Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE) Vol. 7. No. 2 (2024)
e-ISSN: 2621-606X Page: 3677-3692

MEDIATION OF DYNAMIC INNOVATION CAPABILITY ON DIGITAL TRANSFORMATION AND EMPLOYEE COLLABORATIVE INNOVATION ON EMPLOYEE PERFORMANCE

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Abstract

Human capital is a vital component within a company, playing a pivotal role in determining the organization's success in meeting its goals. The research question revolves around investigating whether there is an impact of Digital Transformation and Employee Collaborative Innovation on Employee Performance and whether Dynamic Innovation Capability mediates Digital Transformation and Employee Collaborative Innovation on Employee Performance. The study aimed to analyze the effect of digital transformation and Employee Collaborative Innovation on employee performance mediated by Dynamic Innovation Capability. Research using quantitative methods. The study focused on Bank XYZ employees located in Malang City, with a sample size of 137 employees. Data were collected through questionnaires distributed to each employee, and the responses obtained will be analyzed using Partial Least Squares (PLS). The results of the study stated that: Digital Transformation and Employee Collaborative Innovation on Dynamic Innovation Capability make a positive and meaningful impact. The results of Digital Transformation and Employee Collaborative Innovation on Employee Performance make a positive and meaningful impact, and Dynamic Innovation Capability on Employee Performance has a favorable and significant impact. The mediation relationship of Dynamic Innovation Capability can mediate Digital Transformation on Employee Performance, and the mediation relationship of Dynamic Innovation Capability can mediate Employee Collaborative Innovation on Employee Performance. The findings of this investigation show that technological advances and close relationships between employees can create a form of good working relationships with innovations from digital developments that improve the performance of employees.

Keywords: Digital Transformation, Employee Collaborative Innovation, Dynamic Innovation Capability, Employee Performance

INTRODUCTION

Human resources determine an organization or company that will survive in the future by mobilizing other organizational resources, therefore, the organization's ability to manage human resources optimally is very important for survival and achievement of company goals (Pratama & Elistia, 2020).

In a company, especially a bank, employees are always the main focus in any renewal or innovation in a work system. So, one of the banks that carries out a work system based on renewal or innovation is Bank XYZ. Bank XYZ continues to prioritize digitalization, so the question arises, what is the fate of the independent bank workforce (BMRI)? Judging from the phenomenon reported by finansial.bisnis.com that the issue of digital transformation is the potential to cut the number of employees, this can certainly change the statement of the employees who work to decrease, because employees must have an optimal level of digitalization (Bisnis.com, 2022), However, Bank XYZ's Corporate Secretary emphasized that the company's digital transformation prioritizes upskilling and reskilling to improve and develop new capabilities for Bank XYZ people, rather than reducing human resources. For example, customer service officers and tellers are trained and educated to become General Bankers, so that they can explain the tools or services available at Bank XYZ's Branch of the Future.

Based on the phenomenon regarding the development of Bank Mandiri's digital innovation, to achieve the set targets, organizations must be able to maintain high employee performance. Employees who perform well and have a strong work ethic will help the company achieve its goals and generate profits, while poor employee performance will harm the company (Saputri et al., 2023).

Talafidaryani, (2021) the term dynamic capability refers to a strategy of development and reconstruction that seeks to prevent environmental change by using company resources. Amien & Tanuwijaya, (2023), defined it as having two (2) perspectives: the contribution of dynamic capabilities to performance and dynamic capabilities characterized by rapid environmental change. Chatterjee et al., (2023) the dynamic capacity of digital innovation affects the work of organizations.

Employees are a source of strength to focus on the company's wishes, therefore, the quality of work needs to be considered through Digital Transformation. Digital transformation relationships can positively improve staff performance. Digital transformation refers to the process of incorporating digital technology into an organization's products, processes, and strategies (Wujarso et al., 2023). Digital relationship transformation involves integrating digital gadgets, data processing, artificial intelligence, cloud computing services, and automation into various aspects of the organization (Borges et al., 2021). Digital transformation can help increase productivity, streamline workflows, and enable innovation. Khusna & Pratiwi (2022) discovered that digital transformation had a favorable impact on staff performance.

Employee performance capabilities require Employee collaborative innovation (Espallardo et al., 2018). Collaboration and innovation result in better work, increased innovation, and higher job satisfaction, in addition, collaboration can foster a sense of inclusivity and make the workplace comfortable, and confident to voice their thoughts, which leads to creative solutions (Shafiyah, 2023). Employee collaborative innovation relationships can positively improve staff performance. Collaboration in the workplace can increase productivity, improve employee retention rates, and a more positive workplace culture (Xie, 2023).

REVIEW OF LITERATURE

Digital Transformation

Digital transformation entails utilizing technology to create new business models, streamline processes, develop software, and build systems that aim to increase revenue, improve competitiveness, and enhance operational efficiency (Dyanasari, 2023). The digital transformation relationship can positively improve staff performance. digital transformation refers to the process of incorporating digital technology into an organization's products, processes, and strategies (Wujarso et al., 2023). According to Lumunon et al., (2021), indicators of Digital transformation are as follows: 1) Regulatory changes. 2) Changes in the form of competition. 3) Change to the digital form of the company. 4) Changes in consumer behavior and expectations.

Employee Collaborative Innovation

Innovation from inter-organizational collaboration teams impacts the Employees engaging in the partnership and have work-related attitudes (Esparalldo et al., 2018). Team innovation is a pattern of shared basic assumptions acquired by collaborative teams to affect social attitudes and behaviors to generate new ideas continuously. Employee collaborative innovation results in better work, increased innovation, and higher job satisfaction, besides that collaboration can foster a sense of inclusiveness and confidence to voice their thoughts, which leads to creative solutions. (Shafiyah, 2023). According to Gamra et al., (2021) indicators of employee collaborative innovation are: 1) Openness. 2) Innovation. 3) Collaboration**.** 4) Knowledge

Dynamic Innovation Capability

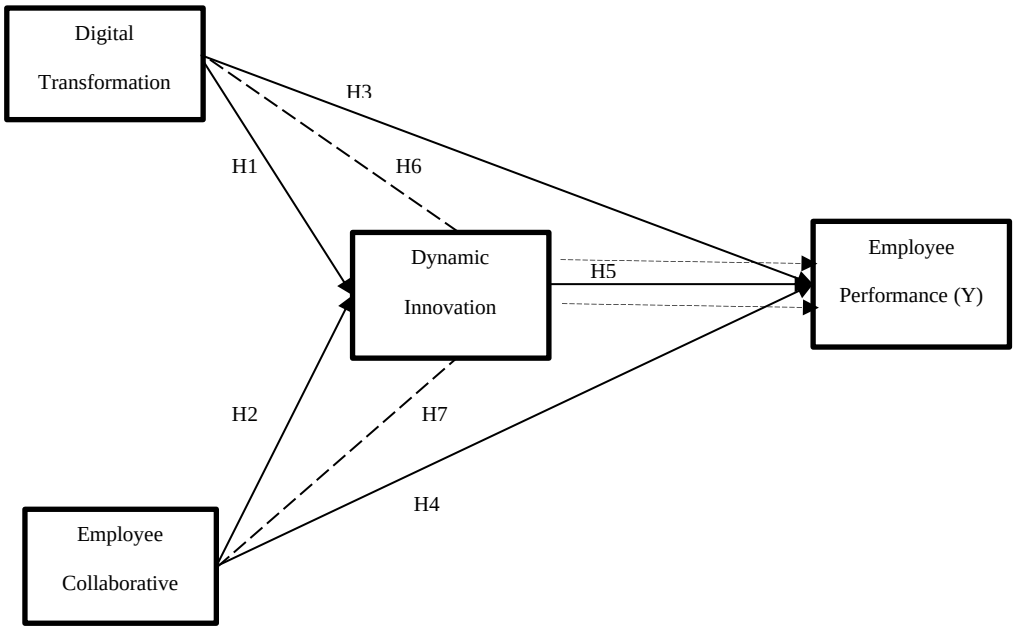
Dynamic capability theory highlights such capabilities as a source of competitive advantage, focusing on two main aspects. First, "dynamic" denotes a changing environment, customized strategic responses, and the time required for market acceptance to drive innovation forward. Second, "capability" underscores the critical role of effectively managing an organization in response to environmental changes (Talafidaryani, 2021). According to Chatterjee et al., (2023), dynamic innovation capability has a substantial association with the organization's work performance. Therefore, the innovative ability of the workforce can affect employees' performance and well-being. Measurement indicators of dynamic innovation capability according to Suwanto et al., (2022): 1) Responsive to new ideas. 2) Optimistic view of innovative opportunities. 3) Respect creative ideas and innovative steps of individuals. 4) Responsive to social changes that occur. 5) Prioritizes planning and has faith in it. 6) Fully understand the consequences of decisions taken.

Employee Performance

Soeltan et al., (2021), claim that employee performance is decided by numerous activities of workers that might have a favorable or negative impact on the attainment of organizational objectives. Pangestu et al., (2020) Employee performance refers to the level of quality in the results obtained while working. It reflects an employee's ability to fulfill their job responsibilities, which can be evaluated both qualitatively and quantitatively. Indikator of employee performance measurement accorting to Yuliaty, (2021): 1) Quality. 2)

Quantity. 3) Timelinnes. 4) Cost effectiveness. 5) Need for Supervision. 6) Interpersonal Impact.

Hypotheses



H1: The Influence of Digital Transformation on Dynamic Innovation Capability

H2: The Influence of Employee Collaborative Innovation on Dynamic Innovation Capability

H3: The Influence of Digital Transformation on Employee Performance

H4: The Influence of Employee Collaborative Innovation on Employee Performance

H5: The Influence of Dynamic Innovation Capability on Employee Performance

H6: Dynamic Innovation Capability mediates the effect of Digital Transformation on Employee Performance

H7: Dynamic Innovation Capability mediates the effect of Employee Collaborative Innovation on Employee Performance

RESEARCH METHOD

In research using quantitative methods with a survey approach, in a study, one important aspect is the selection of suitable methods and approaches. The research is descriptive, using a survey approach. The data source in the research is primary data from respondents' answers. The research population is Bank XYZ employees in Malang City with

a research sample of 137 employees and data collection using a questionnaire distributed to each employee.

Data were analyzed using SmartPLS version 3 software and the Partial Least Squares (PLS) method. PLS is one of the strategies for completing Structural Equation Modeling (SEM). SEM provides greater ease in research that links theoretical concepts with data and the ability to conduct path analysis with hidden variables, making PLS a method often relied on by social scientists. This analytical approach is considered powerful because it is less dependent on complex assumptions. The use of data does not require multivariate normal distribution, and the sample size does not have to be large. (Ghozali & Latan, 2017).

Test Validity and Reliability

Validity and reliability assessments are performed to guarantee the precision and consistency of the measurements employed. These tests encompass various aspects:

Firstly, Convergence validity assesses the relationship between scores of items or components and scores representing constructs, typically examined through standard loading factors. These loading factors depict the strength of the relationship between each observed item and its corresponding construct. High convergence validity is indicated when individual item correlations exceed 0.7.

Second, discriminant validity assesses the measurement model by looking at the magnitude and cross-loading of constructs. This validity is determined by comparing the extracted root mean square of variance (AVE), with a tool being valid if its AVE value surpasses 0.5.

Third, composite reliability examines a structure's consistency using latent variable coefficients. A construct is regarded highly reliable if its composite reliability rating is more than 0.70.

Fourth, Cronbach's Alpha is used as a reliability measure to back up the results from composite dependability. A variable is considered dependable when its Cronbach's alpha value exceeds 0.7.

Inner Model

Abdillah & Hartono, (2015) A structural model, also known as an inner model, depicts the cause-and-effect interactions between latent variables that are formed on the foundation of a theory.

R-Square

Assessing the structural model involves checking the R-Square, a measure of model fit. A higher R-squared value implies a better fit for the variable model. A value of 0.75 suggests a strong model; 0.50 indicates a moderate model; and 0.25 indicates a weak model (Ghozali & Latan, 2017).

Hypotheses Test

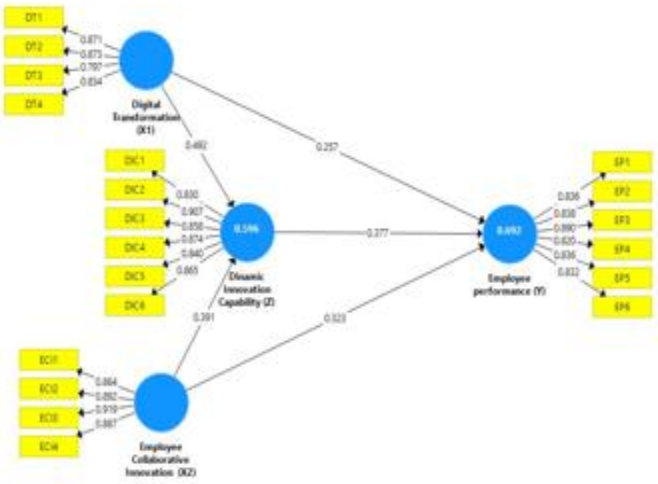
When evaluating hypotheses, the t-statistic value is usually displayed along with the probability value. For hypothesis analysis, the t-statistic value uses a statistic of 1.97 for 5% alpha. Meanwhile, the beta value assesses the direction of influence of the link between variables. Criteria for accepting or rejecting a hypothesis can be established based on the results of such tests.

H_a = t-statistic > 1.97 with p-values < 0.05

H0 = t-statistic < 1.97 with p-values > 0.05

RESULTS AND DISCUSSION

Figure 1. Outer Model



Source: Primary Data Processed (2024)

Validity Test

A validity evaluation is used to determine the reliability of a questionnaire. In this study, validity was evaluated by assessing convergent validity and AVE. The questionnaire is considered valid when the AVE value exceeds 0.05 and the outer loading value exceeds 0.7.

Table 1.

Average Variant Extracted (AVE*)*

	Average Variance Extracted (AVE)
Digital Transformation (X1)	0,713
Dinamic Innovation Capability (Z)	0,744
Employee Collaborative Innovation (X2)	0,793
Employee performance (Y)	0,709

Source: Primary Data Processed (2024)

The table clearly shows that all research variables have reached an AVE value that exceeds the standard threshold of 0.5 (AVE> 0.5).

Reliability Test

The researchers used two reliability test methods: Cronbach's Alpha (CA) and Composite Reliability. CA evaluates the minimum reliability of a variable. Data is considered to have good reliability if the CA value exceeds 0.7. Meanwhile, Composite Reliability assesses a variable's genuine reliability. Data is considered high dependability if the Composite dependability value exceeds 0.7.

Table 2.

Composite Reliability and Cronbach Alpha

	Composite Reliability	Cronbach's Alpha
Digital Transformation (X1)	0,908	0,865
Dinamic Innovation Capability (Z)	0,946	0,931
Employee Collaborative Innovation (X2)	0,939	0,913
Employee performance (Y)	0,936	0,918

Source: Primary Data Processed (2024)

R-Square Test

The following is the R-Square value in this study:

Table 3.
R Square Value

	R Square	R Square Adjusted
Dinamic Innovation Capability (Z)	0,596	0,590
Employee performance (Y)	0,692	0,685

Source: Primary Data Processed (2024)

Table 3 shows that the R-Square value for the dynamic innovation capability variable is 0.596. This statistic represents the percentage of digital transformation and employee collaborative innovation in influencing or explaining the dynamic innovation capability variable is 59.6%. The R-squared value attained by the employee performance variable is 0.692. This means that it shows the extent to which employee performance can be explained by the model is digital transformation, employee collaborative innovation and dynamic innovation capability by 69.2%.

Hypothesis Test

Table 4.
Hypothesis Value

Hypothesis	Variable Relationship	T Statistics (|O/STDEV|)	P Values
H1	Digital Transformation (X1) -> Dynamic Innovation Capability (Z)	4,688	0,000
H2	Employee Collaborative Innovation (X2) -> Dynamic Innovation Capability (Z)	3,916	0,000
H3	Digital Transformation (X1) -> Employee performance (Y)	3,800	0,000
H4	Employee Collaborative Innovation (X2) -> Employee performance (Y)	3,544	0,000
H5	Dynamic Innovation Capability (Z) -> Employee performance (Y)	3,151	0,002
H6	Digital Transformation (X1) -> Dynamic Innovation Capability (Z) -> Employee performance (Y)	2,299	0,022
H7	Employee Collaborative Innovation (X2) -> Dynamic Innovation Capability (Z) -> Employee performance (Y)	3,132	0,002

Source: Primary data processed (2024)

H1: The Effect of Digital Transformation on Dynamic Innovation Capability

The test results show that Digital Transformation (X1) on Dynamic Innovation Capability (Z) has a T statistic value higher than the T table (4.688>1.977) and a P value of 0.000 or less than the 5% alpha standard (0.000 < 0.05) showing that there is a significant effect of Digital Transformation on Dynamic Innovation Capability or the first hypothesis (H1) is accepted. This statement is supported by the research results from Zubielqui et al., (2019); Guzmán-Ortiz et al., (2020); and Matarazzo et al., (2021) mentioned the relationship between Digital Transformation and dynamic innovation capability. Digital Transformation may require the development of dynamic innovation capability specifically, as companies need to shift their focus to change capability when digital disruption threatens their current skills and resources.

H2: The Effect of Employee Collaborative Innovation on Dynamic Innovation Capability

The test results show Employee Collaborative Innovation (X2) on Dynamic Innovation Capability (Z) has a T statistic value higher than the T table (3.916> 1.977) and a P value of 0.000 or less than the 5% alpha standard (0.000 < 0.05) showing a significant effect of Employee Collaborative Innovation on Dynamic Innovation Capability or the second hypothesis (H2) is accepted. This statement is confirmed by the study findings from Gamra et al., (2021; Wang & Hu, (2020) mentioned that collaborative innovation on dynamic innovation capability has a relationship in the form of innovation

H3: Effect of Digital Transformation on Employee Performance

The test findings indicate that Digital Transformation (X1) on Employee Performance (Y) has a T statistic value higher than the T table (3.800 > 1.977) and a P value of 0.000 or less than the 5% alpha standard (0.000 < 0.05) showing a significant effect of Digital Transformation on Employee Performance or the third hypothesis (H3) is accepted. Digital Transformation can help increase productivity, streamline workflows, and enable innovation, besides that Digital Transformation often involves automating business processes, using digital tools, and productivity software. This can help employees increase their productivity. According to research results from Khusna & Pratiwi, (2022);

Nousopoulou et al., (2022) mentioned that Digital Transformation affects employee performance.

H4: The Effect of Employee Collaborative Innovation on Employee Performance

The test findings indicate that Employee Collaborative Innovation (X1) on Employee Performance (Y) has a statistical T value higher than the T table (3.544 > 1.977), and the P value of 0.000 is smaller than the 5% alpha threshold (0.00 < 0.05). indicates that there is a significant effect of Employee Collaborative Innovation on Employee Performance or Hypothesis four (H4) is accepted. Collaboration also allows employees to become thinking partners, bringing together their ideas and expertise to produce the best solution to each problem (Rahmasari, 2023). It can be concluded that employee collaborative innovation can affect employee performance and increase employee performance productivity. Research results Guzmán et al., (2020); Hernandez et al., (2018); and Singh et al., (2021) state that Employee Collaborative Innovation affects employee performance.

H5: The Effect of Dynamic Innovation Capability on Employee Performance

The test findings indicate that Dynamic Innovation Capability (Z) on Employee Performance (Y) has a statistical T value higher than the T table (3.151> 1.977), and the P value is less than the 5% alpha threshold (0.002 < 0.05). shows a significant effect of Dynamic Innovation Capability on Employee Performance or the fifth hypothesis (H5) is accepted. According to Jones & Knoppen, (2018), dynamic innovation capability must be consistently nurtured and implemented in the daily operations of the organization. Therefore, utilizing existing resources and skills within the company can reflect the integration of superior human resources, especially the knowledge of employees. Research results from Amien & Tanuwijaya, (2023); Chatterjee et al., (2023; and Drago et al., (2022) mentioned that dynamic innovation capability affects performance.

H6: The Mediating Effect of Dynamic Innovation Capability on Digital Transformation on Employee Performance

The test findings indicate that Dynamic Innovation Capability (Z) mediates the effect of Digital Transformation (X1) on Employee Performance (Y) with a statistical T value higher than the T table (2.299 < 1.977) and a P-value smaller than the 5% alpha

standard (0.022 > 0.05), indicating the mediating effect of Dynamic Innovation Capability on Digital Transformation on Employee Performance. In other words, good Dynamic Innovation Capability can support Digital Transformation to improve Employee Performance or the sixth Hypothesis (H6) is accepted. Dynamic innovation capability is a type of dynamic innovation capability that allows companies to innovate and adapt to environmental changes. (Ferreira et al., 2020). There is evidence that dynamic innovation capability can mediate the relationship between Digital Transformation and firm performance. (Robertson et al., 2021). However, there is limited research on the mediating effect of dynamic innovation capability on the relationship between Digital Transformation and employee performance. Research results from Amien & Tanuwijaya, (2023); Chatterjee et al., (2023; and Drago et al., (2022) mentioned that dynamic innovation capability affects performance. According to research results from Khusna & Pratiwi, (2022); and Nousopoulou et al., (2022), Digital Transformation affects employee performance.

H7: The Mediating Effect of Dynamic Innovation Capability on Employee Collaborative Innovation on Employee Performance

The test findings indicate that the mediation of Dynamic Innovation Capability (Z) on Employee Collaborative Innovation (X2) on Employee Performance (Y) has a T statistical value higher than the T table (3.132 < 1.977) and a P value smaller than the 5% alpha standard (0.002 > 0.05), indicating the mediating effect of Dynamic Innovation Capability on Employee Collaborative Innovation on Employee Performance or the seventh hypothesis (H7) is accepted. Dynamic innovation capabilities must always be developed and then applied to work (Jones & Knoppen, 2018), Thus, if it has an advantage that comes from the assets and expertise possessed by the company, it reflects the integration of quality human resources, especially in terms of knowledge of employees. Research results from Gamra et al., (2021); Wang & Hu, (2020) mentioned that collaborative innovation on dynamic innovation capability has a relationship in the form of innovation, but the results of the study are different from Tavani et al., (2018) mentioned that collaborative innovation relationships do not influence innovation capabilities. In addition, the results of the study by Guzmán et al., (2020); Hernandez et al., (2018); and Singh et al., (2021) state that

Employee Collaborative Innovation affects employee performance. Research results from Amien & Tanuwijaya, (2023); Chatterjee et al., (2023); and Drago et al., (2022) mentioned that dynamic innovation capability affects performance.

Based on the research hypothesis, the results show that all variables affect employee performance. This is proof that the development of the digital world affects the maximum work effort of employees and this research what distinguishes this research from the prior one, namely regarding the relationship of the research model that focuses on the relationship of digitalization innovation on employees which makes this research a new research model where in previous studies the variables used were only limited to the relationship between one variable without modifying the effect of the relationship between each variable which made a new research model.

CONCLUSION

Based on the test results of this research, we may deduce that technological advances and close relationships between employees can create a form of good working relationships with innovations from digital developments that improve the performance of employees, as evidenced by the results of the r-squared value explaining that employee performance can be explained by Digital Transformation, Employee Collaborative Innovation and Dynamic Innovation Capability.

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