

Beyond Knowledge Sharing: Reframing Innovative Service Behavior through Strategic Knowledge Accessibility in International Hotels

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Abstract

The advancement of digital transformation in the hospitality sector has reshaped the way organizations manage and leverage knowledge by moving beyond the traditional emphasis on knowledge exchange toward the strategic accessibility and utilization of valuable knowledge resources. While prior research has extensively highlighted knowledge sharing as a key driver of employee innovation, limited attention has been given to understanding how employees identify, access, and apply strategically relevant knowledge within digitally enabled organizational environments. To address this gap, this study introduces Strategic Knowledge Accessibility (SKA) as a novel construct that extends existing knowledge management perspectives and provides a new explanation for the development of Innovative Service Behavior (ISB). Grounded in the Knowledge-Based View (KBV), this study investigates the role of Digital HR Capability in facilitating SKA and examines how SKA contributes to employees' innovative service behavior, while considering Leadership Support as a moderating factor that strengthens the translation of digital HR capabilities into strategic knowledge accessibility. The study was conducted among 335 employees of four- and five-star international chain hotels in Bali, Indonesia. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the latest version of SmartPLS. This study contributes to hospitality and human resource management literature by proposing SKA as an emerging knowledge mechanism that explains how digital HR capabilities enable employees to transform accessible strategic knowledge into innovative service practices. The findings offer practical implications for hotel organizations seeking to optimize digital HR ecosystems and leadership support to foster continuous service innovation.

Keywords: Digital HR Capability, Innovative Service Behavior, International Chain Hotels, Leadership Support, Strategic Knowledge Accessibility

1. INTRODUCTION

The rapid advancement of digital transformation has fundamentally reshaped the competitive landscape of the hospitality industry, requiring organizations to continuously develop new capabilities to sustain service excellence and long-term competitiveness [1]. In contemporary hospitality environments, particularly international chain hotels, competitive advantage is no longer determined solely by operational efficiency and standardized service procedures but also by the ability to utilize digital resources, organizational knowledge, and employee-driven innovation [2], [3]. As customer expectations become increasingly personalized and dynamic, employees are expected to actively generate new ideas, improve service processes, and develop creative solutions to enhance guest experiences [4]. Consequently, Innovative Service Behavior (ISB) has emerged as an essential employee capability that enables hospitality organizations to continuously improve service delivery and create superior customer value [5].

Digital transformation has also accelerated the evolution of human resource management from a traditional administrative function into a strategic organizational capability [6]. Digital HR Capability enables organizations to integrate digital technologies, HR information systems, analytics platforms, and technology-based learning mechanisms to enhance employee development and organizational. In international chain hotels, where global service standards and knowledge-intensive operations are highly emphasized, digital HR systems provide employees with opportunities to access organizational resources, learning materials, and operational knowledge across organizational networks. However, the availability of digital HR infrastructure does not automatically translate into innovative employee behavior [7]. Organizations must ensure that employees possess the capability to identify, access, and utilize strategically valuable knowledge to transform digital resources into meaningful service improvements [8].

Previous studies have extensively examined knowledge-based mechanisms that facilitate employee innovation, with knowledge sharing being one of the most frequently discussed explanations [9]. Knowledge sharing enables employees to exchange experiences, expertise, and problem-solving approaches, thereby supporting organizational learning and innovation processes [10]. Nevertheless, existing knowledge-sharing research primarily focuses on the transmission and exchange of knowledge among organizational members. Such a perspective provides limited explanation of how employees identify the most relevant knowledge, locate valuable knowledge resources within complex digital environments, and apply such knowledge to generate innovative service solutions. In digitally transformed workplaces, the challenge is no longer merely whether knowledge is shared, but whether employees can strategically access and utilize the knowledge required for innovation [11], [12].

To address this theoretical limitation, this study introduces Strategic Knowledge Accessibility (SKA) as a novel construct that extends beyond conventional knowledge-sharing perspectives. Unlike knowledge sharing, which emphasizes the exchange of information between individuals, Strategic Knowledge Accessibility focuses on employees' ability to identify, obtain, evaluate, and apply strategically relevant knowledge resources to support work-related decisions and innovation [13]. In hospitality organizations, where employees frequently encounter diverse customer demands and unexpected service situations, the ability to access appropriate knowledge at the right time becomes a critical capability for developing innovative service responses [14]. Therefore, SKA provides a new theoretical mechanism for explaining how digital HR resources are transformed into employee innovative behaviors beyond traditional knowledge exchange processes [3], [15].

This study is grounded in the Knowledge-Based View (KBV), which conceptualizes knowledge as a strategic organizational resource that enables firms to achieve competitive advantage through knowledge creation, integration, and utilization [15]. Recent studies have extended KBV by emphasizing that organizational performance depends not only on possessing valuable knowledge resources but also on the capability to make knowledge accessible and applicable among organizational members. From this perspective, Digital HR Capability represents an organizational capability that facilitates access to knowledge resources through digital infrastructures, while Strategic Knowledge Accessibility represents the employee-level mechanism through which knowledge resources are converted into innovative service outcomes [16]. Accordingly, SKA extends KBV by highlighting accessibility and usability of strategic knowledge as a critical pathway connecting digital transformation and employee innovation.

Although digital HR capabilities create opportunities for employees to access organizational knowledge, the effectiveness of such capabilities depends on contextual factors that encourage employees to utilize digital resources. Leadership Support represents an important organizational condition because leaders influence employees' acceptance of digital systems, willingness to explore new knowledge sources, and motivation to implement innovative ideas [17]. Supportive leaders can facilitate technology adoption, encourage knowledge utilization, and create psychological conditions that allow employees to experiment with new service approaches [18]. Therefore, Leadership Support may strengthen the relationship between Digital HR Capability and Strategic Knowledge Accessibility by ensuring that employees are encouraged and empowered to utilize available digital knowledge resources [19].

The context of four- and five-star international chain hotels in Bali provides a relevant empirical setting for examining these relationships [20]. International chain hotels typically operate within highly standardized global service systems while simultaneously demanding continuous innovation to respond to increasingly complex guest expectations. These organizations commonly utilize digital HR platforms, global learning systems, and knowledge-sharing infrastructures that enable employees to access organizational knowledge [21]. At the same time, frontline employees are required to demonstrate innovative service behavior to maintain service quality and competitive differentiation. This context provides an appropriate environment for investigating how digital HR capabilities and strategic knowledge accessibility contribute to employee innovation [22].

Accordingly, this study examines the influence of Digital HR Capability on Innovative Service Behavior through the mediating role of Strategic Knowledge Accessibility, while investigating the moderating role of Leadership Support among employees of four- and five-star international chain hotels in Bali, Indonesia. This study contributes to hospitality and human resource management literature in two important ways. First, it introduces Strategic Knowledge Accessibility as a novel knowledge mechanism that moves beyond traditional knowledge sharing by explaining how employees strategically access and utilize knowledge resources in digitally enabled workplaces. Second, it extends the Knowledge-Based View by demonstrating how digital HR capabilities are transformed into innovative service outcomes through knowledge accessibility processes, providing new insights into how hospitality organizations can develop employee-driven service innovation in the digital era.

2. THEORETICAL REVIEW

2.1 Complexity Theory

This study is primarily grounded in the Knowledge-Based View (KBV), which conceptualizes knowledge as the most strategically valuable organizational resource because competitive advantage depends on an organization's ability to create, integrate, and utilize knowledge effectively [15]. Unlike traditional resource perspectives that emphasize tangible assets, KBV highlights that organizational success increasingly depends on how firms mobilize knowledge resources through organizational processes and employee capabilities. In contemporary digital environments, the value of knowledge is not determined merely by its availability but by the extent to which employees can access, interpret, and apply knowledge to support organizational objectives.

Within hospitality organizations, knowledge represents a critical resource because service quality and innovation depend heavily on employees' ability to utilize operational knowledge, customer insights, and

organizational expertise. International chain hotels, in particular, rely on extensive knowledge systems, standardized service procedures, and digital platforms to ensure consistent service delivery across locations [23]. Therefore, the ability to transform organizational knowledge into innovative service practices becomes an important capability for achieving service excellence [24]. From the KBV perspective, Digital HR Capability provides the infrastructure that facilitates knowledge accessibility, while Strategic Knowledge Accessibility represents the mechanism through which employees transform available knowledge resources into Innovative Service Behavior [25].

2.2 Digital HR Capability

Digital HR Capability refers to an organization's ability to integrate and utilize digital technologies to enhance human resource processes, employee development, knowledge management, and organizational decision-making [6]. Unlike conventional HR practices that primarily emphasize administrative efficiency, Digital HR Capability represents an organizational capability that enables firms to develop technology-enabled HR ecosystems where employees can access information, enhance competencies, and utilize organizational resources more effectively [26].

In hospitality organizations, Digital HR Capability has become increasingly important because employees must continuously adapt to changing customer expectations, digital service innovations, and dynamic operational challenges [27]. Through digital HR infrastructures, including Human Resource Information Systems (HRIS), Learning Management Systems (LMS), Employee Self-Service (ESS) platforms, and digital performance management systems, hotels can facilitate employee learning, improve information accessibility, and support knowledge utilization [28], [29]. These systems provide employees with greater opportunities to acquire relevant organizational knowledge; however, the availability of digital infrastructure alone does not guarantee innovative outcomes. Employees must possess the ability to effectively navigate and utilize these digital resources to access knowledge that is strategically relevant to their work contexts [30].

From the perspective of the Knowledge-Based View (KBV), Digital HR Capability represents an organizational capability that facilitates the creation, accessibility, and utilization of knowledge resources by reducing barriers between employees and organizational knowledge. In this sense, digital HR systems function not merely as technological tools but as enabling mechanisms that allow employees to identify and utilize valuable knowledge for service improvement and innovation. Therefore, this study proposes that Digital HR Capability enhances employees' Strategic Knowledge Accessibility.

H1: Digital HR Capability has a positive effect on Strategic Knowledge Accessibility

2.3 Strategic Knowledge Accessibility

Strategic Knowledge Accessibility (SKA) is introduced in this study as a novel knowledge mechanism that extends beyond traditional knowledge-sharing perspectives. While conventional knowledge sharing emphasizes the exchange of information, experiences, and expertise among organizational members, SKA focuses on employees' ability to identify, access, evaluate, and utilize strategically valuable knowledge resources to support decision-making and innovation [13].

The increasing complexity of digital work environments has changed the nature of knowledge management challenges. Organizations today are not only required to ensure that knowledge is available but also to enable employees to locate and apply the most relevant knowledge at the appropriate time. Excessive information availability may create difficulties if employees lack the capability to distinguish strategically valuable knowledge from irrelevant information. Therefore, accessibility and usability of knowledge become essential conditions for transforming organizational knowledge resources into innovative outcomes. From the KBV perspective, Strategic Knowledge Accessibility represents an important knowledge-based mechanism because it explains how employees convert organizational knowledge resources into practical actions. In hospitality settings, employees who can access relevant service knowledge are more capable of developing creative solutions, responding to guest needs, and improving service processes. Thus, SKA is expected to positively influence Innovative Service Behavior [3], [15].

H2: Strategic Knowledge Accessibility has a positive effect on Innovative Service Behavior

2.4 Innovative Service Behavior

Innovative Service Behavior refers to employees' intentional actions to generate, promote, and implement new ideas that improve service processes, service delivery, and customer experiences [31]. In hospitality organizations, innovative service behavior is particularly important because employees directly interact with customers and frequently encounter unique service situations requiring creativity and adaptive problem-solving [32].

Previous studies demonstrate that employee innovation is influenced by organizational resources, knowledge availability, and supportive work environments [33]. However, innovation does not emerge simply from possessing information or knowledge resources. Employees must be able to access meaningful knowledge and apply it effectively within service contexts. Therefore, this study argues that Strategic Knowledge Accessibility provides a critical pathway through which digital organizational resources are translated into innovative service outcomes. Based on KBV, employees become innovation agents when they can effectively utilize organizational knowledge resources. Accordingly, this study proposes that Strategic Knowledge Accessibility enhances employees' ability to develop and implement innovative service behaviors [5].

H3: Digital HR Capability has a positive effect on Innovative Service Behavior

2.5 Leadership Support as a Moderator

Leadership Support refers to employees' perceptions that their leaders provide encouragement, resources, guidance, and recognition to facilitate work-related activities and innovation [17]. Although Digital HR Capability provides employees with access to digital knowledge resources, the extent to which these resources are utilized depends strongly on leadership encouragement and organizational support. Supportive leaders play an important role in reducing employees' resistance toward digital systems, encouraging exploration of new knowledge sources, and creating an environment where employees feel empowered to apply knowledge creatively. In international chain hotels, supervisors and department managers influence whether employees actively engage with digital HR platforms and transform accessible knowledge into improved service practices [34].

From the KBV perspective, leadership support represents an enabling condition that strengthens the effectiveness of organizational knowledge resources. Therefore, leadership support is expected to strengthen the relationship between Digital HR Capability and Strategic Knowledge Accessibility.

H4: Leadership Support moderates the positive relationship between Digital HR Capability and Strategic Knowledge Accessibility, such that the relationship is stronger when Leadership Support is high

2.6 Research Model and Hypotheses Development

Based on the KBV perspective, this study proposes that Digital HR Capability enhances employees' ability to access strategically valuable knowledge, which subsequently encourages Innovative Service Behavior. Furthermore, Leadership Support is proposed as a contextual factor that strengthens the translation of digital HR capabilities into strategic knowledge accessibility.

The conceptual framework explains that innovative service outcomes in international chain hotels are not solely determined by technological availability but by employees' capability to strategically access and utilize knowledge resources supported by digital HR systems and leadership practices.

Table 1. Research Hypotheses Development

Hypothesis	Statement
H1	Digital HR Capability has a positive effect on Strategic Knowledge Accessibility.
H2	Strategic Knowledge Accessibility has a positive effect on Innovative Service Behavior.
H3	Digital HR Capability has a positive effect on Innovative Service Behavior.
H4	Leadership Support moderates the relationship between Digital HR Capability and Strategic Knowledge Accessibility.

3. RESEARCH METHODOLOGY

3.1 Research Design and Study Context

This study employed a quantitative research design using a cross-sectional survey approach to examine the relationships among Digital HR Capability, Strategic Knowledge Accessibility, Innovative Service Behavior, and Leadership Support. A quantitative approach was considered appropriate because it enables the empirical testing of theoretical relationships among latent constructs through statistical analysis of employee perceptions [35]. The cross-sectional design was selected because this study aims to capture employees' evaluations of digital HR practices, knowledge accessibility processes, leadership support, and innovative service behavior within a specific organizational context at a single point in time. Data were collected from 335 employees working in four- and five-star international chain hotels in Bali, Indonesia. The selection of international chain hotels as the research context was theoretically justified because these organizations represent highly standardized, knowledge-intensive, and digitally transformed service environments where employee innovation is essential for maintaining competitive advantage. Compared with independent hotels, international chain hotels generally possess more mature Digital HR infrastructures, including integrated HR information systems,

digital learning platforms, and global knowledge-sharing mechanisms that enable employees to access organizational resources across locations. At the same time, frontline employees in luxury hospitality settings are required to continuously adapt service delivery, solve customer-related problems, and create personalized guest experiences, making Innovative Service Behavior a critical outcome. Therefore, international chain hotels provide an appropriate empirical setting for examining how Digital HR Capability enables employees to access strategically valuable knowledge and transform such knowledge into innovative service practices, while considering the role of Leadership Support as an important organizational facilitator.

3.2 Population, Sample, and Data Collection

The target population of this study consisted of employees working in four- and five-star international chain hotels in Bali, Indonesia. Respondents were selected using purposive sampling because the study required employees who had direct experience with digital HR practices, organizational knowledge accessibility, leadership support, and service innovation activities. To ensure that respondents had sufficient organizational experience, only employees who had worked for at least one year and were involved in service-related activities were included in the study. Data were collected through questionnaire surveys distributed both directly and online to employees of selected international chain hotels. A total of 335 valid responses were obtained and included in the final analysis. The sample size was considered adequate for Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS, as the method is suitable for examining complex models involving multiple constructs, mediation, and moderation relationships [35].

3.3 Measurement Variables

Data were collected using a structured questionnaire with measurement items adapted from previous established studies. Digital HR Capability was measured using indicators reflecting the organization's ability to utilize digital technologies in HR processes, employee development, and knowledge management practices. Strategic Knowledge Accessibility was operationalized as a new construct capturing employees' ability to identify, access, and utilize strategically valuable knowledge resources to support work activities. Innovative Service Behavior was measured using indicators adapted from previous innovation behavior studies, while Leadership Support was assessed based on employees' perceptions of supervisor encouragement and support for innovation and technology utilization. All measurement items were measured using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

3.4 Data Analysis

The proposed research model was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the latest version of SmartPLS. PLS-SEM was selected because it is suitable for examining complex models involving multiple constructs, mediation, and moderation relationships. The data analysis was conducted in two stages. First, the measurement model was evaluated by assessing reliability and validity through indicator loadings, Cronbach's alpha, Composite Reliability (CR), Average Variance Extracted (AVE), and discriminant validity. Second, the structural model was assessed by examining path coefficients, t-values, p-values, coefficient of determination (R^2), and predictive relevance to evaluate the proposed hypotheses.

3.5 Ethical Considerations

Participation in this study was voluntary, and respondents were informed about the research objectives before completing the questionnaire. Informed consent was obtained from all participants, and the confidentiality and anonymity of their responses were maintained throughout the research process. No personal identification information was collected, and the data were used exclusively for academic purposes. The study followed ethical principles for social science research to ensure responsible data collection and participant protection.

3.6 Respondent Characteristics

The questionnaire collected respondents' demographic and occupational characteristics, including gender, age, education level, length of work experience, department, position level, and experience using digital HR systems. These characteristics provide contextual information regarding the workforce profile of international chain hotels in Bali and support a comprehensive understanding of the organizational environment in which Digital HR Capability, Strategic Knowledge Accessibility, Leadership Support, and Innovative Service Behavior were examined. The respondent profile indicates a diverse workforce representing different demographic backgrounds, functional areas, and levels of organizational experience. Female respondents represented 52.54% of the sample, while male respondents accounted for 47.46%, indicating a relatively balanced gender distribution among hotel employees. Regarding age, most respondents were between 26 and 35 years old (42.39%), followed by those aged 36–45 years (25.97%), suggesting that the majority of employees were within productive working ages and potentially capable of adapting to digital-based workplace practices. In terms of educational background, bachelor's degree holders represented the largest group (39.40%), followed by diploma

graduates (34.93%), reflecting the competency requirements of international chain hotels that emphasize professional service standards.

Regarding work experience, most respondents had worked for 1–3 years (29.25%), followed by 4–6 years (27.16%) and 7–10 years (22.69%), indicating that the sample consisted largely of employees with sufficient organizational familiarity. In terms of departmental distribution, Food and Beverage Service (23.58%) and Front Office & Guest Relations (22.09%) represented the largest groups, which is appropriate because employees in these departments frequently interact with guests and are directly involved in service innovation activities. Furthermore, operational staff constituted the majority of respondents (71.04%), followed by supervisors (19.70%) and managerial-level employees (9.26%). Most respondents also reported experience using digital HR systems, with 39.10% having used such systems for 1–3 years and 31.34% for 4–6 years, indicating that respondents had sufficient exposure to digital HR practices. A detailed demographic profile of the respondents is presented in Table 2.

Table 2. Demographic Profile of Respondents

Demographics	Categories	Frequency	Percent
Gender	Female	176	52.54%
	Male	159	47.46%
Age	≤25 years	58	17.31%
	26–35 years	142	42.39%
	36–45 years	87	25.97%
	46–55 years	37	11.04%
	>55 years	11	3.29%
Education Level	High School/Vocational School	69	20.60%
	Diploma	117	34.93%
	Bachelor's Degree	132	39.40%
	Master's Degree or higher	17	5.07%
Length of Work Experience	1–3 years	98	29.25%
	4–6 years	91	27.16%
	7–10 years	76	22.69%
	11–15 years	43	12.84%
	>15 years	27	8.06%
Department	Front Office & Guest Relations	74	22.09%
	Food and Beverage Service	79	23.58%
	Housekeeping	58	17.31%
	Sales & Marketing	36	10.75%
	Human Resources	19	5.67%
	Other Departments	69	20.60%
Position Level	Operational Staff	238	71.04%
	Supervisor	66	19.70%
	Managerial Level	31	9.26%
Experience Using Digital HR Systems	Less than 1 year	45	13.43%
	1–3 years	131	39.10%
	4–6 years	105	31.34%
	More than 6 years	54	16.13%

The respondent profile demonstrates that the sample represents employees from diverse functional areas and organizational levels within international chain hotels in Bali. The distribution across gender, age, education level, work experience, department, position level, and digital HR system experience reflects the heterogeneous characteristics of the hospitality workforce. The dominance of operational employees who are directly involved in guest service activities provides an appropriate empirical foundation for examining Innovative Service Behavior, as these employees frequently encounter service challenges that require knowledge utilization and creative responses. Furthermore, the respondents' exposure to digital HR systems and varied organizational experience supports the assessment of how Digital HR Capability facilitates Strategic Knowledge Accessibility and how Leadership Support strengthens the translation of digital knowledge resources into innovative service outcomes.

3.7 Measurement of Variables

All constructs in this study were measured using multi-item scales adapted from established literature and assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) [36]. All

constructs were specified as reflective measurement models, in which observed indicators represent manifestations of their respective latent constructs [35].

Digital HR Capability was measured using indicators adapted from the digital human resource management literature, particularly [6], [25]. The measurement items capture the organization's capability to integrate and utilize digital technologies in human resource processes, including digital HR systems, employee development platforms, digital communication mechanisms, and technology-enabled HR services. These indicators reflect employees' perceptions of how effectively digital HR infrastructures support access to organizational resources, learning opportunities, and work-related information. Strategic Knowledge Accessibility was developed as a novel construct in this study based on the integration of the Knowledge-Based View [37] and knowledge management literature [13]. Unlike conventional knowledge sharing, which emphasizes knowledge exchange among individuals, Strategic Knowledge Accessibility focuses on employees' ability to identify, access, evaluate, and utilize strategically valuable knowledge resources for improving work performance and service innovation. The measurement items were developed to capture employees' ability to obtain relevant organizational knowledge, access digital knowledge resources, locate useful information when needed, and apply available knowledge in responding to service-related challenges.

Innovative Service Behavior was measured using indicators adapted from the employee innovation behavior literature developed by [38]. The indicators capture employees' ability to generate new service ideas, promote innovative suggestions, and implement creative solutions to improve service processes and customer experiences. These dimensions are particularly relevant in hospitality contexts where employees are required to continuously respond to diverse customer expectations. Leadership Support was measured using indicators adapted from the innovation support literature. The construct reflects employees' perceptions of leaders' encouragement, recognition, guidance, and provision of resources that facilitate innovation and knowledge utilization. In this study, Leadership Support represents the contextual condition that enables employees to maximize the value of digital HR resources and strategically accessible knowledge.

To ensure content validity and contextual relevance, all measurement items were adapted and modified to fit the context of four- and five-star international chain hotels in Bali without changing their original theoretical meanings. Before the main survey, the questionnaire was reviewed by experts in human resource management and hospitality management to evaluate item clarity, relevance, and contextual appropriateness. Minor modifications were subsequently made to improve wording consistency and ensure that all measurement items were understandable for hotel employees.

3.8 Common Method Bias

Since the data in this study were collected using a self-reported questionnaire from a single source, procedural and statistical approaches were implemented to minimize the potential influence of common method bias [39]. Procedurally, respondents were informed that participation was voluntary, their responses would remain anonymous and confidential, and the collected data would be used exclusively for academic purposes. In addition, the questionnaire items were designed using clear and neutral statements to reduce social desirability bias, evaluation concerns, and respondents' tendency to provide consistent responses across different constructs. Statistically, Harman's single-factor test was conducted to examine the potential presence of common method bias. The results indicated that the first unrotated factor accounted for less than 50% of the total variance, suggesting that no single factor dominated the covariance among the measurement items. Therefore, common method bias was unlikely to significantly affect the relationships among Digital HR Capability, Strategic Knowledge Accessibility, Innovative Service Behavior, and Leadership Support.

4. RESULT & DISCUSSION

The measurement model was evaluated by assessing indicator reliability, internal consistency reliability, and convergent validity. As presented in Table 3, all indicator loadings exceeded the recommended threshold of 0.70 [35], ranging from 0.706 to 0.872. Furthermore, Cronbach's alpha values ranged from 0.865 to 0.894, while composite reliability (CR) values ranged from 0.903 to 0.919, exceeding the recommended threshold of 0.70. The average variance extracted (AVE) values ranged from 0.616 to 0.659, surpassing the minimum threshold of 0.50. These findings confirm that all constructs demonstrate satisfactory indicator reliability, internal consistency reliability, and convergent validity, indicating that the measurement model is appropriate for subsequent structural model assessment and hypothesis testing.

Table 3. Data Quality Test

Variable	Indicator	Loading Factor	Cronbach's Alpha	CR	AVE
Digital Human Resource Capability (DHRC)	DHRC1	0.754	0.87	0.906	0.659
	DHRC2	0.798			

Variable	Indicator	Loading Factor	Cronbach's Alpha	CR	AVE
Strategic Knowledge Accessibility (SKA)	DHRC3	0.838	0.894	0.919	0.655
	DHRC4	0.872			
	DHRC5	0.792			
	SKA1	0.782			
	SKA2	0.821			
	SKA3	0.795			
	SKA4	0.802			
	SKA5	0.872			
Innovative Service Behavior (ISB)	SKA6	0.782	0.874	0.905	0.616
	ISB1	0.745			
	ISB2	0.801			
	ISB3	0.844			
	ISB4	0.808			
	ISB5	0.706			
	ISB6	0.796			
Leadership Support (LS)	LS1	0.856	0.865	0.903	0.652
	LS2	0.785			
	LS3	0.758			
	LS4	0.764			
	LS5	0.866			

Discriminant validity was assessed using the Fornell-Larcker criterion. As presented in Table 4, the square root of the average variance extracted (AVE) for each construct exceeded its correlations with the other constructs [35]. Specifically, the square root of AVE values ranged from 0.785 to 0.812, all of which were higher than the corresponding inter-construct correlations. These findings indicate that each construct exhibits adequate discriminant validity and is empirically distinct from the other latent variables. Therefore, the measurement model demonstrates satisfactory construct distinctiveness, supporting the appropriateness of proceeding with the structural model assessment and hypothesis testing.

Table 4. Discriminant Validity (Fornell-Larcker Criterion)

No.	Construct	(1)	(2)	(3)	(4)
1	Digital Human Resource Capability (DHRC)	0.812			
2	Strategic Knowledge Accessibility (SKA)	0.458	0.809		
3	Innovative Service Behavior (ISB)	0.396	0.578	0.785	
4	Leadership Support (LS)	0.376	0.683	0.705	0.807

To further assess discriminant validity, the Heterotrait-Monotrait ratio (HTMT) was evaluated, as presented in Table 5 [40]. The results indicate that all HTMT values were below the recommended threshold of 0.85, ranging from 0.397 to 0.758, thereby confirming satisfactory discriminant validity. The highest HTMT value was observed between Leadership Support and Innovative Service Behavior (0.758), followed by Leadership Support and Strategic Knowledge Accessibility (0.724), both remaining well below the recommended threshold. These findings provide further evidence that Digital Human Resource Capability, Strategic Knowledge Accessibility, Innovative Service Behavior, and Leadership Support represent empirically distinct constructs. Therefore, the measurement model demonstrates adequate discriminant validity and provides a robust foundation for subsequent structural model assessment and hypothesis testing.

Table 5. Heterotrait-Monotrait Ratio (HTMT)

Constructs	DHRC	SKA	ISB	LS
Digital Human Resource Capability (DHRC)	–			
Strategic Knowledge Accessibility (SKA)	0.482	–		
Innovative Service Behavior (ISB)	0.418	0.621	–	
Leadership Support (LS)	0.397	0.724	0.758	–

To assess potential multicollinearity among the predictor constructs, the Variance Inflation Factor (VIF) was examined, and the results are presented in Table 6 [35]. All inner VIF values ranged from 1.000 to 1.967, which are well below the recommended threshold of 3.3, indicating the absence of multicollinearity among the predictor constructs. Specifically, Digital Human Resource Capability exhibited acceptable VIF values when predicting both Strategic Knowledge Accessibility and Innovative Service Behavior, while Strategic Knowledge Accessibility and Leadership Support also demonstrated low collinearity in explaining Innovative Service Behavior. These findings confirm that Digital Human Resource Capability, Strategic Knowledge Accessibility, and

Leadership Support provide distinct explanatory contributions to the proposed model. Therefore, the structural model is considered free from multicollinearity issues and appropriate for testing the hypothesized relationships.

Table 6. Variance Inflation Factor (VIF)

Endogenous Construct	Predictor	Inner VIF
Strategic Knowledge Accessibility (SKA)	Digital Human Resource Capability (DHRC)	1.000
Innovative Service Behavior (ISB)	Digital Human Resource Capability (DHRC)	1.438
	Strategic Knowledge Accessibility (SKA)	1.967
	Leadership Support (LS)	1.724

The coefficient of determination (R^2) was evaluated to assess the explanatory power of the structural model, as presented in Table 7 (Hair et al., 2022). The results indicate that Strategic Knowledge Accessibility achieved an R^2 value of 0.842 (Adjusted $R^2 = 0.841$), suggesting that 84.2% of its variance is explained by Digital Human Resource Capability. Meanwhile, Innovative Service Behavior recorded an R^2 value of 0.828 (Adjusted $R^2 = 0.826$), indicating that 82.8% of its variance is jointly explained by Digital Human Resource Capability, Strategic Knowledge Accessibility, and Leadership Support. According to the guidelines proposed by Hair et al. (2022), these R^2 values indicate substantial explanatory power, demonstrating that the proposed structural model effectively explains the endogenous constructs.

Table 7. Coefficient of Determination (R^2)

Endogenous Construct	R^2	R^2 Adjusted
Strategic Knowledge Accessibility (SKA)	0.642	0.640
Innovative Service Behavior (ISB)	0.628	0.624

Figure 1 presents the structural model estimation results, illustrating the standardized path coefficients and coefficients of determination (R^2) for the endogenous constructs. The figure provides a visual representation of the relationships among Digital Human Resource Capability (DHRC), Strategic Knowledge Accessibility (SKA), Leadership Support (LS), and Innovative Service Behavior (ISB). The results indicate that Digital Human Resource Capability strongly influences Strategic Knowledge Accessibility ($\beta = 0.918$), while Strategic Knowledge Accessibility exerts a relatively weak direct effect on Innovative Service Behavior ($\beta = 0.033$). In addition, Digital Human Resource Capability shows a negligible direct effect on Innovative Service Behavior ($\beta = 0.006$), whereas Leadership Support demonstrates a positive moderating effect on the relationship between Strategic Knowledge Accessibility and Innovative Service Behavior ($\beta = 0.107$). The model also highlights the explanatory power of the endogenous constructs, with Strategic Knowledge Accessibility and Innovative Service Behavior achieving R^2 values of 0.842 and 0.828, respectively, indicating substantial explanatory power. Overall, Figure 1 complements the hypothesis testing results presented in Table 9 by providing a comprehensive visual representation of the structural relationships among the study variables and supporting the proposed research model.

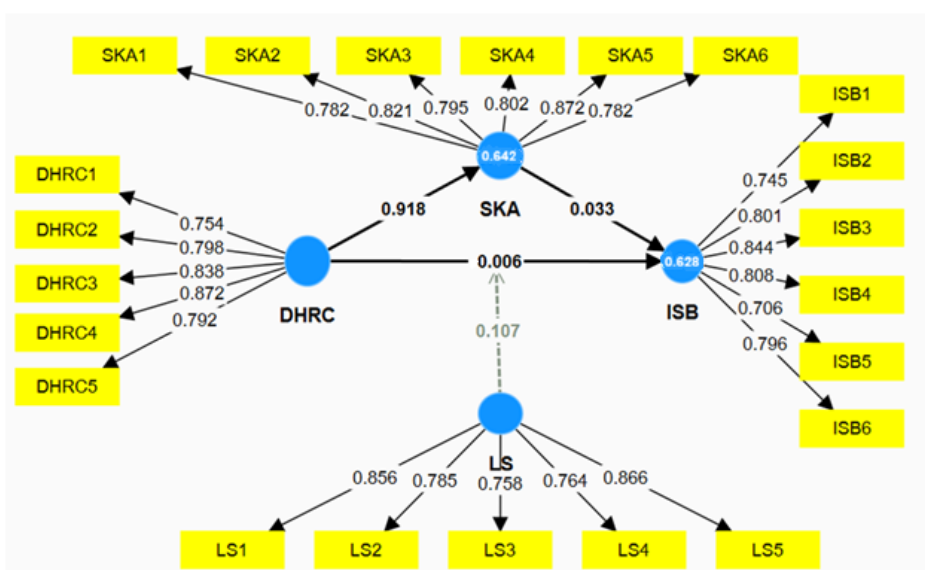


Figure 1. Results of the Structural Model Estimation

Following the assessment of the measurement and structural models, hypothesis testing was conducted using a bootstrapping procedure with 5,000 resamples [35], as presented in Table 8. The results indicate that Digital

Human Resource Capability has a strong positive effect on Strategic Knowledge Accessibility, confirming its important role in enhancing employees' access to strategic organizational knowledge. However, Digital Human Resource Capability does not exert a significant direct effect on Innovative Service Behavior. Likewise, the direct effect of Strategic Knowledge Accessibility on Innovative Service Behavior is not supported, suggesting that greater accessibility to strategic knowledge alone is insufficient to stimulate employees' innovative service behavior. Furthermore, Leadership Support demonstrates a positive moderating effect on the relationship between Strategic Knowledge Accessibility and Innovative Service Behavior, indicating that supportive leadership strengthens the contribution of strategic knowledge accessibility to employees' innovation-related behaviors. The mediation analysis further reveals that Strategic Knowledge Accessibility does not significantly mediate the relationship between Digital Human Resource Capability and Innovative Service Behavior. Overall, these findings suggest that while Digital Human Resource Capability effectively enhances strategic knowledge accessibility, the translation of accessible knowledge into innovative service behavior depends on supportive leadership and other organizational mechanisms rather than knowledge accessibility alone.

Tabel 8. Hypothesis Test

Hypothesis	Relationship	Original Sample (β)	Results
H1	Digital Human Resource Capability → Strategic Knowledge Accessibility	0.918	Accepted
H2	Digital Human Resource Capability → Innovative Service Behavior	0.006	Rejected
H3	Strategic Knowledge Accessibility → Innovative Service Behavior	0.033	Rejected
H4	Leadership Support → Innovative Service Behavior*	0.107	Accepted
H5	Digital Human Resource Capability → Strategic Knowledge Accessibility → Innovative Service Behavior	0.03	Rejected

Table 8 presents the results of hypothesis testing for the proposed structural model. The findings indicate that Digital Human Resource Capability has a strong positive effect on Strategic Knowledge Accessibility ($\beta = 0.918$), confirming that organizations with stronger digital HR capabilities are more effective in providing employees with access to strategic organizational knowledge. This finding supports the Capability-Based View (CBV), which posits that organizational capabilities create value by enabling the effective deployment of strategic resources rather than through technology adoption alone (Teece, 2018; Verhoef et al., 2021). Accordingly, digital HR capability represents an important organizational capability for strengthening strategic knowledge accessibility.

However, the direct effects of Digital Human Resource Capability ($\beta = 0.006$) and Strategic Knowledge Accessibility ($\beta = 0.033$) on Innovative Service Behavior are negligible. These findings suggest that the availability of digital HR resources and strategic knowledge alone is insufficient to stimulate employee innovation. Instead, organizations require complementary organizational conditions that encourage employees to apply accessible knowledge in developing innovative service practices. This result indicates that knowledge accessibility does not automatically translate into innovative behavior without appropriate organizational support.

The moderating analysis further reveals that Leadership Support positively strengthens the relationship between Strategic Knowledge Accessibility and Innovative Service Behavior ($\beta = 0.107$). This finding highlights the important role of supportive leadership in encouraging employees to utilize strategically accessible knowledge for service innovation. By providing guidance, encouragement, and resources, leaders create an environment in which employees are more likely to transform organizational knowledge into innovative and value-added service solutions.

Finally, the mediation analysis indicates that Strategic Knowledge Accessibility does not significantly mediate the relationship between Digital Human Resource Capability and Innovative Service Behavior ($\beta = 0.030$). Although Digital Human Resource Capability substantially improves employees' access to strategic knowledge, this capability alone is insufficient to generate innovative service behavior. Overall, the findings extend the Capability-Based View by demonstrating that organizational capabilities generate greater value when supported by effective leadership that enables employees to convert strategic knowledge into innovative service outcomes.

5. CONCLUSION

This study extends the Capability-Based View (CBV) by demonstrating that Digital Human Resource Capability is an important organizational capability for enhancing Strategic Knowledge Accessibility. However, the findings indicate that improved knowledge accessibility alone is insufficient to directly promote Innovative Service Behavior, highlighting the importance of complementary organizational mechanisms. In particular, Leadership Support strengthens the relationship between Strategic Knowledge Accessibility and Innovative Service Behavior, emphasizing the critical role of supportive leadership in transforming accessible knowledge into

innovative employee behaviors. From a managerial perspective, hotel managers should invest not only in digital HR capabilities but also in leadership practices that encourage employees to utilize strategic knowledge for continuous service innovation. Several limitations should be acknowledged. First, the study employed a cross-sectional design, which limits the ability to examine capability development and employee innovation over time. Second, the sample was restricted to international hotels, which may limit the generalizability of the findings to other hospitality sectors or service industries. Finally, future research is encouraged to examine additional organizational factors, such as innovation climate, psychological safety, or knowledge-sharing culture, and to employ longitudinal or multi-source research designs to provide a more comprehensive understanding of the mechanisms underlying Innovative Service Behavior.

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