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Quantitative Research Article

Knowledge Sharing as a Mediator between Clan Culture, Trust, and Resilience and Innovative Work Behavior in Indonesian Village-owned Enterprises

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Abstract

Background/ problem: In contemporary organizational settings in Indonesia, encouraging innovative work behavior is crucial for maintaining a competitive advantage. Understanding the factors that influence such behavior is essential for organizational success in Indonesia, particularly village-owned enterprises.

Objective/ purpose: This study aimed to investigate the impact of clan culture and village enterprise manager's resilience on innovative work behavior, while also exploring the mediating role of knowledge sharing in these relationships.

Design and Methodology: This research was conducted in various villages in Central Java, Indonesia, focusing on village owned enterprises. Data collection was carried out both through offline distribution and an online system. A total of 228 questionnaires were successfully analyzed. Structural Equation Modeling was used for data analysis.

Results: The results support all hypotheses, indicating significant positive relationships between clan culture ($\beta = .23, p = .02$), manager's resilience ($\beta = .15, p = .01$), knowledge sharing ($\beta = .27, p = .00$), and innovative work behavior. Clan culture, manager's resilience, and knowledge sharing positively influenced innovative work behavior, with knowledge sharing acting as a significant mediator (indirect effect = .12, $p = .01$; indirect effect = .04, $p = .02$).

Conclusion and Implications: The findings of this study emphasize the importance of social interactions, adaptive leadership, and collaboration in creating an innovative work environment in government-owned business institutions. Good social interactions and adaptive leadership can foster effective collaboration among team members.

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Clan culture, innovative work behavior, knowledge sharing, resilience, trust.

Originality/Value for the Sustainable Development Goals (SDGs)

This study provides new insights into how clan culture and managerial resilience drive innovative work behavior through knowledge sharing. It supports SDG-3 (good health and well-being) by fostering a healthier work environment, SDG-8 (decent work and economic growth) by enhancing productivity and job opportunities, and SDG-9 (industry, innovation, and infrastructure) by advancing technological and industry innovations.

In today's rapidly changing business era, the importance of innovative work behavior is crucial. as it is closely related to the ability to solve problems and adapt to change (Marampa et al., 2024). In today's rapidly evolving business environment, organizations face complex problems that require dynamic solutions, such as microenterprises adopting digital payment technologies and data protection systems to compete effectively with larger rivals (Khando et al., 2022). By promoting a culture of innovation, companies can empower their employees to face challenges directly increasing their flexibility,

responsiveness, and effectiveness (Hadi & Bannay, 2020), as well as finding creative solutions that not only address immediate problems but also build a foundation for future success. Innovative work behavior is crucial as it enables employees to overcome limitations and contribute significantly to organizational goals. Previous research also shows that innovative work behavior plays a vital role in the sustainability and growth of village-owned enterprises (Wulandari & Wardani, 2024). Village-owned enterprises or *Badan Usaha Milik Desa* (BUMDES) that encourage innovation are better able to adapt to changing economic conditions and community needs, thus contributing to increased village income and the local economy (Susilo et al., 2023).

Previous research has highlighted that clan culture is one of the factors associated with innovative work behavior. Clan culture is a type of organizational culture that is adaptive and emphasizes the importance of maintaining internal relationships. This orientation influences behaviors that support relationship building. Clan culture creates a sense of belonging and cooperation within teams, fostering a collaborative environment that stimulates creativity and innovation. In a robust clan culture, teamwork enables employees to freely exchange ideas, experiment with new approaches, and actively engage in finding innovative solutions. This culture also rewards employee contributions and involvement, thereby encouraging individuals to think outside the box and take risks in their work (Marampa et al., 2023). An organizational culture that promotes innovation harnesses the best ideas and talents, regardless of their origin. Consequently, clan culture plays a vital role in promoting and nurturing innovative work behavior within organizations.

Trust is a pivotal factor influencing innovative work behavior, as highlighted by Afsar et al. (2020). In the context of leader-employee relationships, trust fosters an environment conducive to creativity and unconventional thinking. This relationship significantly impacts employees' engagement in innovative activities and their attitudes toward risk-taking. When employees trust their leaders, they are more likely to feel secure in exploring new ideas and pushing boundaries, which in turn enhances their innovative behavior. Kmiecik (2020) adds that trust within organizations is closely linked to creativity, fostering an atmosphere of idea-sharing and collaboration. Pertiwi et al. (2023) further highlight that trust and connectivity in teams support creative thinking and problem-solving by reducing the fear of criticism and promoting open communication, essential for innovation.

The relationship between employee resilience and innovative work behavior exhibits varying degrees of complexity and variation (Abukhait et al., 2020). However, the role of knowledge sharing in this relationship is equally crucial. Employees who possess strong mental resilience and a desire for continuous learning are more likely to engage in knowledge-sharing activities. Through the process of sharing knowledge and experiences, they contribute to the accumulation of shared knowledge within the organization. This, in turn, fosters an environment that supports collaboration and creativity, thus enabling the development of innovation. Moreover, knowledge sharing enhances social networks and builds trust among team members (Thomas & Gupta, 2021), ultimately elevating levels of collaboration and innovation. Despite the numerous benefits of resilience, knowledge sharing, and innovative work behavior, surprisingly few studies have delved into the mechanisms underpinning how trait resilience influences innovative behavior in the workplace (Caniëls et al., 2022). As a result, this study aims to explore the role of knowledge sharing as a mediator in the relationship between clan culture, trust, and resilience on innovative work behavior. The findings of this study are expected to be useful for leaders in managing organizational culture, trust, and resilience to encourage knowledge sharing, which can ultimately improve innovation in village-owned enterprises.

Literature Review

This section begins by reviewing the main theory used in this research, namely, the social exchange theory. Following this, related research is reviewed to develop hypotheses examining the role of knowledge

sharing as a mediator the relationship between clan culture, trust, and resilience on innovative work behavior.

Theoretical Framework

Social exchange theory is a highly relevant foundation for this research model. This theory emphasizes the importance of social interactions and reciprocal relationships in influencing individual behavior within organizations (Blau, 2017). In the context of clan culture, close and trusting relationships among organizational members create an environment that supports positive social exchange (Marampa et al., 2024). Employees who feel valued and supported by their colleagues and the organization are more likely to reciprocate with innovative contributions. Furthermore, a manager's resilience can affect employees' innovative behavior (Abukhait et al., 2020). According to social exchange theory, employees who perceive resilience and support from their managers in facing challenges will feel motivated to put in extra effort, including in innovative behavior (Li et al., 2021). This theory is also relevant in explaining how knowledge sharing mediates the relationship between clan culture and manager resilience with innovative behavior. Employees engaged in knowledge exchange feel they benefit from mutually beneficial relationships, which then encourages them to innovate.

Village-owned Enterprise in Indonesia

In Indonesia, Badan Usaha Milik Desa (BUMDES), is a type of village-owned enterprise in Indonesia that plays a crucial role in rural development and community welfare. These enterprises are designed to optimize village resources, including human and natural resources, to improve the welfare of rural communities. Village owned enterprises operates under the guidance of local regulations, such as laws about local governments (Government of Indonesia, 2004), which govern the establishment and management of these enterprises. The success of village owned enterprises depends on strong social capital, including norms, trust, social networks, and infrastructure. Studies have shown that strengthening social capital through bonding, linking, and bridging can improve the involvement and productivity of village owned enterprises in the village. However, the development of social capital is often in the bonding stage, with linking and bridging stages still needing improvement.

Clan Culture and Innovative Work Behavior

Clan culture in an organization fosters a work environment based on collaboration, togetherness, and commitment (Cameron & Quinn, 2011). This culture positively impacts organizational climate, including safety, and features a friendly, supportive atmosphere with a focus on teamwork. It enhances loyalty and commitment to the organization's goals and leads to improved working conditions, lower smoking rates, heightened emotional commitment, and increased engagement in positive organizational actions. Open communication is a key aspect, allowing team members to share ideas and challenges freely. The organization's vision and mission inspire all members, who feel essential to achieving these goals (Oluwa, 2021). Strong teamwork is emphasized, with team members supporting each other to achieve greater results collectively. Each individual is seen as vital to the whole, fostering effective collaboration and trust.

Meanwhile, innovative work behavior involves employees developing, adopting, and applying new ideas in products, technology, and work methods (Marampa et al., 2023). It includes activities that foster creativity and innovation, such as generating new ideas, solving problems, taking initiative, and collaborating with peers (Hadi & Bannay, 2020). Innovative work behavior is crucial for an organization's success, performance, and sustainable growth. Organizations promoting innovative work behavior are more competitive and better equipped to handle change, creating value-added products and services. Employees displaying innovative work behavior aim to improve work quality and find more efficient solutions.

Previous research consistently underscores the significant role of clan culture in fostering innovative work behavior (IWB). Marampa et al. (2023) highlight that clan culture, with its emphasis on teamwork, open communication, and a supportive environment, significantly boosts IWB. Similarly, Oluwa (2021) supports this view by demonstrating that the collaborative nature of clan culture enhances employees' willingness to share creative ideas and engage in problem-solving. This supportive atmosphere cultivates a strong sense of belonging and commitment to organizational goals, which in turn fuels active participation in innovation. Additionally, research by Handayani and Pendrian (2023) shows that organizations with a clan culture often provide ample opportunities for personal development and learning, further enabling employees to enhance their skills and generate innovative solutions. The convergence of these findings provides robust support for the hypothesis that clan culture is a crucial driver of innovative work behavior, highlighting its potential to significantly impact organizational innovation and adaptability.

H1: Clan culture has a positive effect on innovative work behavior

Resilience and Innovative Work Behavior

The definition of resilience in this research aligns with employee resilience, given the village owned enterprises organizational structure. Employee resilience is the capacity to adapt, recover, and thrive amidst workplace challenges (Liang & Cao, 2021). This includes enduring stress, maintaining emotional well-being, and performing effectively under difficult circumstances. Resilient employees exhibit adaptability, emotional regulation, problem-solving skills, seek and utilize social support, practice self-care, maintain a positive mindset, and communicate effectively. Employee resilience is crucial for personal well-being and organizational success, enhancing engagement, productivity, job satisfaction, and reducing turnover.

Employee resilience significantly influences innovative work behavior within an organization (Abukhait et al., 2020). Resilience correlates positively with employees' innovative work behavior due to heightened positive emotions (Caniëls et al., 2022), making resilient employees more inclined towards innovation. They view failures as learning opportunities, fostering a culture of experimentation and continuous improvement (Walsh, 2020). Their positive outlook and confidence drive perseverance amidst challenges, facilitating the generation of novel ideas (He et al., 2021). Resilience aids in navigating uncertainty inherent in innovative work, empowering employees to explore uncharted territories and enhancing self-efficacy. This is also supported by recent studies, which highlight that resilience plays a crucial mediating role in enhancing innovative work behavior, particularly in the context of village-owned enterprises (Suhandiah et al., 2023). Thus, our hypothesis is:

H2: The resilience of the managers has a positive effect on innovative work behavior.

Knowledge Sharing, Clan Culture, and Innovative Work Behavior

Knowledge sharing involves the exchange of information and skills through various channels, such as meetings, documentation, training sessions, mentoring relationships, collaborative efforts, digital platforms, and social networks (Pertiwi et al., 2023). This comprehensive exchange process is essential for organizations as it enables them to effectively manage and utilize their existing knowledge assets. By doing so, it fosters significant growth, enhances performance, and drives innovation. The advantages of knowledge sharing are manifold, including improved decision-making capabilities, increased productivity, enhanced innovation, collective learning opportunities, and a sustainable competitive edge. However, the success of knowledge sharing initiatives is contingent upon several factors, such as the motivation of participants, the organizational structure, and the availability of ecosystem assets (Pertiwi et al., 2023). High-quality knowledge sharing not only influences the volume of knowledge exchanged but also significantly impacts the effectiveness and applicability of the shared information.

In the context of this research, it is proposed that knowledge sharing serves as a critical mediator between clan culture and innovative work behavior. Clan culture, characterized by its emphasis on

teamwork, open information sharing, and mutual support (Cameron & Quinn, 2011), creates an environment that fosters a strong sense of belonging and cooperation among employees. Within such a culture, employees are more likely to feel valued and, as a result, are more inclined to participate actively in knowledge-sharing activities (Lee et al., 2020). This engagement in knowledge sharing leads to the generation of novel ideas and innovative problem-solving approaches, effectively harnessing collective wisdom for organizational advancement. Furthermore, it plays a vital role in facilitating ongoing learning and development, which are crucial components for sustaining innovation within the organization. Consequently, a robust clan culture not only nurtures a collaborative atmosphere but also significantly enhances employees' innovative work behavior. Organizations that actively promote both knowledge sharing and a supportive clan culture are therefore more likely to foster an innovative organizational culture and achieve long-term, sustainable success.

H3: Knowledge sharing mediates the relationship between clan culture, and innovative work behavior.

Knowledge Sharing, Trust, Innovative Work Behavior

Trust is pivotal in the workplace, significantly impacting employee behavior, commitment, and organizational citizenship (Kara & Kaygısız, 2023). Defined as the readiness to have confidence in others, trust encompasses dimensions like alignment, reliability, care, and reputation management. It cultivates security and psychological well-being among workers, fostering innovation and risk-taking (Huang et al., 2022). Trust hinges on honesty, dependability, and expertise, facilitating a culture where employees feel comfortable sharing insights and experiences. Moreover, trust in superiors influences employees' voice and willingness to engage in sharing behavior (Ireland, 2019). However, trust is not always proposed as a variable that directly influences innovative work behavior (IWB), as seen in studies such as Matondang et al. (2024). This study explores how trust functions as an antecedent or preceding variable for innovative behavior but does not delve deeply into the direct relationship between trust and IWB. Meanwhile, Efawati (2023) considers trust as a variable that influences IWB through a mediation mechanism, by mediating the effects of other variables on IWB. Considering these points, this study does not address the direct effect of trust on IWB, particularly in village-owned enterprises with many management limitations, where trust in leadership is often less directly influential.

Research indicates that a positive level of trust has a beneficial influence on employees' willingness to engage in knowledge exchange. When employees have faith in their colleagues and supervisors, they are more inclined to freely share knowledge, experiences, and ideas, unburdened by concerns about criticism or negative repercussions (Davidovitz & Cohen, 2022). This process of sharing knowledge, in turn, augments employees' access to valuable information and resources, thereby fostering innovative work behavior. In essence, knowledge sharing serves as a mediator in the trust relationship affecting innovative work behavior. When employees trust their peers, superiors, and the organization as a whole, it leads to an increase in knowledge sharing (Yudiatmaja et al., 2023). Subsequently, this increase in sharing ultimately contributes to enhanced innovative work behavior. This relationship is reinforced by research conducted in Poland by Kmiecik (2020), which found that vertical trust and horizontal trust are positively correlated with knowledge donation and knowledge collection. Additionally, knowledge donation acts as a mediator in the relationship between vertical trust and idea creation. In this study, the type of trust referred to is trust towards colleagues and employees, which means it is of a horizontal nature. Based on the references and discussion above, it can be hypothesized:

H4: Knowledge sharing mediates the relationship between trust and innovative work behavior.

In addition to mediating trust with innovative work behavior, this study also proposes knowledge sharing as a mediating variable in the relationship between village manager resilience and innovative work behavior. When village business managers exhibit strong resilience, they are likely to actively participate

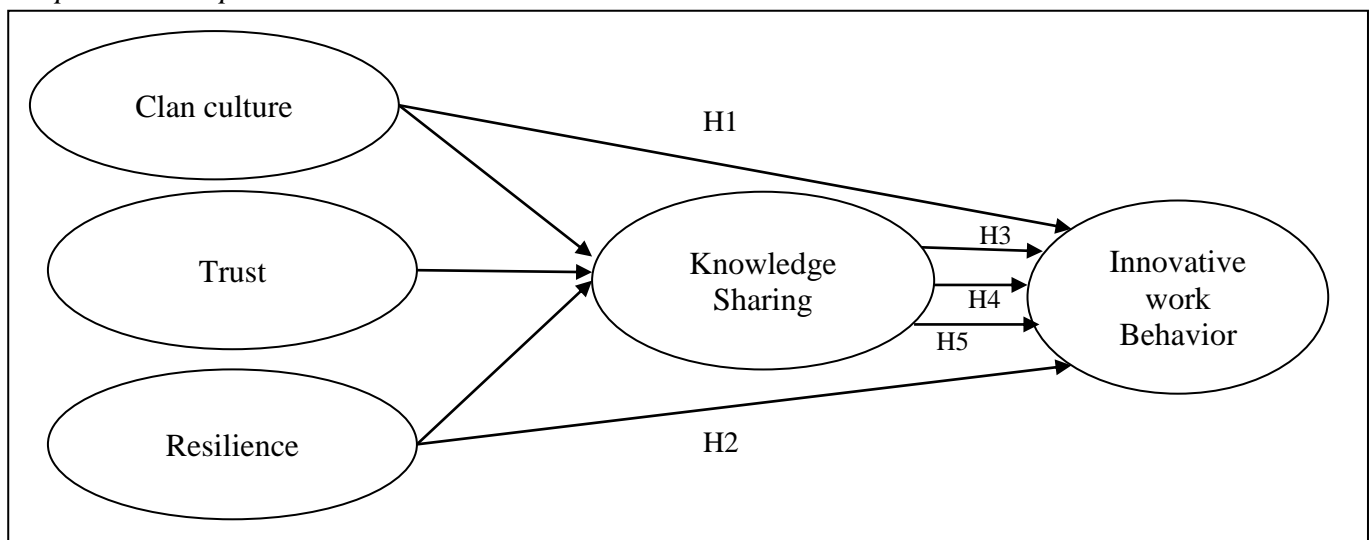
in knowledge-sharing activities. Consequently, this promotes higher levels of innovative work behavior. Effective knowledge sharing serves as a channel that links resilience with innovative work behavior, facilitating knowledge exchange and fostering an environment that encourages innovation within the organization. For instance, research by Bednář et al. (2023) highlights that resilience positively influences knowledge sharing, which in turn enhances creativity. Additionally, Marampa et al. (2023) found that employees engaged in active knowledge sharing are more likely to demonstrate higher levels of creativity and innovation, suggesting that knowledge sharing can act as a crucial link between resilience and innovative outcomes. In this process, knowledge sharing functions as an intermediary that transmits the positive impact of resilience to promote innovative work behavior. Based on the references and discussion above, it can be hypothesized:

H5: Knowledge sharing mediates the relationship between village enterprise manager's resilience and innovative work behavior.

Through an overview of the basic theories and the proposed hypotheses about the relationship between, clan culture, trust, knowledge sharing, village enterprise manager's resilience, and innovative work behavior, the authors propose the conceptual research model shown in the Figure 1.

Figure 1

Proposed Conceptual Framework



Method

Participants

This research was conducted at village owned enterprises spread across various villages in Central Java, Indonesia. The decision to focus on village owned enterprises was motivated by the importance of innovative work behavior but there is still limited research on village owned enterprise, especially in Central Java. The target of this research is the managers of village-owned enterprises that are still active to this day, thereby avoiding inactive village-owned enterprises in the data collection process. Accidental sampling is a type of nonprobability sampling where participants are selected based on criteria such as ease of access, proximity, availability at a certain time, or willingness to participate in line with the research objectives. This means that researchers choose individuals who are easiest to reach or who are available at the time of the study, rather than using a structured random selection process. This technique is often used when researchers face constraints like time, budget, or accessibility, but it may introduce bias since not all members of the target population have an equal chance of being selected (Hair et al., 2017).

Data for this research was collected using a questionnaire. Questionnaires were distributed randomly using the simple random sampling method, both offline and online. A total of 270 questionnaires were distributed, and 256 were successfully returned and filled out. However, not all questionnaires could be included in the analysis, so we used 228 valid responses for this study. Hair et al. (2013) suggest that the minimum sample size should be between 10% and 20% of the population. Ideally, it should be 30% or more.

Measures

With the exception of the demographic information sheet, all research instruments utilized in this study were translated from English to Indonesia. This process included involved back-translation to confirm language equivalence. Both the translation and back-translation were conducted by language proficiency experts. To ensure the reliability and validity of the tools, pilot testing was performed to assess their consistency and accuracy in the new language. Reliability was measured through internal consistency checks, as reported in Table 2, following the methodology outlined by Tavakol and Dennick (2011). Validity was confirmed through expert reviews and comparison with the original instruments.

All the measures used a 5-point Likert scale to gauge the extent of agreement with the statements, ranging from 1 (strongly disagree) to 5 (strongly agree). Clan culture was measured using a 6-item instrument from (Cameron & Quinn, 2006), with item such as “Our village owned enterprises is like a big family, where we support each other and work together”. Trust is measured using 7 items from (Mayer & Davis, 1999). An example item from the scale “As a member of village owned enterprises management, I am always cautious when interacting with unfamiliar people”. Meanwhile, village enterprise resilience managers use 6 employee resilience questionnaires (Luthans et al., 2007) which we have adapted to the context of this research, namely village owned enterprises. An example item from the scale “When facing challenges in my role as a village owned enterprises manager, I have no trouble overcoming them and continuing my work”. Knowledge sharing is measured using questionnaire items from (Jahidah et al., 2020). An example item from the scale “Colleagues in village owned enterprises management told me what skills they had when I asked about them, and “Colleagues outside the village owned enterprises management tell me what skills they have when I asked about it”. Lastly, the innovative work behavior item was measured using a 6-item questionnaire from (Scott & Bruce, 1994). An example item from the scale “While working at village owned enterprises, I have produced innovative and creative ideas”.

Method of Analysis

To test the hypothesis, structural equation modeling technique (SEM) using AMOS version 28 was chosen for two reasons. First, AMOS allows for the analysis of complex relationships between variables, making it suitable for exploring the proposed model. Second, AMOS is effective in testing mediating and moderating effects, providing a robust analytical framework for assessing the relationships between clan culture, village enterprise manager's resilience, knowledge sharing, and innovative work behavior. This analysis will determine whether the proposed hypotheses are supported or rejected based on the collected data.

Results

Sample Description

A total of 228 questionnaires were eligible for analysis. Table 1 shows the demographic data of the participants in this study, which was dominated by men (71% of the total respondents). Second, the largest age group in the sample was those aged between 35 and 45 years, which made up 36.84% of the total respondents. Third, the majority of respondents have relatively short work experience, namely less than 3 years (55.26%).

Table 1
Description of the Respondents

Demographics	Category	Total	Percentage
Gender	Male	162	71
	Female	66	29
Age	<25 years	6	2.63
	25-35 years	51	22.37
	36-45 years	84	36.84
	46-55 years	57	25
	>56 years	30	13.16
Length of working	<3years	126	55.26
	3-5 years	81	35.53
	6-9 years	21	9.21

In the initial stages, validity and reliability tests are conducted to ensure the questionnaire's validity and reliability, the results of the validity test are in Table 2. The standard reliability coefficient exceeds .70, which is considered satisfactory (Hair et al., 2013). AVE values for all variables are above .50, confirming their reliability. Model fit was assessed using various parameters from Thakkar (2020)

Table 2
Validity and Reliability Test

Variable	No. of Items	Factor loading	Alpha Cronbach	AVE
Clan culture	5	.73 - .83	.92	.74
Trust	7	.75 - .86	.94	.79
Knowledge sharing	9	.77 - .88	.89	.78
Village enterprise manager's resilience	6	.78 - .84	.90	.78
Innovative work behavior	6	.72 - .81	.92	.77

The results shown in Table 2 confirm the existence of strong discriminant validity in this model and reinforce the idea that each dimension in the model contributes unique information and is not simply an overlapping or duplicate measure of the same underlying construct.

The good-of-fit model is examined using several parameters such as chi-square (χ^2), root-mean-square error of approximation (RMSEA), and others. The cut-off value follows the guidelines from cut-off value (Thakkar, 2020) Based on Table 3, it can be concluded that the research model is a fit.

Table 3
Comparison of Measurement Model

No	Relevant Statistics	Cut-off Value	Results	Interpretation
1	CMIN/DF	< 3	2.6	Good Fit
2	GFI/goodness of fit index	> .90	.92	Good Fit
3	RMSEA/root mean square error of approximation	< .06	.06	Middle Fit
4	TLI (Tucker Lewis index)	\geq .90	.94	Good Fit
5	NFI/normal fit index	> .90	.92	Good Fit
6	AGFI/adjusted goodness of fit index	> .90	.93	Good Fit

Table 3 confirms strong discriminant validity in this model, indicating that each dimension provides unique information and is not merely overlapping or duplicating measurements of the same underlying construct. The fit statistics show good results: CMIN/DF is 2.6, GFI is .92, and TLI is .94, indicating a good

fit. Although RMSEA is .06, which is close to the upper limit, it still suggests a relatively good fit. NFI is .92 and AGFI is .93, supporting that the model has a clear structure and that its dimensions effectively provide distinct information. The subsequent phase of this study involves data analysis to assess the hypotheses.

Table 4
Hypothesis Testing, Direct and Indirect Effects

	Path	Path coefficient	p-value	Conclusion
H1	Clan culture → innovative work behavior	.23	.02	Supported
H2	Village enterprise manager's resilience → innovative work behavior	.15	.01	Supported
H3	Knowledge sharing → clan culture → innovative work behavior	.27	.00	Supported Mediation
H4	Knowledge sharing → trust → innovative work behavior	.12	.02	Supported Mediation
H5	Knowledge sharing →village enterprise manager's resilience → innovative work behavior	.04	.02	Supported Mediation

In analyzing the significance of paths in the conceptual model (Table 4), *p*-values were evaluated using the bootstrapping method in SEM AMOS. The direct path refers to the direct influence of the independent variable on the dependent variable. Mediation analysis was conducted to assess the indirect effect, where the influence of one variable passes through a mediator variable. According to the guidelines outlined by (Hair et al., 2013), both significant direct and indirect effects were identified with a *p*-value < 0.05, indicating the presence of a direct relationship and mediation. There is a significant positive relationship between clan culture and innovative work behavior ($\beta = .23, p = .02$). Managerial resilience in rural enterprises positively impacts innovative work behavior ($\beta = .15, p = .01$). The path coefficient ($\beta = .27, p < .001$) confirms that knowledge sharing mediates the relationship between clan culture and innovative work behavior. The path coefficient ($\beta = .12, p = .02$) indicates that knowledge sharing significantly mediates the relationship between trust and innovative work behavior. Finally, the path coefficient ($\beta = .04, p = .02$) shows that knowledge sharing also mediates the relationship between managerial resilience in rural enterprises and innovative work behavior, reinforcing the role of knowledge sharing in translating resilience into innovation

Discussion and Conclusion

This study aimed to explore the role of knowledge sharing as a mediator in the relationship between clan culture, trust, and resilience on innovative work behavior. The results indicate that the proposed hypotheses are largely supported by the data, providing valuable insights into how these variables interact and influence innovation within the context of village enterprises in Indonesia.

The first finding confirms that clan culture is positively related to innovative work behavior. This is consistent with Marampa (2023), who found that clan culture, which emphasizes shared values and cohesion, supports employees in sharing ideas and taking risks. Marampa et al. (2023) highlight that the sense of belonging and mutual trust within clan culture encourages experimentation with new approaches, leading to innovative outcomes. This finding is further supported by previous research indicating that clan culture plays a crucial role in stimulating innovative ideas within village-owned enterprises (Afsar et al., 2020). However, it is important to note that an excessive focus on consensus within clan culture may limit the exploration of new ideas, so a balance between collaboration and the freedom to innovate should be maintained.

The second set of research results demonstrates that the resilience of managers in village-owned enterprises positively affects innovative work behavior. Resilience is a key factor that helps employees adapt and remain innovative despite facing challenges and pressures in the work environment (Marampa et al., 2023). The study confirms previous findings that managers with strong resilience are more adept at developing the knowledge and skills required to effectively manage village enterprises (Abukhait et al., 2020). Resilient managers inspire their teams to think creatively and approach problems from new perspectives, fostering an environment where employees are encouraged to innovate. Additionally, the resilience of managers contributes to increased motivation and job satisfaction, and aids in forming networks and collaborations with external parties such as government and private sector entities, which can provide new ideas and support for innovation in village-owned enterprise management.

The fourth finding reveals that knowledge sharing mediates the relationship between trust and innovative work behavior. Trust within an organization is fundamental for effective knowledge sharing, as supported by the knowledge-based view (KBV). High levels of trust reduce perceived risks and increase individuals' willingness to share their insights, thereby enhancing the organization's capacity for innovation through collective knowledge. When trust is high, employees feel secure in sharing ideas and collaborating, which leads to innovative solutions. In village-owned enterprises, where trust is often built through long-standing relationships and a strong sense of community, knowledge sharing becomes a crucial mechanism for driving innovation. Trust among members ensures that shared knowledge is used constructively, fostering a culture of continuous improvement and creativity (Remtulla et al., 2021).

The last finding supports the fifth hypothesis, demonstrating that knowledge sharing mediates the relationship between village-owned enterprise managers' resilience and innovative work behavior. Knowledge sharing plays a crucial role in facilitating the flow of information and ideas within an organizational context (Ganguly et al., 2019). When village business administrators exhibit a high level of resilience, they are more inclined to seek out and share knowledge with their colleagues. This act of sharing knowledge is key to fostering innovative work behavior, as it allows managers to access diverse perspectives, learn from others' experiences, and gain new insights. Furthermore, knowledge sharing facilitates the transfer of tacit knowledge, which is often gained through practical experience and is difficult to articulate formally. This exchange of ideas and information creates a collaborative and learning-focused work environment, thereby encouraging innovative work behavior.

Limitations

This study has several limitations. First, because it uses a cross-sectional method, it can only observe relationships between variables at a single point in time, making it impossible to establish causality. Future research should use experimental or longitudinal designs. Second, the results may lack generalizability due to specific sample characteristics. Future studies should consider this context. Lastly, social desirability bias might affect responses, especially in self-reported measures like village enterprise managers resilience and innovative work behavior. Anonymous surveys or behavioral observations could help reduce this bias. Addressing these issues can enhance understanding of the dynamics between organizational culture, individual traits, knowledge sharing, and innovative behavior.

Implications for Behavioral Science

In the context of behavioral science, social exchange theory explains how clan culture, village enterprise manager resilience, and knowledge sharing influence innovative behavior. Clan culture, which emphasizes collaboration and social support, creates a work climate that fosters positive interaction and effective information exchange (Marampa et al., 2023). Social exchange theory suggests that strong and mutually supportive interpersonal relationships within clan culture enhance individuals' willingness to share ideas and knowledge, which in turn stimulates innovative behavior. Resilience of village enterprise manager, as a form of social capital, plays a crucial role in facilitating innovative behavior by constructively

managing stress and challenges. This resilience allows managers to remain creative and adaptive, as well as to strengthen positive interactions within the team. Additionally, knowledge sharing serves as a critical mediating mechanism in the relationship between trust and innovative behavior. High trust strengthens constructive information exchange, while efficient knowledge sharing enhances the likelihood of generating new ideas and innovations (Marampa et al., 2024). In this context, knowledge sharing also mediates the relationship between manager resilience and innovative behavior by creating more open and responsive information channels. Overall, social exchange theory provides a framework for behavioral science to understand how social factors such as culture, resilience, and information exchange affect innovative behavior, clarifying the role of social interaction in fostering creativity and innovation within organizations.

Conclusion

This study reveals that a supportive clan culture in the workplace can significantly enhance innovative work behavior. A conducive culture provides an environment that allows employees to be more creative and innovative. Additionally, the resilience of village enterprise managers plays a crucial role in fostering innovative work behavior. Managers who can handle pressure and challenges effectively are more likely to be proactive and innovative. Furthermore, knowledge sharing has been shown to serve as a significant mediator in the relationship between clan culture, trust, and managerial resilience with innovative work behavior. In other words, knowledge sharing not only enhances innovation within the context of organizational culture and managerial characteristics but also strengthens the positive impact of these factors on innovative work behavior. Overall, the findings of this study underscore the importance of clan culture, managerial resilience, and knowledge sharing in boosting workplace innovation.

Declarations

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Conflicts of Interest: The authors declare no conflicts of interest.

Ethical Approval Statement: The study was conducted in accordance with the Declaration of Helsinki, and approved by the Institutional Review Board (or Ethics Committee) of the Research Institutions and Community Service Ethics Committee of Universitas Jenderal Soedirman Indonesia, (protocol code 683/UN23.18/I/2024, dated 4 January 2024), for studies involving humans.

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