and Sabherwal (2015) to assess knowledge management. The work environment was based on 12 items from Jain and Kaur (2014). Sasono and Novitasari (2020) used three factors to determine innovation capability, while Dessler (2017) used 11 factors to determine performance. Each item question/statement had seven possible responses: Score of 7 for strongly agree (SS) and 1 for strongly disagree (STS). The data is processed using the PLS and the software SmartPLS version 3.0 as tools.

4. Results and Discussion

4.1. Results

From The results of the analysis of 35 pokdarwis in the Keranggan tourist village obtained the following results.

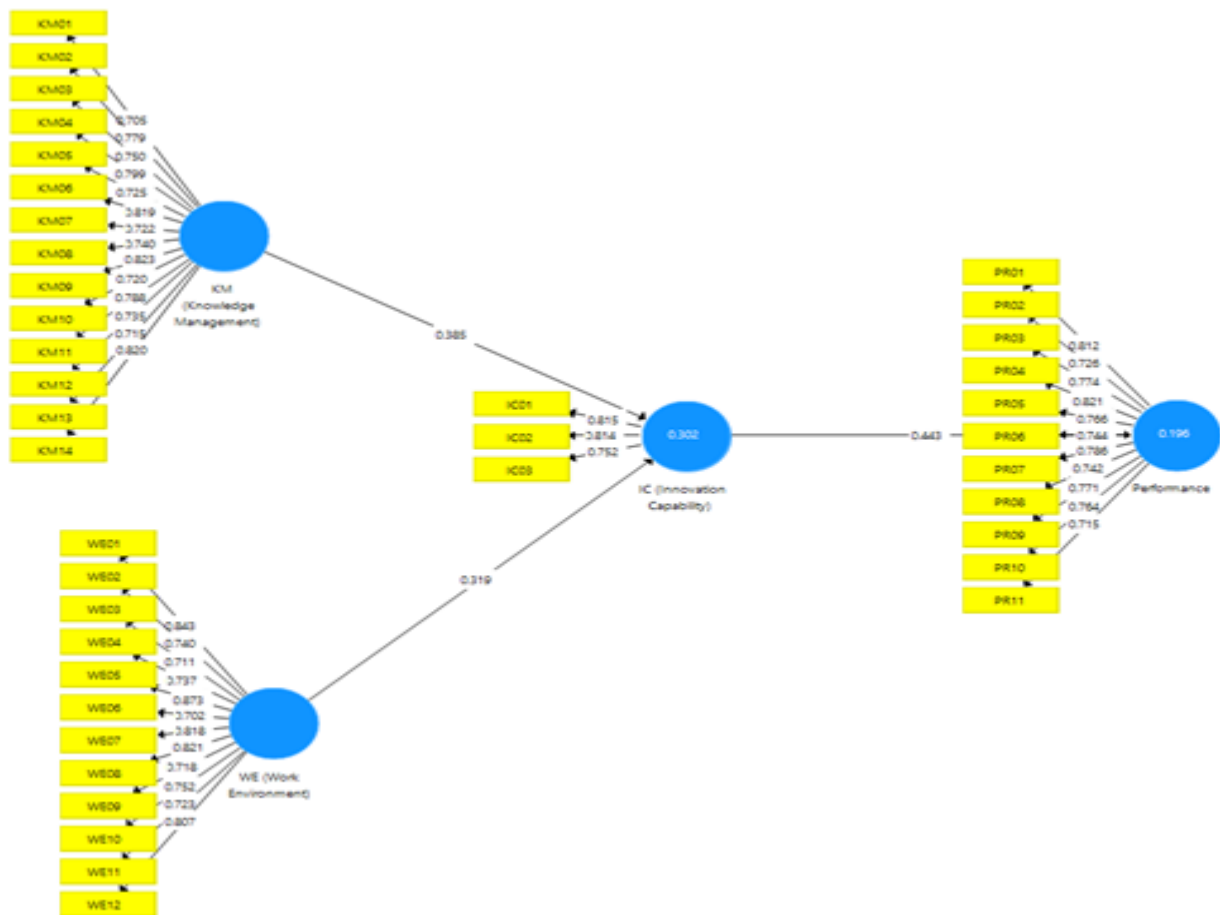


Figure 2 Structural Model Research on *SmartPLS Software*

The structural model of the research in Figure 2 shows that the value of each variable indicator is above 0.7, so it can be stated that all variables are eligible to be tested.

Validity Test Validity

The test is used to determine whether or not a questionnaire is valid. If the statement on the questionnaire can reveal something that will be measured by the questionnaire, it is pronounced valid (Ghozali, 2014). The loading factor is calculated after utilizing SmartPLS to process the data, as indicated in the table. A factor loading of larger than 0.7 is required (Hair et al., 2014). Several of the 40 questionnaire indicators examined in this study have a factor loading of less than 0.7.

The following are the results of utilizing SmartPLS software to process data: The test is used to determine whether or not a questionnaire is valid. If the statement on the questionnaire can reveal something that will be measured by the questionnaire, it is pronounced valid (Ghozali, 2014). The loading factor is calculated after utilizing SmartPLS to process the data, as indicated in the table. A factor loading of larger than 0.7 is required (Hair et al., 2014). Several of the 40 questionnaire indicators examined in this study have a factor loading of less than 0.7. The following are the results of utilizing SmartPLS software to process data:

Table 1. Factor Loading

	IC (Innovation Capability)	KM (Knowledge Management)	Performance	WE (Work Environment)
IC01	0.815			
IC02	0.814			
IC03	0.752			
KM01		0.705		
KM02		0.779		
KM03		0.750		
KM04		0.799		
KM05		0.725		
KM06		0.819		
KM07		0.722		
KM08		0.740		
KM09		0.823		
KM10		0.720		
KM11		0.788		
KM12		0.735		
KM13		0.715		
KM14		0.820		
PR01			0.812	
PR02			0.726	
PR03			0.774	
PR04			0.821	
PR05			0.766	
PR06			0.744	
PR07			0.786	
PR08			0.742	
PR09			0.771	
PR10			0.764	
PR11			0.715	
WE01				0.843
WE02				0.740
WE03				0.711
WE04				0.737
WE05				0.873
WE06				0.702
WE07				0.818
WE08				0.821
WE09				0.718
WE10				0.752
WE11				0.723
WE12				0.807

Source: Processed Data Result (2021)

Validity Test with Average Variance Extracted

The average variance extracted (AVE) value is calculated after the data has been processed with SmartPLS. The criterion is that the average variance extracted (AVE) value for each variable must be greater than 0.5. (Ghozali & Latan, 2015). The following results are obtained after processing the data with SmartPLS software:

Table 2. Validity Test with Average Variance Extracted

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
IC (Innovation Capability)	0.710	0.837	0.631
KM (Knowledge Management)	0.944	0.951	0.580
Performance	0.930	0.940	0.587
WE (Work Environment)	0.938	0.946	0.597

Source: Processed Data Result (2021)

All variables have an AVE value larger than 0.5, as can be observed. The variables are valid if they meet the conditions listed above, and convergent validity can be assumed.

Validity Test with Cross Loading

An indicator can meet discriminant validity if the value of the cross-loading indicator on the variable is the largest compared to other variables (Ghozali & Latan, 2015). After processing the data using SmartPLS software, the following results are obtained:

Table 3. Cross Loading

	IC (Innovation Capability)	KM (Knowledge Management)	Performance	WE (Work Environment)
IC01	0.815	0.441	0.350	0.382
IC02	0.814	0.406	0.346	0.251
IC03	0.752	0.204	0.364	0.316
KM01	0.319	0.705	0.343	0.331
KM02	0.378	0.779	0.242	0.163
KM03	0.293	0.750	0.035	0.176
KM04	0.372	0.799	0.082	0.023
KM05	0.328	0.725	0.246	0.066
KM06	0.389	0.819	0.115	-0.007
KM07	0.248	0.722	0.081	0.216
KM08	0.228	0.740	0.140	-0.004
KM09	0.422	0.823	0.176	0.255
KM10	0.332	0.720	0.012	0.270
KM11	0.285	0.788	0.194	0.266
KM12	0.495	0.735	0.152	0.192
KM13	0.209	0.715	0.146	0.161
KM14	0.297	0.820	0.017	0.166

PR01	0.409	0.132	0.812	0.137
PR02	0.324	0.183	0.726	0.098
PR03	0.267	0.162	0.774	0.210
PR04	0.322	0.008	0.821	0.236
PR05	0.257	0.086	0.766	0.199
PR06	0.519	0.127	0.744	0.434
PR07	0.203	0.311	0.786	0.142
PR08	0.321	0.124	0.742	0.146
PR09	0.268	0.120	0.771	0.141
PR10	0.328	0.109	0.764	0.326
PR11	0.281	0.315	0.715	0.257
WE01	0.352	0.150	0.220	0.843
WE02	0.228	0.256	0.273	0.740
WE03	0.332	0.017	0.294	0.711
WE04	0.342	0.142	0.207	0.737
WE05	0.243	0.099	0.115	0.873
WE06	0.311	0.094	0.198	0.702
WE07	0.376	0.265	0.303	0.818
WE08	0.362	0.063	0.205	0.821
WE09	0.233	0.170	0.069	0.718
WE10	0.242	0.255	0.149	0.752
WE11	0.258	0.198	0.263	0.723
WE12	0.330	0.310	0.353	0.807

Source: Processed Data Result (2021)

Table 3 shows the cross-loading results, which show that all values of cross-loading indicators on the construct are more significant than the cross-loading values of other construct indicators, indicating that all indicators are legitimate.

Reliability Test

A questionnaire's reliability is a metric that reflects how reliable it is (Ghozali, 2014). If the respondent's answer to each statement is consistent, the questionnaire can be considered credible. The part of Composite Reliability that is used to test the value of the Reliability of indicators on a variable is called Composite Reliability. If a variable's composite reliability value is more than 0.6, it can be stated to meet composite Reliability (Ghozali & Latan, 2015). The instrument's reliability was tested by looking at the composite reliability value of each indicator.

- The components of the research instrument are declared dependable if the composite Reliability is more than 0.60.
- If the composite Reliability is less than 0.60, the instrument's items are considered unreliable.

Table 4 Reliability Test

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Result
IC (Innovation Capability)	0.710	0.837	0.631	Valid and Reliable
KM (Knowledge)	0.944	0.951	0.580	Valid and

Management)				Reliable
Performance	0.930	0.940	0.587	Valid and Reliable
WE (Work Environment)	0.938	0.946	0.597	Valid and Reliable

Source: Processed Data Result (2021)

Discriminant Validity Test

To test discriminant validity, cross-loading of predictor, Fornell, and Larcker criteria could be used. When considering Cross-loading, the assigned construct's factor loading indicators must be greater than all other loading indicators, with a factor loading cut-off value more than 0.70. (Stella and colleagues, 2021). When compared to the heterotrait-monotrait (HTMT) criteria, the Fornell and Larcker criteria and cross-loading evaluation were not sensitive enough to discover discriminant validity. As a result, HTMT criteria should be used for this purpose to ensure that the interpretation of causal effects in the modeling analysis is accurate. The measurement model will be free of complications other than establishing a good quality measuring instrument through the items in the developed questionnaire, despite the most demanding technique (HTMT compared to Fornell and Larcker standards). . (Ab Hamid et al., 2017; Fornell & Larcker, 1981; Henseler, et al., 2015).

Table 5. HTMT Ratio

	Innovation capability	Knowledge Management	Performance	Work Environment
Innovation capability				
Knowledge Management	0.512			
Performance	0.511	0.243		
Work Environment	0.474	0.275	0.299	

Source: Processed Data Result (2021)

Table 6 Fornell and Larcker Result

	Innovation capability	Knowledge Management	Performance	Work Environment
Innovation capability	0.794			
Knowledge Management	0.453	0.761		
Performance	0.443	0.189	0.766	
Work Environment	0.401	0.214	0.295	0.772

Source: Processed Data Result (2021)

The findings of the most recent discriminant validity test are shown in Table 6, and the cross-loading value on the research instrument can be checked. The correlation value between each indicator and all variables in the research instrument is known as the cross-loading value. If the correlation value between indicators and variables containing indicators is greater than the correlation value between indicators and other indicators, the cross-loading value is valid.

Structural Model Testing (Inner Model)

When using PLS to evaluate a structural model, the R-Square for each endogenous latent variable is used to determine the structural model's predictive capacity. Changes in R-squares are

used to explain if particular exogenous latent factors have a significant impact on endogenous latent variables. Meanwhile, the significant test on each path employs the path coefficient value or the t-statistic test.

The R Square value is the endogenous construct's coefficient of determination. R square is 0.67 (strong), 0.33 (medium/moderate), and 0.19 (weak), according to Chin (1998).

Table 7. R Square

	R Square	R Square Adjusted
Innovation Capability	0.302	0.258
Performance	0.196	0.172

Source: Processed Data Result (2021)

Table 7 shows that the Performance variable has an R-square value of 0.196 (19.6%), indicating that all variables fall into the Weak category, while the Innovation capability variable has an R-square value of 0.302, indicating that all factors fall into the Moderate or Moderate category.

Structural Model Test (Hypothesis)

The bootstrapping method can be used to determine the effect of variables on each other. The significant value (P-value) and the T-table value are used in the PLS method to decide whether to accept or reject a hypothesis. The significance value can be calculated using the parameter coefficient values and the t statistic significance value in the SmartPLS program.

Table 6. Hypothesis test

Construct	Coefficient	T Statistics	P Values	Result
Innovation capability -> Performance	0.107	4.148	0.000	Supported
Knowledge Management -> Innovation capability	0.148	2.604	0.005	Supported
Work Environment -> Innovation capability	0.11	2.891	0.002	Supported

Source: Processed Data Result (2021)

Table 7. Specific Indirect Effect

Construct	Coefficient	T Statistics	P Values	Result
Knowledge Management -> Innovation capability -> Performance	0.085	2.002	0.023	Supported
Work Environment -> Innovation capability -> Performance	0.072	1.952	0.025	Supported

Source: Processed Data Result (2021)

4.2 Discussion

Showing the outcomes of innovation capability has a considerable impact on performance, knowledge management has a significant impact on innovation capability, and the work environment has a significant impact on innovation capability, it may be concluded. Through the mediation of innovative capabilities, the work environment has a significant impact on Pokdarwis' performance. Through the mediation of innovation capacities, knowledge management has a significant impact on Pokdarwis performance. The following theory can be used to explain this:

Knowledge Management on Innovation Capability

The first hypothesis states that knowledge management has a significant impact on innovation capability, which is consistent with research (Martn-de Castro, 2015; Obeidat et al., 2016) that states that the knowledge management process (which is represented by the process of obtaining valuable information, disseminating knowledge throughout the world, and commercially applying this knowledge) has been confounded.

Work Environment on Innovation Capability

The second hypothesis demonstrates that the work environment has a significant impact on innovation capability, which is consistent with research (Choi, 2020; Jain & Kaur, 2014; Rahman et al., 2021), implying that the work environment should be designed to meet employee satisfaction and ensure a free flow of ideas, which motivates employees to achieve higher innovation capabilities. Employees will be motivated to raise their degree of innovation potential if the work environment is designed effectively.

Innovation Capability on Pokdarwis Performance

The third hypothesis shows that innovation capability has a significant impact on Pokdarwis performance, which is consistent with research (Al Taweel & Al-Hawary, 2021; Asbari et al., 2020; Hutagalung et al., 2020; Purnomo & Santosa, 2014) that internal processes must create innovation that contributes to improving performance and that innovation ability plays a mediating role in increasing the relationship between strategic agility and performance.

The Influence of Knowledge Management on Pokdarwis Performance Through Mediation of Innovation Capability

According to the fourth hypothesis, knowledge management has a major impact on Pokdarwis performance through mediating innovative capacities (Al Ahbabi et al., 2019; Becerra – Fernandez & Sabherwal, 2015; Butt et al., 2019; Zaim et al., 2019). (Ahmad et al., 2018; De Moura, Dickel, 2016; Manfredi Latilla et al., 2018; Mardani et al., 2018; Roy & Mitra, 2018; Zafar, 2019).

The Influence of the Work Environment on Pokdarwis Performance Through Mediation of Innovation Capability

According to study (Anderson et al., 2004; Egan, 2005; George & Jones, 2008; Hunter et al., 2007), the work environment has a considerable effect on Pokdarwis performance via modulating innovative skills. This paper employs an empirical investigation to demonstrate how the workplace environment has a substantial impact on creativity capabilities (Jackson et al., 2016; Maravilhas & Martins, 2019; Rahman et al., 2021; Riyanto, 2018; Yaklai et al., 2018). The phenomena of innovation capability having a large impact on performance has become a well-kept secret, particularly in this age of knowledge (Anning-Dorson, 2018; Hutagalung et al., 2020; Najafi-Tavani et al., 2020; Rajapathirana & Hui, 2018; Sulistyo & Ayuni, 2018; Yusr, 2016).

5. Conclusion

The Pokdarwis village organization is thought to be capable of developing new products and services, as well as directing the organization to meet strategic goals effectively and efficiently, build high managerial expertise, and create a healthy work atmosphere that can boost performance. Finally, it was discovered that innovation ability mediates the relationship between knowledge management and performance, as well as the impact of the work environment on performance. This indicates that if innovation capability improves, the impact of total knowledge management and the work environment on performance will grow. This last goal can be realized by a modern management approach that promotes long-term village development activities, as evidenced by increased production, the development of a large base of devoted tourists, and long-term improvements. To attain good performance and be supported, one sort of change

necessitates expanding organizational capacities by giving additional dynamic capabilities such as the ability to innovate, increase managerial expertise, and create a positive work environment. According to recent research, innovation is a long-term strategy because the environment in which businesses operate is always changing and evolving. Adapting to these changes is a key quality of innovation capability. If an organization, particularly Pokdarwis, recognizes that improving performance is through rapid response by introducing new products and utilizing knowledge management skills, as well as improving a conducive working environment and different innovations through improving tourism products, the organization must determine the best way to improve performance based on its assessment of market needs. Because the current study was only conducted in the South Tangerang area, future research should consider whether this research could be conducted in tourist villages throughout Indonesia to find a knowledge management perspective and work environment that has an impact on Pokdarwis performance and to identify the impact of knowledge management and work environment on competitive advantage. To provide research that leads to the growth of Pokdarwis organizations, you'll need long-term organizing skills.

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