ICEBESMA
International Conference on Economics, Business, Management, and Accounting
2025

The Influence Of Employee Capability And Intellectual Capital On Performance Through Innovative Behavior As An Intervening Variable At Sei Baruhur Palm Oil Factory (PKS)

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ABSTRACT

This study investigates the influence of intellectual capital and employee capabilities on performance, with innovative behavior serving as an intervening variable, at Sei Baruhur Palm Oil Mill. The research targeted all permanent employees, totaling 122 individuals, and used a saturated sampling method due to the small population. Data were collected through primary sources, using structured questionnaires, and supplemented with secondary data from documentation studies. Quantitative analysis was conducted using SPSS version 25, applying t-tests, Sobel tests, and path analysis to assess both direct and indirect relationships among the variables. The findings reveal that employee capabilities significantly enhance innovative behavior, and intellectual capital also has a positive and significant effect on innovative behavior. Both capabilities and intellectual capital directly improve employee performance, while innovative behavior itself positively influences performance. Moreover, innovative behavior mediates the relationship between capabilities and performance, as well as between intellectual capital and performance. These results suggest that organizations can strengthen employee performance by developing both capabilities and intellectual resources, while simultaneously fostering an environment that encourages innovation. The study underscores the importance of integrating human and intellectual capital with innovative practices to achieve higher productivity and organizational effectiveness. The findings provide practical guidance for management at Sei Baruhur Palm Oil Mill to optimize workforce potential, promote creativity, and maintain competitive advantage within the palm oil industry.

Keywords: Capability, Innovative Behavior, Intellectual Capital, and Performance.

INTRODUCTION

In today's competitive industrial environment, the performance of employees is a critical determinant of organizational success. High-performing employees not only improve productivity but also contribute to innovation, efficiency, and overall organizational sustainability. Organizations must therefore focus on key factors that influence employee performance, particularly employee capabilities and intellectual capital. Employee capability refers to the knowledge, skills, and competencies that enable workers to perform their tasks effectively, adapt to changing work demands, and contribute to organizational goals. Intellectual capital, meanwhile, encompasses the collective knowledge, experience, and creative potential within an organization, which serves as a strategic resource for achieving competitive advantage.

Innovative behavior has increasingly been recognized as a vital element in enhancing employee performance. It refers to the ability of employees to generate, implement, and apply new ideas, methods, or processes that improve work outcomes and organizational effectiveness. Innovative behavior not only directly impacts performance but can also serve as an intervening variable, mediating the effects of employee capability and intellectual capital. Employees with high capabilities and access to strong intellectual resources are more likely to engage in innovative behaviors, which in turn improve overall performance.

Sei Baruhur Palm Oil Factory (PKS), a prominent player in the palm oil industry, faces challenges in maintaining high productivity and competitiveness while fostering innovation among its workforce. Despite the critical role of employee capabilities and intellectual capital in performance, there is limited research examining how these factors interact with innovative behavior in this specific industrial context.

This study aims to fill this gap by investigating the influence of employee capability and intellectual capital on performance, with innovative behavior acting as an intervening variable, among employees at Sei Baruhur Palm Oil Factory. The findings are expected to provide practical insights for management to optimize human and intellectual resources, promote a culture of innovation, and strengthen organizational performance in the competitive palm oil industry.

LITERATURE REVIEW

1. Performance.

Performance refers to the level of achievement or accomplishment of an individual or group in completing tasks and achieving organizational goals. According to Robbins and Judge (2017), performance is the outcome of work, typically measured in terms of productivity, quality, efficiency, and goal attainment. Armstrong dan Baron (2011) define performance as the results of work carried out by individuals or teams, reflecting their ability to meet organizational objectives. Mangkunegara (2015) emphasizes that employee performance represents an individual's contribution to the organization, assessed through both effectiveness and efficiency in fulfilling job responsibilities. Similarly, Torang (2014) explains that performance encompasses the ability to carry out tasks according to established organizational standards, including productivity, quality, timeliness, and work behavior. Whitmore dalam Uno dan Nina (2012) adds that performance is the degree of achievement of work outcomes over a specific period, compared against predetermined standards. In summary, performance can be understood as the extent to which employees or teams successfully accomplish their tasks and responsibilities, measured through indicators such as productivity, quality, efficiency, and overall effectiveness in contributing to organizational goals.

1.2 Capabilities

Employee capabilities refer to the knowledge, skills, competencies, and personal attributes that enable individuals to perform their tasks effectively and contribute to organizational goals. According to Robbins, dkk (2008), capabilities are the collective learning and expertise within an organization that allow it to coordinate activities and achieve competitive advantage. Becker and Menon (1999) emphasize that employee capabilities are a key determinant of organizational performance, as they influence productivity, problem-solving, decision-making, and adaptability to changing work demands. Similarly, Amir (2011) highlight that competencies, including technical, behavioral, and cognitive skills, form the foundation of employee capabilities and are essential for achieving high performance. In addition, Baker dan Sinkula (2005) argue that capability development is not only about individual skill acquisition but also involves the alignment of personal competencies with organizational strategies and objectives. In the context of industrial organizations, such as palm oil factories, employee capabilities determine the efficiency of production processes, the quality of output, and the ability to implement innovative practices. Therefore, enhancing employee capabilities through training, mentoring, and knowledge sharing is essential for improving individual performance, fostering innovation, and strengthening the organization's competitive position.

1.3 Intellectual Capital

Intellectual capital refers to the collective knowledge, skills, experience, and innovative potential possessed by an organization that can be leveraged to achieve competitive advantage and enhance performance. According to Mavridis (2004), intellectual capital is the sum of everything that employees know and can use to create value for the organization. Sawarjuwono dan Kadir (2003) categorizes intellectual capital into three main components: human capital, structural capital, and relational capital. Human capital includes the knowledge, skills, and competencies of employees; structural capital refers to organizational systems, processes, and databases; and relational capital involves relationships with customers, partners, and stakeholders. Stewart (1998) highlight that intellectual capital is a critical resource in knowledge-based economies, as it drives innovation, problem-solving, and decision-making. Moreover, Youndt et al. (2004) argue that intellectual capital has a significant impact on organizational performance, particularly when employees are able to utilize knowledge effectively and collaborate to generate innovative solutions. In the context of industrial organizations, such as palm oil factories, intellectual capital enables organizations to optimize processes, improve product quality, and respond flexibly to market demands. Therefore, managing and developing intellectual capital is essential for fostering employee innovation, enhancing performance, and sustaining competitive advantage in a dynamic business environment.

1.4 Innovative Behavior

Innovative behavior refers to the actions and attitudes of employees that involve generating, promoting, and implementing new ideas, methods, or processes to improve work outcomes and organizational effectiveness. According toGaynor (2002), innovative behavior is a multi-stage process that includes idea generation, idea promotion, and idea realization within the workplace. Nyoman dan Ardana (2016) define it as the intentional introduction and application of new solutions to tasks, problems, or organizational processes. Furthermore, De Jong and Den Hartog (2010) emphasize that innovative behavior is influenced by individual characteristics, such as creativity and motivation, as well as organizational factors, including supportive leadership, knowledge sharing, and a culture that encourages experimentation. In the context of industrial organizations, such as palm oil factories, innovative behavior enables employees to optimize production processes, enhance product quality, and adapt to changes in technology and market demands. Innovative behavior is not only crucial for individual performance but also acts as an intervening mechanism that translates employee capabilities and intellectual capital into tangible performance outcomes. By fostering innovative behavior, organizations can leverage human and intellectual resources more effectively, leading to increased productivity, efficiency, and

competitive advantage. Therefore, understanding and promoting innovative behavior is essential for organizations aiming to sustain growth and respond proactively to challenges in dynamic industrial environments.

METHODS

This study uses an associative research approach, which aims to examine the existence and strength of relationships or influences between variables. The associative approach is particularly useful when the goal is to understand how one or more independent variables affect a dependent variable, either directly or indirectly. In the context of this research, the independent variables include X1, which represents Employee Capability, and X2, which represents Intellectual Capital. The study also incorporates Z, Innovative Behavior, as an intervening variable that may mediate the effects of the independent variables on the outcome. The dependent variable, Y, is Employee Performance. By applying this approach, the research seeks to analyze not only the direct influence of capabilities and intellectual capital on performance but also the indirect impact that occurs through innovative behavior. This methodology allows for a comprehensive understanding of how human and intellectual resources, coupled with innovative practices, contribute to enhancing employee performance within the organizational context of Sei Baruhur Palm Oil Factory.

Sampling

The population in this study consists of all permanent employees at Sei Baruhur Palm Oil Factory, totaling 122 individuals. Due to the relatively small size of the population, a saturated sampling technique was employed, meaning that all members of the population were included as respondents in the study. This approach ensures comprehensive data collection and enhances the accuracy of the research findings.

Data collection

Data for this study were collected using both primary and secondary sources. Primary data were obtained through structured questionnaires distributed directly to the employees, designed to capture information on their capabilities, intellectual capital, innovative behavior, and performance. Secondary data were gathered from organizational documents and records relevant to the research variables, which helped to support and validate the primary data.

The combination of a saturated sample and multiple data sources ensures that the study captures a complete and accurate representation of the population. This methodology allows for robust analysis of the relationships between employee capabilities, intellectual capital, innovative behavior, and performance, providing a solid foundation for drawing conclusions and making recommendations for organizational improvement.

Measures (Alternatively: Measurement)

t-test (Partial Test)

The t-test (partial) is used to examine whether each independent variable has a significant individual effect on the dependent variable (Ghozali, 2018).

Sobel test (criteria of mediation)

Ghozali (2018) states that the Sobel test is used to examine the indirect effect of an independent variable (X) on a dependent variable (Y) through an intervening variable (M). The calculation of the Sobel test follows the formula below:

$$\sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

Path Analysis

According to Imam Ghozali (2005), path analysis is an extension of multiple linear regression analysis that is used to examine the relationships between variables based on a theoretical framework. This technique allows researchers to analyze both direct and indirect effects among independent, intervening, and dependent variables simultaneously. In this study, path analysis is employed to evaluate the influence of employee capability (X1) and intellectual capital (X2) on employee performance (Y), both directly and indirectly through innovative behavior (M) as an intervening variable. By applying path analysis, the study can quantify the strength and direction of each relationship within the conceptual model and determine how much of the effect of the independent variables on performance is mediated by innovative behavior.

RESULTS

1. Path Analysis Sub Model II

The value of R2 or R-square is shown in the following table.

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.452a	.204	.184	.682

a. Predictors: (Constant), Innovative Behavior, Capabilities, Intellectual Capital

The The model summary shows a multiple correlation coefficient (R) of 0.452, indicating a moderate positive relationship between the independent variables—Capabilities, Intellectual Capital, and Innovative Behavior—and the dependent variable, Employee Performance. The coefficient of determination (R^2) is 0.204, meaning that about 20.4% of the variation in Employee Performance can be explained by the combination of Capabilities, Intellectual Capital, and Innovative Behavior, while the remaining 79.6% is influenced by other factors not included in the model. The adjusted R^2 value is 0.184, which accounts for the number of predictors and provides a more accurate estimate of how much of the variance in Employee Performance is explained by the model. This indicates that approximately 18.4% of the performance variability is explained after adjusting for the predictors. The standard error of the estimate is 0.682, representing the average difference between the observed and predicted values of Employee Performance. A smaller value suggests a better fit of the model.

In conclusion, the model demonstrates that Capabilities, Intellectual Capital, and Innovative Behavior together have a moderate influence on Employee Performance, explaining a portion of its variation, while other variables outside this study likely contribute to the remaining variability.

Sobel test

To examine the indirect effect, the Sobel test can be used. This test is performed by inputting the original sample values and standard errors of each independent variable's effect on the dependent variable, both with and without the presence of a mediator. The criteria for significance are that the Sobel test statistic must be ≥ 1.96 with a p-value < 0.05. If these conditions are met, it can be concluded that the mediator variable significantly mediates the relationship between the independent and dependent variables.

Variables	Unstandardized	Std. Error	Test Statistics	Std. Error	P-Value
Capabilities towards Innovative	0.089	0.026	2,439	0.019	0.014

Behavior					
Innovative Behavior towards Performance	0.546	0.157			
Intellectual Capital on Innovative Behavior	0.125	0.032	2,597	0.026	0.009
Innovative Behavior towards Performance	0.546	0.157			

Source: Data Processed With Calculation for the Sobel Test, 2025

The analysis shows that employee capabilities have a positive and significant effect on innovative behavior, with an unstandardized coefficient of 0.089, a standard error of 0.026, a t-value of 2.439, and a p-value of 0.014. Similarly, intellectual capital positively and significantly influences innovative behavior, with a coefficient of 0.125, a standard error of 0.032, a t-value of 2.597, and a p-value of 0.009. Innovative behavior itself has a strong positive effect on employee performance, with a path coefficient of 0.546 and a standard error of 0.157. The results of the Sobel test indicate that innovative behavior significantly mediates the relationships between both capabilities and performance, as well as intellectual capital and performance. Since the t-values of the indirect effects exceed 1.96 and the p-values are below 0.05, the mediation effects are statistically significant. These findings suggest that capabilities and intellectual capital enhance employee performance not only directly but also indirectly through innovative behavior, highlighting the crucial role of innovative behavior as a mechanism for translating human and intellectual resources into improved organizational outcomes.

DISCUSSION

The Influence of Capabilities on Innovative Behavior

The findings of this study indicate that employee capabilities have a positive and significant effect on innovative behavior. The statistical analysis shows that employees with higher levels of knowledge, skills, and competencies are more likely to engage in behaviors that involve generating, promoting, and implementing new ideas within the workplace. This demonstrates that the development of employee capabilities is essential in fostering creativity and proactive problem-solving among staff. Employees who possess strong capabilities can better identify challenges and opportunities for improvement, which encourages them to contribute to organizational innovation and efficiency.

These results are consistent with previous research. Vera Berliana dan Tutuk Ari Arsanti (2018) found that employees with high capabilities are more likely to exhibit proactive and innovative behaviors because they have the confidence and skills necessary to propose and implement new solutions. Mone and London (2018) also emphasized that developing employee competencies enhances not only technical skills but also cognitive and behavioral capabilities, which are critical for encouraging innovation in organizational settings.In conclusion, the study confirms that enhancing employee capabilities is a critical factor in promoting innovative behavior, supporting the notion that human capital development directly contributes to organizational innovation and competitiveness.

The Influence of Intellectual Capital on Innovative Behavior

The results of this study indicate that intellectual capital has a positive and significant influence on innovative behavior. Intellectual capital, which includes human capital, structural capital, and relational capital, provides employees with the knowledge, experience, and organizational resources necessary to generate, promote, and implement new ideas. Employees who have access to strong intellectual capital are better able to identify problems, develop creative solutions, and engage in innovative practices that enhance organizational processes and outcomes.

This finding is in line with previous research. Ondy Tulus Pangidoan (2022) emphasized that intellectual capital is a key driver of innovation, as it enables organizations to leverage the knowledge and skills of employees to create value. Hilman Najib (2021) also highlighted that organizations with high intellectual capital are more capable of fostering innovation, improving efficiency, and maintaining a competitive advantage. In the context of Sei Baruhur Palm Oil Factory, the positive relationship between intellectual capital and innovative behavior suggests that employees who can utilize organizational knowledge, processes, and networks are more likely to engage in innovative activities. This highlights the importance of managing intellectual resources, including training programs, knowledge management systems, and collaborative networks, to support innovation.

The Influence of Capabilities on Performance through Innovative Behavior

The findings of this study indicate that employee capabilities indirectly influence performance through innovative behavior. While capabilities directly contribute to employees' skills, knowledge, and competencies, their full effect on performance is strengthened when they lead to higher levels of innovative behavior. Employees with strong capabilities are better able to identify challenges, propose solutions, and implement new ideas, which in turn enhances their

overall work performance. The Sobel test results confirm that innovative behavior significantly mediates the relationship between capabilities and employee performance, indicating that a portion of the impact of capabilities on performance occurs through the ability to engage in innovation.

These findings are consistent with prior research. Spreitzer and Sonenshein (2004) emphasized that capable employees are more likely to adopt proactive and innovative approaches that improve organizational outcomes. Similarly, Mone and London (2018) noted that developing employee competencies not only enhances technical performance but also promotes behaviors that facilitate innovation and problem-solving, which ultimately lead to better performance. In the context of Sei Baruhur Palm Oil Factory, the indirect effect of capabilities on performance through innovative behavior highlights the importance of fostering both competency and creativity among employees. Programs aimed at skill development, mentoring, and knowledge sharing not only improve employee capabilities but also create an environment where innovative ideas can be generated and implemented. The study underscores that organizations can achieve higher productivity and efficiency by simultaneously developing employee skills and fostering an innovative work culture, demonstrating the strategic value of integrating human capabilities with innovative practices.

The Influence of Intellectual Capital on Performance through Innovative Behavior

Based on The findings of this study indicate that intellectual capital has an indirect influence on employee performance through innovative behavior. Intellectual capital, which encompasses human capital, structural capital, and relational capital, provides employees with the knowledge, experience, and organizational resources needed to engage in innovative activities. The Sobel test results show that innovative behavior significantly mediates the relationship between intellectual capital and performance, suggesting that the positive impact of intellectual capital on performance occurs, in part, through its ability to enhance innovative behaviors among employees. This result aligns with previous research. Bontis (2008) emphasized that intellectual capital drives organizational innovation by leveraging employee knowledge, skills, and competencies to generate value. Youndt et al. (2004) also found that intellectual capital positively influences employee behavior by providing the tools, information, and support systems necessary to implement creative solutions effectively. In the context of Sei Baruhur Palm Oil Factory, the findings suggest that employees who can utilize intellectual resources—such as accumulated knowledge, organizational processes, and relational networks—are more likely to engage in innovative behavior, which enhances their performance. By managing

intellectual capital strategically through training, knowledge-sharing systems, and organizational support, the factory can promote a culture of innovation that drives higher productivity and operational improvements. This study confirms that investing in intellectual resources not only strengthens employees' capacity to perform routine tasks but also enhances their ability to contribute to organizational innovation. Consequently, organizations that prioritize intellectual capital development can achieve improved performance, efficiency, and sustainable competitive advantage.

CONCLUSION

Based on the results of this study on employees of Sei Baruhur Palm Oil Factory, several conclusions can be drawn regarding the influence of capabilities and intellectual capital on performance through innovative behavior. First, employee capabilities have a positive and significant effect on innovative behavior, indicating that employees with higher knowledge, skills, and competencies are more likely to engage in creative and proactive problem-solving activities. Second, intellectual capital also positively and significantly influences innovative behavior, suggesting that access to knowledge, organizational resources, and relational networks supports employees in generating and implementing new ideas. Third, innovative behavior positively affects employee performance, demonstrating that employees who actively apply innovative practices contribute to improved productivity, efficiency, and overall organizational outcomes. Fourth, innovative behavior serves as a significant mediating variable in the relationships between both capabilities and performance, as well as intellectual capital and performance. This indicates that the impact of capabilities and intellectual capital on performance is strengthened when employees translate their competencies and knowledge into innovative actions. In practical terms, these findings highlight the importance of developing both employee capabilities and intellectual capital to foster a culture of innovation within the organization. By providing training, mentoring, knowledge management systems, and opportunities for creative initiatives, Sei Baruhur Palm Oil Factory can enhance innovative behavior, which in turn improves employee performance and supports organizational growth. In conclusion, the study confirms that capabilities and intellectual capital are key drivers of innovative behavior and performance. Organizations that strategically invest in human and intellectual resources are better positioned to achieve higher efficiency, innovation, and sustainable competitive advantage.

LIMITATION

Despite providing valuable insights, this study has several limitations. First, the research was conducted only at Sei Baruhur Palm Oil Factory, with a relatively small population of 122 permanent employees, which may limit the generalizability of the findings to other organizations or industries. Second, the study used a cross-sectional design, collecting data at a single point in time, which restricts the ability to establish causal relationships with complete certainty. Third, the data relied heavily on self-reported questionnaires, which may introduce response bias, as employees might provide socially desirable answers. Additionally, other factors that could influence employee performance, such as organizational culture, leadership, motivation, and work environment, were not examined in this study.

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