International Journal of Education, Vocational and Social Science
https://e-journal.citakonsulindo.or.id/index.php/IJEVSS
E-ISSN : 2963 4954
IJEVSS

The Effect of Perceived Human Capital and AI-Based Banking Services on the Perceived Business Performance of Bank Papua in West Papua, with Dynamic Capability as a Moderating Variable

Nikolina Balia
Study Program of Management, Faculty of Economics and Business, Universitas Caritas Indonesia, Manokwari, West Papua
Manuel Lambi
Study Program of Management, Faculty of Economics and Business, Universitas Caritas Indonesia, Manokwari, West Papua

Corresponding Author: nikolinabalia2429@gmail.com

Abstract

Bank Papua must strengthen digital services and human resources to sustain performance amid regional banking competition. This study examines the effect of perceived human capital and AI-based banking services on the perceived business performance of Bank Papua, and the moderating role of dynamic capability. A quantitative approach was applied through a survey of 178 active Bank Papua customers in West Papua Province selected via purposive sampling, with the sample size determined using the Lemeshow formula. Data were collected using a five-point Likert questionnaire covering 32 indicators and analysed through Moderated Regression Analysis (MRA) in IBM SPSS. The results show that perceived human capital (β=0.388; p<0.001), AI-based banking services (β=0.281; p<0.001), and dynamic capability (β=0.344; p<0.001) have a positive and significant effect on perceived business performance. Dynamic capability strengthens the effect of both perceived human capital (β=0.139; p=0.013) and AI-based banking services (β=0.225; p<0.001) on performance. The model explains 56.2% of the variance in perceived business performance. These findings extend the Resource-Based View and Dynamic Capability Theory to the regional banking context and offer practical guidance for Bank Papua management in aligning employee competence with artificial-intelligence-based services.

Keywords: AI-based banking services; Bank Papua; Business performance; Dynamic

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

capability; Human capital.

INTRODUCTION

Indonesia's banking industry is rapidly transitioning toward technology-based services, requiring regional development banks to adapt in order to remain relevant to local communities. Bank Papua, as a regional government-owned bank, plays a strategic role in promoting financial inclusion in West Papua, a region characterized by its vast and challenging geographical conditions. These circumstances require Bank Papua not only to strengthen the quality of its human resources but also to adopt artificial intelligence-based services to reach customers more efficiently.

Recent evidence from West Papua also shows the continuing need for digital financial readiness: in May 2025, the Financial Services Authority provided digital financial literacy education to more than 200 university students in Sorong to address the challenges accompanying the growing adoption of technology-based financial services (Otoritas Jasa Keuangan, 2025).

Human resources occupy a central position in determining the quality of banking services. Employees' competencies, skills, and professional attitudes constitute valuable assets that are difficult for competitors to replicate and may therefore serve as a source of competitive advantage (Becker, 1964; Wright et al., 1994). Customers' perceptions of the bank's human capital quality reflect how well employees understand their needs and resolve their problems. Strong human capital enables banks to transform service interactions into trust and loyalty, which contribute to long-term performance (Crook et al., 2011; Ployhart & Moliterno, 2011).

The development of artificial intelligence has transformed the way banks interact with their customers. Services such as mobile banking, intelligent contact centers, corporate WhatsApp channels, and digital security systems offer speed, round-the-clock availability, and personalization (Manser Payne et al., 2021; Rahman et al., 2023). Bank Papua has developed several AI-based services, including PACE, contact center services, mobile banking, and WhatsApp Corporate. Customers who perceive these services as useful, convenient, and secure are more likely to evaluate the bank's performance positively (Mikalef & Gupta, 2021; Wamba-Taguimdje et al., 2020).

The possession of human capital and technology does not necessarily guarantee improved performance unless the bank is capable of orchestrating both resources in response to change. Dynamic capability, defined as the bank's ability to identify opportunities, integrate new technologies, and renew its services, serves as a mechanism that links resources to performance

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

outcomes (Teece, 2007; Warner & Wäger, 2019). In the context of West Papua, which has distinctive regional characteristics, this adaptive capability determines how effectively human capital and AI-based services can be translated into value for customers.

Studies that simultaneously examine perceived human capital, AI-based banking services, and dynamic capability in regional banking remain limited, particularly those that position dynamic capability as a moderating variable. Most previous studies have focused on large banks in urban areas and have rarely examined the perceptions of customers of regional development banks in eastern Indonesia. This gap represents an important area that needs to be addressed from both theoretical and practical perspectives. Accordingly, the specific gap addressed here is the limited customer-based evidence on whether a regional development bank's adaptive capability strengthens the performance contribution of perceived employee competence and AI-based services in Eastern Indonesia.

Based on the preceding discussion, this study aims to analyze the effects of perceived human capital and AI-based banking services on the perceived business performance of Bank Papua. It also examines the role of dynamic capability as a moderating variable. The study is expected to enrich the application of the Resource-Based View and Dynamic Capability Theory in the context of regional banking while providing practical recommendations for the management of Bank Papua.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Resource-Based View and Human Capital Theory

The Resource-Based View emphasizes that competitive advantage derives from resources that are valuable, rare, difficult to imitate, and non-substitutable (Barney, 1991). Human capital is one of these resources because it is embedded in employees' knowledge and skills developed through education and experience (Becker, 1964; Wright et al., 1994). In the banking sector, the quality of human capital is reflected in service interactions. Customers assess employee competence based on their ability to complete transactions, provide solutions, and communicate effectively. Positive perceptions of human capital are associated with higher evaluations of bank performance (Crook et al., 2011).

AI-Based Banking Services

Artificial intelligence-based banking services expand service coverage and accelerate service delivery through automation and personalization (Huang & Rust, 2021; Kumar et al., 2019).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

The acceptance of digital services is influenced by users' perceived usefulness and ease of use (Davis, 1989), while trust in security determines continued usage (Belanche et al., 2019; Shao et al., 2019). Studies in the financial sector indicate that AI adoption improves service quality and creates value for banks (Ashta & Herrmann, 2021; Rahman et al., 2023).

Dynamic Capability Theory

Dynamic capability refers to an organization's ability to sense opportunities, seize them, and reconfigure its resource base in response to a changing environment (Teece, 2007; Teece et al., 1997). This capability enables banks to continuously update their services and adopt new technologies (Eisenhardt & Martin, 2000; Warner & Wäger, 2019). In digital transformation, dynamic capability serves as a bridge that converts resource investment into organizational performance (Nguyen et al., 2022; Yeow et al., 2018).

Perceived Business Performance

Business performance includes financial and non-financial dimensions. Perception-based assessments are recognized as valid measurements when objective data are difficult to obtain (Venkatraman & Ramanujam, 1986). From the customer's perspective, bank performance is reflected in growth, reputation, customer loyalty, competitiveness, and contributions to the regional economy. The Service-Dominant Logic perspective emphasizes that value is co-created with customers through service interactions (Vargo & Lusch, 2004).

Hypothesis Development

Human capital that is positively perceived by customers promotes the quality of service interactions and trust, which ultimately leads to higher performance evaluations (Crook et al., 2011; Wright et al., 1994). Based on this argument, the following hypothesis is proposed:

H1: Perceived human capital has a positive effect on the perceived business performance of Bank Papua.

AI-based services that are perceived as useful, easy to use, and secure improve customer convenience and strengthen customers' evaluations of bank performance (Manser Payne et al., 2021; Mikalef & Gupta, 2021).

H2: AI-based banking services have a positive effect on the perceived business performance of Bank Papua.

A bank's ability to adapt and renew its services enables its resources to be transformed

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

into value for customers and is therefore associated with improved performance (Nguyen et al., 2022; Teece, 2007).

H3: Dynamic capability has a positive effect on the perceived business performance of Bank Papua.

Dynamic capability strengthens the benefits of human capital because employee competencies become more effective when the bank is responsive to change and provides an environment that supports service innovation (Karimi & Walter, 2015; Yeow et al., 2018).

H4: Dynamic capability strengthens the effect of perceived human capital on the perceived business performance of Bank Papua.

Dynamic capability also strengthens the contribution of AI-based services because the integration of new technologies requires adaptive capabilities to optimize their benefits (Vial, 2019; Warner & Wäger, 2019).

H5: Dynamic capability strengthens the effect of AI-based banking services on the perceived business performance of Bank Papua.

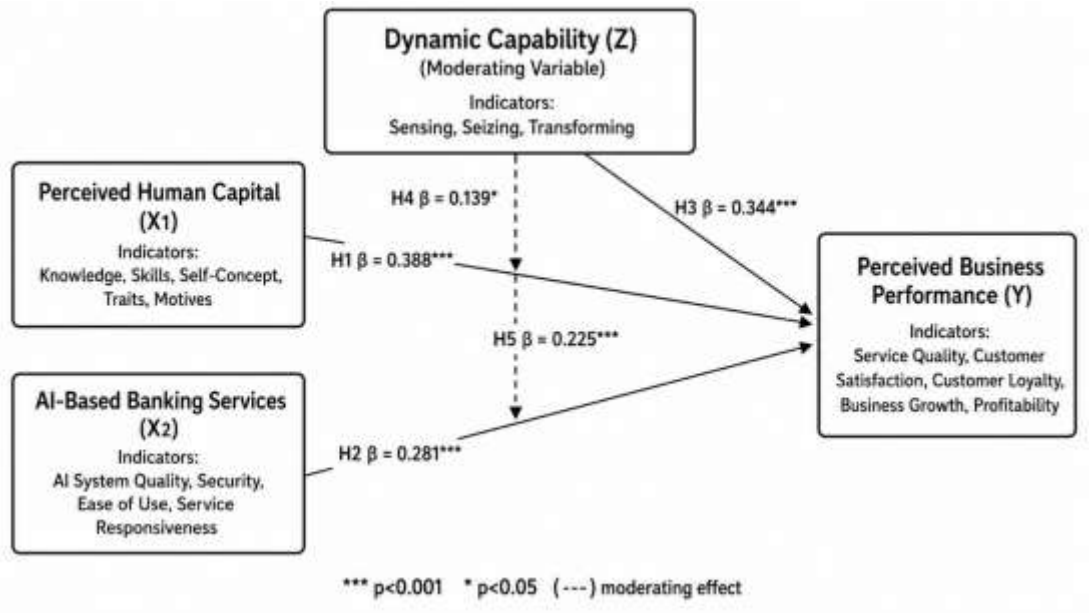


Figure 1. Research Model

RESEARCH METHOD

This study employed a quantitative approach with an explanatory survey design to

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

examine the relationships among variables. The study population consisted of all active customers of Bank Papua in West Papua Province. Since the exact population size was unknown, the sample size was determined using the Lemeshow formula (Lemeshow et al., 1990), with a 95% confidence level and a 7.5% margin of error. The calculation resulted in a minimum sample size of approximately 170 respondents. To ensure adequate data coverage, the study recruited 178 respondents.

The sampling technique used was purposive sampling. Respondents were required to meet the following criteria: being at least 17 years old, having been a Bank Papua customer for at least one year, having used Bank Papua's digital services, and having used or been familiar with Bank Papua's AI-based services, such as PACE, the contact center, mobile banking, WhatsApp Corporate, and digital security systems. Data were collected using a five-point Likert-scale questionnaire ranging from 1 (strongly disagree) to 5 (strongly agree).

The research variables consisted of perceived human capital (X1), AI-based banking services (X2), dynamic capability (Z) as a moderating variable, and perceived business performance (Y). Each variable was measured using eight indicators, resulting in a total of 32 indicators. Instrument validity was assessed using Pearson item-total correlation, while reliability was evaluated using Cronbach's Alpha. The data analysis included descriptive statistics, classical assumption tests comprising normality, multicollinearity, and heteroscedasticity tests, and Moderated Regression Analysis (MRA) using IBM SPSS. To reduce multicollinearity in the interaction terms, the independent and moderating variables were mean-centered before the interaction products were formed (Aguinis et al., 2017).

The regression equation used in this study was:

$$Y = a + b_1X_1 + b_2X_2 + b_3Z + b_4(X1 \cdot Z) + b_5(X_2 \cdot Z) + e$$

The moderating effects were tested based on the statistical significance of the interaction-term coefficients. Effect sizes were calculated using Cohen's f^2. The respondents' characteristics are presented in Table 1.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	%
Gender	Male	84	47,2
	Female	94	52,8
Age	17–25 years	34	19,1
	26–35 years	61	34,3
	36–45 years	48	27,0

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

	46–55 years	27	15,2
	>55 years	8	4,5
Education	Senior High School/Vocational High School	55	30,9
	Diploma	38	21,3
	Bachelor's Degree	71	39,9
	Master's/Doctoral Degree	14	7,9
Length of Time as a Bank Papua Customer	1-3 years	69	38,8
	4-6 years	54	30,3
	7–10 years	36	20,2
	>10 years	19	10,7

Note: *n* = 178. The frequencies of the respondents' characteristics are presented according to the distribution of the respondent data.

RESEARCH RESULTS

Descriptive Analysis

The mean scores of the four variables were within the high range, indicating customers' positive perceptions of human capital, AI-based services, dynamic capability, and Bank Papua's performance. A summary of the descriptive statistics is presented in Table 2. The interpretation used equal-width intervals for the five-point scale: 1.00–1.80 = very low, 1.81–2.60 = low, 2.61–3.40 = moderate, 3.41–4.20 = high, and 4.21–5.00 = very high.

Table 2. Descriptive Statistics of the Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Perceived Human Capital (X1)	178	2,50	5,00	3,824	0,563
AI-Based Banking Services (X2)	178	2,12	5,00	3,804	0,590
Dynamic Capability (Z)	178	2,50	5,00	3,740	0,584
Perceived Business Performance (Y)	178	2,25	5,00	3,732	0,549

Validity and Reliability Tests

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

All indicators had item-total correlation coefficients greater than the critical r-value of 0.148 at N = 178. All indicators were therefore declared valid. The Cronbach's Alpha value for each variable exceeded 0.70, indicating that the research instrument was reliable. The results are summarized in Table 3.

Table 3. Results of the Validity and Reliability Tests

Var.	Indicator	Calculated r-value	Critical r-value	Interpretation	Alpha
X1	HC1	0,740	0,148	Valid	0,893
	HC2	0,715	0,148	Valid	
	HC3	0,769	0,148	Valid	
	HC4	0,768	0,148	Valid	
	HC5	0,758	0,148	Valid	
	HC6	0,807	0,148	Valid	
	HC7	0,729	0,148	Valid	
	HC8	0,766	0,148	Valid	
X2	AI1	0,798	0,148	Valid	0,901
	AI2	0,768	0,148	Valid	
	AI3	0,730	0,148	Valid	
	AI4	0,779	0,148	Valid	
	AI5	0,773	0,148	Valid	
	AI6	0,761	0,148	Valid	
	AI7	0,743	0,148	Valid	
	AI8	0,803	0,148	Valid	
Z	DC1	0,760	0,148	Valid	0,905
	DC2	0,805	0,148	Valid	
	DC3	0,806	0,148	Valid	
	DC4	0,819	0,148	Valid	
	DC5	0,740	0,148	Valid	
	DC6	0,797	0,148	Valid	
	DC7	0,747	0,148	Valid	
	DC8	0,720	0,148	Valid	
Y	Y1	0,798	0,148	Valid	0,887

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

	Y2	0,784	0,148	Valid	
	Y3	0,750	0,148	Valid	
	Y4	0,741	0,148	Valid	
	Y5	0,654	0,148	Valid	
	Y6	0,746	0,148	Valid	
	Y7	0,754	0,148	Valid	
	Y8	0,753	0,148	Valid	

Correlations Among Variables

Table 4. Correlation Matrix Among Variables

	X1	X2	Z	Y
X1	1	0,360**	0,220**	0,526**
X2	0,360**	1	0,259**	0,449**
Z	0,220**	0,259**	1	0,495**
Y	0,526**	0,449**	0,495**	1

Note: ** p < 0.01 (two-tailed); n = 178.

All independent variables were positively and significantly correlated with perceived business performance. The correlations among the independent variables were categorized as low to moderate, indicating no multicollinearity problems.

Classical Assumption Tests

The Kolmogorov–Smirnov normality test on the residuals produced a significance value of 0.876, which was greater than 0.05. The residuals were therefore normally distributed. The Shapiro–Wilk test produced a similar result, with W = 0.993 and p = 0.536. The skewness value of 0.132 and kurtosis value of 0.067 were also within the acceptable range.

Table 5. Results of the Normality Test: One-Sample Kolmogorov–Smirnov Test

Statistic	Value
N	178
Kolmogorov-Smirnov Z	0,579
Test Statistic (D)	0,043
Asymp. Sig. (2-tailed)	0,876

The multicollinearity test showed that all tolerance values were greater than 0.10 and all Variance Inflation Factor values were below 10. These results indicate that no multicollinearity

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

occurred among the predictors. Detailed results are presented in Table 6.

Table 6. Results of the Multicollinearity Test

Variable	Tolerance	VIF
Perceived Human Capital (X1)	0,849	1,177
AI-Based Banking Services (X2)	0,810	1,234
Dynamic Capability (Z)	0,912	1,097
X1 × Z Interaction	0,830	1,204
X2 × Z Interaction	0,808	1,237

The Glejser heteroscedasticity test showed that the significance values of all independent variables were greater than 0.05. The model was therefore free from heteroscedasticity. The scatterplot points were randomly distributed around zero without forming a specific pattern, as shown in Figure 2.

Table 7. Results of the Heteroscedasticity Test Using the Glejser Method

Variable	t	Sig.
Perceived Human Capital (X1)	-1,538	0,126
AI-Based Banking Services (X2)	1,844	0,067
Dynamic Capability (Z)	-1,161	0,247
X1 × Z Interaction	-0,921	0,358
X2 × Z Interaction	-0,536	0,593

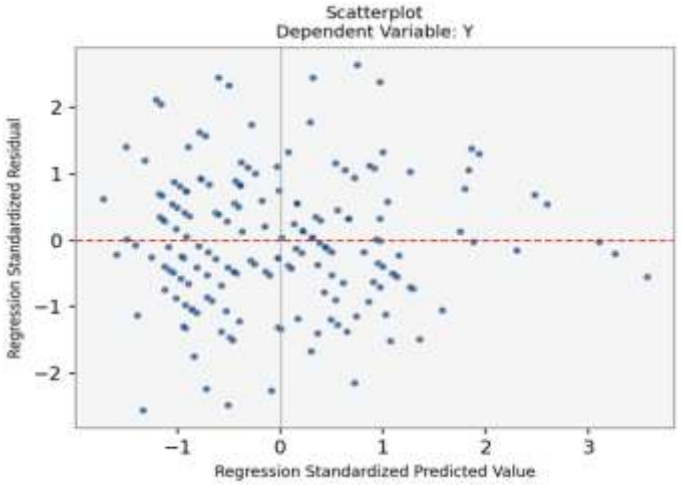


Figure 1. Scatterplot of the Heteroscedasticity Test

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Moderated Regression Analysis

The analysis was conducted in two stages. Model 1 examined the direct effects of the three independent variables, while Model 2 included two interaction terms. The coefficient of determination for Model 2, with $R^2 = 0.562$, was higher than that of Model 1, with $R^2 = 0.471$. The increase in explanatory power was reflected in a ΔR^2 value of 0.091. This increase confirms that adding the interaction terms strengthened the explanatory power of the model and indicated the presence of moderating effects.

Table 8. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1 (Main Effects)	0,686	0,471	0,462	0,403
2 (With Moderation)	0,750	0,562	0,549	0,368

Table 9. ANOVA Results for Model 2

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	29,938	5	5,988	44,113	p < 0.001
Residual	23,346	172	0,136		
Total	53,284	177			

The F-test produced a value of 44.113 with a significance level of $p < 0.001$, which was below 0.05. The model was therefore simultaneously significant in explaining perceived business performance.

Table 10. Regression Coefficients for Model 2

Variable	B	Std. Error	β	t	Sig.
(Constant)	3,687	0,029	-	128,944	p < 0.001
Perceived Human Capital (X1)	0,377	0,053	0,388	7,076	p < 0.001
AI-Based Banking Services (X2)	0,261	0,052	0,281	5,003	p < 0.001
Dynamic Capability (Z)	0,323	0,050	0,344	6,504	p < 0.001
X1 × Z Interaction	0,219	0,088	0,139	2,505	0,013

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

X2 × Z Interaction	0,324	0,081	0,225	4,004	p < 0.001

Note: B = unstandardized coefficient; β = standardized coefficient.

Cohen's f^2 effect size for the overall model was 1.282, indicating a large effect. The contribution of the interaction terms produced an f^2 value of 0.208, which was categorized as a medium effect. These findings strengthen the practical relevance of the moderating role of dynamic capability.

Table 11. Summary of Hypothesis Testing

Hypothesis	Path	B	Sig.	Decision
H1	X1 → Y	0,388	p < 0.001	Supported
H2	X2 → Y	0,281	p < 0.001	Supported
H3	Z → Y	0,344	p < 0.001	Supported
H4	X1·Z → Y	0,139	0,013	Supported
H5	X2·Z → Y	0,225	p < 0.001	Supported

DISCUSSION

The findings demonstrate that perceived human capital has a positive and significant effect on perceived business performance. H1 is therefore supported. Customers who perceive Bank Papua's employees as competent, skilled, and professional tend to evaluate the bank's performance more favorably. This finding is consistent with the Resource-Based View, which positions human capital as a source of competitive advantage that is difficult to imitate (Barney, 1991; Wright et al., 1994). It also supports the meta-analysis conducted by Crook et al. (2011) regarding the contribution of human capital to firm performance.

AI-based banking services also have a positive and significant effect on perceived business performance. H2 is therefore supported. Customers who perceive Bank Papua's digital services as useful, convenient, and secure tend to provide higher performance evaluations. This result confirms the proposition of the Technology Acceptance Model that perceived usefulness and perceived ease of use determine technology acceptance (Davis, 1989). It also supports empirical evidence in the banking sector showing that AI adoption creates organizational value (Mikalef & Gupta, 2021; Rahman et al., 2023).

Dynamic capability has a positive and significant effect on perceived business performance. H3 is therefore supported. Bank Papua's ability to identify opportunities, renew its services, and integrate new technologies is perceived by customers as an important driver of

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

performance. This finding is consistent with Dynamic Capability Theory (Teece, 2007), and digital transformation studies that identify adaptive capability as a driver of organizational performance (Nguyen et al., 2022; Warner & Wäger, 2019).

Moderating effects were found in both relationships. Dynamic capability strengthens the effect of human capital on business performance, supporting H4. This finding indicates that employee competence produces a greater impact when the bank is responsive to change and provides opportunities for service renewal. Dynamic capability also strengthens the effect of AI-based banking services on business performance, supporting H5. The coefficient for this interaction was larger, suggesting that the integration of new technologies requires adaptive organizational capabilities to optimize its benefits. This pattern supports the arguments of Teece (2007) and Yeow et al. (2018), who describe dynamic capability as an orchestration mechanism that connects organizational resources with performance outcomes.

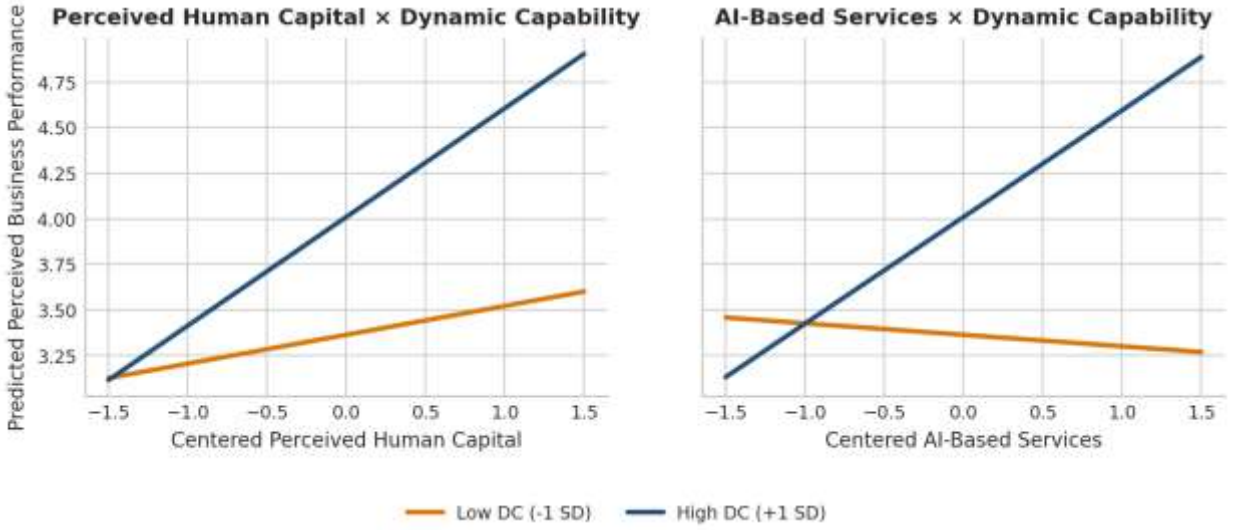


Figure 3. Interaction Effects of Dynamic Capability

The overall model explains 56.2% of the variance in perceived business performance, which represents strong explanatory power for a perception-based study in the service sector. Perceived human capital provided the largest contribution, followed by dynamic capability and AI-based banking services. The stronger moderating effect on the relationship between AI-based banking services and performance indicates that Bank Papua's technology investments will generate greater benefits when accompanied by stronger organizational adaptive capabilities. In West Papua, this finding suggests that employee-assisted service remains important when customers face geographical constraints or varying levels of digital readiness, while adaptive

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

capability helps the bank adjust digital features and support mechanisms to local needs.

RESEARCH IMPLICATIONS

Theoretical Implications

This study extends the Resource-Based View and Dynamic Capability Theory to the context of regional development banking in Eastern Indonesia, an area that has received limited scholarly attention. Positioning dynamic capability as a moderating variable provides evidence that adaptive capability is not merely a resource with a direct effect, but also strengthens the effectiveness of human capital and technology. The integration of human capital, technology acceptance, and dynamic capability perspectives within a single model enriches the literature, which has generally examined these concepts separately.

Practical Implications for Bank Papua

For Bank Papua's management, the findings highlight the importance of developing employee competencies through continuous training, particularly skills related to serving customers through digital channels. Investments in AI-based services, such as PACE, mobile banking, contact centers, and WhatsApp Corporate, should be directed toward improving the benefits, ease of use, and security perceived by customers. Equally important, Bank Papua needs to strengthen its adaptive capabilities so that human capital and technology can generate optimal outcomes. This can be achieved through customer feedback mechanisms, regular feature updates, and service adjustments that reflect the characteristics of the West Papua region.

POLICY RECOMMENDATIONS

First, Bank Papua should develop a human capital development program that integrates technical banking training with digital literacy and technology-based service competencies. Second, the governance of AI-based services should be strengthened by prioritizing data security and system reliability. Third, adaptive capability should be institutionalized through a service innovation unit that periodically evaluates the needs of local customers and updates service features. Fourth, technology investment should be aligned with human resource readiness to prevent skill gaps from limiting the benefits of AI implementation.

CONCLUSION

This study concludes that perceived human capital, AI-based banking services, and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

dynamic capability have positive and significant effects on the perceived business performance of Bank Papua. Dynamic capability is also proven to strengthen the effects of both perceived human capital and AI-based banking services on performance, with a stronger moderating effect on the AI-based service pathway. The model explains 56.2% of the variation in perceived business performance and should not be interpreted as a direct measurement of Bank Papua's objective financial performance. These findings confirm that Bank Papua's competitive advantage cannot rely solely on the possession of human capital and technology. It is also determined by the bank's ability to orchestrate both resources in response to change.

LIMITATIONS AND FUTURE RESEARCH AGENDA

This study has several limitations. The data were obtained from customer perceptions at a single regional bank, so caution is required when generalizing the findings to other banks. Business performance was measured perceptually and has not yet been combined with objective financial data. The cross-sectional design also limits the ability to draw causal conclusions. Future studies are encouraged to include several regional banks, combine perceptual data with objective performance indicators, apply a longitudinal design, and incorporate additional variables such as trust, organizational culture, or customer digital readiness. More advanced analytical approaches, such as Structural Equation Modeling, may also be considered to examine more complex models.

REFERENCES

Aguinis, H., Edwards, J. R., & Bradley, K. J. (2017). Improving our understanding of moderation and mediation in strategic management research. Organizational Research Methods, 20(4), 665–685. https://doi.org/10.1177/1094428115627498

Ashta, A., & Herrmann, H. (2021). Artificial intelligence and fintech: An overview of opportunities and risks for banking, investments, and microfinance. Strategic Change, 30(3), 211–222. https://doi.org/10.1002/jsc.2404

Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. Journal of Management, 17(1), 99–120. https://doi.org/10.1177/014920639101700108

Becker, G. S. (1964). Human capital: A theoretical and empirical analysis, with special reference to education. University of Chicago Press.

Belanche, D., Casaló, L. V, & Flavián, C. (2019). Artificial intelligence in fintech: Understanding robo-advisors adoption among customers. Industrial Management & Data Systems, 119(7), 1411–1430. https://doi.org/10.1108/IMDS-08-2018-0368

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Crook, T. R., Todd, S. Y., Combs, J. G., Woehr, D. J., & Ketchen, D. J. (2011). Does human capital matter? A meta-analysis of the relationship between human capital and firm performance. Journal of Applied Psychology, 96(3), 443–456. https://doi.org/10.1037/a0022147

Davis, F. D. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. MIS Quarterly, 13(3), 319–340.

Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: What are they? Strategic Management Journal, 21(10–11), 1105–1121. https://doi.org/10.1002/1097-0266(200010/11)21:10/11<1105::AID-SMJ133>3.0.CO;2-E

Huang, M.-H., & Rust, R. T. (2021). A strategic framework for artificial intelligence in marketing. Journal of the Academy of Marketing Science, 49(1), 30–50. https://doi.org/10.1007/s11747-020-00749-9

Karimi, J., & Walter, Z. (2015). The role of dynamic capabilities in responding to digital disruption: A factor-based study of the newspaper industry. Journal of Management Information Systems, 32(1), 39–81. https://doi.org/10.1080/07421222.2015.1029380

Kumar, V., Rajan, B., Venkatesan, R., & Lecinski, J. (2019). Understanding the role of artificial intelligence in personalized engagement marketing. California Management Review, 61(4), 135–155. https://doi.org/10.1177/0008125619859317

Lemeshow, S., Hosmer, D. W., Klar, J., & Lwanga, S. K. (1990). Adequacy of sample size in health studies. World Health Organization.

Manser Payne, E., Peltier, J. W., & Barger, V. A. (2021). Enhancing the value co-creation process: Artificial intelligence and mobile banking service platforms. Journal of Research in Interactive Marketing, 15(1), 68–85. https://doi.org/10.1108/JRIM-10-2020-0214

Mikalef, P., & Gupta, M. (2021). Artificial intelligence capability: Conceptualization, measurement calibration, and empirical study on its impact on organizational creativity and firm performance. Information & Management, 58(3), 103434. https://doi.org/10.1016/j.im.2021.103434

Nguyen, T. T., Nguyen, N. P., & Tran, H. V. (2022). Digital transformation and firm performance: The role of dynamic capabilities. Technological Forecasting and Social Change, 180, 121673. https://doi.org/10.1016/j.techfore.2022.121673

Otoritas Jasa Keuangan. (2025, May 28). Pentingnya peningkatan literasi keuangan digital masyarakat: OJK gelar Digital Financial Literacy di Universitas Pendidikan Muhammadiyah Sorong. https://ojk.go.id/id/berita-dan-kegiatan/siaran-pers/Pages/OJK-Gelar-Digital-Financial-Literacy-Sorong-Papua.aspx

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

Ployhart, R. E., & Moliterno, T. P. (2011). Emergence of the human capital resource: A multilevel model. Academy of Management Review, 36(1), 127–150. https://doi.org/10.5465/amr.2009.0318

Rahman, M., Ming, T. H., Baigh, T. A., & Sarker, M. (2023). Adoption of artificial intelligence in banking services: An empirical analysis. International Journal of Emerging Markets, 18(10), 4270–4300. https://doi.org/10.1108/IJOEM-06-2020-0724

Shao, Z., Zhang, L., Li, X., & Guo, Y. (2019). Antecedents of trust and continuance intention in mobile payment platforms. Electronic Commerce Research and Applications, 33, 100823. https://doi.org/10.1016/j.elerap.2018.100823

Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. Strategic Management Journal, 28(13), 1319–1350. https://doi.org/10.1002/smj.640

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. Strategic Management Journal, 18(7), 509–533. https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. Journal of Marketing, 68(1), 1–17. https://doi.org/10.1509/jmkg.68.1.1.24036

Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. Academy of Management Review, 11(4), 801–814. https://doi.org/10.5465/amr.1986.4283976

Vial, G. (2019). Understanding digital transformation: A review and a research agenda. Journal of Strategic Information Systems, 28(2), 118–144. https://doi.org/10.1016/j.jsis.2019.01.003

Wamba-Taguimdje, S. L., Fosso Wamba, S., Kala Kamdjoug, J. R., & Tchatchouang Wanko, C. E. (2020). Influence of artificial intelligence ({AI}) on firm performance: The business value of {AI}-based transformation projects. Business Process Management Journal, 26(7), 1893–1924. https://doi.org/10.1108/BPMJ-10-2019-0411

Warner, K. S. R., & Wäger, M. (2019). Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal. Long Range Planning, 52(3), 326–349. https://doi.org/10.1016/j.lrp.2018.12.001

Wright, P. M., McMahan, G. C., & McWilliams, A. (1994). Human resources and sustained competitive advantage: A resource-based perspective. The International Journal of Human Resource Management, 5(2), 301–326. https://doi.org/10.1080/09585199400000020

Yeow, A., Soh, C., & Hansen, R. (2018). Aligning with new digital strategy: A dynamic capabilities

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License

approach. Journal of Strategic Information Systems, 27(1), 43–58. https://doi.org/10.1016/j.jsis.2017.09.001

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-Share Alike 4.0 International License