Driving Employee Digital Performance: Exploring The Mediating Role Of Employee Dynamic Capability In The Context Of Hi-Hrmp And Organizational Learning At Pt Astra Daihatsu Motor In Sunter & Karawang

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Abstract: This study investigates the relationship of High Involvement Human Resources Management Practice (HI-HRMP), Organizational Learning, Employee Dynamic Capability and Employee Digital Performance. The primary objective is aiming to explore how Employee Dynamic Capability mediates the effect of HI-HRMP and Organizational Learning on Employee Digital Performance. The research focuses on employees of PT Astra Daihatsu Motor in Sunter and Karawang, involving a sample of 185 respondents selected using purposive sampling from company's workforce in both location. The research employs a quantitative approach, utilizing a questionnaire to collect cross-sectional data. Data analysis includes descriptive statistics to summarize the sample characteristics and mean, the Sobel test to examine the mediating effect of employee dynamic capability, and Structural Equation Modeling (SEM) to analyze the relationships between variables. The finding shows that HI-HRMP has a direct positive and significant effect on employee digital performance but does not influence on employee dynamic capability. Thus, dynamic capability fails to mediate the relationship between HI-HRMP and employee digital performance. Meanwhile, organizational learning significantly influence employee digital performance, both directly or indirect and through employee dynamic capability as a partially mediating variable.

Keywords: HI-HRMP, Organizational Learning, Employee Dynamic, Capability, Employee Digital Performance

Introduction

In the era of industry revolution 5.0, organizations required to be more adaptive and responsive to changes in both the environment and technology. Advanced digital technological transformations have fundamentally altered how we work, interact, and communicate, prompting companies to integrate both qualified human resources and technology into the workplace to drive innovation and deliver superior customer experiences. Priyono et al., (2020) argue that the adoption of digital technology within

organizations requires employees to possess the capability to navigate an increasingly complex organizational environment. Organizations must adjust their structures to accommodate rapid changes and more complex environments (Cousins, 2018; Wang et al., 2024). The automotive industry is one of the significant sectors contributing to Indonesia's economy. This is evident from the foreign exchange generated through export sales to various countries. Additionally, activities such as motor vehicle sales, spare parts production, and workshops spread across Indonesia provide extensive employment opportunities. However, data from the Indonesian Automotive Industry Association (Gaikindo) reveal a decline in vehicle production volume compared to the previous year.

Table 1. Production Volume by Brand (January-September 2023 vs 2024)

NO	BRAND	JAN-SEP		+/-	%	SHARE	
		2023	2024			2023	2024
1	Toyota	431.992	378.377	(53.615)	-12,4%	40,6%	42,9%
2	**Daihatsu**	**146.756**	**126.262**	**(20.494)**	**-14,0%**	**13,8%**	**14,3%**
3	Mitsubishi Motors	121.261	98.625	(22.636)	-18,7%	11,4%	11,2%
4	Honda	107.790	69.429	(38.361)	-35,6%	10,1%	7,9%
5	Hyundai – HMMI	60.007	67.452	7.445	12,4%	5,6%	7,7%
6	Suzuki	87.264	55.968	(31.296)	-35,9%	8,2%	6,3%
7	Isuzu	28.287	23.237	(5.050)	-17,9%	2,7%	2,6%
8	Mitsubishi Fuso	27.776	15.909	(11.867)	-42,7%	2,6%	1,8%
9	Hino	21.539	15.860	(5.679)	-26,4%	2,0%	1,8%
10	Wuling	16.343	15.096	(1.247)	-7,6%	1,5%	1,7%
11	Cherry	4.771	6.157	1.386	29,1%	0,4%	0,7%
12	BMW	2.061	2.664	603	29,3%	0,2%	0,3%
13	Mercedes Benz Pc	2.569	1.830	(739)	-28,8%	0,2%	0,2%
14	Mercedes Benz Cv	797	1.153	356	+44,7%	0,1%	0,1%
15	UD Truck	1.326	1.130	(196)	-14,8%	0,1%	0,1%
16	Neta	-	999	999	#DIV/0!	0,0%	0,1%
17	Morris Garage	-	660	660	#DIV/0!	0,0%	0,1%
18	DFSK	1.203	470	(733)	-60,9%	0,1%	0,1%
19	Mini	217	156	(61)	-28,1%	0,0%	0,0%
20	Seres	5	140	135	+2700,0%	0,0%	0,0%
21	Hyundai HIM	1.267	-	(1.267)	-100,0%	0,1%	0,0%
	TOTAL	**1.063.231**	**881.574**	**(181.657)**	**-17,1%**	**100,0%**	**100,0%**

Source: Gaikindo Data (2024)

The data in Table 1 illustrated that the total production volume of four-wheeled vehicles by brand from January to September 2024 decreased by 17.1% compared to the previous year. This situation highlights the significant challenges the automotive industry faces in maintaining its production capacity. Various factors, such as fluctuating market demand, global economic pressures, and disruptions in supply chains, contribute to this decline.

Amid these productivity challenges, the global automotive industry is undergoing a significant shift toward environmentally friendly electrified vehicles, such as electric and hybrid vehicles, in response to stricter emission regulations and increasing consumer

demand for sustainability. This trend pushes automotive manufacturers to prioritize the development of electrification technologies. In Indonesia, however, Daihatsu, ranked second in the four-wheeled automotive industry with a 14.0% market share has yet to release electrified vehicles, potentially threatening its competitiveness in the domestic market.

Currently, Daihatsu vehicles are manufactured by PT Astra Daihatsu Motor (ADM), an automotive manufacturing company in Indonesia focusing on producing and distributing four-wheeled vehicles. As part of the Astra International Group, ADM plays a pivotal role in Indonesia's automotive industry. Its commitment to quality, service, and innovation has positioned ADM as a key player capable of adapting to global trends, including shifts toward electric vehicles and advanced automotive technologies.

Digital technology now accounts for at least 50% of a vehicle's total value (CCOO, 2018). To drive growth in the automotive industry, organizations must embrace advanced technological developments. However, adapting to these changes poses challenges for ADM in enhancing its digital performance. Failure to equip employees with the necessary skills to keep up with digital trends may result in decreased productivity, reduced employee satisfaction, and ultimately, the loss of market share. Parida et al. (2019) state that companies slow to adopt technology experience declining productivity due to manual and inefficient processes. Similarly, Vial (2019) emphasizes that companies failing in digitalization risk losing competitiveness in dynamic markets.

Wang et al. (2024) introduced the concept of Employee Digital Performance, which refers to employees' ability and effectiveness in leveraging digital technology to complete tasks and achieve organizational goals. This includes using digital tools, technological skills, and contributing to overall organizational performance (Khan et al., 2020; Agarwal & Gupta, 2020). Research indicates that digital work features can enhance Employee Performance in organizations (Richter, 2020). Companies increasingly use digital tools to facilitate communication, collaboration, and knowledge sharing among employees. Wang et al. (2024) identified several factors influencing Employee Digital Performance, including digital leadership, High-Involvement Human Resource Management Practices (HI-HRMP), Employee Dynamic Capability, Employee Competitive Attitude & Behaviour, Digital Self-Efficacy, Data-Driven Culture, and Employee Well-Being.

Based on The Resource-Based View (RBV) theory suggest that a company can achieve a competitive advantage by utilizing its resources and capabilities, which can guide the company toward continuous development. In the context of Employee Digital Performance, the RBV theory can explain how Organizational learning, which are unique and strategic, become a key resource in driving their digital performance. By leveraging these resources, organizations can enhance their ability to adapt to digital technologies. Compared to tangible assets, intangible resources might inherently have superior value (Wales et al., 2023), such as HI-HRMP and human capital, because much of the intangible assets are not clearly defined, making them nearly non-negotiable and challenging to acquire (Barney, 2001; Rubel et al., 2023). This is highly relevant in today's context, where companies are urged to pay more attention to intangible resources, including intellectual capital (Soewarno

& Tjahjadi, 2020). Additionally, Shin and Konrad (2020) found that HI-HRM strengthens employees' ability to collaborate and solve problems using digital platforms.

HI-HRMP is defined as a strategic approach that emphasizes the importance of investing in employee-based resources to drive innovation and performance (Rubel et al., 2022). This approach not only enhances employees' skills and capabilities but also aligns their interests with organizational goals. The term encompasses practices that encourage high levels of employee engagement in their work processes, which is crucial for fostering a culture of collaboration and continuous improvement within organizations (Borah et al., 2022).

Meanwhile, Organizational Learning is defined as an organization where every individual involved continuously expands their capacity to create the results they truly desire (Rusilowati, 2022). Organizational Learning offers employees the opportunity to understand and apply digital technologies that can enhance work effectiveness. Chuang et al. (2019) found that companies with a strong learning culture tend to adapt more quickly to digital changes and show overall improvement in employee performance.

However, the success of HI-HRMP and Organizational Learning in enhancing Employee Digital Performance is not without the mediating role of Employee Dynamic Capability. According to the Dynamic Capability theory, dynamic capabilities refer to the ability of individuals and organizations to sense, seize, and reconfigure resources to respond to changes in the environment (Teece, Pisano, & Shuen, 1997). Wang et al. (2024) argue that Employee Dynamic Capability encompasses the ability to understand, adopt, and implement new strategies or technologies necessary to improve performance in an ever-changing work environment. Therefore, Employee Dynamic Capability enables employees to respond to technological changes more swiftly and effectively, improving organizational performance in the digital age. This aligns with Zhang et al. (2022), who assert that employees with dynamic capabilities tend to excel in leveraging digital technologies to complete their tasks, innovate, and manage digital challenges. This suggests that EDC is a key driver of improved EDP, particularly in organizations undergoing continuous digital transformation.

Previous research by Wang et al. (2024a) on SMEs in China revealed that HI-HRMP positively influences Employee Dynamic Capability, mediated by factors such as Employee Competitive Attitude, Competitive Behaviour, and Dynamic Capability. Among these mediators, Employee Dynamic Capability has the most significant impact on Employee Digital Performance, although the direct influence of HI-HRMP on Employee Dynamic Capability is minimal. Further research by Wang et al. (2024b) found that Digital Capability and Organizational Learning positively affect Employee Digital Performance, mediated by Employee Dynamic Capability and moderated by Competitive Climate. However, the findings of these studies are limited to SMEs in China, restricting their generalizability.

Therefore, this study builds upon the research design of Wang et al., (2024) by focusing on employees at PT Astra Daihatsu Motor, a prominent automotive manufacturing company in Indonesia. By broadening the context to a large corporation in a different industry and region, this study aims to uncover new perspectives on the factors driving

Employee Digital Performance, offering insights that transcend specific sectors and geographic boundaries.

This study specifically examines the influence of High-Involvement Human Resource Management Practices (HI-HRMP) and Organizational Learning on Employee Digital Performance, with a particular focus on the mediating role of Employee Dynamic Capability. Anchored in the Resource-Based View (RBV) theory, which highlights the strategic importance of internal organizational resources, and the Dynamic Capability theory, which underscores how individuals adapt and reconfigure these resources in response to change, this research sheds light on how companies can empower their workforce to excel in today's rapidly evolving digital landscape.
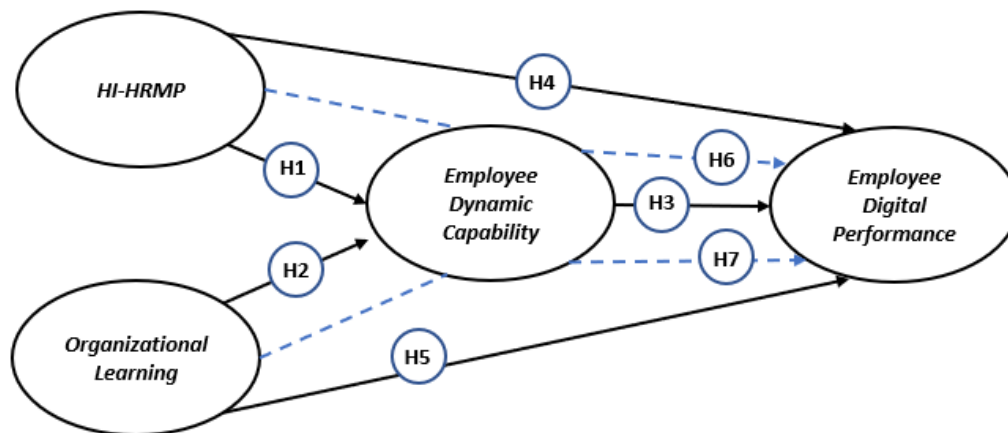

Figure 1. Conceptual Framework
The Influence of HI-HRMP and Organizational Learning on Employee Digital Performance
mediated by Employee Dynamic Capability
Source: Author's Document

H1: HI-HRMP has a positive influence on Employee Digital Performance
H2: Organizational Learning has a positive influence on Employee Digital Performance
H3: Employee Dynamic Capability has a positive influence on Employee Digital Performance
H4: HI-HRMP has a positive influence on Employee Dynamic Capability
H5: Organizational Learning has a positive influence on Employee Dynamic Capability
H6: HI-HRMP has a positive influence on Employee Digital Performance mediated by Employee Dynamic Capability
H7: Organizational Learning has a positive influence on Employee Digital Performance mediated by Employee Dynamic Capability

Methodology

This research design is a modification of a previous study conducted by Wang et al. (2024), titled "Unlocking Digital Performance: Exploring the Mediating Role of Employee Competitive Attitudes, Behaviours, and Dynamic Capabilities in Chinese SMEs under High-Involvement Human Resource Management Practice." The aim of this study is to examine the impact of HI-HRMP and Organizational Learning on Employee Digital

Performance, mediated by Employee Dynamic Capability, among employees of PT Astra Daihatsu Motor located in Sunter and Karawang. The researcher selected samples from each area, including administrative staff, foreman, and supervisors. The type of data used is correlational research, aiming to determine the relationships among variables with respect to the research subjects and objects. The data used in this study is cross-sectional, as the researcher collected data from a set of individuals at a specific point in time.

In this study, validity and reliability tests are conducted to ensure that the questionnaire items accurately and consistently measure the intended research variables. Based on the results of the validity test using Pearson Correlation, all the indicators used to measure HI-HRMP, Organizational Learning, Employee Dynamic Capability, and Employee Digital Performance showed a significance value (sig) < 0.05. Therefore, it can be concluded that all variable indicators are valid and can proceed to the next stage of the research process. Furthermore, the results of the reliability test indicated that all variable indicators have a Cronbach's Alpha value > 0.60, meaning that all indicators are reliable and suitable for use in this study.

Furthermore, hypothesis testing was conducted to analysis the relationships between the variables outlined in the conceptual framework. The research used Structural Equation Modelling (SEM) to test the direct effects between variables, including HI-HRMP, Organizational Learning, Employee Dynamic Capability, and Employee Digital Performance. Additionally, to assess the indirect effects, the Sobel Test was employed. The hypothesis testing process aims to validate the assumptions formulated based on the literature review and relevant theoretical foundations.

Result and Discussion
Respondent Characteristic

This study used a questionnaire method with the criteria that respondents must be employees of PT Astra Daihatsu Motor with a minimum of 1 year of service (permanent employees). The results showed a total of 185 respondents, with the majority being male (73%), aged between 26-35 years (66.5%), holding a bachelor's degree or equivalent (48.6%), with work experience of 5-15 years (55.1%), working in Sunter (62.7%), and holding positions as staff (35%).

Instrument Test
Validity Test

According to Sugiyono (2019), validity refers to the extent to which an instrument can accurately measure the data occurring in the object being studied, as compared to the data collected by the researcher.

Table 2. Validity Test

Variable	Item		Sig.	Limit	Result
HI-HRMP	HRMP01		0.000	≤0.05	Valid
	HRMP02		0.000	≤0.05	Valid
	HRMP03		0.000	≤0.05	Valid

Variable	Item		Sig.	Limit	Result
	HRMP04		0.000	≤0.05	Valid
	HRMP05		0.000	≤0.05	Valid
	HRMP06		0.000	≤0.05	Valid
	HRMP07		0.000	≤0.05	Valid
	HRMP08		0.000	≤0.05	Valid
	HRMP09		0.000	≤0.05	Valid
	HRMP10		0.000	≤0.05	Valid
	HRMP 11		0.000	≤0.05	Valid
	HRMP 12		0.000	≤0.05	Valid
	HRMP 13		0.000	≤0.05	Valid
	HRMP 14		0.000	≤0.05	Valid
	HRMP 15		0.000	≤0.05	Valid
	HRMP 16		0.000	≤0.05	Valid
	HRMP17		0.000	≤0.05	Valid
	HRMP18		0.000	≤0.05	Valid
Organizational Learning	OL01		0.000	≤0.05	Valid
	OL02		0.000	≤0.05	Valid
	OL03		0.000	≤0.05	Valid
	OL04		0.000	≤0.05	Valid
	OL05		0.000	≤0.05	Valid
Employee Dynamic Capability	EDC01		0.000	≤0.05	Valid
	EDC02		0.000	≤0.05	Valid
	EDC03		0.000	≤0.05	Valid
	EDC04		0.000	≤0.05	Valid
	EDC05		0.000	≤0.05	Valid
	EDC06		0.000	≤0.05	Valid
	EDC07		0.000	≤0.05	Valid
	EDC08		0.000	≤0.05	Valid
Employee Digital Performance	EDP01		0.000	≤0.05	Valid
	EDP02		0.000	≤0.05	Valid
	EDP03		0.000	≤0.05	Valid
	EDP04		0.000	≤0.05	Valid
	EDP05		0.000	≤0.05	Valid
	EDP06		0.000	≤0.05	Valid

Source : SPSS Output Result Version 23, 2024

Based on the results presented in Table 2, the validity test for all variables shows that every statement item for each variable—HI-HRMP, Organizational Learning, Employee Dynamic Capability, and Employee Digital Performance—has a significance value (Sig) of ≤ 0.05. This indicates that all statement items are valid. Therefore, it can be concluded that all items are considered valid and can be proceeded with to the next stage of the research process. The validity of these items ensures that the constructs being measured are accurately represented, making the subsequent analysis reliable and appropriate for further research.

Reliability Test

According to Sugiyono (2019), reliability testing is the process of measuring how consistent the results of a measurement are when performed on the same object, yielding the same data. This test ensures that the instrument used produces stable and consistent results over time, making it reliable for further analysis and use in research.

Table 3. Reliability Test

No	Variable	Item(s)	Cronbach's Alpha	Limit	Result
1	*HI-HRMP*	18	0,941	≥ 0,60	*Reliable*
2	*Organizational Learning*	5	0,875	≥ 0,60	*Reliable*
3	*Employee Dynamic Capability*	8	0,908	≥ 0,60	*Reliable*
4	*Employee Digital Performance*	6	0,941	≥ 0,60	*Reliable*

Source: SPSS Output Result Version 23, 2024

Based on the results presented in Table 3, the reliability test for all variables—HI-HRMP, Organizational Learning, Employee Dynamic Capability, and Employee Digital Performance—shows that each variable has a Cronbach's Alpha value greater than 0.60. This indicates that the instruments used for measuring these variables are reliable. Therefore, it can be concluded that all the variables in this study are considered reliable and appropriate for further analysis. The reliability of these variables ensures that the measurement tools consistently reflect the constructs they are intended to assess, supporting the validity of the study's findings.

Descriptive Statistics

Descriptive statistics is a method used to collect or present data in a way that provides useful information for researchers. The statistical results for the variables HI-HRMP, Organizational Learning, Employee Dynamic Capability, and Employee Digital Performance are summarized in the following table.

Table 4. Descriptive Statistics of HI-HRMP

No	Indicators of HI-HRMP (Wang et al., 2024; Rubel et al., 2017)	Dimension	n	Mean
1	Formal training and competency development activities are available in my organization	*Competency Development*	185	4,48
2	Comprehensive training and development programmer are available in my organization		185	4,28
3	My organization has training program for new hires		185	4,55
4	My organization provides training and competency development for problem-solving ability		185	4,28

No	Indicators of HI-HRMP (Wang et al., 2024; Rubel et al., 2017)	Dimension	n	Mean
5	I am given considerable latitude for the organization of my work	*Empowerment*	185	4,25
6	I have considerable freedom regarding the way I carry out my work		185	4,20
7	I estimate my rewards as being fair internally	*Fair Reward*	185	3,63
8	My reward is fair in comparison with what is offered for a for a similar job elsewhere		185	3,53
9	My reward level adequately reflects my level of responsibility in the organization		185	3,69
10	I am regularly informed of my performance	*Information Sharing*	185	3,78
11	I am regularly informed of updated information of my organization		185	4,02
12	When I do good quality work, my organization appreciates me	*Recognization*	185	3,84
13	My supervisor tangibly recognizes my efforts in different ways		185	3,96
14	My colleagues congratulate me in recognition of my efforts		185	3,94
15	Management at my organization is sincere in its attempts to meet the workers' point of view	*Organization Trust*	185	3,82
16	My management can be trusted to make sensible decisions for the organization's future		185	3,96
17	My management at work seems to do an efficient job		185	3,85
18	I feel quite confident that my organization will always try to treat me fairly		185	3,87
Mean - HI-HRMP				**3,99**

Source: SPSS Output Result Version 23, 2024

Based on the descriptive statistics result, the total mean for HI-HRMP is 3.99, which indicates that respondents generally have a positive perception of the human resource management practices at PT Astra Daihatsu Motor. This suggests that, on average, employees view the company's efforts in areas such as competency development, empowerment, and information sharing favorably. However, the total mean also implies that there are some areas that may require attention, such as the perceived fairness of rewards, which could be further explored to improve employee satisfaction and retention.

Table 5. Descriptive Statistics of Organizational Learning

No	Indicators of Organizational Learning (Wang et al., 2024; Kordab et al., 2020; Mollah et al., 2023)	n	Mean
1	Our organization encourages employees to attend training sessions to acquire new knowledge	185	4,31
2	Our organization considers employees' learning as an investment in knowledge creation	185	4,24
3	Our organization encourages employees to store the learning they earn	185	4,12
4	Our organization has broad training processes where employees can share knowledge	185	4,15
5	Our organization encourages employees to continue their education, which will be a benefit to the organization	185	3,5
Rata-rata (Mean) *Organizational Learning*			**4,06**

Source: SPSS Output Result Version 23, 2024

Based on the descriptive statistics, the total mean for Organizational Learning is 4.06, indicating that employees at PT Astra Daihatsu Motor generally feel supported by the company's policies on learning and knowledge development. High scores on items like "Our organization encourages employees to attend training sessions" (mean 4.31) and "Our organization considers employees' learning as an investment" (mean 4.24) highlight strong support for employee training. However, the lower score for "Our organization encourages employees to continue their education" (mean 3.50) suggests that while there is support for internal learning, the encouragement for further formal education is less emphasized, possibly due to limited access or incentives for employees to pursue higher education.

Table 6. Descriptive Statistics of Employee Dynamic Capability

No	Indicators of Employee Dynamic Capability (Wang et al., 2024; Bieńkowska & Tworek, 2020)	Dimension	n	Mean
1	I quickly notice and successfully recognize in the environment (both inside and outside of the organization) opportunities and threats (including early warning signals) that can affect the work I do	*Change Sensitivity*	185	4,16
2	I quickly notice and successfully recognize problems appearing at the workplace		185	4,20
3	I adapt effectively to the opportunities and threats appearing in the environment (both inside and outside the organization). I undertake preventive actions that will enable me to carry out the tasks entrusted to me despite changes in the environment	*Change Adaption*	185	4,20
4	I quickly solve problems appearing, I do it on my own or seek support (within the scope of knowledge and information) that allows me to perform assigned tasks	*Problem Solving*	185	4,22
5	I generate innovative ideas and original solutions to problems		185	4,03
6	I constantly develop my competencies and raise my qualifications. I develop myself through my work	*Personal Development*	185	4,34
Rata-Rata (Mean) *Employee Dynamic Capability*				**4,19**

Source: SPSS Output Result Version 23, 2024

Based on the descriptive statistics result, the total mean for Employee Dynamic Capability is 4.19, indicating a high level of dynamic capability among employees at PT Astra Daihatsu Motor. This suggests that employees demonstrate strong abilities in adapting to change, problem-solving, and personal development. Specifically, employees show a high level of sensitivity to changes and opportunities in the environment (mean of 4.16), and they effectively address challenges in the workplace (mean of 4.20). Moreover, their capacity for personal development (mean of 4.34) and continuous improvement reflects the company's commitment to fostering a culture of growth. However, the dimension of innovation (mean of 4.03) shows some potential for improvement, as increasing creative output from employees could further enhance the company's competitive edge in the automotive industry. Overall, the high Employee Dynamic Capability score demonstrates that PT Astra Daihatsu Motor's workforce is well-equipped to navigate the dynamic and rapidly changing industry landscape.

Table 7. Descriptive Statistics of Employee Digital Performance

No	Indicators of Employee Digital Performance (Wang et al., 2024; Shao et al., 2022)	n	Mean
1	I find solutions to work problems after performing analytics with the big data generated by smart/digital technologies	185	3,93
2	I need less time to complete job tasks by analyzing big data	185	3,91
3	The quality of my work has been improved with analytics of big data	185	3,89
4	I try out innovative ways to improve business performance or product/ service quality through performing analytics of the big data generated by smart/digital technologies	185	3,98
5	I come up with creative solutions to task problems through data analytics	185	4,03
6	I try new and innovative ideas at work when performing analytics with big data	185	3,99
Rata-rata (Mean) *Employee Digital Performance*			**3,95**

Source: SPSS Output Result Version 23, 2024

Based on the descriptive statistics result, the total mean for Employee Digital Performance is 3.95, which indicates a relatively high level of digital performance among employees at PT Astra Daihatsu Motor. This suggests that employees are proficient in utilizing big data and digital technologies to improve work efficiency, problem-solving, and innovation. The highest mean score (4.03) is found in the item related to coming up with creative solutions to task problems through data analytics, highlighting the employees' ability to innovate and solve problems effectively. However, while the scores across all items indicate strong digital performance, there is still room for further improvement, especially in areas related to increasing the speed and quality of tasks completed using big data analytics. Overall, the results reflect that employees at PT Astra Daihatsu Motor are capable of leveraging digital tools to enhance both individual and organizational performance.

Hypothesis Test

The hypothesis testing conducted in this study aimed to examine the relationships between the variables outlined in the conceptual framework: HI-HRMP, Organizational Learning, Employee Dynamic Capability, and Employee Digital Performance. The results reveal some interesting insights about the way human resource practices and organizational learning play a role in enhancing employees' performance in the digital era. By using Structural Equation Modelling (SEM), this study found direct effects between these variables and also assessed the indirect effects through the Sobel Test. These findings are not only significant in the context of the company studied but also provide meaningful contributions to understanding the broader dynamics of digital transformation in the workplace.

Table 8. Direct Hypothesis Test Result

	Hasil Uji Hipotesis Langsung	Estimate	P-Value	Keputusan
H1 :	HI-HRMP -> Employee Digital Performance	0,262	0,012	Supported
H2 :	Organizational Learning -> Employee Digital Performance	0,267	0,014	Supported
H3 :	Employee Dynamic Capability -> Employee Digital Performance	0,443	0	Supported
H4 :	HI-HRMP -> Employee Dynamic Capability	0,072	0,365	Not Supported
H5 :	Organizational Learning -> Employee Dynamic Capability	0,332	0	Supported

Source : AMOS Output Result Version 29, 2024

Table 9. Indirect Hypothesis Test Result

	Hasil Uji Hipotesis Tidak Langsung	Z-Score	P-Value	Keputusan
H6 :	HI-HRMP -> Employee Dynamic Capability -> Employee Digital Performance	0,882	0,1888	Not Supported
H7 :	Organizational Learning -> Employee Dynamic Capability -> Employee Digital Performance	2,102	0,017	Supported

Source : Online Sobel Test Output Result, 2024

Discussion

The first hypothesis (H1), which posited that HI-HRMP has a positive impact on Employee Digital Performance, was supported by the data. This indicates that HR practices that directly engage employees—such as competency development, empowerment, recognition, and trust—can play a significant role in enhancing their digital performance. It highlights how crucial employee involvement is for driving digital transformation. It's exciting to see that these findings resonate with earlier studies, such as those by Al-Kharabseh et al. (2023) and Cahyadi et al. (2022), which also confirmed that HI-HRMP leads to increased motivation and performance in the digital context. These results suggest that organizations need to prioritize engaging their employees in digital initiatives to boost performance and keep pace with technological advancements.

The second hypothesis (H2), which suggested that Organizational Learning positively impacts Employee Digital Performance, was also supported. Respondents reported that the company provided ample opportunities for skill development, learning, and information

sharing, which directly contributed to improved digital performance. This finding underscores the importance of a learning culture in driving digital success. It aligns well with the research of Wang et al. (2024) and others who emphasize the role of continuous learning in boosting employee performance. For companies striving for digital transformation, investing in organizational learning initiatives seems to be a crucial step to ensure their employees stay ahead in this fast-evolving digital world.

The third hypothesis (H3) found strong support as well, revealing that Employee Dynamic Capability has a significant positive impact on Employee Digital Performance. This is an exciting finding because it tells us that employees with the ability to adapt, innovate, and leverage digital tools are more likely to excel in a digital workplace. It's clear that organizations need to focus on developing these capabilities in their employees to remain competitive in the digital age. Research by Bieńkowska and Tworek (2020) and Ferreira et al. (2021) also supports this notion, reinforcing the idea that dynamic capabilities like adaptability and innovation are key drivers of employee performance in digital environments. The study emphasizes how crucial it is to not only adopt technology but to also ensure that employees have the skills and mindset to thrive in a rapidly changing landscape.

The fourth hypothesis (H4) was not supported, as it found that HI-HRMP does not directly impact Employee Dynamic Capability. While it may seem surprising that employee engagement through HR practices doesn't directly enhance their dynamic capabilities, this result makes sense when we consider that adapting to market changes and innovating often requires more than just engagement—it needs continuous technical training and development in specific areas. In fact, the majority of respondents had several years of experience, which suggests they already possess stable skills but need support in adapting to fast-paced technological changes. This result suggests that organizations need to focus on more specific and targeted training programs, including technical skills, to effectively develop employee dynamic capabilities.

The fifth hypothesis (H5) was supported, showing that Organizational Learning positively impacts Employee Dynamic Capability. This is perhaps one of the most promising findings, as it highlights the role of a learning culture in enhancing employees' abilities to adapt and innovate in a constantly changing environment. The idea that Organizational Learning can enhance dynamic capabilities aligns with Wang et al. (2024) and Zhang et al. (2022), who found that continuous learning, especially focused on technological advancements, is essential for fostering innovation and adaptability in employees. In the context of PT Astra Daihatsu Motor, the focus on innovation and learning around digital tools like RPA and system digitalization seems to be a good example of how organizational learning can directly impact dynamic capabilities.

The sixth hypothesis (H6), suggesting that HI-HRMP indirectly influences Employee Digital Performance via Employee Dynamic Capability, was not supported. This finding suggests that while HI-HRMP is beneficial for employee engagement, it may not be enough to drive digital performance through dynamic capabilities. As noted by Wang et al. (2024), HR practices focused on employee engagement may need to be complemented with more

targeted digital training programs to ensure employees can fully leverage technology and adapt to rapid changes. This result highlights the importance of aligning HR practices with specific needs in digital transformation.

The seventh hypothesis (H7) was supported, indicating that Organizational Learning has a positive effect on Employee Digital Performance through Employee Dynamic Capability. This is a powerful conclusion, as it shows that the continuous learning environment provided by the company directly contributes to improving employees' digital performance. The strong focus on technological learning and innovation at PT Astra Daihatsu Motor appears to be a critical factor in enabling employees to develop the capabilities needed to succeed in an increasingly digital world. This finding mirrors the work of Zhang et al. (2022) and Wang et al. (2024), who stress that organizations that facilitate ongoing learning can significantly enhance their employees' ability to navigate digital challenges.

In summary, the results of this study provide valuable insights into the role of HR practices and Organizational Learning in shaping Employee Performance in the digital era through Employee Dynamic Capability. By understanding how factors like employee engagement, continuous learning, and dynamic capabilities contribute to digital performance, companies can design more effective strategies to foster innovation and adaptability. The findings also highlight the importance of aligning HR practices with the needs of the digital transformation process and investing in both technical and adaptive skills for employees. This research not only contributes to the academic literature on digital transformation but also offers practical implications for companies looking to enhance their competitiveness in an increasingly digital world.

Through these findings, this study high light the significance of continuous organizational learning and the development of dynamic capabilities, offering a deeper understanding of how companies can support their employees in navigating the digital transformation journey. It is hoped that these results will inspire further research and help organizations implement strategies that maximize employee potential in a rapidly changing technological landscape.

Conclusion

Based on the results of data testing and analysis conducted on employees at PT Astra Daihatsu Motor in the Sunter and Karawang areas, it can be concluded that Organizational Learning has a significant positive impact on Employee Digital Performance, mediated by Employee Dynamic Capability. This means that the continuous organizational learning culture at PT Astra Daihatsu Motor, such as the regular improvement conventions held periodically which can enhance employees' adaptability and innovation in digital technologies. This high light is the importance of management support in reinforcing the organizational learning culture.

However, HI-HRMP does not have an impact on Employee Digital Performance through Employee Dynamic Capability, indicating that the current Human Resources practices at PT Astra Daihatsu Motor are not sufficient to improve Employee Digital

Performance through Employee Dynamic Capability. This could be due to a lack of integration between HR strategies and the specific competencies required for digitalization. For instance, the training programs offered by the company may not be directly relevant or specific enough to enhance employees' digital skills. Therefore, it is recommended that the company reevaluate its HI-HRM practices by prioritizing training programs that are relevant to the digitalization needs, creating a work culture that supports technology adaptation, and developing a reward system that motivates employees to continually improve their digital capabilities. With these steps, HI-HRMP is expected to make a more significant contribution to improving Employee Digital Performance, both directly and through the enhancement of Employee Dynamic Capability.

In terms of practical actions, PT Astra Daihatsu Motor is advised to continue fostering a learning environment where digital skills are prioritized, and employees are given opportunities for ongoing development in the areas of innovation and technology. Additionally, integrating HR practices with the evolving needs of digital transformation will not only enhance employee capabilities but also support the company's long-term competitiveness in a digital landscape.

For future research, further studies could explore the specific types of HR practices that are most effective in driving digital performance, especially in the context of organizations undergoing digital transformation. Additionally, research could focus on how different industries or companies with varying digital maturity levels experience the relationship between organizational learning, employee dynamic capabilities, and digital performance. This could lead to more targeted recommendations for HR and organizational strategies in digital environments.

Lastly, this study contributes to the development of theory by providing empirical evidence of how organizational learning and dynamic capabilities interact to enhance employee performance in the digital age. It also highlights the need for companies to align HR strategies with the digital competencies required for success in the modern workforce.

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