

The Role of Innovation Mediation in the Influence of Organizational Wisdom and Organizational Identification on Lecturer Performance: A Study at Muhammadiyah and Aisyiyah Universities in West Kalimantan

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Abstract

This study aims to examine the mediating role of innovation in the relationship between Organizational Wisdom and organizational identification on lecturer performance at Muhammadiyah and 'Aisyiyah Universities in West Kalimantan, Indonesia. A quantitative survey approach was employed, with data collected through questionnaires distributed to permanent lecturers. The population consisted of 221 lecturers across three institutions, and 100 respondents were selected using quota sampling to ensure proportional representation. Data were analyzed using statistical regression and mediation analysis techniques. The findings reveal that Organizational Wisdom has a positive and significant effect on innovation and lecturer performance. Organizational identification positively influences lecturer performance but shows a negative effect on innovation. Innovation itself has a positive effect on lecturer performance. However, mediation analysis indicates that innovation does not mediate the relationship between Organizational Wisdom and lecturer performance, nor between organizational identification and lecturer performance. These results suggest that improving lecturer performance requires strengthening organizational policies that directly enhance performance and fostering well-managed organizational identification. Although innovation contributes positively to performance, its mediating role remains limited. This study offers a comprehensive model integrating Organizational Wisdom, organizational identification, and innovation within Islamic-based higher education institutions, providing new insights into performance enhancement strategies in religious-based universities.

Keywords: Organizational Wisdom; Organizational Identification; Innovation; Lecturer Performance; Higher Education Management

Introduction

An organization becomes wise because of its human resources. Therefore, management within an organization is a crucial element in creating and maintaining wisdom. Organizational wisdom is a company's ability to use wisdom in effective decision-making for the organization (Bierly et al., 2000; Rowley, 2006; Küpers, 2007; Rooney & McKenna, 2008; Mora Cortez & Johnston, 2019). A wise organization can provide benefits and the common good for its employees through

wise and ethical leadership (Limas & Hansson, 2004; Rooney & McKenna, 2008), because organizations are social systems consisting of interrelated groups of people with distinct but interdependent tasks based on established rules and procedures (Johnson, 2000; Marrett, 2000).

A shift toward wiser rules and procedures by organizational leaders is likely to have a beneficial effect on the organization as a whole. A wise organization is not only crucial for wise leadership but also for employee job satisfaction, and indirectly, for their physical well-being. Therefore, workplace wisdom is beneficial for both employee work and personal well-being (Ardelt & Sharma, 2021). Organizational wisdom is also a crucial factor influencing employee self-awareness and emotional control. If we view employees as part of a system, we must recognize that the unity and integrity of this system will be achieved when all components are aligned with one another (Javidi & Mohammadzadeh, 2021).

Researchers included organizational wisdom in this study because it correlates with company performance. Companies with high organizational wisdom have successfully increased their efficiency and effectiveness, but this has proven insufficient to truly increase value creation when considering the prevailing industry environment (Pinheiro et al., 2012). Several studies have shown that organizational wisdom influences job performance (Elbaz & Haddoud, 2017; Akgün, 2020; Ardelt & Sharma, 2021). Furthermore, organizational wisdom also significantly influences innovation (Mora Cortez & Johnston, 2019).

Another factor that can influence employee performance is organizational identification. Organizational identification is defined as the extent to which an employee identifies with the organization's identity (Dutton et al., 1994; Ashforth & Mael, 1989; Blader & Tyler, 2009). Organizational identification has a strong impact on employee behavior and attitudes that align with the organization's desires (Ricketta, 2005; Ashforth et al., 2008). Employees who strongly identify with their organization are more motivated, loyal, and perform better (Dukerich et al., 2002; Bartels et al., 2006).

Employees with high organizational identification focus their attention on activities relevant to achieving organizational goals, resulting in better performance compared to employees who work solely to fulfill obligations (Malhotra et al., 2013). In line with this, several studies have shown that organizational identification significantly influences job performance (Dutton et al., 1994; Walumbwa et al., 2011; Finch et al., 2018; Miao et al., 2019), while Buil et al. (2019) stated that organizational identification has no significant effect on job performance.

Research by Shrand & Ronnie (2021) shows that organizational identification has a positive effect on affective commitment. Similarly, Barattucci et al. (2021) state that organizational identification is positively related to work outcomes and negatively related to intention to leave. Conversely, organizational identification can increase entitlement (feeling entitled to special treatment or benefits without commensurate effort or qualifications), unethical behavior, and rule violations through external motivation, which is reinforced by leader-member exchange (Irshad & Bashir, 2020).

This study included innovation as a mediating variable because it is believed that its presence will increase the influence of organizational wisdom on employee performance. Innovation is any change (in the form of ideas, practices, goods, or objects) carried out with systematic planning

to bring about positive change and is considered new to the person or group of people who use it (Rogers, 2003). Innovation can be understood as the process of transforming creative ideas into new, useful products, services, or methods, or as the end result of something new and valuable (Quintane et al., 2011; Kahn, 2018). Innovation is the result of human activity that contributes to improving the quality of life and is an activity that enables a person to act better, more efficiently, and more effectively. These results may include new or improved products and technologies, new ways of providing services, new product and service standards, or activities that differentiate one organization from another (Damanpour, 1996; Baregheh et al., 2009). Research shows that innovation has a significant impact on employee performance (Osman et al., 2016; Marín-Idárraga & Cuartas-Marín, 2019). Furthermore, innovation in the workplace can simultaneously improve employee performance and quality of work life (Pot, 2011).

Job performance is a crucial element of organizational behavior, reflecting how well employees perform their roles and contribute to organizational goals. Job performance is defined as employee behavior that demonstrates a positive attitude toward the organization and the execution of tasks in accordance with organizational standards and goals (Ramawicrama et al., 2017; Tinofirei, 2020; Iddagoda et al., 2022; Ángeles López-Cabarcos et al., 2022). Job performance encompasses all work-related activities that contribute to the achievement of organizational goals and is typically measured by comparing employee performance to established standards (Thieu, 2024; Arañez et al., 2024). Employee performance can be influenced by individual factors such as motivation and satisfaction, as well as skills (Pandey, 2019; Riyanto et al., 2021). It is also influenced by job characteristics, working conditions, leadership, and a supportive work environment (Kahya, 2007; Diamantidis & Chatzoglou, 2019; Peiró et al., 2020; Ángeles López-Cabarcos et al., 2022). Research by Lu et al. (2022) found that innovative behavior and work engagement mediate the relationship between mental health and employee performance. Similarly, research by Santoso et al. (2021) found that innovation capability positively influences lecturer performance.

Literature Review

This research uses Organizational Behavior Theory as the primary theory, encompassing several middle theories and applied theories. An organization is a social unit, consisting of two or more people, consciously coordinated, that functions relatively continuously to achieve a common goal or set of goals (Robbins & Judge, 2019). Organizational behavior can be defined as the understanding, prediction, and management of human behavior within organizations (Luthans, 2011). Robbins & Judge (2019) state that Organizational Behavior (OB) is a field of study that investigates the impact of individuals, groups, and structures on behavior within organizations with the aim of applying this knowledge to improve organizational effectiveness.

The effectiveness of an organization in achieving its goals depends heavily on the quality of its members, particularly their behavior. In other words, organizational performance depends on individual performance. Individual factors are closely related to a person's behavior. Individual behavior as a human being is an expression of personality, perception, and mental attitude that can influence the achievement (performance) of the individual and the organization. Individual work results within an organization are also a reflection of each individual's behavior. Factors within an individual differentiate one individual from another in carrying out their work. To

understand individual differences, managers must observe and recognize them, study the variables that influence individuals, and identify the relationships between these variables (Gibson et al., 2012).

An organization is a consciously coordinated social unit consisting of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals (Robbins & Judge, 2019). Organizations generally have a hierarchy and division of labor, meaning they have a structure. This structure may be formal, such as in a public company where policies and procedures determine who does what and how. Alternatively, the structure may be informal, such as a student group or a course group where there is agreement among themselves about who does what and how they do it (Anderson, 2020).

Groups are a part of human life. Every day, humans engage in group activities. Each of us has been and continues to be a member of different groups. There are school groups, work groups, family groups, social groups, religious groups, formal groups, and informal groups. A group is a collection of individuals in which the behavior and/or performance of one member is influenced by the behavior and/or performance of other members (Gibson et al., 2012).

Organizational behavior specifically relates to employment-related situations. Therefore, it examines behavior in the context of job satisfaction, absenteeism, employee turnover, productivity, performance, and management. While there is debate about the importance of each of these, organizational behavior encompasses key areas: motivation, leader behavior and power, interpersonal communication, group structure and processes, attitude development and perception, change processes, conflict and negotiation, and job design (Robbins & Judge, 2019).

To support the relationships between variables in this study, several theories were used, including human capital theory, social identity theory, and achievement goal theory. Contemporary human capital theory was developed by economists in the early 1960s, including Schultz (1961) and Becker (1962). However, this theory builds on the work of prominent economists such as Adam Smith, John Stuart Mill, Alfred Marshall, and Karl Marx (Baptiste, 2001). Human capital theory is a theoretical foundation explaining that investment in human resources will increase the productivity and performance of individuals and organizations. Human capital theory is a theory that considers humans to be a form of capital or capital goods, like other capital goods, such as land, buildings, machinery, and so on. This theory views labor as a resource whose capabilities can be developed and enhanced through investments such as education, training, and work experience.

Human capital is defined as the knowledge, skills, abilities, and other attributes possessed by an individual that enable that individual to create economic value (Becker, 1993). This is further clarified by Rastogi (2002), who states that human capital is the knowledge, competencies, attitudes, health, and traits possessed by individuals. The second concept states that human capital is the knowledge and skills acquired through various educational activities such as schooling, courses, and training. The main concept of this model is that human capital is something acquired through the accumulation of a specific process (Kai Ming Au et al., 2008). This concept assumes that human capital does not originate from human experience. The third concept views human capital from a production-oriented perspective. Romer (1990) states that

human capital is a fundamental source of economic productivity.

Simply put, human capital is an individual's abilities, both tangible and latent, developed through routine and continuous education and training. These abilities can be utilized to contribute to the organization, thereby achieving its goals. To achieve a university's goals, lecturers must demonstrate strong performance and work results, as they represent the university. This strong performance must be supported by the application of sound human capital.

Methods

Research Method

This study uses quantitative methods to examine the relationships between variables. Quantitative research is used to test theories by examining the relationships between variables. These variables are measured using instruments, allowing numerical data to be analyzed statistically (Creswell & Creswell, 2023). This study employed a survey approach, collecting data through questionnaires. All hypotheses in this study will be analyzed using structural equation modeling (SEM) with the help of the WarpPLS program.

Research Location and Timeline

The research was conducted at three Muhammadiyah and 'Aisyiyah universities in West Kalimantan: Muhammadiyah University of Pontianak, Muhammadiyah Institute of Technology and Health of West Kalimantan, and 'Aisyiyah Polytechnic of Pontianak. The research period was one year, from December 2023 to December 2024.

Data Type

The data used in this study is quantitative. The quantitative data collected in this study were measured using statements/questions that used the following response alternatives: strongly agree, agree, somewhat agree, disagree, and strongly disagree. Strongly agree was given a score of 5, agree 4, somewhat agree 3, disagree 2, and strongly disagree 1.

Data Sources

The data used in this study consisted of primary and secondary data. Primary data were obtained through interviews with the leaders of Muhammadiyah and Aisyiyah universities in West Kalimantan and through the distribution of questionnaires to respondents, who were lecturers at the Muhammadiyah and Aisyiyah universities studied. Secondary data were obtained through archival document searches, namely official archives regarding policies and reports related to lecturer job performance at the Muhammadiyah and Aisyiyah universities studied.

Population and Sample

This research was conducted at three Muhammadiyah and Aisyiyah universities in West Kalimantan. The population consisted of all permanent lecturers at Muhammadiyah University of Pontianak, the Muhammadiyah Institute of Technology and Health of West Kalimantan, and the 'Aisyiyah Polytechnic of Pontianak, totaling 221 people.

Quota sampling is a sampling technique that can be used in this population situation. Quota sampling aims to ensure that certain groups are adequately represented in the sample (Sekaran

& Bougie, 2016). This technique is implemented by dividing the population into relevant groups, namely the number of lecturers within the population range of each university, determining the total sample size, determining quotas for each subpopulation, and then drawing samples from each group.

Sample size affects the ability of respondents to represent the population (Hair et al., 2014). According to Sekaran & Bougie (2016), in multivariate research (including multiple regression analysis), the sample size should be several times (preferably ten times or more) larger than the number of variables in the study. In this study, the researchers used five variables, so the minimum sample size is $10 \times 5 = 50$ respondents. Although the minimum sample size in this study was 50 respondents, the researcher used a sample of 100 respondents to obtain representative data.

The sampling method used in this study was purposive sampling, a non-probability sampling method based on specific considerations. Purposive sampling was conducted by selecting individuals with experience and deemed important to the research, establishing criteria for selecting participants (Anderson et al., 2020). The lecturers selected as samples in this study were lecturers who were not currently on study assignments. The sample size for each university is as follows: 1) Muhammadiyah University of Pontianak: 64 people; 2) Muhammadiyah Health Institute of West Kalimantan: 22 people; 3) Aisiyah Polytechnic of Pontianak: 14 people

Research Variables

Research variables simply refer to something that tends to vary. This study used three types of variables: exogenous variables, intervening variables, and endogenous variables. Exogenous Variables: Exogenous variables are independent variables that cause or influence other variables (Hair et al., 2014). For the purposes of this study, the researcher considered organizational wisdom and organizational identification as exogenous or independent variables. Mediating Variable: A mediating variable is a variable that mediates the relationship between the independent and dependent variables (Solimun et al., 2017). For the purposes of this study, the researcher considered innovation as the mediating variable. Endogenous Variable: A variable influenced or shaped by exogenous variables (Hair et al., 2014). For the purposes of this study, the researcher considered job performance as the sole endogenous variable.

Operational Definition of Variables

Organizational Wisdom

Organizational wisdom is a company's ability to use policies in effective decision-making for the organization (Bierly et al., 2000; Rowley, 2006; Küpers, 2007; Rooney & McKenna, 2008).

According to Akgün et al. (2017), organizational wisdom can be evaluated based on how well it aligns with the implementation of the following five elements: reasoning, intuition, virtue, prudence, and aesthetics. The indicators used to measure the organizational wisdom variable consist of 28 indicators.

Organizational Identification

Organizational identification is defined as the extent to which an employee identifies with the

organizational identity they believe in (Dutton et al., 1994). Employees with high identification will act in accordance with the norms, values, and goals of the organization (Van Knippenberg, 2000). Organizational identification is measured using four indicators.

Innovation

Innovation relates to new products and services, production methods and procedures, production technology, and administrative changes (Fay et al., 2015). Innovation is a very broad and multidimensional concept. Current approaches define innovation as any result of human activity that contributes to improving the quality of human life; any activity that enables individuals to act better, more efficiently, and more effectively. These results may include new or improved products and technologies, new ways of providing services, new product and service standards, or activities that differentiate one organization from another (Damanpour, 1996; Baregheh et al., 2009).

Innovation is measured using three dimensions: product innovation, process innovation, and organizational innovation (Osman et al., 2016), with 18 indicators.

Job Performance

Job performance is the way employees achieve organizational goals and align their interpersonal behavior with organizational norms (Imran et al., 2012), completing tasks on time, effectively, and efficiently (Tinofirei, 2020). The dimensions of lecturer job performance consist of: teaching performance, research performance, community service performance and lecturer capacity (Retnowati et al, 2021) with 16 indicators.

Data Analysis Techniques

This study uses a quantitative approach to examine the relationships between variables. The data in this study will be analyzed using Structural Equations Modeling Partial Least Squares (SEM-PLS) with the help of the WarpPLS 8.0 program. This analysis was chosen because it can test the relationship between variables with a relatively small sample and does not require the assumption of a normal distribution (Hair et al., 2014). Structural equation modeling (SEM) is a statistical model that explains the relationship between several variables. This model is used to determine the reciprocal relationships expressed in a series of equations, similar to multiple regression equations. These equations describe all relationships between constructs (dependent and independent variables) used in the analysis. A construct is an unobservable or latent factor represented by several variables, such as variables representing factors in factor analysis (Hair et al., 2014).

According to Hair et al., (2019), SEM-PLS can be used in various situations, with certain conditions being important considerations: small to medium sample sizes, non-normal data or outliers, models with complex relationships and involving many latent variables and indicators. In this study, the researchers used SEM-PLS because the data used were no more than 100, involved five latent variables, and used many indicators.

Partial Least Squares was first proposed by a Swedish professor named Herman Wold in the late 1960s. This model was developed to address weaknesses in theory and data. The WarpPLS

application, developed by Ned Kock, is image-based and can be used to analyze data and test hypotheses (Memon et al., 2021). This application can also be used to analyze non-linear relationships, providing several model fit indicators such as Average R-Squared (ARS), Average Path Coefficient (APC), and Average Variance Inflation (AVIF) (Perdana et al., 2023). PLS is a powerful analytical method because it doesn't require many assumptions and can use both small and large sample sizes. Furthermore, PLS can be used to confirm theories (hypothesis testing) and establish relationships for which there is no theoretical basis. Since warpPLS was developed from PLS analysis, this also applies to warpPLS analysis (Solimun et al., 2017).

The testing steps to be carried out in this study are as follows:

Designing the inner model

An inner model describes the relationships between latent variables; it can also be referred to as an inner relation or structural model. The inner model design for this study, as outlined in the conceptual framework and research hypotheses, details the relationships between latent variables. Most of the relationships between latent variables in this study are based on the results of previous scientific studies.

Designing the Outer Model

The outer model represents the relationship between variables and their measurement indicators. This step refers to the operational variables in the study. This is done to determine whether a variable will use reflective or formative indicators. The basis for determining the type of indicator can be theory, empirical research, or even the researcher's intuition and rationale (Solimun et al., 2017). In this study, the researcher will use reflective indicators cited from previous empirical studies.

Estimating Parameters

In WarpPLS, parameter estimation is performed using least squares methods (Solimun, 2010). Parameter estimation in this study uses weight relations, which are estimates of the values of latent variables. The relationship between latent variables and their indicators has been explained through the outer model, but on the other hand, the true values of the latent variables are impossible to obtain.

Outer and inner model parameter estimation

Outer model parameter estimation aims to calculate latent variable data sourced from item, indicator, or dimension data, while inner model estimation is used to calculate the influence coefficients or relationships between latent variables. Inner model estimation is conducted to determine which relationships between latent variables are linear, following a U-shaped or S-shaped curve. For technical calculation reasons, researchers will use the default settings installed in WarpPLS 8.0 to estimate the inner and outer models.

Goodness of fit

This step is carried out to determine whether the proposed model meets absolute fit measures, incremental fit measures, or parsimonious fit measures (Ghozali, 2005). Goodness of fit testing is conducted in several stages, including testing the validity and reliability of the research

instrument for the outer model. Several tests conducted for validity testing include: Convergent validity for each indicator.

This measurement aims to ensure that the factor loading value is not less than 0.5 to 0.6, as a measure of convergent validity, with indicators for each variable ranging from 3 to 7. Convergent validity is assessed by the correlation coefficient between the reflective indicator score and the score for the corresponding latent variable. Discriminant validity ensures that the loading value of each indicator on the relevant variable is greater than the cross-loading value on the other latent variables. Discriminant validity for the entire indicator or questionnaire is considered good if the square root of the average variance extracted for each latent variable is greater than the correlation between the indicators of the relevant latent variable and the other latent variables. Composite reliability: Composite reliability is considered good if the composite reliability value is ≥ 0.70 . This is not an absolute measure, but rather a guideline (Solimun et al., 2017). For this study, the Cronbach's Alpha coefficient with an r_{11} value of ≥ 0.6 will be used as a measure of questionnaire reliability, because experts say that this measure has proven a questionnaire reliable (Hair et al., 2014). For the inner model and to see the goodness of fit in this study, the model fit criteria and quality indices will be used as follows:

Table 1. Model Fit and Quality Indices

No	Model Fit and Quality Indices	Cut Off Value
1	Avarage path coeffisient	$P < 0,05$
2	Avarage R-squared (ARS)	$P < 0,05$
3	Avarege adjusted R-squared (AARS)	$P < 0,05$
4	Avarage block VIF (AVIF)	Acceptable if ≤ 5 , ideally $\leq 3,3$
5	Avarage full collienarity VIF (AFVIF)	Acceptable if ≤ 5 , ideally $\leq 3,3$
6	Tenenhaus GoF (Gof)	Small $\geq 0,1$ medium $\geq 0,25$ large $\geq 0,36$
7	Sympson's paradox ratio (SPR)	Acceptable if $\geq 0,7$ ideally = 1
8	r-squared contribution ratio (RSCR)	Acceptable if $\geq 0,9$ ideally = 1
9	Statistical Suppression Ratio (SSR)	Acceptable if $\geq 0,7$
10	Nonlinear bivariate causality direction ratio (NLBCDR)	Acceptable if $\geq 0,7$

Source: Solimun et al. (2017)

Hypothesis Testing

This test aims to examine the effect of exogenous variables on endogenous variables and endogenous variables on other endogenous variables. This test uses bootstrap resampling and t-test methods, so it does not require the assumption that the data must be normally distributed (Solimun et al., 2017). Test results are considered weakly significant if the statistical test produces a p-value ≤ 0.10 with an alpha of 10%, significant if the p-value ≤ 0.05 with an alpha of 5%, and highly significant if the p-value ≤ 0.01 with an alpha of 1%.

Mediation Effect Testing

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The mediation effect test was conducted to determine the significance of the influence of organizational wisdom and organizational identification on job performance through innovation as a mediating variable.

Results and Discussion

Respondent Characteristics

The questionnaires for this study were distributed to 100 respondents who were permanent lecturers at Muhammadiyah and 'Aisyiyah universities in West Kalimantan. These included 64 lecturers from Muhammadiyah University of Pontianak, 22 lecturers from the Muhammadiyah Institute of Health (ITEKES) of West Kalimantan, and 14 lecturers from the 'Aisyiyah Polytechnic of Pontianak. The characteristics of the respondents in this study are described as follows:

The majority of respondents were female (58%), aged 27-36 (38%), held a master's degree (89%), had worked for 2-11 years (46%), held the functional position of Assistant Expert (53%), held the rank of Junior Administrator Level 1 (55%), and most respondents held Group III/B (55%), had an income between Rp. 7,500,000.00 – Rp. 9,499,999.00, with a percentage of 35%, married status, with a percentage of 89%, already have a teacher certificate, with a percentage of 66%.

Measurement Model Testing (Outer Model)

Validity Measurement

Validity measurement in this study aims to determine whether the indicators used to measure the latent variables are valid. Validity measurements in this study consist of:

Convergent Validity

Convergent validity can be seen from the correlation coefficient value between the reflective indicator scores and the scores of the latent variables. Convergent validity is measured through factor loadings. A factor loading greater than or equal to 0.5 is considered sufficient to meet the criteria for convergent validity (Solimun et al., 2017). Hair et al. (2014) even provided a rule of thumb, stating that factor loadings are considered meaningful if they are greater than or equal to 0.3.

The results of the convergent validity test using factor loadings can be seen in Table 4.1 below:

Table 2. Convergent Validity Test

No	Variables	Indicator	Loading Factor	Information
1	<i>Organizational Wisdom</i>	X1.2	0,722	Valid
		X1.2	0,702	Valid
		X1.3	0,764	Valid
		X1.4	0,779	Valid
		X1.5	0,779	Valid
		X1.6	0,691	Valid
		X1.7	0,674	Valid
		X1.8	0,749	Valid
		X1.9	0,761	Valid

		X1.10	0,727	Valid
		X1.11	0,826	Valid
		X1.12	0,609	Valid
		X1.13	0,731	Valid
		X1.14	0,691	Valid
		X1.15	0,628	Valid
		X1.16	0,754	Valid
		X1.17	0,615	Valid
		X1.18	0,754	Valid
		X1.19	0,746	Valid
		X1.20	0,741	Valid
		X1.21	0,714	Valid
		X1.22	0,788	Valid
		X1.23	0,777	Valid
		X1.24	0,744	Valid
		X1.25	0,612	Valid
		X1.26	0,721	Valid
		X1.27	0,540	Valid
		X1.28	0,568	Valid
2	<i>Organizational Identification</i>	X2.1	0,706	Valid
		X2.2	0,794	Valid
		X2.3	0,796	Valid
		X2.4	0,800	Valid
3	<i>Innovation</i>	Y1..1	0,866	Valid
		Y1.2	0,898	Valid
		Y1.3	0,819	Valid
		Y1.4	0,811	Valid
		Y1.5	0,851	Valid
		Y1.6	0,781	Valid
		Y1.7	0,794	Valid
		Y1.8	0,826	Valid
		Y1.9	0,814	Valid
		Y1.10	0,818	Valid
		Y1.11	0,757	Valid
		Y1.12	0,828	Valid
		Y1.13	0,797	Valid
		Y1.14	0,785	Valid
		Y1.15	0,717	Valid
		Y1.16	0,723	Valid
		Y1.17	0,775	Valid
		Y1.18	0,753	Valid
4	<i>Job Performance</i>	Z1	0.654	Valid
		Z2	0.598	Valid

	Z3	0.614	Valid
	Z4	0.634	Valid
	Z5	0.638	Valid
	Z6	0.487	Valid
	Z7	0.658	Valid
	Z8	0.480	Valid
	Z9	0.731	Valid
	Z10	0.628	Valid
	Z11	0.714	Valid
	Z12	0.567	Valid
	Z13	0.616	Valid
	Z14	0.705	Valid
	Z15	0.706	Valid
	Z16	0.672	Valid

Source: Processed data, 2024

Based on Table 2, it is known that the factor loading value for each variable in the study is >0.4 , thus it can be considered valid.

Discriminant Validity

Discriminant validity is conducted to test whether two or more constructs or factors being tested are indeed distinct, and each is an independent construct (Ferdinand, 2014). Discriminant validity is met if the loading value is greater than the cross-loading. Furthermore, the discriminant validity of all indicators simultaneously (the questionnaire) can be determined by comparing the square root of the average variance extracted (AVE) of each latent variable with the correlation coefficient of the other latent variables. In this case, discriminant validity is met if the square root of the AVE (on the main diagonal) is greater than the correlation between the other variables (Solimun et al., 2017).

The discriminant validity test is based on AVE, the results of which can be seen in Table 3 below:

Table 3. Discriminant Validity Test

Variabel	X1	X2	Y	Z
X1	(0,714)	0,238	0,347	0,274
X2	0,238	(0,775)	0,012	0,410
Y	0,347	0,012	(0,802)	0,094
Z	0,274	0,410	0,094	(0,635)

Source: Processed data, 2024

Table 3 shows that the square root of the AVE (value less than) is greater ($>$) than the correlation between the other latent construct variables, thus ensuring that all four latent variables meet discriminant validity.

Reliability Measurement

The reliability test in this study used two methods: composite reliability and Cronbach's alpha. Composite reliability in this study is used to evaluate the internal consistency of a construct or latent variable. Composite reliability is met if it is greater than 0.70 (Hair et al., 2014), thus, it can be concluded that the questionnaire meets composite reliability for all variables. Using Cronbach's alpha, reliability is met if it is greater than 0.60 (Hair et al., 2014). The results of the reliability test in this study can be seen in Table 4.3 below:

Table 4. Reliability Test Based on Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability Coefficients	Cronbach's Alpha Coefficients
(X1)	0,967	0,964
(X2)	0,857	0,777
(Y)	0,970	0,967
(Z)	0,914	0,900

Source: Processed data, 2024

Based on Table 4.3, the composite reliability coefficients for all variables are greater than 0.70, indicating that the questionnaire meets composite reliability for all variables. The Cronbach's alpha coefficients show that all variables have values greater than 0.60, indicating that the questionnaire also meets internal consistency reliability.

Structural Model Testing (Inner Model)

The inner model is a specification of the relationships between latent variables (structural model), which describes the relationships between latent variables based on the substantive theory of the research.

Model Fit and Quality Indices

Before interpreting the results of hypothesis testing, the model should have goodness of fit. Goodness of fit is an index and measure of the goodness of fit of the relationships between latent variables (inner model), which is also related to its assumptions. The results of the model fit and quality indices analysis using WarpPLS 8.0 can be seen in Table 4.4 below:

Tabel 5. Model Fit dan Quality Indices

No.	Model Fit and Quality Indices	Criteria	Result	Conclusion
1	Average Path Coefficient (APC)	$p < 0.05$	0.273; $p = 0.001$	Good
2	Average R-squared (ARS)	$p < 0.05$	0.235; $p = 0.003$	Good
3	Average Adjusted R-squared (AARS)	$p < 0.05$	0.216; $p = 0.006$	Good
4	Average Block VIF (AVIF)	Acceptable if ≤ 5 , ideal if ≤ 3.3	1.125	Ideal
5	Average Full Collinearity VIF (AFVIF)	Acceptable if ≤ 5 , ideal if ≤ 3.3	1.221	Ideal
6	Tenenhaus Goodness of Fit (GoF)	Small ≥ 0.1 , Medium ≥ 0.25 , Large ≥ 0.36	0.356	Large

7	Simpson's Paradox Ratio (SPR)	Acceptable if ≥ 0.7 , ideal if ≥ 1	0.800	Acceptable
8	R-squared Contribution Ratio (RSCR)	Acceptable if ≥ 0.9 , ideal if ≥ 1	0.920	Acceptable
9	Statistical Suppression Ratio (SSR)	Acceptable if ≥ 0.7	1.000	Acceptable
10	Nonlinear Bivariate Causality Direction Ratio (NLBCDR)	Acceptable if ≥ 0.7	0.800	Acceptable

Source: Processed data, 2024

Table 5 shows that all variables have a good fit, indicating that the model obtained is very good and suitable for hypothesis testing and prediction. The values in Table 4.4 can be explained as follows:

The Average Path Coefficient (APC) value is acceptable if the p-value is ≤ 0.05 . The table above shows that the APC value of 0.73 indicates a positive average relationship between variables in the model, and $p = 0.001$ indicates a highly significant relationship. Therefore, it can be concluded that the model has a good structural relationship.

The Average R-squared (ARS) value is acceptable if the p-value is ≤ 0.05 . The table above shows that the ARS value is 0.235 with a p-value < 0.003 , indicating that the proportion of the endogenous (dependent) variable variance explained by the model is 23.50% (in the moderate-strong category). Thus, it can be concluded that the model used in this study meets the criteria for significance.

The Average Adjusted R-Square (AARS) value is acceptable if the resulting p-value is ≤ 0.05 . ARS and AARS measure the proportion of variance in endogenous variables explained by the model. The table above shows that the resulting AARS value is 0.216 and $p = 0.006$, indicating that the model's complexity remains consistent, thus the model has good predictive power. Therefore, it can be concluded that the model used in this study meets the criteria for significance.

The Average Block VIF (AVIF) value is acceptable if the resulting value is ≤ 5 and is considered ideal if the resulting value is ≤ 3.3 . Based on the table above, the resulting AVIF value, 1.125, falls within the ideal category. Therefore, it can be concluded that the model used in this study does not exhibit multicollinearity. 5) The Average Collinearity (AFVIF) value is acceptable if the resulting value is ≤ 5 and is considered ideal if the resulting value is ≤ 3.3 . The table above shows that the resulting AFVIF value is 1.221. These results indicate that the resulting AFVIF value meets the requirements and is ideal. Thus, it can be concluded that the model used in this study does not experience multicollinearity, meaning it is free from bias due to correlation between predictors.

The GoF value combines the quality of the measurements (outer model) and the structural relationships (inner model). Based on Table 4.20, the GoF value of 0.356 meets the requirements and is included in the large category, indicating that the model is very good at explaining the data. Therefore, it can be concluded that the model has an excellent overall fit.

The Simpson's Paradox Ratio (SPR) value of 0.800 is considered acceptable because it is ≥ 0.7 .

This indicates that there are no cases of variables reversing direction when other variables are included in the model.

The R-squared contribution ratio (RSCR) of 0.920 is considered acceptable because it is greater than 0.90. This indicates that there is no negative contribution from the predictors to the R-squared, thus concluding that the model is logically and statistically consistent.

The Statistical Suppression Ratio (SSR) of 1 is considered acceptable because it is greater than 0.7. This indicates that the variables do not suppress each other (there is no suppressive effect).

The Nonlinear Bivariate Causality Direction Ratio (NLBCDR) of 0.800 is considered acceptable because it is greater than 0.7. This indicates that the direction of causality in the model is correct, thus concluding that the model does not contain misleading effects.

R-Squared and Q-Squared

R-Squared is used to determine the proportion of variance in the dependent variable explained by the independent variables in the model. Its value ranges from 0 to 1. Meanwhile, Q-Squared is used to determine how well the model predicts the value of the dependent (endogenous) variable. The R-Squared and Q-Squared values in this study can be seen in Table 4.21 below:

Table 6. R-Squared and Q-Squared

<i>Variabel</i>	<i>R-squared</i>	<i>Q-squared</i>
Innovation (Y)	0,127	0,232
Job Performance (Z)	0,343	0,331

Source: Processed data, 2024

Based on Table 6, it is known that: The R-squared value for the innovation (Y) variable is 0.127, meaning that the organizational wisdom (X1) and organizational identification (X2) variables contribute 12.7% to the innovation (Y) variable, with the remaining 87.3% influenced by other variables outside this research model. The R-squared value for the job performance (Z) variable is 0.343, meaning that the organizational wisdom (X1), organizational identification (X2), and innovation (Y) variables contribute 34.3% to job performance (Z), with the remaining 65.7% influenced by other variables outside this research model. The Q-Squared value for the innovation (Y) variable is 0.232, indicating that the model has a moderate ability to predict the innovation (Y) variable. The Q-Squared value for the job performance (Z) variable is 0.331, indicating that the model has a fairly good ability to predict the job performance (Z) variable.

Hypothesis Testing

Direct Effect Testing

The direct effect testing was conducted using a t-test (t-statistic) on each direct influence path. The coefficient results and p-values can be seen in Table 4.22, as follows:

Table 7. Results of the Direct Influence Test

Hypothesis	Connection	<i>Path Coefficient</i>	<i>p-values</i>	<i>Effect Size</i>	Information
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H1	<i>Organizational Wisdom (X1) → Innovation (Y)</i>	0,405	<0,001	0,172	Accepted
H2	<i>Organizational Identification (X2) → Innovation (Y)</i>	-0,194	0,022	0,045	Accepted But Negative
H3	<i>Organizational Wisdom (X1) → Job Performance (Z)</i>	0,168	0,041	0,048	Accepted
H4	<i>Organizational Identification (X2) → Job Performance (Z)</i>	0,429	<0,001	0,227	Accepted
H5	<i>Innovation (Y) → Job Performance (Z)</i>	0,170	0,039	0,068	Accepted

Source: Processed data, 2024

Based on the WarpPLS test results in Table 4.22, the following conclusions can be drawn:

Hypothesis 1:

The test for the direct effect between organizational wisdom (X1) and innovation (Y) yielded a positive coefficient of 0.405 and a p-value of <0.001, thus accepting the hypothesis. Based on these results, it can be concluded that there is a positive and significant effect between organizational wisdom (X1) and innovation (Y), with a medium effect size of 0.172, meaning a contribution to the R² of variable Y of 17.2%. This indicates that higher organizational wisdom leads to higher innovation. Interpretation of effect size according to Cohen's Guidelines states that an f² value ≥ 0.15 = a medium effect.

Based on these results, it can be concluded that there is a positive and significant effect between organizational wisdom and innovation. This aligns with the research findings of Mora Cortez & Johnston (2019), which stated that organizational wisdom significantly influences innovation. Wise organizations develop a proactive attitude that can address static challenges (Bierly et al., 2000).

These research findings align with the Diffusion of Innovation (DOI) theory proposed by Rogers (2003), which states that innovation must be communicated through a specific system to all organizational members for it to be implemented. This dissemination of information about innovation can occur when there is a new idea, parties with knowledge of the idea, parties without knowledge or experience with the idea, and communication channels that can connect the two parties.

Hypothesis 2:

The test of the direct effect between organizational identification (X2) and innovation (Y) yielded a negative coefficient of -0.194 and a p-value of 0.022. Therefore, the hypothesis is accepted, but with a negative direction. Based on these results, it can be concluded that there is a negative and significant effect between organizational identification (X2) and innovation (Y), with a small effect size of 0.045, meaning its contribution to the R² of variable Y is 4.5%.

This indicates that higher organizational identification (X2) will result in decreased innovation (Y).

Interpretation of effect size according to Cohen's Guidelines states that an f^2 value ≥ 0.02 = a small effect.

These results are inconsistent with previous research, which shows that when employees have high organizational identification, they tend to be more motivated to contribute to innovation within the organization (Riketta, 2005). Van Knippenberg (2000) found that organizational identification increases employees' likelihood of sharing new ideas and taking risks, which are key components of innovative behavior. Organizational identification has a positive effect on innovative work behavior (Zhang & Wang, 2021). However, these results align with previous research, which suggests that organizational identification can also reduce motivation to innovate because employees try to avoid mistakes (Chen et al., 2022).

Hypothesis 3:

The test of the direct effect between organizational wisdom (X1) and job performance (Z) yielded a positive coefficient of 0.168 and a p-value of 0.041, thus accepting the hypothesis. Based on these results, it can be concluded that there is a positive and significant effect between organizational wisdom (X1) and job performance (Z), with a small effect size of 0.048, meaning its contribution to the R^2 of variable Z is 4.8%. This indicates that higher organizational wisdom leads to higher job performance. The interpretation of effect size according to Cohen's Guidelines states that an f^2 value ≥ 0.02 = a small effect.

Based on this, it can be concluded that there is a positive and significant effect between organizational wisdom and job performance (Z). This study's results are inconsistent with the research of Pinheiro et al. (2012), which stated that organizational wisdom influences job performance.

Hypothesis 4:

The test of the direct effect between organizational identification (X2) and job performance (Z) yielded a positive coefficient of 0.429 and a p-value of <0.001 , thus accepting the hypothesis. Based on these results, it can be concluded that there is a positive and significant effect between organizational identification (X2) and job performance (Z), with a medium effect size of 0.227, meaning a 22.7% contribution to the R^2 of variable Z. This also indicates that higher organizational identification (X2) leads to higher job performance (Z). The interpretation of effect size according to Cohen's Guidelines states that an f^2 value ≥ 0.15 indicates a medium effect. This relationship is the strongest path in the model, with a β value of 0.429.

The results of this study align with research showing that organizational identification has a strong relationship with job performance (Dutton et al., 1994; Walumbwa et al., 2011; Finch et al., 2018; Miao et al., 2019; Vu, 2022; Ma et al., 2023).

Employees with high organizational identification focus their attention on activities relevant to achieving organizational goals. Furthermore, they perform better than employees who work solely to fulfill obligations (Malhotra et al., 2013).

Hypothesis 5:

The test of the direct effect between the innovation (Y) variable and the job performance (Z)

variable yielded a positive coefficient of 0.170 and a p-value of 0.039, thus accepting the hypothesis. Based on these results, it can be concluded that there is a positive and significant influence between the innovation (Y) variable and job performance (Z), with a small effect size of 0.068, meaning a contribution to the R² of the Z variable of 6.8%. This also indicates that higher innovation (Y) will result in increased job performance (Z). The interpretation of effect size according to Cohen's Guidelines states that an f² value ≥ 0.02 indicates a small effect.

These results align with previous research that suggests innovation impacts organizational performance (Rajapathirana & Hui, 2018; Latifi et al., 2021). Innovation is a source of dynamic capabilities that can contribute to better and more sustainable performance over time (Wang, 2014). Furthermore, previous research also suggests that innovation plays a crucial role in improving lecturer performance in higher education, not only related to the implementation of new technologies but also encompassing learning processes, research methods, and management that adapts to change. Research by Santoso et al. (2021) shows that innovation capability has a direct, positive, and significant effect on lecturer performance. A supportive environment for innovation will enhance lecturers' innovative behavior, which ultimately impacts their performance (Bastian & Widodo, 2022; Rajandran & Subramaniam, 2023; Wahab et al., 2024).

Testing the Indirect Effect (Mediation Effect)

The indirect effect test for two segments using WarpPLS can be seen in Table 4.7 as follows:

Table 8. Results of the Indirect Effect Test for Two Segments

<i>Latent Variable</i>	<i>Path Coefficient</i>	<i>Number of Path With 2 Segment</i>	<i>P-Value</i>	<i>Effect Size</i>	<i>Description</i>
X1 → Y → Z	0,069	1	0,161	0,020	Rejected
X2 → Y → Z	-0,033	1	0,319	0,017	Rejected

Source: Processed Data, 2024

Hypothesis 6:

The indirect effect of organizational wisdom (X1) on job performance (Z) through innovation (Y) has a coefficient value of 0.069 with a p-value of 0.161, therefore, the hypothesis is rejected. Therefore, it can be concluded that organizational wisdom (X1) has no indirect effect on job performance (Z), which is mediated by innovation (Y1).

This is inconsistent with research (Akgün et al., 2017; Ding et al., 2019; Pierscieniak & Stelmaszczyk, 2020), which states that organizational wisdom, which encompasses reasoning, intuition, benevolence, and prudence, has been shown to be a key factor driving innovation and performance. Innovation acts as a significant mediator in this relationship, strengthening the impact of organizational wisdom on performance. Several previous studies have also shown that innovation mediates between organizational factors (including policy, innovation culture, and organizational support) and improved employee performance (Shanker et al., 2017; Khan et al., 2022; Hai Yen et al., 2025).

Hypothesis 7:

The indirect effect of organizational identification (X2) on job performance (Z) through innovation (Y) has a coefficient value of -0.033 with a p-value of 0.319, thus rejecting the hypothesis. Therefore, it can be concluded that organizational identification (X2) does not have an indirect effect on job performance (Z) mediated by innovation (Y1).

Several studies support that the effect of organizational identification on job performance is often indirect, and the mediation effect through innovation or other variables is not always significant. Organizational identification can indeed increase innovative behavior, but its effect on job performance is often mediated by other factors such as work engagement or organizational commitment, rather than innovation directly (Buil et al., 2019; Zhang & Wang, 2021; Nabhan & Munajat, 2023).

Furthermore, the results of the direct and indirect influence tests can be seen in Figure 4.1 below:

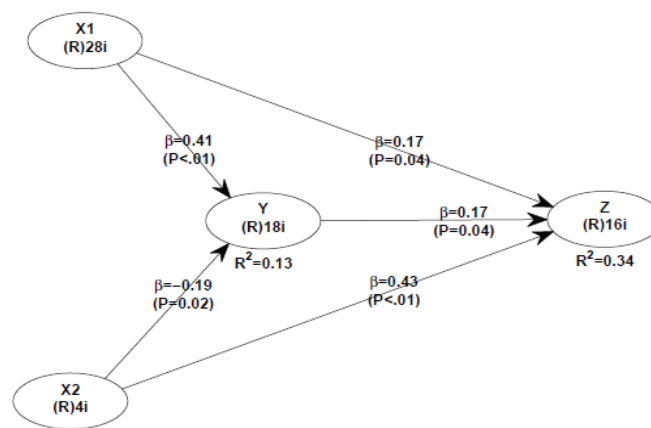


Figure 1. SEM Analysis Results

Caption:

X1 : Organizational Wisdom

X2 : Organizational Identification

Y : Innovation

Z : Job Performance

Discussion

This research was limited to lecturers at Muhammadiyah and 'Aisiyah universities in West Kalimantan, Indonesia. Therefore, the results cannot necessarily be generalized to other universities, regions, or professions. The researchers hope that these results can serve as a reference for future research. Future research should utilize larger and more diverse samples from various institutions and regions to increase the generalizability of the results.

Future researchers should further examine the mediating role of innovation and the potential for moderating variables that may influence the strength of this relationship. Furthermore, future research could include other variables relevant to lecturer performance. Future research could also explore the factors causing the paradoxical phenomenon, where high organizational identification can actually reduce innovation, so that human resource management strategies can effectively address this dilemma. Future research is expected to provide deeper and more applicable insights for future human resource management practices.

Conclusion

The results of this study demonstrate a complex and varied relationship between organizational wisdom, organizational identification, and job performance. Organizational identification negatively impacts innovation, meaning that the more employees identify with the organization, the lower their innovation potential. This could indicate limitations on innovation caused by prevailing organizational norms. However, organizational identification positively impacts job performance, indicating that employees with a strong identification with the organization tend to perform better. Organizational wisdom positively impacts innovation and job performance, indicating that organizational wisdom is a key driver of innovation and performance.

Theoretically, this study reinforces the importance of organizational wisdom in contributing to employee innovation and performance while highlighting the paradox that too strong identification with the organization can limit innovation while still supporting employee performance. This understanding is crucial for developing human resource management theory that balances organizational identification and innovation.

The findings of this study can be used managerially by universities to balance increasing organizational identification among lecturers as a driver of innovation and performance. Organizational wisdom implemented by universities should be aware that organizational identification can reduce innovation while increasing job performance. Therefore, careful management of organizational identification must be carried out to avoid the disruption of innovation, which is crucial for job performance.

Universities should provide facilities and a supportive work environment for lecturers to enhance innovation and performance, for example by providing various training and incentives that can stimulate innovation. Organizational policies are needed to enhance innovation, which in turn can improve lecturer performance. Human resource management policies that balance enhancing organizational identification with the implementation of sound organizational policies will result in optimal lecturer innovation and performance.

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