Journal of Economics, Entrepreneurship, Management Business and Accounting, 2026, 4(1),1-10.
https://doi.org/10.61255/jeemba.v4i1.819

Innovation Capability As a Strategic Asset: Examining the Human Resource Dynamics and Technology Integration in Business Performance

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ABSTRACT

Purpose – This study aims to analyze business performance models using innovation capabilities, which are rarely used to improve business performance.
Design/methodology/approach – The research method used is quantitative, collecting data from entrepreneurs using questionnaires and analyzing them using Partial Least Squares-Structural Equation Modeling
Finding/Results – The findings of this study indicate that there is no significant relationship between innovation capabilities and business performance, and there is no moderating effect of technology access on the relationship between innovation capabilities and business performance.
Originality/Value – This study contributes to the literature by uncovering a 'performance paradox', where innovation capability—contrary to conventional theories—shows no significant impact on business performance. It shifts the academic focus from internal innovation processes to the critical necessity of direct technology access as a primary driver for business resilience in the digital era.

ARTICLE INFO

Keywords:
Innovation Capability, Business Performance, Technology Access

Article Information:
Received: 16/01/2026
Revise 1: 12/03/2026
Revise 2: 25/03/2026
Accepted: 25/03/2026

ISSN:
2985-3168 (Online)
2985-3222 (Print)

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1. Introduction

Business performance is a highly influential indicator in the economy, particularly in the corporate world. Business performance itself is a measure of how well and to what extent a company is able to achieve its goals.Business performance is very important to be achieved by every organization because it represents the corporation's ability to manage and deploy its resources effectively (Rahmawati, Wahyuningsih, and Garad 2023). Business performance can be achieved through the company's ability to achieve the strategic goals and operational targets that have been set (Rose B. Mathafena 2021). Business performance is also an important success factor that can produce sustainable competitive advantage (Wongsansukcharoen and Thaweepaiboonwong 2023). Business performance refers to the achievement of organizational goals that are mandatory for the survival of the organization, which consists of financial performance and non-financial performance (Rehman et al. 2023).

Business performance is a factor that is always considered in the business world, but in practice, organizations still face many challenges in improving their business performance. These performance issues also vary greatly depending on the context and scale of the business. Business performance issues are influenced by several factors, including entrepreneurial orientation, social media adoption, innovation, andfinancial also affects business performance (Natasha, Christin, and Soesilo 2023; Debrulle et al. 2018). A person's attitude also influences business performance, where if not monitored, they may become overconfident or careless, resulting in poor business performance, even failure (Conejo, Khuntia, and Parthasarathy 2023). In addition to weak ties (loose acquaintances, shallow relationships and relationships with people in society) are one of the causes of failed business performance. Environmental conditions such as the Covid-19 pandemic can also have a negative impact on business performance (Tran Thi Ngoc Lan, Le Doan Minh Duc, Nguyen Hoang Tien and Do Huu Hai, Dinh Hoang Anh Tuan 2022;Mouzas and Bauer 2022).

The solution to achieve maximum business performance is to utilize technology access, collaborate between various business actors, and innovate in terms of services and products (Agrawal et al. 2022 ;Kreshpaj et al. 2022) and in other research it is said that the use of AIS (Accounting Information System) is also a solution to improve business performance (Aisjah, Arsawan, and Suhartanto 2023b). Government support is also useful for increasing interaction between companies which can improve business performance within a company (Kim and Jin 2022).

This research is important to conduct because innovation capabilities are needed to improve business performance and competitive advantage (Hanaysha et al. 2022). It is known that business performance has a significant influence on business growth. This research also shows that access to technology has a significant influence on business performance (Kumar, Singh, and Jain 2022;Agrawal et al. 2020). We live in a time of radical transition in the sustainable production and consumption of goods and services. Much of this transformation relates to corporate sustainability and technology-based innovation, which are key factors in successful business performance (Yanine and Campos 2023). This research also helps provide knowledge that strengthening close relationships between entrepreneurs can help maintain and improve business performance (Udriyah, Tham, and Ferdous Azam 2019). This study aims to determine the influence of innovation capability on business performance moderated by technology access.

2. Literature Review & Hypothesis Development

2.1. Innovation Capability

Innovation capability refers to the fulfillment or creation of technology as applied to new products, devices, systems, processes, services, etc. within an organization (Fan et al. 2023). Innovation capability is the ability to create something new that is different from before, which is able to create added value and utility value for something, whether it is goods or services, so that it can attract consumer purchasing power. Parwita et al. in their research said that there are three indicators of the innovation capability variable, namely: market innovation, product innovation, and innovation process (Parwita et al. 2020).

Innovation capability is crucial for companies to cope with the turmoil of a rapidly changing environment and to gain competitive advantage (VU 2020). According to previous research, innovation capability has a significant impact on business performance, enabling companies to develop innovative capabilities that drive growth and ensure long-term success (Linda Sutanto, Bambang Tjahjadi, and Fiona Niska Dinda Nadia 2023). Other research suggests that innovation capability has a positive influence on sustainable business performance. Furthermore, innovation capability also partially mediates the relationship between sustainable business performance and organizational performance (Somwethee, Aujirapongpan, and Ru-Zhue 2023). Based on several previous findings, the research hypothesis is outlined as follows:

H1: Innovation capability influences business performance.

2.2. Technology Access

Technology is an innovation that can address the various challenges affecting the construction industry, including cost overruns, rework, low project performance, poor safety records, substandard quality and undesirable productivity (Nikmehr et al. 2021). Technology is a means of greater flexibility that helps maintain competitive prices (Stalmachova, Chinoracky, and Strenitzerova 2022). Technology access is how technology plays a role or helps business activities. Prabawa (2015) et al. in his research said that there are three indicators of the technology access variable, namely: intensity of information technology, ease of exchanging information and ease of access to collaboration.

Access to this technology makes it easier for businesses to improve their innovation and performance. According to previous research, technology is fast and a crucial factor for business success, with access to technology playing a significant role in influencing business performance (Qalati et al. 2021). In other research, it is stated that access to technology can improve company performance as a result of the creation and use of its capabilities (Erkmen, Günsel, and Altındağ 2020). Based on several previous findings, the research hypothesis is outlined as follows:

H2: Access to technology has an impact on business performance.

2.3. Business Performance

Business performance is the result of activities carried out within a company or organization, influenced by internal and external factors, in achieving predetermined goals. Business performance in entrepreneurship is measured by the company's success in increasing revenue, reducing operating costs, and reinvesting initial capital (Rahmawati, Wahyuningsih, and Garad 2023). Business performance is the ability of a business to achieve its goals and objectives. It is measured by various metrics, including revenue, profit, market share, customer satisfaction, and employee engagement (Aisjah, Arsawan, and Suhartanto 2023a). Therefore, business performance shows growth and development as a reflection of

effective and efficient organizational management. Business performance is the end result of an organization's efforts in managing its resources. Performance is a reflection of how an organization manages its resources, thus determining the organization's survival. Rahayu (2013) in his research said that there are three indicators of business performance variables, namely: increased sales, increased profits and satisfactory growth.

3. Methodology

This research uses quantitative research type.The data in this study were collected using a questionnaire distributed to 100 samples.The sample in this study were entrepreneurs who have their own businesses. This study used a purposive sampling technique with the criteria being entrepreneurs or self-employed entrepreneurs. This study used a Likert scale, with 1 = strongly disagree to 5 = strongly agree to measure the questionnaire items used. Specifically, this study measured the innovation capability variable with six statement items. The technology access variable was measured with six statement items. Furthermore, the business performance variable was measured with six statement items.This study employed variance-based structural equation modeling. Partial Least Squares (PLS) was used to assess the measurement model and structural model, and to test the research hypotheses. Furthermore, PLS was used to address the issue of non-normally distributed data (Hair et al., 2017)

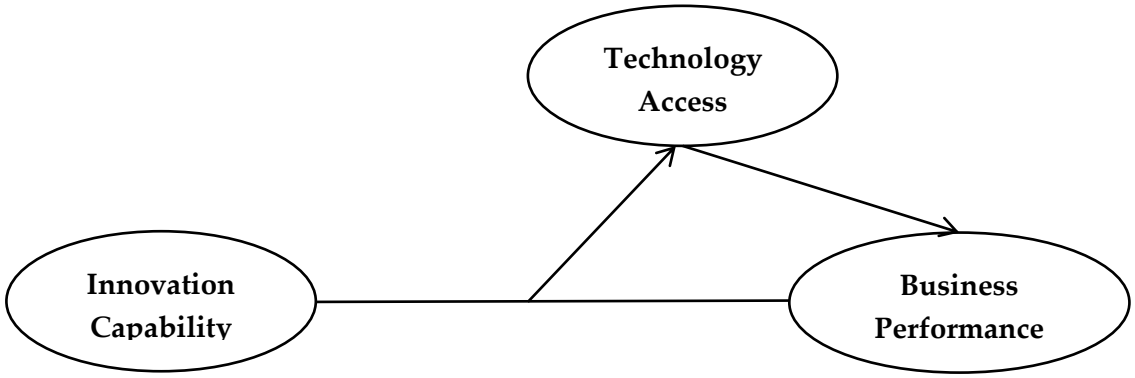

Figure 1. Conceptual Framework

4. Result and Discussion

4.1. Respondent Demographics

Based on Table 1.1, it is clear that the majority of respondents in this study were entrepreneurs who owned their own businesses. Furthermore, based on the type of business, there were various types of businesses. Furthermore, based on age, they ranged from 17 to 50 years and above. The following is a description of the demographic statistics of the research respondents.

Table 1.1 Demographic Profile

Profile	Total	Percentage %
Gender		
Man	26	75%
Woman	76	25%

Age		
Under17 years	12	11.8%
18 to 25 years old	73	71.6%
26 to 32 years old	7	6.9%
33 to 40 years old	8	7.8%
Over 50 years old	2	2%
Type of business		
Fashion Business	20	19.7%
Food Business	27	26.5%
Other	31	30.3%
Unknown	24	23.5%

Source: Author's Analysis, (2025)

4.2. Validity and Reliability

Measurement Model Evaluation The measurement model evaluation in this study includes a reflective measurement model using the variables innovation capability, technology access, and business performance. This study refers to a study conducted by Hair et al. (2021) that stated that the reflective measurement model consists of a loading factor ≥ 0.70, composite reliability ≥ 0.70, Cronbach's alpha, and average variance extracted (AVE ≥ 0.50), and uses discriminant validity evaluation, namely HTMT. The following is Table 4.1: Measurement Model Evaluation

Table 1. Measurement Model Evaluation

Variables	Measurement Items	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Innovation Capability	X1.1	0.737	0.904	0.926	0.678
	X1.2	0.841			
	X1.3	0.827			
	X1.4	0.795			
	X1.5	0.891			
	X1.6	0.841			
Technology Access	X2.1	0.869	0.917	0.936	0.708
	X2.2	0.803			
	X2.3	0.857			
	X2.4	0.808			
	X2.5	0.838			
	X2.6	0.872			
Business Performance	Y1	0.782	0.865	0.899	0.598
	Y2	0.724			
	Y3	0.800			
	Y4	0.778			
	Y5	0.818			
	Y6	0.733			

Source: Smart PLS 4 data processing, (2025)

Based on the table, it is known that the Innovation Capability variable is measured by 6 (six) valid measurement items with outer loadings between 0.737 – 0.891, which indicates that the

six items are valid in reflecting the measurement. The variable reliability level is acceptable as indicated by Cronbach's alpha and composite reliability above 0.70 (reliable). Furthermore, the convergent validity level indicated by the AVE value of 0.678 > 0.50 has met the requirements for good convergent validity. Among the five valid measurement items, innovation capability appears to be stronger, reflected by X1.5 (0.891).

It is also known that the Technology Access variable is measured by 6 (six) valid measurement items with outer loading between 0.803 – 0.872 which indicates that the six items are valid and reflect the measurement. The level of variable reliability is acceptable as indicated by Cronbach's alpha and composite reliability above 0.70 (reliable). Furthermore, the level of convergent validity indicated by the AVE value of 0.708 > 0.50 has met the requirements for good convergent validity. Among the five valid measurement items, innovation capability appears stronger as reflected by X2.6 (0.872).

Meanwhile, the Technology Access variable is measured by 6 (six) valid measurement items with outer loadings between 0.724 – 0.818, indicating that the six items are valid and reflect the measurements. The variable reliability level is acceptable, indicated by Cronbach's alpha and composite reliability above 0.70 (reliable). Furthermore, the convergent validity level indicated by the AVE value of 0.598 > 0.50 has met the requirements for good convergent validity. Among the five valid measurement items, innovation capability appears to be stronger, reflected by Y5 (0.818).

Table 2. HTML

Construct	Business Performance	Innovation Capability	Technology Access
Business Performance			
Innovation Capability	0.773		
Technology Access	0.874	0.752	
Technology Access x Innovation Capability	0.503	0.539	0.618

Source: Smart PLS 4 data processing, (2025)

Hair et al. (2019) recommends HTMT because this measure of discriminant validity is considered more sensitive in detecting discriminant validity. The recommended value is below 0.90. The HTMT test results based on the table above indicate that if the HTMT value for each variable is below 0.90, discriminant validity is achieved.

4.3. Structural Model Evaluation

This test is conducted because it is closely related to hypothesis testing, specifically the influence between variables. The structural model evaluation in this study refers to the research conducted by Hair et al. (2021), which conducted a multicollinear evaluation using the Inner VIF measure and hypothesis testing using the t-statistic or p-value. The following illustrates the structural model evaluation in this study.

Table 3. Inner VIF

Construct	VIF
Innovation Capability -> Business Performance	1,954
Technology Access -> Business Performance	2,229

Technology Access x Innovation Capability -> Business Performance	1,597

Source: Smart PLS 4 data processing, (2025)

The Inner VIF table shows that there is no multicollinearity between the variables indicated by the inner VIF value below 5. Thus, this result confirms that the parameter estimation results in SEM PLS are robust (unbiased).

Table 4. Hypothesis Testing

Hypothesis	Path Coefficient	P-value	95% Internal Trust Path Coefficient	
			Lower Limit	Upper Limit
I Innovation Capability -> Business Performance	0.291	0.053	0.111	0.677
Technology Access -> Business Performance	0.604	0.000	0.300	0.797
Technology Access x Innovation Capability -> Business Performance	0.015	0.748	-0.070	0.119

Source: Smart PLS 4 data processing, (2025)

The table above shows that there is no significant effect of innovation capability on business performance with a path coefficient of 0.291 and a p-value of 0.677 > 0.05. Furthermore, there is a significant effect of technology access on business performance with a path coefficient of 0.604 and a p-value of 0.000 < 0.05. Any increase in technology access will improve the business performance of entrepreneurs. Within a 95% confidence interval, the effect of technology access on improving business performance lies between 0.300 and 0.797. Furthermore, the results of this study also show that there is no significant effect between technology access and innovation capability on business performance with a path coefficient of 0.015 and a p-value of 0.119 > 0.05. Furthermore, the mediation test shows that technology access does not have a moderating effect on the influence of innovation capability on business performance.

4.4. Discussion

The results of our data processing show that Innovation Capability does not have a positive impact or influence on Business Performance. This is because the type of business may not require innovation in its business or the business is monotonous, and perhaps if there is a change in the business it could affect the income and thinking of consumers so that through the results of the research that we have done there is no influence caused by innovation capability on business performance. This finding is not in line with the study conducted by Mathafena (2021) Business performance can be achieved through the company's ability to achieve strategic and operational goals by delivering new innovations. Innovation capability is a strategic interfunctional coordination tool for improving business performance.

Conversely, technology access significantly impacts business performance. This is because technological access facilitates and supports entrepreneurs' business performance. Advances in technological access can improve business performance. This finding aligns with a study conducted by Stjepić, Pejić Bach, and Bosilj Vukšić (2021) about emerging

technological innovations that can improve business performance and increase the company's overall business activities.

The results of this study indicate that technological access does not moderate the relationship between innovation capability and technological access. This finding suggests that the relationship between innovation capability and business performance is not mediated through technological access. In other words, technological access, as a moderating variable in this study, does not directly impact innovation capability. This is due to entrepreneurs' lack of knowledge and understanding of technological access, which hinders their ability to moderate its impact on business performance. Furthermore, unequal access to technology also hinders entrepreneurs living in remote or isolated areas from obtaining access to technology.

This finding is not in line with previous research which stated that access to technology can provide convenience in making new innovations for businesses so that it is useful in improving business performance by utilizing access to technology or new methods that can improve the condition of the company and business performance (Jonathan and Nuringsih 2022). Access to technology can help entrepreneurs innovate and improve their business performance.

5. Conclusion and Suggestion

The conclusion of this study shows that there is no complex relationship between innovation capability and business performance. This finding indicates that the level of innovation capability does not have a positive impact on business performance, but access to technology has a positive effect on business performance. Furthermore, access to technology does not moderate the relationship between innovation capability and business performance in improving their business. The implications of this research can help entrepreneurs improve their businesses by increasing their innovation capabilities, but this depends on the type of business and the utilization of technology access and the entrepreneurs' knowledge of the role of technology itself.

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