



Effect of Innovation and Human Capital on Work Effectiveness with Job Satisfaction as Intervening Variable

Krisna Surya Nugraha^{1*}, Bambang Raditya Purnomo²

¹*Dr. Soetomo University, Surabaya, Indonesia*

*Corresponding author: bjnsurya@gmail.com |

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Abstract

Purpose: This study aims to analyze work effectiveness using innovation and human capital variables as independent variables and Job Satisfaction as an intervening variable.

Research Methodology: The type of sample used is total sampling with a total population of 40 employees, and data collection is done using a questionnaire. The data analysis technique used Partial Least Square analysis with validity, reliability, and hypothesis tests.

Results: The results of the hypothesis test concluded that innovation has a significant effect on job satisfaction; human capital has a significant effect on job satisfaction; innovation has a significant effect on work effectiveness; human capital has a significant effect on work effectiveness; job satisfaction has a significant effect on work effectiveness; innovation has a significant effect on work effectiveness through job satisfaction; and human capital has a significant effect on work effectiveness through job satisfaction.

Conclusions: The study concludes that innovation and human capital significantly influence job satisfaction and work effectiveness. Job satisfaction also has a significant effect on work effectiveness, and it mediates the relationship between innovation, human capital, and work effectiveness.

Limitations: The study is limited by its focus on a small sample size (40 employees) from a single district. The results may not be applicable to other regions or industries.

Contributions: This research provides insights into how innovation, human capital, and job satisfaction contribute to work effectiveness. It emphasizes the importance of job satisfaction as a key factor in improving performance, offering valuable implications for organizations aiming to boost productivity.

Keywords: *Human Capital, Innovation, Job Satisfaction, Partial Least, Work Effectiveness*

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1. Introduction

The success of an organization can be seen in terms of achieving organizational goals to achieve predetermined goals, so that it can be categorized as effective. Ya'kub (1984) states that work effectiveness is a condition that shows the level of success of management activities in achieving predetermined goals. This definition emphasizes that work effectiveness is not only related to output results, but also to how management processes are able to direct all organizational resources in an efficient and targeted manner.

In a broader perspective, work effectiveness reflects the alignment between organizational planning, implementation, and evaluation processes. When these three aspects are well integrated, the organization

is more likely to achieve its strategic goals. The variables that influence work effectiveness include job satisfaction, innovation, and human capital, which play an important role in supporting employee performance and organizational achievement. [Hasibuan \(2012\)](#) stated that job satisfaction is an emotional attitude that is pleasant and reflects love toward one's job. This attitude is reflected in work enthusiasm, discipline, and performance. Employees who consistently show high enthusiasm, strong motivation, and commitment to achieving organizational targets are considered to have a strong psychological attachment to their work. Such attachment is important because it influences employee behavior in completing tasks effectively and efficiently ([Wardhani & Uilly, 2021](#)).

Job satisfaction is also closely related to employee retention and productivity. When employees feel satisfied, they tend to demonstrate lower absenteeism, higher engagement, and better performance outcomes ([Rizqi & Sakinah, 2021](#)). In contrast, dissatisfaction can lead to reduced productivity and increased turnover intention, which ultimately affects organizational effectiveness. The importance of innovation in improving employee work effectiveness is another crucial aspect discussed in this study. Innovation strategy is a way to make changes or introduce new updates to achieve organizational goals. Innovation in organizations does not only refer to technological advancement but also includes improvements in work processes, management systems, and service delivery ([Satria, 2021](#); [Solihin, 2021](#)).

For organizations, innovation is very important and should be seen as a continuous process without interruption. It serves as a driver for companies or institutions to continue growing, adapting to environmental changes, and maintaining competitiveness ([Setyawati & Aristiyanto, 2021](#)). Without innovation, organizations may struggle to respond to dynamic challenges and evolving stakeholder expectations. Intellectual capital is a resource that companies use to create value and gain advantages over other companies. Human Capital is an important factor in the production process because human resources are important assets in a company to improve company performance. Human capital refers to the knowledge, skills, experience, and competencies possessed by employees that contribute to organizational productivity ([Susanto & Parmenas, 2021](#)).

This is in accordance with the research conducted by [Ongkorahardjo et al. \(2008\)](#), which found that human capital has a significant effect on company performance. Organizations that are able to manage and develop their human capital effectively tend to achieve higher levels of efficiency, innovation, and competitiveness compared to those that do not prioritize human resource development. In addition, human capital is also closely related to training, education, and continuous development programs within an organization. These elements help employees to improve their capabilities and adapt to changing work environments, which ultimately contributes to better organizational performance ([Ikhsani et al., 2021](#)).

The initial research conducted by the researcher, related to ASKAB PSSI Sidoarjo Regency, led the researcher to suspect that there were problems related to low coach work effectiveness. This can be seen from the coach's work effectiveness, which is not yet optimal ([Kuncoro & Harahap, 2021](#)). This condition indicates that there are gaps between expected performance standards and actual performance in the field. This can be observed in the preparation of training evaluation monitoring reports through the application; the quality of the report is not in accordance with the required standards, so improvements and revisions are still needed in the system. The lack of accuracy and completeness in reporting also reflects challenges in administrative discipline and system utilization ([Lumi & Yosef, 2022](#)).

In addition, the innovation carried out by the coach is still not optimal, and there are still not many changes introduced to improve football achievements in Sidoarjo Regency. Limited innovation may indicate a lack of creativity, insufficient support systems, or minimal adoption of new training approaches. Therefore, improving job satisfaction, innovation, and human capital is expected to enhance overall work effectiveness in the organization.

2. Literature Review

2.1 *Work Effectiveness and Organizational Success*

Work effectiveness plays a critical role in an organization's success, directly influencing the achievement of goals (Fernando & Surjandari, 2022; Zahedy et al., 2021). Work effectiveness is often defined as the ability to meet predefined objectives through efficient management and resource use (Amegayibor, 2021). Organizations with effective work practices are able to optimize their resources and meet targets, ensuring long-term sustainability. Employee management, including motivation and performance optimization, is key to achieving organizational success (Moradi & Beigi, 2020b; Phina et al., 2021).

Work effectiveness is influenced by various factors such as job satisfaction, innovation, and human capital (Khan, 2020). The connection between these factors and individual performance is crucial to enhancing organizational outcomes. A work environment that fosters satisfaction, collaboration, and leadership often results in improved task performance, leading to greater overall success. Understanding the dynamics of these factors helps businesses improve their work processes, enhancing overall productivity (Sastrawan et al., 2020).

2.2 *Innovation and Work Effectiveness*

Innovation is a major factor driving organizational change and enhancing work effectiveness. It involves continuous improvements, the adaptation of new methods, and the development of new ideas to stay competitive (Okolie & Memeh, 2022; Soomro et al., 2021). In the context of employee performance, innovation can introduce more efficient workflows and enhance productivity. Innovation influences not only product development but also operational strategies that streamline tasks, making work processes more effective (Moradi & Beigi, 2020a).

Innovation's impact on work effectiveness has been demonstrated in various studies, showing a positive correlation between the introduction of new practices and employee performance. By fostering a culture of innovation, organizations challenge their employees to improve continuously, which leads to increased employee engagement and work effectiveness. These efforts create a dynamic work environment, enhancing overall productivity (Awadari & Kanwal, 2019).

2.3 *Human Capital and Work*

Effectiveness Human capital is an essential resource in improving organizational performance and work effectiveness. It refers to the knowledge, skills, and abilities of employees, which are fundamental for organizational success (Alnachef & Alhajjar, 2017). Organizations with a highly skilled workforce are able to produce high-quality work, meet deadlines, and improve overall efficiency. Investment in human capital development, such as training and education, leads to higher performance and productivity (Panchali & Seneviratne, 2019).

The relationship between human capital and work effectiveness has been well-documented. Highly skilled employees are more capable of handling challenges and optimizing work processes, leading to increased effectiveness. The development of human capital directly impacts the quality and quantity of work, making it a crucial factor in achieving organizational goals (Ulabor & Bosede, 2019).

2.4 *Job Satisfaction as an Intervening Variable*

Job satisfaction plays a pivotal role in influencing work effectiveness. It refers to the emotional attachment employees have to their jobs, which can affect their enthusiasm, performance, and behavior at work (Riyanto et al., 2021). Employees who are satisfied with their roles are more likely to be engaged, motivated, and perform at higher levels, which positively impacts organizational effectiveness. Job satisfaction is a key factor in ensuring that employees remain committed and productive in their roles

(Rahman & Shanjabin, 2022).

Job satisfaction contributes significantly to work effectiveness by creating a positive organizational culture. When employees feel satisfied with their work, they are more likely to go the extra mile, improving performance and efficiency (Irabor & Okolie, 2019). Additionally, job satisfaction fosters a work environment where employees feel valued, which directly enhances their productivity and overall work effectiveness (Ochwo & Mwesigwa, 2021; Tabasum & Ghosh, 2021).

3. Methodology

The population in this study was all PSSI Sidoarjo Regency Regional Staff Officers, totaling 400 employees. Saturated or census sampling was a sampling technique in which all members of the population were used as samples. Therefore, the number of samples in this study was 40 PSSI Sidoarjo Regency Regional Staff Officers (Sugiyono, 2014).

4. Results and Discussion

4.1 Results

4.1.1 Inner Model Evaluation

Inner model or structural model testing was conducted to determine the relationship between constructs, significance values, and R-squares of the research model. The structural model was evaluated using R-squared for dependent constructs and the Stone-Geisser Q-squared test for predictive relevance. The following are the results of the R-squared calculation:

Table 1. R-Square Calculation Value

Variables	R-Square	Information
Job Satisfaction (Z)	0.886	Reliable
Work Effectiveness (Y)	0.958	Reliable

Source: Partial Least Square (PLS) Data Processing Results

Based on Table 1, the variable Employee Work Effectiveness (Y) is influenced by Innovation (X1), Human Capital (X2), and Job Satisfaction (Z) by 0.958 or 95.8% (good). The remaining 4.2% were influenced by other variables that were not studied further. Job Satisfaction (Z) is influenced by innovation (X1) and Human Capital (X2) by 0.886 or 88.6% (good). The remaining 11.4% is influenced by other variables that were not studied further.

4.1.2 Hypothesis Testing

The results of hypothesis testing were carried out by looking at the p-value and comparing the calculated t value with the t table value. If the calculated t-value is greater than the t-table and has a p-value below 0.05 then the relationship between the variables is significant and can be analyzed further. With 35 data points, the t-table value ($\alpha = 5\%$) was 2.030. The results of the hypothesis testing are presented in the following table:

Table 2. Direct Hypothesis Testing Results

Direct Influence	t table	t statistics	P-value	Information
H1 Innovation → Job Satisfaction	2.030	5.070	0.000	Significant
H2 Human Capital → Job Satisfaction	2.030	2.335	0.020	Significant
H3 Innovation → Work Effectiveness	2.030	2.721	0.007	Significant
H4 Human Capital → Work Effectiveness	2.030	2.427	0.015	Significant
H5 Job Satisfaction → Work Effectiveness	2.030	3.774	0.000	Significant

Source: Partial Least Square (PLS) Data Processing Results

Based on Table 2, all proposed relationships show a significant effect, as indicated by t-statistics values that are greater than the t-table value of 2.030 and p-values below 0.05. Innovation has a significant effect on job satisfaction ($t = 5.070$; $p = 0.000$) and work effectiveness ($t = 2.721$; $p = 0.007$). Human capital also has a significant effect on job satisfaction ($t = 2.335$; $p = 0.020$) and work effectiveness ($t = 2.427$; $p = 0.015$). In addition, job satisfaction significantly influences work effectiveness ($t = 3.774$; $p = 0.000$), indicating that all hypotheses in this study are accepted and statistically supported.

Table 3. Indirect Hypothesis Testing Results

Indirect Influence	t table	t statistics	P-value	Information
H6 Innovation → Job Satisfaction → Work Effectiveness	2.030	2.847	0.004	Significant
H7 Human Capital → Job Satisfaction → Work Effectiveness	2.030	2.039	0.042	Significant

Source: Partial Least Square (PLS) Data Processing Results

Table 3 show that both proposed mediation relationships are significant. Innovation has a significant indirect effect on work effectiveness through job satisfaction, as indicated by a t-statistic value of 2.847 which is greater than the t-table value of 2.030 and a p-value of 0.004. Similarly, human capital also has a significant indirect effect on work effectiveness through job satisfaction, with a t-statistic value of 2.039 exceeding the t-table value of 2.030 and a p-value of 0.042. These results indicate that job satisfaction successfully acts as a mediating variable in the relationship between innovation, human capital, and work effectiveness.

4.2 Discussion

4.2.1 The Influence of Innovation on Job Satisfaction

Based on the results of the hypotheses, it is known that with a calculated t value $>$ t table ($5.070 > 2.030$) and a P-value of 0.000 ($p < 0.05$). The results of this analysis show that the hypothesis stating that innovation has a significant effect on Job Satisfaction is accepted. The results of this study are in accordance with the results of research by [Soomro et al. \(2021\)](#) who showed that innovation has a significant effect on job satisfaction.

4.2.2 The Influence of Human Capital on Job Satisfaction

Based on the results of the hypotheses presented, it is known that with a calculated t value $>$ t table ($2.335 > 2.030$) and a P-value of 0.020 ($p < 0.05$). The results of this analysis show that the hypothesis stating that human capital has a significant effect on job satisfaction is accepted. The results of this study are in accordance with the results of research by [\(Došenović & Zolak-Poljašević, 2021\)](#) which shows that human capital has a significant influence on job satisfaction.

4.2.3 The Influence of Innovation on Work Effectiveness

Based on the results of the hypotheses presented, it is known that with a calculated t value $>$ t table ($2.721 > 2.030$) and a P-value of 0.007 ($p < 0.05$). The results of this analysis show that the hypothesis

stating that innovation has a significant effect on work effectiveness is proven to be accepted/positive. The results of this study are in accordance with the results of research from (Soomro et al., 2021) which shows that innovation has a significant influence on work effectiveness.

4.2.4 The Influence of Human Capital on Work Effectiveness

Based on the results of the hypotheses presented, it is known that with a calculated t value $>$ t table (2.427 $>$ 2.030) and a P-value of 0.015 ($p < 0.05$). The results of this analysis show that the hypothesis stating that human capital has a significant effect on employee work effectiveness is proven to be accepted/positive. The results of this study are in accordance with the results of research by (Došenović & Zolak-Poljašević, 2021) which show that human capital has a significant influence on work effectiveness.

4.2.5 The Influence of Job Satisfaction on Work Effectiveness

Based on the results of the hypotheses presented, it is known that with a calculated t value $>$ t table (3.774 $>$ 2.030) and a P-value of 0.000 ($p < 0.05$). The results of this analysis show that the hypothesis stating that Job Satisfaction has a significant effect on employee work effectiveness is accepted. The results of this study are in accordance with the results of research from Haryono and Sulisty (2020) which shows that Job Satisfaction has a significant influence on Employee Work Effectiveness.

4.2.6 The Influence of Innovation on Work Effectiveness through Job Satisfaction

Based on the results of the hypotheses presented, it is known that with a calculated t value $>$ t table (2.847 $>$ 2.030) and a P-value of 0.000 ($p < 0.05$). The results of this analysis show that the hypothesis stating that innovation has a significant effect on work effectiveness through Job Satisfaction is proven to be accepted/positive. The results of this study are in accordance with the results of research by Irabor and Okolie (2019) who showed that innovation significantly influences employee work effectiveness through job satisfaction.

4.2.7 The Influence of Human Capital on Work Effectiveness through Job Satisfaction

Based on the results of the hypothesis that have been presented, it is known that with a calculated t value $>$ t table (2.039 $>$ 2.030) and a P-value of 0.042 ($p < 0.05$). The results of this analysis show that the hypothesis stating that human capital has a significant effect on work effectiveness through Job Satisfaction is proven to be accepted/positive. The results of this study are in accordance with the results of research from Alnachef and Alhajar (2017) which shows that human capital has a significant influence on work effectiveness through Job Satisfaction.

5. Conclusions

The conclusions of this study indicate that innovation has an influence on job satisfaction and also affects work effectiveness. In addition, human capital is found to influence both job satisfaction and work effectiveness. Job satisfaction itself has a significant influence on work effectiveness. Furthermore, innovation also influences work effectiveness through job satisfaction, and human capital has an indirect effect on work effectiveness through job satisfaction. Overall, all proposed hypotheses in this study are accepted and show significant relationships between the variables.

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Author Contributions

KSN conceptualized the study, designed the methodology, and performed the data analysis. He contributed to the interpretation of results and the manuscript writing. BRP contributed to the literature review, data collection, and critical review of the manuscript. Both authors contributed equally to the final draft.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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