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# THE EFFECT OF HUMAN CAPITAL AND KNOWLEDGE MANAGEMENT ON INNOVATION AND ORGANIZATIONAL PERFORMANCE

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**Abstract**

*Public sector organizations face increasing pressure to improve performance through effective management of human resources, knowledge, and innovation. This study aims to analyze the effects of Human Capital on Knowledge Management, Innovation, and Organizational Performance, as well as the effects of Knowledge Management on Innovation and Organizational Performance and the effect of Innovation on Organizational Performance within the Ministry of Forestry of the Republic of Indonesia. A quantitative survey approach was employed using a five-point Likert-scale questionnaire distributed to 110 structural and functional employees selected through purposive sampling. The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4. The results show that Human Capital positively affects Knowledge Management, Innovation, and Organizational Performance. Knowledge Management also positively affects Innovation and Organizational Performance, while Innovation positively affects Organizational Performance. These findings indicate that strengthening employee capabilities, effective knowledge management, and innovation are important for improving organizational performance in public-sector institutions.*

**Keywords:** Human Capital; Innovation; Knowledge Management; Organizational Performance

## 1. INTRODUCTION

Public sector organizations face increasing pressure to improve service quality, organizational effectiveness, and institutional performance amid rapid changes in technology, regulation, and public expectations (Abdurrahman & Nustini, 2022). These conditions require government institutions to manage their internal resources more strategically, particularly human capital, organizational knowledge, and innovation. Human capital represents the knowledge, skills, experience, and capabilities embedded in employees and serves as an important organizational resource for supporting problem solving and performance improvement (Awais et al., 2023). Khalique et al., (2023) emphasize that knowledge, skills, and individual experience can be utilized as organizational capital to strengthen innovation (Khalique et al., 2023), while Firdaus et al. (2023) highlight strategic

human capital management as an important foundation for improving organizational performance (Firdaus et al., 2023).

Knowledge management strengthens the contribution of human capital by enabling organizations to acquire, share, develop, and utilize knowledge systematically. In public organizations, this process is particularly important because decisions, services, and organizational programs depend heavily on the quality of information and accumulated employee experience (Darmawan et al., 2023). Kassa and Ning (2023) explain that knowledge management in the public sector supports evidence-based decision-making, improves service efficiency, and encourages sustainable innovation (Kassa & Ning, 2023). Aman-ullah et al., (2024) further states that effective knowledge management increases employees' ability to create new ideas and develop creative solutions. Therefore, knowledge management functions as an organizational mechanism that converts individual competence into knowledge that can be used collectively (Aman-ullah et al., 2022).

Innovation becomes the next important element because organizational knowledge must generate practical improvements in processes, programs, services, and work methods (Andrea & Wanyoike, 2024). Cristache et al. (2025) explain that innovation plays an important role in improving organizational performance (Cristache et al., 2025), while Abou-moghli (2025) emphasizes that innovation helps transform organizational knowledge into better performance outcomes. In public institutions, innovation does not only refer to technological change but also includes improvements in administrative processes, internal collaboration, organizational services, and the development of new programs (Abou-moghli, 2025). This relationship shows that human capital and knowledge management become more valuable when they contribute to organizational innovation that produces measurable improvements in performance (Mayasari, 2023).

Organizational performance reflects the ability of an organization to achieve its objectives through effective resource utilization, productivity improvement, service delivery, and continuous organizational development (Rahmayanti et al., 2024). Sukoco et al. (2022) explain that organizational performance is closely related to the organization's capacity to continuously respond to change (Sukoco et al., 2022). In this context, organizational performance cannot rely solely on employee competence because knowledge must also be managed and translated into innovation (Lee et al., 2023). Previous evidence included in the thesis shows that human capital, knowledge management, and innovation are closely related to organizational outcomes. Suparwadi et al. (2024), for example, report that intellectual capital, knowledge management, and innovation positively contribute to organizational performance (Suparwadi et al., 2024), while Kusumawijaya and Astuti (2023) show that human capital supports knowledge creation, knowledge sharing, and innovation (Kusumawijaya & Astuti, 2023).

At the national organizational level, this study focuses on the Ministry of Forestry of the Republic of Indonesia as a public institution with work units distributed across Indonesia.

The research documents 213 work units within the Ministry, while the study involved representatives from 110 work units (Zhai et al., 2025). The organizational context is relevant because the Ministry manages complex responsibilities that require technical competence, institutional knowledge, coordination, and continuous adaptation across different work units. The respondents consisted of structural and functional officials who were positioned close to organizational decision-making and policy implementation (Riyani et al., 2022). This situation provides a specific empirical setting for examining whether employee capabilities can strengthen knowledge management, encourage organizational innovation, and ultimately support better organizational performance.

Previous studies in the Indonesian context provide relevant empirical support, although they were conducted in organizational settings different from the Ministry of Forestry. Suparwadi et al. (2024) found that intellectual capital and knowledge management contribute positively to innovation and organizational performance, highlighting the importance of managing organizational knowledge to support innovation and performance improvement (Suparwadi et al., 2024). Mayasari (2023) also found that innovation plays a positive role in improving organizational performance within an educational organization in Indonesia. These findings reinforce the importance of human and knowledge-related resources and innovation in improving organizational outcomes, but they have not simultaneously examined human capital, knowledge management, innovation, and organizational performance within a central government institution (Mayasari, 2023).

Despite the growing empirical evidence, an important research gap remains. Previous studies have largely focused on private organizations, small and medium enterprises, and other non-central-government organizational settings, while empirical studies that simultaneously examine human capital, knowledge management, innovation, and organizational performance in Indonesian public institutions remain limited. The thesis also identifies inconsistent findings regarding the relationship between human capital and innovation. Several studies report a positive effect, while Rideg et al. (2023) found that the effect of human capital on innovation was positive but not statistically significant. This inconsistency creates a need for further testing in a different institutional context. The research is therefore urgent because public organizations require empirical evidence on how employee capability and organizational knowledge can be managed to support innovation and improve performance (Rideg et al., 2023).

Accordingly, this study aims to analyze the effect of human capital on knowledge management, innovation, and organizational performance within the Ministry of Forestry of the Republic of Indonesia. It also examines the effect of knowledge management on innovation and organizational performance and analyzes the effect of innovation on organizational performance. The proposed problem-solving approach places human capital development as an initial organizational foundation, followed by stronger knowledge

acquisition, sharing, and utilization, which are expected to support innovation and improve organizational performance. Through this integrated framework, the study is expected to provide empirical evidence that can support the development of human capital, knowledge management, and innovation strategies within public-sector organizations.

## 2. RESEARCH METHOD

This study employed a quantitative approach using a survey method to examine the relationships among human capital, knowledge management, innovation, and organizational performance. Data were collected using a structured questionnaire with a five-point Likert scale ranging from 1, indicating strongly disagree, to 5, indicating strongly agree. The research instrument consisted of 20 statements divided equally among four constructs, namely five items for human capital covering employees' knowledge, skills, and experience, five items for knowledge management covering knowledge acquisition, dissemination, and utilization, five items for innovation covering administrative, product, and process innovation, and five items for organizational performance covering internal processes, public services, productivity, knowledge, and skills. The questionnaire was administered electronically using Google Forms for one month to facilitate data distribution and respondent participation.

The population consisted of employees of the Ministry of Forestry of the Republic of Indonesia, particularly echelon III officials, echelon IV officials, and functional officials at the associate and junior expert levels from work units distributed throughout Indonesia. Respondents were selected using purposive sampling with the criteria of having at least 10 years of work experience and holding a minimum civil-service rank of III/c, because these employees were considered to have sufficient experience to understand organizational knowledge management, innovation, and performance processes. The minimum sample size was determined using G*Power 3.1 based on three maximum predictors of organizational performance, a significance level of 0.05, statistical power of 0.80, and an effect size of 0.15, resulting in a minimum requirement of 77 respondents. The final study involved 110 respondents representing 110 of the 213 work units within the Ministry of Forestry, thereby exceeding the minimum sample requirement.

Prior to the main data collection, the questionnaire was pretested on 30 respondents to assess instrument validity and reliability. The pretest was analyzed using SPSS by examining the Kaiser-Meyer-Olkin value, Measure of Sampling Adequacy, communalities, and component matrix, with values above 0.50 used as the validity criterion, while internal consistency was evaluated using Cronbach's Alpha with a threshold above 0.70. The main research data were subsequently analyzed using Structural Equation Modeling-Partial Least Squares with SmartPLS 4. The analysis consisted of measurement model and structural model evaluations. The measurement model was assessed through convergent validity, discriminant validity, Cronbach's Alpha, and Composite Reliability, using outer loading

values above 0.70, Average Variance Extracted above 0.50, Heterotrait-Monotrait Ratio below 0.85, and reliability values above 0.70. The structural model was evaluated using path coefficients, R-square, effect size, predictive relevance, and hypothesis testing. Because all hypotheses were directional and proposed positive relationships, hypothesis testing used a one-tailed procedure with a t-statistic greater than 1.65 at a 5% significance level.

## 3. RESULTS AND DISCUSSION

### 3.1 Respondent Characteristics

This study involved 110 respondents representing 110 of the 213 work units within the Ministry of Forestry of the Republic of Indonesia. The respondents consisted of structural and functional officials with varying positions, lengths of service, civil service ranks, and educational backgrounds, as presented in Table 1.

**Table 1.** Respondent Characteristics

| Characteristic | Category | Frequency | Percentage (%) |
|---|---|---|---|
| Position | Functional Associate Expert | 36 | 32.73 |
| | Echelon IV Official | 33 | 30.00 |
| | Echelon III Official | 21 | 19.09 |
| | Functional Junior Expert | 20 | 18.18 |
| Length of Service | 11–20 years | 39 | 35.45 |
| | 21–30 years | 58 | 52.73 |
| | >30 years | 13 | 11.82 |
| Civil Service Rank | IV/a | 44 | 40.00 |
| | Other eligible ranks | 66 | 60.00 |
| Education | Bachelor's Degree (S1) | 25 | 22.73 |
| | Master's Degree (S2) | 72 | 65.45 |
| | Doctoral Degree (S3) | 13 | 11.82 |
| Total Respondents | | 110 | 100.00 |

**Source:** *Proceed Data, 2026*

Overall, the respondent profile indicates that the data were obtained predominantly from employees with substantial organizational experience and strategic positions within the Ministry of Forestry. More than half of the respondents had served for 21–30 years, and the majority held postgraduate qualifications. The composition of structural and functional officials also indicates that the respondents were closely involved in organizational processes, decision-making, policy input, and implementation within their respective work units. These characteristics support the relevance of respondents in providing assessments of human capital, knowledge management, innovation, and organizational performance within the Ministry of Forestry.

### 3.2 Measurement Model Assessment

The measurement model was assessed through convergent validity, construct reliability, and discriminant validity. As shown in Table 2, all indicators had outer loading values above 0.70, while the Average Variance Extracted (AVE) values for all constructs exceeded 0.50. Cronbach's Alpha and Composite Reliability values were also above 0.70, indicating that all constructs met the required validity and reliability criteria.

**Table 2.** Measurement Model Assessment

| Construct | Outer Loading | AVE | Cronbach's Alpha | Composite Reliability | Conclusion |
|---|---|---|---|---|---|
| Human Capital | 0.809–0.878 | 0.731 | 0.908 | 0.932 | Valid and Reliable |
| Knowledge Management | 0.841–0.966 | 0.838 | 0.951 | 0.963 | Valid and Reliable |
| Innovation | 0.789–0.926 | 0.737 | 0.910 | 0.933 | Valid and Reliable |
| Organizational Performance | 0.800–0.907 | 0.716 | 0.900 | 0.926 | Valid and Reliable |

**Source:** *Proceed Data, 2026*

These results confirm that the four constructs demonstrated adequate convergent validity and internal consistency. Knowledge Management recorded the highest AVE, Cronbach's Alpha, and Composite Reliability values, while all other constructs also remained well above the required thresholds.

Discriminant validity was further evaluated using the Heterotrait-Monotrait Ratio (HTMT). All HTMT values were below the threshold of 0.85, indicating that each construct was empirically distinct from the others. The results are presented in Table 3.

**Table 3.** Discriminant Validity Using HTMT

| Construct Pair | HTMT |
|---|---|
| Organizational Performance ↔ Innovation | 0.547 |
| Human Capital ↔ Innovation | 0.427 |
| Human Capital ↔ Organizational Performance | 0.494 |
| Knowledge Management ↔ Innovation | 0.491 |
| Knowledge Management ↔ Organizational Performance | 0.523 |
| Knowledge Management ↔ Human Capital | 0.437 |

**Source:** *Proceed Data, 2026*

The discriminant validity assessment therefore confirmed that all constructs were sufficiently distinct. This result was also consistent with the cross-loading and Fornell-Larcker assessments in the thesis, where each indicator loaded more strongly on its

respective construct and the square root of AVE for each construct exceeded its correlations with other constructs.

### 3.2 Structural Model Assessment

The structural model was evaluated using the coefficient of determination ($R^2$), adjusted $R^2$, predictive relevance ($Q^2$), and model fit indicators. As shown in Table 4, the $R^2$ value for Knowledge Management was 0.167, indicating that 16.7% of its variance was explained by Human Capital. Innovation obtained an $R^2$ value of 0.262, meaning that Human Capital and Knowledge Management explained 26.2% of its variance. Organizational Performance recorded the highest $R^2$ value of 0.380, indicating that Human Capital, Knowledge Management, and Innovation jointly explained 38.0% of its variance.

**Table 4.** Structural Model Assessment

| Endogenous Construct | $R^2$ | Adjusted $R^2$ | $Q^2$ | Interpretation |
|---|---|---|---|---|
| Knowledge Management | 0.167 | 0.156 | 0.136 | Predictive relevance |
| Innovation | 0.262 | 0.243 | 0.121 | Predictive relevance |
| Organizational Performance | 0.380 | 0.356 | 0.160 | Predictive relevance |

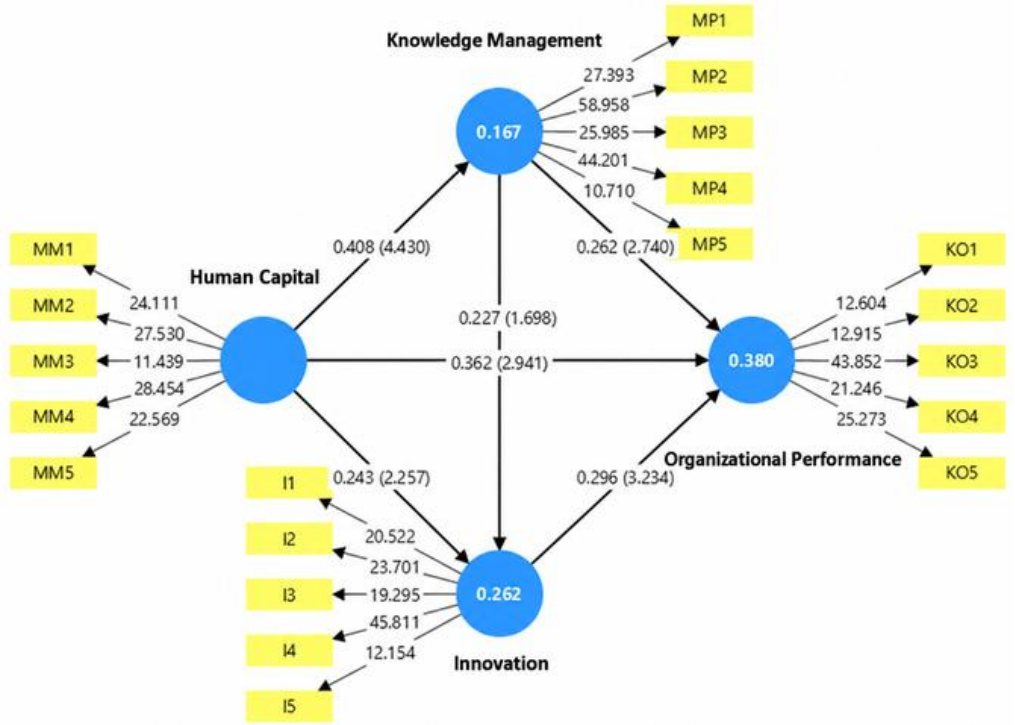
**Source:** *Proceed Data, 2026*

All $Q^2$ values were greater than zero, indicating that the model had predictive relevance for Knowledge Management, Innovation, and Organizational Performance. The model fit assessment yielded an SRMR value of 0.064, which was below the recommended threshold of 0.10 and therefore indicated an acceptable model fit. In PLS-SEM, SRMR is commonly used as a principal approximate model fit criterion, whereas the NFI is generally considered a supplementary fit indicator. Although the NFI value of 0.764 was below the reference value of 0.90, this result does not necessarily indicate inadequate model fit when considered independently. Accordingly, the adequacy of the structural model in this study was primarily supported by the acceptable SRMR value and the positive $Q^2$ values, which demonstrated the model's predictive relevance for all endogenous constructs.

### 3.2 Hypothesis Testing

Hypothesis testing was conducted using a one-tailed procedure at a 5% significance level. A relationship was considered significant when the t-statistic exceeded 1.65 and the p-value was below 0.05. The structural model obtained from the SmartPLS 4 analysis is presented in Image 1.

**Figure 1.** Structural Model Results




**Source:** *Proceed Data, 2026*

As illustrated in Image 1, all relationships in the structural model showed positive path coefficients. Human Capital had the largest coefficient in its relationship with Knowledge Management (β = 0.408), followed by Knowledge Management toward Innovation (β = 0.362). For Organizational Performance, Innovation showed the largest direct coefficient (β = 0.296), followed by Knowledge Management (β = 0.262) and Human Capital (β = 0.227). These results indicate that the strength of the relationships varied across the model, although all paths were positive.

**Table 5.** Hypothesis Testing Results

| Hypothesis | Relationship | Path Coefficient (β) | t-statistic | p-value | $f^2$ | Decision |
|---|---|---|---|---|---|---|
| H1 | Human Capital → Knowledge Management | 0.408 | 4.430 | 0.000 | 0.200 | Supported |
| H2 | Human Capital → Innovation | 0.243 | 2.257 | 0.012 | 0.067 | Supported |
| H3 | Human Capital → Organizational Performance | 0.227 | 1.698 | 0.045 | 0.065 | Supported |

| | | | | | | |
|---|---|---|---|---|---|---|
| H4 | Knowledge Management → Innovation | 0.362 | 2.941 | 0.002 | 0.148 | Supported |
| H5 | Knowledge Management → Organizational Performance | 0.262 | 2.740 | 0.003 | 0.080 | Supported |
| H6 | Innovation → Organizational Performance | 0.296 | 3.234 | 0.001 | 0.105 | Supported |

**Source:** *Proceed Data, 2026*

Table 5 confirms that all six hypotheses were supported because each path had a positive coefficient, a t-statistic above 1.65, and a p-value below 0.05. The largest effect size was found for Human Capital on Knowledge Management ($f^2 = 0.200$), while the effects of Human Capital on Innovation ($f^2 = 0.067$), Human Capital on Organizational Performance ($f^2 = 0.065$), Knowledge Management on Organizational Performance ($f^2 = 0.080$), and Innovation on Organizational Performance ($f^2 = 0.105$) were relatively smaller. Knowledge Management toward Innovation recorded an $f^2$ of 0.148, indicating an effect approaching the moderate threshold used in this study.

**Discussion**

The findings demonstrate that Human Capital plays an important role in strengthening Knowledge Management, Innovation, and Organizational Performance within the Ministry of Forestry, Innovation, and Organizational Performance within the Ministry of Forestry. The strongest relationship in the model was found between Human Capital and Knowledge Management, indicating that employees' knowledge, skills, experience, and ability to generate useful ideas provide an important foundation for effective organizational knowledge management. Human Capital also positively affected Innovation and Organizational Performance, although its direct contributions to these two outcomes were relatively smaller. This pattern suggests that improving employee capabilities alone is not sufficient to maximize organizational outcomes, because those capabilities also need to be supported by effective knowledge utilization and innovation processes. The positive relationship between Knowledge Management and Innovation is consistent with Suparwadi et al. (2024), who found that knowledge management contributes positively to innovation and organizational performance, indicating that effective knowledge utilization can support the development of innovation and improve organizational outcomes (Suparwadi et al., 2024).

Knowledge Management and Innovation were also found to positively influence Organizational Performance, with Innovation showing the largest direct effect on

performance among the three predictors. This finding indicates that organizational performance in the Ministry of Forestry is not determined solely by employee competence, but also by the organization's ability to manage knowledge and transform it into improvements in programs, services, and work processes. The positive effect of Knowledge Management on Organizational Performance is consistent with Mayasari (2023), who found that better knowledge management contributes positively and significantly to organizational effectiveness and performance. Therefore, the overall findings indicate a complementary relationship among Human Capital, Knowledge Management, Innovation, and Organizational Performance, in which stronger employee capabilities support knowledge management, while effective knowledge utilization and innovation contribute to improved organizational performance in the public sector (Mayasari, 2023).

## 4. CONCLUSION

This study concludes that Human Capital positively influences Knowledge Management, Innovation, and Organizational Performance within the Ministry of Forestry of the Republic of Indonesia. Knowledge Management also positively influences Innovation and Organizational Performance, while Innovation positively contributes to Organizational Performance and represents the strongest direct predictor of organizational performance among the variables examined. These findings indicate that improving organizational performance in the public sector requires an integrated approach that strengthens employee competencies, supports systematic knowledge sharing and utilization, and encourages the development of innovative programs, services, and work processes. Therefore, the Ministry of Forestry should continuously develop employee competencies through education, training, coaching, and mentoring, while strengthening knowledge-sharing mechanisms, collaboration, and an organizational culture that supports innovation. In particular, the Ministry should develop an integrated digital knowledge repository that systematically stores and organizes standard operating procedures, best practices, lessons learned, technical documents, policy references, and training materials, while providing accessible search and regular updating mechanisms across work units. Such a repository can support knowledge retention, facilitate knowledge transfer among employees and organizational units, and help translate employee capabilities and organizational knowledge into improved performance and greater public value.

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