

Employee Performance Transformation in the Digital Era: The Role of Digital Work Systems, Generational Diversity, and Digital Mindset through Innovative Work Behavior

Nelvi Nurul Huda^{1*}, Elisabet Siahaan², Amllys Syahputra Silalahi³
Fakultas Ekonomi dan Bisnis, Universitas Sumatera Utara

Corresponding Author: Nelvi Nurul Huda nelvinurulhuda@gmail.com

ARTICLE INFO

Keywords: Digital Work System, Generational Diversity, Digital Mindset, Innovative Work Behavior, Employee Performance

Received : 15 April

Revised : 20 May

Accepted: 30 June

©2026 Huda, Siahaan, Silalahi: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the influence of Digital Work Systems, Generational Diversity, and Digital Mindset on Employee Performance through Innovative Work Behavior as a mediating variable at PT XYZ. The research uses a quantitative approach with an explanatory research type. Data was collected through questionnaires distributed to 160 respondents selected using purposive sampling technique. Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) method. The results show that Digital Work Systems, Generational Diversity, Digital Mindset, and Innovative Work Behavior have a positive and significant effect on Employee Performance. In addition, Digital Work Systems, Generational Diversity, and Digital Mindset also have a positive and significant effect on Innovative Work Behavior. Further research results show that Innovative Work Behavior can mediate the influence of Digital Work Systems, Generational Diversity, and Digital Mindset on Employee Performance. These findings emphasize the importance of strengthening digital work systems, managing generational diversity, developing a digital mindset, and fostering an innovative work culture to improve employee performance in the digital transformation era

INTRODUCTION

Digital transformation has changed the way organizations run their business activities, including in managing human resources and organizational work systems. The development of digital technology pushes organizations to integrate technology into operational processes, communication, decision-making, and even employee performance measurement. In the digital era, organizations are no longer just expected to have advanced technology, but also need to build human resources that are adaptive, innovative, and able to work effectively in an ever-changing work environment (World Economic Forum, 2025).

The banking sector is one of the sectors experiencing the most significant acceleration in digital transformation. Banking digitalization is not only seen in services to customers through mobile banking and internet banking but also in changes to internal work systems based on digital platforms, electronic workflows, performance dashboards, and real-time Key Performance Indicator (KPI) management. This situation requires employees to have the ability to adapt to digital work systems and work effectively in a dynamic, technology-based work environment.

PT XYZ is one of the banking companies in Indonesia that consistently carries out digital transformation by developing digital services and modernizing internal work systems. The implementation of digital transformation is also applied in the company's operational areas through the use of digital reporting systems, system-based SOPs, electronic workflows, digital collaboration platforms, and app-based performance monitoring. These changes have made employees' work patterns more integrated, measurable, and based on digital technology.

One of the factors believed to affect employee performance is the digital work system. A digital work system is a work pattern that uses digital technology to support work processes, coordination, communication, and organizational decision-making (Micic et al., 2022). The implementation of digital work systems in the banking environment is expected to improve employee work efficiency and effectiveness. However, pre-survey results show that not all employees can operate digital applications optimally and there is still reliance on coworkers' assistance when facing technical issues. This situation indicates that the effectiveness of the digital work system has not yet fully had an evenly distributed impact on improving employee performance.

Empirically, previous research on the impact of digital work systems on employee performance still shows inconsistent results. Some studies found that digital work systems have a positive and significant effect on employee performance (Chatterjee et al., 2023; Hamidah & Putra, 2024; Liu et al., 2025), while other studies show that digital work systems do not have a significant effect on employee performance (Ineike & Puspa, 2025; Jaya et al., 2025).

Besides digital work systems, generational diversity is also an important phenomenon in modern organizations. Today's workplaces are made up of various generational groups with different characteristics, communication styles, and technology adaptation abilities. These differences can be a source of

organizational strength through the exchange of ideas and experiences, but they can also create coordination challenges if not managed effectively. Previous research on the impact of generational diversity on employee performance has also shown mixed results. Some studies suggest that generational diversity has a positive and significant effect on employee performance (Elsie & Pollyn, 2024; Tjimuku & Atiku, 2024; Wanjiru & Eng'airo, 2024). However, other studies found that generational diversity does not have a significant impact on employee performance (Dinda et al., 2025). The inconsistency in these research results shows that there's a research gap on how generational diversity affects employee performance, especially in organizations undergoing digital transformation.

Another factor that affects employee performance is a digital mindset. A digital mindset reflects an individual's readiness to embrace change, use digital technology, and adapt to technology-based work systems (Goldmann et al., 2025). In a digitalized banking environment, a digital mindset becomes an important aspect because it determines how employees use technology to boost productivity and work effectiveness. Previous research on the impact of a digital mindset on employee performance still shows inconsistent results. Some studies have found that a digital mindset has a positive and significant impact on employee performance (Kamasaan et al., 2024; Saroge & Fitrianingrum, 2025), while other research shows that a digital mindset does not significantly affect employee performance (Widyastuti, 2025). These differences indicate a research gap regarding how much a digital mindset can actually improve employee performance in the context of digital-based organizations.

This study also positions innovative work behavior as a mediating variable. Innovative work behavior is the employee's ability to create, develop, and implement new ideas to improve work effectiveness (Afsar et al., 2015). In the context of digital transformation, innovative work behavior becomes an important mechanism that allows employees to optimize digital work systems, generational diversity, and a digital mindset into tangible performance improvements. However, the results of the pre-survey show that there are still employees who are not enthusiastic about new ideas and are not yet able to implement innovations optimally in their daily work.

The influence of innovative work behavior on employee performance still shows varying results. Some studies state that innovative work behavior has a positive and significant impact on employee performance (Isa & Muafi, 2022; Made et al., 2020; Pham et al., 2024). However, other research finds that innovative work behavior does not have a significant effect on employee performance (Nurchalis et al., 2024). These inconsistencies point to a research gap regarding the effectiveness of innovative work behavior in improving employee performance in modern digital-based organizations.

Besides the direct relationships between variables, this study also examines innovative work behavior as a mediating variable. Previous research shows that innovative work behavior can mediate the effect of digital work systems on employee performance (Jain & Sharma, 2025), but other studies indicate that innovative work behavior does not significantly mediate this relationship (Dwi et al., 2025). Regarding the impact of generational diversity on employee

performance, some studies show that innovative work behavior acts as a significant mediator (De Jong & Den Hartog, 2010; Afsar et al., 2014), while other research shows results that are still inconsistent (Bogilović et al., 2021). Next, regarding the influence of digital mindset on employee performance, the study by Asep and Ekhsan (2024) shows that innovative work behavior can mediate the effect of digital mindset on employee performance, but empirical evidence on this influence is still very limited and has not been consistently confirmed across various organizational contexts.

Based on these empirical phenomena and research gaps, this study aims to analyze the impact of digital work systems, generational diversity, and digital mindset on employee performance through innovative work behavior at PT XYZ. This research is expected to provide a theoretical contribution to the development of human resource management studies in the digital era, while also offering practical implications for organizations in improving employee performance through strengthening digital transformation and fostering innovative work behavior.

LITERATURE REVIEW

1. Employee Performance

Employee performance is the ability, behavior, and work results of an individual in carrying out tasks effectively and efficiently according to their responsibilities and the organization's goals. In the digital age, performance is measured not just by work results, but also by how well employees adapt to technology, collaborate with others, and complete tasks in innovative ways (Robbins & Judge, 2023; Armstrong, 2018).

2. Digital Work System

A digital work system is a work system that uses digital technology to support job execution, communication, collaboration, and decision-making within an organization. This system allows work to be done more flexibly, in an integrated, effective, and efficient way through the use of digital platforms and applications (Micic et al., 2022; Hackney et al., 2022).

3. Generational Diversity

Generational diversity is a situation where an organization is made up of different generational groups like Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z, each having different values, experiences, mindsets, and work styles. These differences create workplace dynamics that can be both a source of innovation and challenges for the organization (Weng et al., 2024; Woodward et al., 2023).

4. Digital Mindset

A digital mindset is a way of thinking that's open to change and using digital technology to boost efficiency, innovation, and work productivity. People

with a digital mindset are ready to learn, adapt, and use technology as a solution in their work (Westerman, 2023; Ghosh & Scott, 2022).

5. Innovative Work Behavior

Innovative work behavior is an employee's ability to come up with, develop, promote, and implement new ideas that benefit the organization. This behavior shows how employees try to find work solutions that are more effective, creative, and adaptive to change (Janssen, 2000; Kör, 2016).

Based on theoretical explanations, empirical phenomena, and previous research results, the conceptual framework of this study can be described as follows:

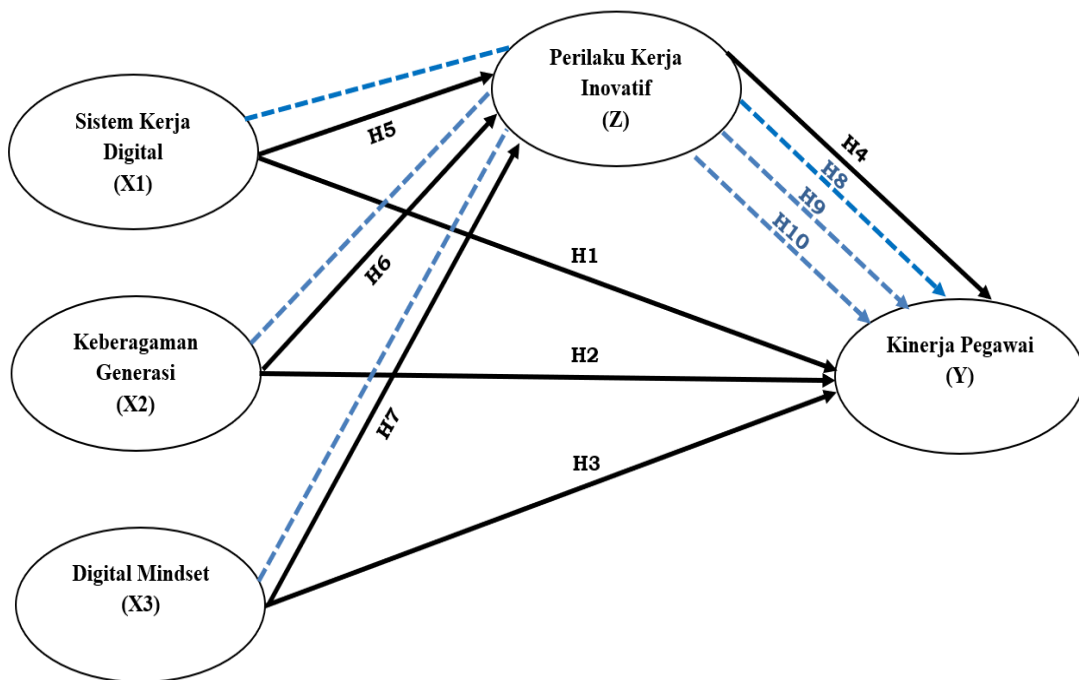


Figure 1. Conceptual Framework

Based on the conceptual framework, the hypothesis of this study is as follows:

- H1: Digital Work Systems have a positive and significant effect on Employee Performance at PT. XYZ
- H2: Generational Diversity has a positive and significant effect on Employee Performance at PT. XYZ
- H3: Digital Mindset has a positive and significant effect on Employee Performance at PT. XYZ
- H4: Innovative Work Behavior has a positive and significant effect on Employee Performance at PT. XYZ
- H5: Digital Work Systems have a positive and significant effect on Innovative Work Behavior at PT. XYZ
- H6: Generational Diversity has a positive and significant effect on Innovative Work Behavior at PT. XYZ

- H7: Digital Mindset has a positive and significant effect on Innovative Work Behavior at PT. XYZ
- H8: Digital Work Systems have a significant effect on Employee Performance through Innovative Work Behavior at PT. XYZ
- H9: Generational Diversity has a significant effect on Employee Performance through Innovative Work Behavior at PT. XYZ
- H10: Digital Mindset has a significant impact on Employee Performance through Innovative Work Behavior at PT. XYZ

METHODOLOGY

This study uses a quantitative approach with an explanatory research type. The quantitative approach is used because this research focuses on measuring the relationships between variables through numerical data analyzed using statistical techniques (Amelia et al., 2023), while explanatory research aims to explain the causal effects between variables and to test the previously formulated hypotheses (Wahid & Bachrie, 2024).

This study aims to analyze the effect of Digital Work Systems, Generational Diversity, and Digital Mindset on Employee Performance through Innovative Work Behavior as an intervening variable. Data was collected by distributing questionnaires to the study respondents. The population in this study consists of all employees of PT. XYZ in the Medan City area, totaling 455 people.

The criteria for respondents in this study included organic employees (permanent employees) and employees who use a digital work system in carrying out their tasks, resulting in an accessible population of 264 employees. A sample is part of the number and characteristics of the population (Sugiyono, 2022). The sample size was determined using Yamane's formula with a 5% margin of error, resulting in a minimum sample of 159 respondents, rounded up to 160 respondents. The sampling technique used was purposive sampling, which is a technique for determining samples based on specific criteria that align with the research objectives.

RESEARCH RESULTS

This section presents the research results conducted to analyze the influence of Digital Work Systems, Generational Diversity, and Digital Mindset on Employee Performance through Innovative Work Behavior as a mediating variable. Using a Structural Equation Modeling (SEM) approach, the analysis results show the strength of relationships between variables both directly and indirectly. These test results serve as the basis for addressing the research objectives and provide theoretical and practical implications related to human resource management in the digital transformation era at PT XYZ.

1. Loading Factor/Outer Loadings

Loading Factor is a value that describes the strength of the relationship between the item question scores and the indicator scores that measure a construct/latent variable. The results of the loading factor measurement in this research model can be seen in the PLS model shown in Figure 1.

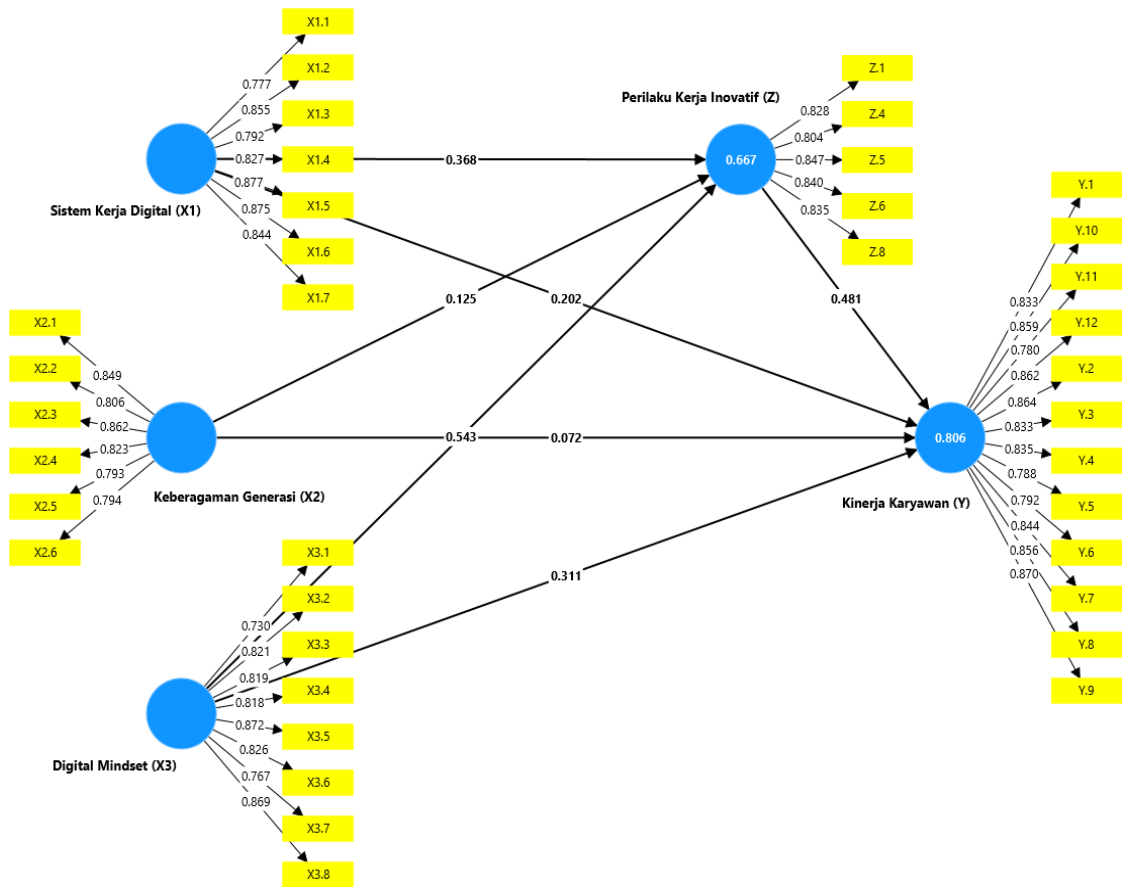


Figure 2. Structural Equation Model

The outer loading values in the revised structural equation model can be seen in the following Table 1:

Table 1. Loading Factor Values

Variable	Indicator	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability (rho_a)
Digital Work System (X1)	X1.1	0.777	0.699	0.928	0.932
	X1.2	0.855			
	X1.3	0.792			
	X1.4	0.827			
	X1.5	0.877			
	X1.6	0.875			
	X1.7	0.844			
Generational Diversity (X2)	X2.1	0.849	0.675	0.904	0.909
	X2.2	0.806			
	X2.3	0.862			
	X2.4	0.823			
	X2.5	0.793			
	X2.6	0.794			

Digital Mindset (X3)	X3.1	0.730	0.667	0.928	0.932
	X3.2	0.821			
	X3.3	0.819			
	X3.4	0.818			
	X3.5	0.872			
	X3.6	0.826			
	X3.7	0.767			
	X3.8	0.869			
Innovative Work Behavior (Z)	Z.1	0.828	0.690	0.888	0.890
	Z.4	0.804			
	Z.5	0.847			
	Z.6	0.840			
	Z.8	0.835			
Employee Performance (Y)	Y.1	0.833	0.698	0.960	0.961
	Y.2	0.864			
	Y.3	0.833			
	Y.4	0.835			
	Y.5	0.788			
	Y.6	0.792			
	Y.7	0.844			
	Y.8	0.856			
	Y.9	0.870			
	Y.10	0.859			
	Y.11	0.780			
	Y.12	0.862			

The validity and reliability test results presented in Table 4.1 show that the measurement model in this study is of good quality. All indicators in the variables of Digital Work System (X1), Generational Diversity (X2), Digital Mindset (X3), Innovative Work Behavior (Z), and Employee Performance (Y) have outer loading values above 0.70, so all indicators are considered valid and able to represent each research construct well. The Average Variance Extracted (AVE) values for each variable also show values above 0.50, namely Digital Work System at 0.699, Generational Diversity at 0.675, Digital Mindset at 0.667, Innovative Work Behavior at 0.690, and Employee Performance at 0.698.

This shows that all constructs have met the convergent validity criteria because they can explain more than 50% of the indicator variance. From the reliability aspect, the Cronbach's Alpha values for all variables are above 0.70, namely Digital Work System at 0.928, Generational Diversity at 0.904, Digital Mindset at 0.928, Innovative Work Behavior at 0.888, and Employee Performance at 0.960, making all variables reliable. In addition, the Composite Reliability (ρ_a) values for each variable are also above 0.70, namely Digital Work System at 0.932, Generational Diversity at 0.909, Digital Mindset at 0.932, Innovative Work Behavior at 0.890, and Employee Performance at 0.961. Therefore, the test results show that all constructs in this study have met the validity and reliability criteria and are suitable for further analysis.

2. Fornel-Lacker Criterion

The Fornell-Larcker Criterion is used to compare the square root of the Average Variance Extracted (AVE) with the correlation values between

constructs in a research model. The AVE values for each construct in this study are presented in Table 2.

Table 2. Fornell-Larcker Criterion Table

Research Variable	Digital Work System (X1)	Generational Diversity (X2)	Digital Mindset (X3)	Innovative Work Behavior (Z)	Employee Performance (Y)
Digital Work System	0.836				
Generational Diversity	0.267	0.821			
Digital Mindset	0.378	0.331	0.817		
Innovative Work Behavior	0.607	0.403	0.724	0.831	
Employee Performance	0.630	0.423	0.759	0.757	0.835

Based on Table 4.8, most of the AVE square root values for each construct are higher than the correlations with other constructs, so the model generally meets discriminant validity according to the Fornell-Larcker criteria.

3. HTMT (*Heterotrait-Monotrait Ratio*)

HTMT is used to test discriminant validity by looking at the level of similarity between constructs. The criterion used is that the HTMT value must be < 0.90.

Table 3. HTMT (*Heterotrait-Monotrait Ratio*)

Research Variable	Digital Work System (X1)	Generational Diversity (X2)	Digital Mindset (X3)	Innovative Work Behavior (Z)	Employee Performance (Y)
Digital Work System					
Generational Diversity	0.289				
Digital Mindset	0.402	0.355			
Innovative Work Behavior	0.667	0.447	0.791		
Employee Performance	0.665	0.451	0.800	0.826	

Based on Table 3, the results of the discriminant validity test using the HTMT approach show that all HTMT values between constructs are below 0.90. Therefore, it can be concluded that all variables in this study have met discriminant validity.

4. R Square

Testing the structural model (Inner Model) is done by analyzing the R-Square (R^2) value. The R^2 values are presented in Table 4.18, as follows:

Table 4. R-Square Results

	R-square	R-square adjusted
Employee Performance	0.806	0.801
Innovative Work Behavior	0.667	0.660

Based on Table 4.11, the R-Square value for the Employee Performance variable is 0.806, which indicates that 80.6% of the variability in Employee Performance can be explained by Digital Work System, Generational Diversity, Digital Mindset, and Innovative Work Behavior, while the remaining 19.4% is explained by other variables outside the research model. Furthermore, the R-Square value for Innovative Work Behavior is 0.667, which means that 66.7% of the variability in Innovative Work Behavior can be explained by Digital Work System, Generational Diversity, and Digital Mindset, while the remaining 33.3% is influenced by other variables outside the research.

5. F Square (Effect Size)

The F-Square (f^2) test is used to measure the magnitude of the influence of exogenous variables on endogenous variables. The results of the F-Square test in this study are presented in the following table.

Table 5. F-Square Results

	Digital Work System	Generational Diversity	Digital Mindset	Employee Performance	Innovative Work Behavior
Digital Work System				0.130	0.339
Generational Diversity				0.022	0.040
Digital Mindset				0.233	0.707
Innovative Work Behavior				0.397	
Employee Performance					

Based on Table 4.12, the F-Square test results show that the Digital Work System has a small effect on Employee Performance but a large effect on Innovative Work Behavior. Generational Diversity has a very small effect on Employee Performance and a small effect on Innovative Work Behavior. Meanwhile, Digital Mindset has a moderate effect on Employee Performance and a large effect on Innovative Work Behavior. In addition, Innovative Work Behavior also has a large effect on Employee Performance with an F-Square value

of 0.540. Thus, Digital Mindset and Innovative Work Behavior are the variables that contribute the strongest influence in this research model.

6. Hypothesis Testing

Testing all the hypotheses using the PLS method with direct and indirect effects, which can be seen in the results in Table 4.13

Table 4.13 Results of Path Coefficient for Direct and Indirect Effects

	Research Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (STDEV)	P values	Conclusion
Direct Influence							
1	Digital Work System □ Employee Performance	0.202	0.202	0.050	3.996	0.000	Accepted
2	Generational Diversity □ Employee Performance	0.072	0.073	0.040	1.805	0.071	Accepted
3	Digital Mindset □ Employee Performance	0.311	0.311	0.051	6.070	0.000	Accepted
4	Innovative Work Behavior □ Employee Performance	0.481	0.479	0.062	7.742	0.000	Accepted
5	Digital Work System □ Innovative Work Behavior	0.368	0.367	0.052	7.123	0.000	Accepted
6	Generational Diversity □ Innovative Work Behavior	0.125	0.127	0.048	2.615	0.009	Accepted
7	Digital Mindset	0.543	0.543	0.047	11.526	0.000	Accepted

	Research Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (STDEV)	P values	Conclusion
	<input type="checkbox"/> Innovative Work Behavior						
Indirect Influence							
8	Digital Work System <input type="checkbox"/> Innovative Work Behavior <input type="checkbox"/> Employee Performance	0.177	0.175	0.032	5.491	0.000	Accepted
9	Generational Diversity <input type="checkbox"/> Innovative Work Behavior <input type="checkbox"/> Employee Performance	0.060	0.061	0.025	2.416	0.016	Accepted
10	Digital Mindset <input type="checkbox"/> Innovative Work Behavior <input type="checkbox"/> Employee Performance	0.261	0.260	0.042	6.264	0.000	Accepted

Based on Table 4.20, the test results show that Innovative Work Behavior, Digital Mindset, Digital Work System, and Generational Diversity have a positive and significant impact on Employee Performance. In addition, Digital Mindset, Digital Work System, and Generational Diversity are also proven to have a positive and significant effect on Innovative Work Behavior. Regarding the indirect effect, the study shows that Digital Mindset, Digital Work System, and Generational Diversity positively and significantly affect Employee Performance through Innovative Work Behavior as a mediating variable. So, Innovative Work Behavior is proven to be able to mediate the relationship between Digital Work System, Generational Diversity, and Digital Mindset on Employee Performance.

DISCUSSION

The research results show that the Digital Work System has a positive and significant impact on Employee Performance. This finding indicates that the better the implementation of the digital work system, the higher the employee performance. Implementing a digital work system helps employees complete tasks faster, more effectively, and efficiently through digital technology support in daily operational activities. This finding aligns with the Job Demands-Resources Theory, which states that digital technology is a job resource that can enhance work effectiveness and employee productivity. These research results are supported by studies from Chatterjee et al. (2023), Hamidah and Putra (2024), as well as Mega and Gede (2025), which show that digital work systems have a positive and significant effect on employee performance.

Next, the research results show that generational diversity has a positive and significant impact on employee performance. This finding indicates that generational diversity in an organization can create a mix of experience, knowledge, perspectives, and technological skills that complement each other, supporting improved employee performance. Senior generations tend to have strong experience and understanding of work procedures, while younger generations are more adaptable to technology and changes in digital work systems. This combination helps create better work effectiveness. These findings align with the Value in Diversity Theory, which states that diversity in an organization can be a source of competitive advantage through variations in knowledge and ways of thinking among individuals. The results of this study are supported by research from Wanjiru and Eng'airo (2024) as well as Elsie and Pollyn (2024), who found that generational diversity has a positive and significant impact on employee performance.

Research results also show that a Digital Mindset has a positive and significant impact on Employee Performance. This means that the higher the digital mindset an employee has, the higher their ability to utilize technology, adapt to changes, and improve work effectiveness. In the banking work environment, which is constantly undergoing digital transformation, mental readiness and adaptability to technology are important factors in supporting performance achievement. These findings align with Dynamic Capabilities Theory, which explains that an individual's ability to adapt to environmental and technological changes will enhance both organizational and individual performance. This research is supported by studies from Kamasaan et al. (2024) as well as Saroge and Fitrianingrum (2025), which show that a Digital Mindset has a positive and significant effect on employee performance.

Besides that, Innovative Work Behavior has been proven to have a positive and significant impact on Employee Performance and is the most dominant variable in this study. These findings show that employees' ability to create, develop, and implement new ideas can boost effectiveness, productivity, and work quality. In a digital-based work environment, innovative work behavior helps employees find faster, more creative, and adaptive solutions to changes. This finding aligns with the Innovative Work Behavior Theory, which states that innovative behavior can improve individual effectiveness and work quality. The

results of this study are supported by research from Isa and Muafi (2022), Made et al. (2020), and Pham et al. (2024), which show that innovative work behavior has a positive and significant effect on employee performance.

Next, the research results show that Digital Work Systems, Generational Diversity, and Digital Mindset have a positive and significant impact on Innovative Work Behavior. This indicates that support from digital technology, diverse perspectives across generations, and a digital way of thinking can encourage employees to be more creative, adaptive, and innovative in their work. These findings are supported by Sociotechnical Systems Theory, Information/Decision-Making Theory, and Growth Mindset Theory, which explain that the interaction between technology, individual diversity, and a growth mindset can drive work innovation in organizations. This research is also backed by studies from Fang (2023), Wang and Duan (2025), Hamid (2024), and Goldmann et al. (2025), which show a positive and significant effect on innovative work behavior.

In terms of indirect effects, the research shows that Innovative Work Behavior can mediate the influence of Digital Work Systems, Generational Diversity, and Digital Mindset on Employee Performance. These findings indicate that digital technology, generational diversity, and a digital mindset will be more effective in improving performance if they can encourage the creation of innovative work behavior within the organization. Thus, Innovative Work Behavior becomes an important mechanism that bridges the relationship between independent variables and the improvement of employee performance. This finding is supported by research from Jain and Sharma (2025), Jong and Hartog (2010), Afsar et al. (2014), as well as Asep and Ekhsan (2024), which shows that innovative work behavior can mediate the relationship between organizational factors and employee performance.

CONCLUSION AND RECOMMENDATION

Based on the research results, it can be concluded that Digital Work Systems, Generational Diversity, and Digital Mindset have a positive and significant impact on Employee Performance as well as Innovative Work Behavior. Moreover, Innovative Work Behavior has proven to be the most dominant variable in improving Employee Performance and can mediate the influence of Digital Work Systems, Generational Diversity, and Digital Mindset on Employee Performance. This study shows that the implementation of digital technology, management of generational diversity, and strengthening of digital mindset need to be supported by an innovative work culture to optimally enhance employee work effectiveness and productivity. Therefore, organizations need to strengthen digital work systems, boost cross-generational collaboration, develop digital competencies, and encourage an innovation culture in the workplace.

FURTHER RESEARCH

This study still has some limitations because it was only conducted at one company in the banking sector and used certain variables to explain Employee Performance. Therefore, future research is suggested to include other variables such as digital leadership, organizational culture, employee engagement, and

digital competence. In addition, future studies can also expand the research subjects to other sectors so that the findings can be more widely generalized.

ACKNOWLEDGEMENT

The author would like to thank everyone who has given support and contributed to the implementation of this research, especially PT XYZ and all the research respondents. The author also thanks the supervising lecturers and everyone who has helped during the process of writing this article so that the research could be completed well.

REFERENCES

- Afsar, B., Badir, Y., & Khan, M. M. (2015). Person–job fit, person–organization fit and innovative work behavior: The mediating role of innovation trust. *The Journal of High Technology Management Research*, 26(2), 105–116. <https://doi.org/10.1016/j.hitech.2015.09.001>
- Agus, F., Hejin, W., & Stefania, S. (2023). Factors Affecting Employee Performance: A Systematic Review. *Journal Markcount Finance*, 1(2), 118–127. <https://doi.org/10.55849/jmf.v1i2.102>
- Alvira, O., Puspa, L., & Kaltum, U. (2022). Digital Transformation Strategies in the Banking Industry: A Case Study of the Implementation of New Technology at PT. Bank Mandiri (Persero) Tbk. *Jurnal Ilmu Sosial dan Humaniora*, 5.
- Annisa, S., Siahaan, E., & Lumbanraja, P. (2024). Impact of digital transformation on banking employee performance with self-efficacy as a mediator. *Problems and Perspectives in Management*, 22(4), 523–531. [https://doi.org/10.21511/ppm.22\(4\).2024.39](https://doi.org/10.21511/ppm.22(4).2024.39)
- Bindel, S., Jesna, L., Pea, A., Jean, B. B., & Bambi, P. D. R. (2025). Influence of digital transformation on employee innovative behavior: Roles of challenging appraisal, organizational culture support, and transformational leadership style. *Frontiers in Psychology*, 16. <https://doi.org/10.3389/fpsyg.2025.1532977>
- Bogilović, S., Bortoluzzi, G., Černe, M., Ghasemzadeh, K., & Žnidaršič, J. (2021). Diversity, climate and innovative work behavior. *European Journal of Innovation Management*, 24(5), 1502–1524. <https://doi.org/10.1108/EJIM-03-2020-0100>
- Campos, S., Andrés, P., & Berman, S. O. (2023). A review of the concept of innovative behavior and innovative work behavior. *Innovar*, 33(89). <https://doi.org/10.15446/innovar.v33n89.107043>

- Chatterjee, S., Chaudhuri, R., Vrontis, D., & Giovando, G. (2023). Digital workplace and organization performance: Moderating role of digital leadership capability. *Journal of Innovation & Knowledge*, 8(1), 100334. <https://doi.org/10.1016/j.jik.2023.100334>
- Devianti, R., Subiyanto, D., & Ratna Purnamarini, T. (2025). Digital transformation as a driver of innovative behavior: The mediating roles of HR analytics and psychological well-being. *International Journal of Economics and Management Review*, 3(3), 46–60. <https://doi.org/10.58765/ijemr.v3i3.275>
- Dinda, U. K., Dalimunthe, R. F., & Harahap, H. (2025). The influence of work flexibility, generational diversity, and digital human resources on employee performance at OJK Medan with job satisfaction as an intervening variable. *Journal of Business Management*, 3(2), 139–147. <https://doi.org/10.47134/jobm.v3i2.164>
- Duan, S. X., Deng, H., & Wibowo, S. (2024). Technology affordances for enhancing job performance in digital work. *Journal of Computer Information Systems*, 64(2), 232–244. <https://doi.org/10.1080/08874417.2023.2188497>
- Elsie, E., & Pollyn, E. (2024). Managing multigenerational workforce diversity management via motivation: A catalyst for employee work outcomes. *Journal of Office and Information Management*, 8.
- Fang, W. (2023). The impact of workplace digitization on employees' innovative behavior in the context of big data. *Proceedings of the 2023 6th International Conference on Information Management and Management Science*, 257–261. <https://doi.org/10.1145/3625469.3625509>
- Goldmann, P., Schäfer, B., & Altendorfer, C. (2025). Development and validation of the digital mindset scale. *Journal of Business Research*, 199, 115554. <https://doi.org/10.1016/j.jbusres.2025.115554>
- Hackney, A., Yung, M., Somasundram, K. G., Nowrouzi-Kia, B., Oakman, J., & Yazdani, A. (2022). Working in the digital economy: A systematic review of the impact of work from home arrangements on personal and organizational performance and productivity. *PLOS ONE*, 17(10), e0274728. <https://doi.org/10.1371/journal.pone.0274728>
- Hamid, M. (2024). Does technostress moderate between intention to use ICT and innovative behavior: Exploring antecedents of digital mindset. *Journal of Digitovation and Information System*, 4(1), 48–61. <https://doi.org/10.54433/JDIIS.2024100037>

- Hamidah, M. N., & Putra, P. (2024). Pengaruh penerapan sistem operasional digitalisasi perbankan syariah terhadap kinerja karyawan dalam peningkatan kualitas SDM. *Islamic Economic and Finance Journal*, 3(2), 135–147.
- Isa, E. S. A. I., & Muafi, M. (2022). Human capital, organizational learning and their effects on innovation behavior and performance of banking employees. *International Journal of Finance & Banking Studies*, 11(1), 1–18. <https://doi.org/10.20525/ijfbs.v11i1.1533>
- Jain, D., & Sharma, H. (2025). Does innovative work behavior and digital transformation drive employee performance? A sequential mediation approach. *International Journal of Productivity and Performance Management*, 1–23. <https://doi.org/10.1108/IJPPM-12-2024-0898>
- Jaya, U. A., Albar, F. M., Priyana, I., Mbunai, L. O., & Raspati, G. (2025). The relationship between the implementation of company system digitalisation and work discipline as determinants of employee performance. *Jurnal Ekonomi Kreatif dan Manajemen Bisnis Digital*, 4(2), 271–281. <https://doi.org/10.55047/jekombital.v4i2.1039>
- Kamasaan, R. B., Kambuaya, B., Tuhumena, R., & Erari, A. (2024). The influence of experiential learning, social learning, formal learning on improving employee performance with digital mindset as an intervening variable. *Formosa Journal of Science and Technology*, 3(8), 1915–1934. <https://doi.org/10.55927/fjst.v3i8.11090>
- Kör, B. (2016). The mediating effects of self-leadership on perceived entrepreneurial orientation and innovative work behavior in the banking sector. *SpringerPlus*, 5(1), 1829. <https://doi.org/10.1186/s40064-016-3556-8>
- Liu, T., Sheng Zhang, G., & Zhang, C. (2025). Workplace digitalization and employee innovation behavior: Analysis from the employee perspective. *Social Behavior and Personality: An International Journal*, 53(2), 1–15. <https://doi.org/10.2224/sbp.13910>
- Made, A. I., Kerti, Y., Ni, N., Sudibia, G. A., & Sinta Asih, D. K. (2020). The role of innovative work behavior mediates organizational culture on employee's performance. *WSEAS Transactions on Advances in Engineering Education*, 17, 66–75. <https://doi.org/10.37394/232010.2020.17.8>
- Mega, M., & Gede, S. D. (2025). Digital banking, digital culture, organizational learning, innovation, and employee performance. *Jurnal Manajemen*, 29(1), 66–87. <https://doi.org/10.24912/jm.v29i1.2357>

- Micic, L., Khamooshi, H., Raković, L., & Matković, P. (2022). Defining the digital workplace: A systematic literature review. *Strategic Management Journal*, 27(2), 29–43.
- Nurchalis, M., Nasharuddin, M., & Choirul, A. (2024). Analisis kompetensi dan perilaku kerja inovatif terhadap kinerja pegawai yang dimediasi knowledge sharing. *Jurnal Manajemen Kreatif dan Inovasi*, 2(3), 217–229. <https://doi.org/10.59581/jmki-widyakarya.v2i3.3916>
- Pham, T. P. T., Van Nguyen, T., Van Nguyen, P., & Ahmed, Z. U. (2024). The pathways to innovative work behavior and job performance. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(3), 100315. <https://doi.org/10.1016/j.joitmc.2024.100315>
- Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior* (19th ed.). Pearson.
- Saroge, J., & Fitrianingrum, A. (2025). The influence of digital leadership on employee performance with digital mindset as a moderating variable. *Journal of Business and Management Studies*, 2(3).
- Tjimuku, M., & Atiku, S. O. (2024). Addressing workplace diversity to improve employee performance. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2315643>
- Wanjiru, D., & Eng'airo, P. (2024). Generational diversity and performance of employees in county governments. *Journal of Economics, Finance and Management Studies*, 7(8). <https://doi.org/10.47191/jefms/v7-i8-38>
- Wibowo, S., Deng, H., & Duan, S. (2022). Understanding digital work and its use in organizations from a literature review. *Pacific Asia Journal of the Association for Information Systems*, 14, 29–51. <https://doi.org/10.17705/1pais.14302>
- Widyastuti, R., T. I., & T. R. N. (2025). The influence of digital competency and leadership on employee performance with job satisfaction as a mediation variable. *Abdurrauf Science and Society*, 1(4), 850–861.