

## **Analysis of the Effect of Mission on Innovative Performance in Improving Organization Performance in Employees of PT Bank SulutGo**



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**ABSTRACT:** This study examines the influence of Mission on Innovative Performance and its impact on Organization Performance at PT Bank SulutGo, with Consistency, Adaptability, and Involvement as mediating variables. Using a quantitative approach and Partial Least Square-Structural Equation Modeling (PLS-SEM), data were collected from 160 employees across four branches. The findings reveal that Mission significantly and positively influences Consistency, Adaptability, and Involvement, supporting hypotheses H1, H2, and H3. However, the direct effect of Mission on Innovative Performance is insignificant (H4), suggesting that while the mission is foundational, its direct impact on innovation is limited unless effectively socialized across the organization. The mediating roles of Involvement (H5) and Consistency (H7) are significant, highlighting their importance in driving Innovative Performance. Employee involvement fosters a sense of ownership, motivating employees to contribute innovative ideas, while consistency ensures cost efficiency and value creation. However, Adaptability does not mediate the relationship between Mission and Innovative Performance (H6), indicating that structured procedures may limit employees ability to innovate outside their comfort zones. Finally, Innovative Performance has a strong and significant positive impact on Organization Performance (H8), demonstrating that successful innovation enhances financial performance, customer satisfaction, and the company reputation. This study underscores the critical role of Mission in shaping organizational culture and employee behavior, while emphasizing the importance of Involvement and Consistency as key drivers of innovation. For PT Bank SulutGo, fostering a mission-oriented culture that encourages employee engagement and consistent practices can significantly enhance Innovative Performance, ultimately leading to improved Organization Performance.

**KEYWORDS:** Mission, Innovative Performance, Organization Performance, Consistency, Involvement

### **I. INTRODUCTION**

In Indonesia, the banking sector is characterized by intense competition, with 105 commercial bank and 1,405 rural bank (BPR) operating nationwide as of December 2023 (Otoritas Jasa Keuangan, 2023). This competitive landscape, coupled with the advent of Society 5.0 and rapid technological advancements, necessitates that bank adopt innovative strategies to meet evolving customer needs and remain relevant. PT Bank SulutGo exemplifies this shift by transforming into digital banking through the launch of digital products such as BSGtouch, SMS Banking, BSG Direct, BSG Cash, and BSG billing. These innovations underscore the bank commitment to leveraging technology to enhance customer experience and operational efficiency. However, the financial services sector is also bound by regulatory constraints, which further emphasizes the importance of organizational performance. Performance as the output that delivers value and benefits to an organization, achieved when employees fulfill their responsibilities effectively (Aurellia et al., 2022; Saputra et al., 2024). PT Bank SulutGo has adopted a mission focused on regional economic development, innovation, human capital creation, and good corporate governance. Employee involvement as the psychological engagement and active participation of individuals in their work, is critical to achieving these goals (Gana et al., 2024; Jelita et al., 2019). Involvement empowers employees to drive workplace innovations, fostering corporate excellence (Modise, 2023). Additionally, adaptation and consistency are essential for navigating change respectively. PT Bank SulutGo millennial-dominated workforce, known for its ambition and creativity, plays a pivotal role in the bank innovative endeavors (Hadi et al., 2024; Nevada Tobing et al., 2024; Seviana & Kristanto, 2023).

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The relationship between an organization mission and its innovative performance has been widely explored in management literature, particularly in the context of the banking sector. A compelling mission statement serves as a strategic framework that aligns employee behavior with organizational goals, fostering a culture of innovation. A mission emphasizing innovation as a core value enhances employee engagement and aligns efforts toward innovation-related objectives (Iortimbir Aun et al., 2023). The role of a well established mission in enhancing organizational legitimacy and facilitating cross-boundary innovation, which is crucial in a rapidly evolving industry like banking (Qu et al., 2022). For PT Bank SulutGo, embedding innovation within its mission enables the bank to respond effectively to technological advancements and shifting customer expectations. A mission statements are closely linked to corporate performance, with a strong correlation between a company mission and its capacity for innovation (Jeon & Cho, 2021). This relationship is critical for PT Bank SulutGo, as its ability to innovate directly impacts its competitive advantage and market positioning. By fostering an innovation-oriented culture through its mission, the bank can enhance operational efficiency and customer satisfaction.

Employee innovation plays a mediating role in the relationship between organizational mission and performance (Anggitasari et al., 2023). Organizations that prioritize employee innovation, supported by a clear mission, are more likely to achieve superior business outcomes. This underscores the importance of empowering PT Bank SulutGo employees to contribute innovative ideas aligned with the bank mission. A mission implementation enhances innovation ambidexterity balancing exploratory and exploitative innovations which is particularly relevant for PT Bank SulutGo as it navigates the complexities of the banking landscape (Hammad & Naguib, 2022). Additionally, the benefits of a dual mission that integrates social and economic objectives, suggesting that such an approach can enhance organizational performance and customer loyalty (Valle-Mestre et al., 2022). Mission-oriented innovation policies provide a framework for addressing societal challenges while driving innovation (Wanzenböck et al., 2020). For PT Bank SulutGo, leveraging its mission to contribute to regional economic and social development can further strengthen its reputation and competitive positioning. In conclusion, a well-defined mission that emphasizes innovation serves as a powerful tool for aligning employee efforts, fostering creativity, and driving superior business outcomes, enabling PT Bank SulutGo to navigate the challenges of the banking sector and achieve sustainable growth.

## II. METHOD

This study focuses on a model analysis that examines the influence of mission on innovative performance in an effort to improve organization performance at PT Bank SulutGo. This study uses a quantitative approach, which is a scientific method whose data is in the form of numbers and can be processed and analyzed through mathematical or statistical calculations (Hardani et al., 2020; Sekaran & Bougie, 2016). The quantitative approach was chosen because it allows researchers to objectively measure the relationship between variables and produce findings that can be generalized. In this context, the research aims to test the extent to which the organization's mission influences innovative performance and how this impacts overall organizational performance (Amiruddin, 2017).

The population in this study were all employees of PT Bank SulutGo who were assigned to the Calaca, Kotamobagu, Ratahan, and Tondano branches. Population is defined as the entire group of people, events, or things that are the focus of the study (Sugiyono, 2019). A sample, on the other hand, is a part or subgroup of the population that is selected to represent the population as a whole. In this study, the sampling technique used is probability sampling, where each element in the population has an equal opportunity to be selected as a sample. More specifically, the purposive sampling method is applied, which is sampling based on certain predetermined criteria. These criteria are designed to ensure that the selected sample can provide relevant information in accordance with the research objectives. Sampling was carried out during the period September to October 2024, with a sample size of 160 respondents.

The analysis method used in this study is Partial Least Square-Structural Equation Modeling (PLS-SEM). PLS-SEM is a variance-based method suitable for research that aims to test the predictive and explanatory ability of a model (Haryono, 2017; Joseph F. Hair et al., 2016). This method was chosen because of its ability to overcome model complexity and its flexibility in handling data that does not meet the assumption of normal distribution. The model analysis in this study was carried out with the help of SmartPLS software version 4.1.0.2. PLS-SEM allows researchers to simultaneously test the relationship between variables, including direct and indirect influences, and to identify the most significant factors in influencing innovative performance and organization performance. Thus, this study is expected to provide an in-depth understanding of how the organization's mission can be a major driver of innovation and performance improvement at PT Bank SulutGo.

### Hypotheses Development

1. H1: The mission has a significant effect on consistency;
2. H2: Mission has a significant effect on adaptability;

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3. H3: Mission has a significant effect on involvement;
4. H4: Mission has a significant effect on innovative performance;
5. H5: Mission has a significant effect on innovative performance through involvement;
6. H6: Mission has a significant effect on innovative performance through adaptability;
7. H7: Mission has a significant effect on innovative performance through consistency;
8. H8: Innovative performance has a significant effect on organization performance.

Based on this description, this study proposes eight hypotheses that test the relationship between mission, consistency, adaptation, involvement, innovative performance, and organizational performance.

### Research Model

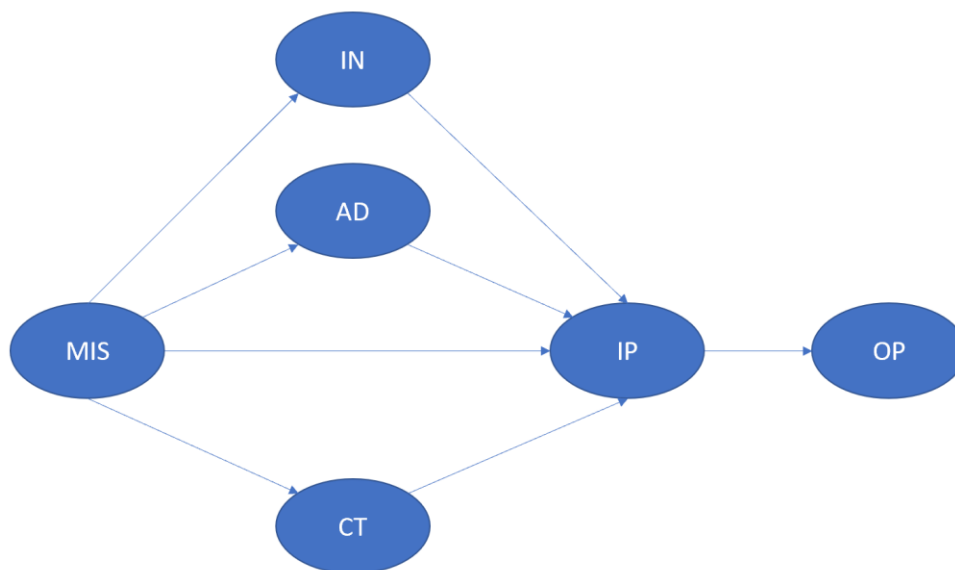


Figure 1. Research Model

#### Description:

AD = (Adaptability)

CT = (Consistency)

IN = (Involvement)

IP = (Innovative Performance)

M = (Mission)

OP = (Organizational Performance)

This study proposes a model that tests the effect of mission on innovative performance and its impact on organization performance by considering the mediating role of consistency, adaptability, and involvement. This model is based on the findings of Halabi and Perales (2023) which show that mission significantly affects consistency, adaptation, and involvement, and has direct and indirect impacts on innovative performance. Consistency, as a core value in corporate culture, is expected to increase efficiency and support innovative projects. Adaptation, which is influenced by changes in mission, is considered a key strategy for responding to the dynamics of the business environment and encouraging innovation. Employee engagement, which is influenced by the mission, is expected to increase active participation in the innovation process. Furthermore, innovative performance is predicted to have a positive effect on organizational performance, because effective innovation can increase company revenue and competitiveness. This model is designed to provide a comprehensive understanding of how an organization's mission can be a major driver of innovation and improved organizational performance.

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## III. RESULT AND DISCUSSION

### Validity Test

Table 1. Outer Loading and Average Variance Extracted (AVE) Values

Indicator / Variable	Outer Loadings	AVE
AD 1 (Adaptability)	0,781	0,610
AD 2 (Adaptability)	0,808	
AD 3 (Adaptability)	0,823	
AD 4 (Adaptability)	0,711	
AD 5 (Adaptability)	0,822	
AD 6 (Adaptability)	0,711	
AD 7 (Adaptability)	0,805	
CT 1 (Consistency)	0,816	0,639
CT 2 (Consistency)	0,820	
CT 3 (Consistency)	0,709	
CT 4 (Consistency)	0,812	
CT 5 (Consistency)	0,792	
CT 6 (Consistency)	0,780	
CT 7 (Consistency)	0,858	
IN 1 (Involvement)	0,724	0,618
IN 2 (Involvement)	0,857	
IN 3 (Involvement)	0,769	
IN 4 (Involvement)	0,782	
IN 5 (Involvement)	0,785	
IN 6 (Involvement)	0,802	
IN 7 (Involvement)	0,776	
IP 1 (Innovative Performance)	0,721	0,592
IP 2 (Innovative Performance)	0,763	
IP 3 (Innovative Performance)	0,796	
IP 4 (Innovative Performance)	0,814	
IP 5 (Innovative Performance)	0,708	
IP 6 (Innovative Performance)	0,768	
IP 7 (Innovative Performance)	0,776	
IP 8 (Innovative Performance)	0,806	
M 1 (Mission)	0,820	0,697
M 2 (Mission)	0,764	
M 3 (Mission)	0,879	
M 4 (Mission)	0,850	
M 5 (Mission)	0,836	
M 6 (Mission)	0,857	
OP 1 (Organization Performance)	0,759	0,657
OP 2 (Organization Performance)	0,855	
OP 3 (Organization Performance)	0,874	
OP 4 (Organization Performance)	0,824	
OP 5 (Organization Performance)	0,792	
OP 6 (Organization Performance)	0,753	

Source: Processed Primary Data, 2024

Table 1 presents the outer loading and Average Variance Extracted (AVE) values for each indicator and variable in the research model. The outer loadings, which measure the correlation between each indicator and its respective latent variable, demonstrate

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strong reliability across all constructs. For Adaptability (AD), the outer loadings range from 0.711 to 0.823, with an AVE of 0.610, indicating that the indicators collectively explain 61% of the variance in the construct. Similarly, Consistency (CT) shows outer loadings between 0.709 and 0.858, with an AVE of 0.639, reflecting a robust measurement model. Involvement (IN) exhibits outer loadings from 0.724 to 0.857 and an AVE of 0.618, confirming the reliability of its indicators. For Innovative Performance (IP), the outer loadings range from 0.708 to 0.814, with an AVE of 0.592, indicating that the indicators adequately capture the construct. Mission (M) demonstrates strong outer loadings between 0.764 and 0.879, with an AVE of 0.697, suggesting that the indicators effectively measure the mission construct. Finally, Organization Performance (OP) shows outer loadings from 0.753 to 0.874, with an AVE of 0.657, confirming the reliability of its indicators. Overall, the AVE values for all constructs exceed the threshold of 0.50, indicating convergent validity, and the outer loadings are above the recommended value of 0.70, demonstrating strong reliability and validity of the measurement model. This confirms that the indicators used in this study effectively measure their respective latent variables, providing a solid foundation for further analysis. (300 words)

**Table 2. Heterotrait Monotrait (HTMT) Value**

	AD	CT	IN	IP	M	OP
<b>Adaptability</b>						
<b>Consistency</b>	0,778					
<b>Involvement</b>	0,868	0,819				
<b>Innovative Performance</b>	0,735	0,866	0,800			
<b>Mission</b>	0,644	0,644	0,642	0,618		
<b>Organization Performance</b>	0,717	0,800	0,711	0,882	0,666	

Source: Processed Primary Data, 2024

Table 2 presents the Heterotrait-Monotrait (HTMT) values, which assess the discriminant validity of the constructs in the research model. Discriminant validity ensures that each construct is distinct and not highly correlated with other constructs. The HTMT values for all pairs of constructs are below the threshold of 0.90, indicating strong discriminant validity. For instance, the HTMT value between Adaptability (AD) and Consistency (CT) is 0.778, while the value between Involvement (IN) and Innovative Performance (IP) is 0.800, both well below the threshold. Similarly, the HTMT value between Innovative Performance (IP) and Organization Performance (OP) is 0.882, which, although relatively higher, still falls within the acceptable range. The HTMT values between Mission (M) and other constructs, such as Adaptability (AD) (0.644), Consistency (CT) (0.644), and Involvement (IN) (0.642), further confirm that the mission construct is distinct from the others. Overall, the HTMT values demonstrate that the constructs in this study are empirically distinct, supporting the validity of the measurement model and ensuring that the relationships between constructs can be reliably analyzed.

### Reliability Test

**Table 3. Reliability Test Value**

	Cronbach's Alpha	Composite Reliability (rho_c)
<b>Adaptability</b>	0,893	0,916
<b>Consistency</b>	0,905	0,925
<b>Involvement</b>	0,896	0,919
<b>Innovative Performance</b>	0,901	0,921
<b>Mission</b>	0,913	0,932
<b>Organization Performance</b>	0,895	0,920

Source: Primary Data Processed, 2024

Table 3 presents the reliability test results, which include Cronbach's Alpha and Composite Reliability (rho\_c) values for each construct in the research model. Both Cronbach's Alpha and Composite Reliability are used to assess the internal consistency of the indicators measuring each construct. All constructs demonstrate high reliability, as their values exceed the recommended threshold of 0.70. For Adaptability (AD), Cronbach's Alpha is 0.893, and Composite Reliability is 0.916, indicating strong internal consistency. Similarly, Consistency (CT) shows a Cronbach's Alpha of 0.905 and a Composite Reliability of 0.925, confirming the reliability of its indicators. Involvement (IN) also exhibits high reliability, with a Cronbach's Alpha of 0.896 and a Composite

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Reliability of 0.919. Innovative Performance (IP) demonstrates a Cronbach's Alpha of 0.901 and a Composite Reliability of 0.921, further supporting the reliability of its measurement. Mission (M) has the highest reliability among the constructs, with a Cronbach's Alpha of 0.913 and a Composite Reliability of 0.932. Finally, Organization Performance (OP) shows a Cronbach's Alpha of 0.895 and a Composite Reliability of 0.920, confirming the consistency of its indicators. Overall, the high Cronbach's Alpha and Composite Reliability values for all constructs indicate that the measurement model is reliable and internally consistent, providing a solid foundation for further analysis.

### Multicollinearity Test

**Table 4. Variance Inflation Factor (VIF) Value**

	VIF
Mission ---> Adaptability	1,000
Mission ---> Consistency	1,000
Mission ---> Involvement	1,000
Mission ---> Innovative performance	1,73
Adaptability ---> Innovative performance	2,903
Consistency ---> Innovative performance	2,582
Involvement ---> Innovative performance	3,123
Innovative performance ---> Organization Performance	1,000

Source: Primary Data Processed, 2024

Table 4 presents the Variance Inflation Factor (VIF) values, which assess multicollinearity among the constructs in the research model. Multicollinearity occurs when predictor variables are highly correlated, potentially distorting the results of the analysis. A VIF value below 5.0 is generally considered acceptable, indicating that multicollinearity is not a significant issue. In this study, the VIF values for all relationships are well below the threshold of 5.0. For instance, the VIF values for the relationships between Mission and Adaptability, Consistency, and Involvement are all 1.000, indicating no multicollinearity. Similarly, the relationship between Mission and Innovative Performance has a VIF of 1.73, which is also within the acceptable range. The relationships between Adaptability, Consistency, and Involvement with Innovative Performance show slightly higher VIF values of 2.903, 2.582, and 3.123, respectively. While these values are higher than the others, they remain below the threshold of 5.0, suggesting that multicollinearity is not a significant concern. Finally, the relationship between Innovative Performance and Organization Performance has a VIF of 1.000, confirming the absence of multicollinearity. Overall, the VIF values indicate that multicollinearity is not a significant issue in this research model, ensuring the reliability and validity of the structural model analysis.

### R-Square Test

**Table 5. R-Square Value**

	R-Square
Adaptability	0,351
Consistency	0,351
Involvement	0,343
Innovative Performance	0,668
Organization Performance	0,639

Source: Primary Data Processed, 2024

Table 5 presents the R-Square ( $R^2$ ) values, which measure the proportion of variance in the dependent variables explained by the independent variables in the research model.  $R^2$  values provide insights into the predictive power of the model. In this study, the  $R^2$  values for Adaptability, Consistency, and Involvement are 0.351, 0.351, and 0.343, respectively. These values indicate that approximately 35% of the variance in these constructs is explained by the independent variable, Mission. While these values are moderate, they suggest that Mission has a meaningful influence on these constructs. The  $R^2$  value for Innovative Performance is 0.668, indicating that 66.8% of its variance is explained by Mission, Adaptability, Consistency, and Involvement. This high  $R^2$  value demonstrates the strong predictive power of these variables in explaining Innovative Performance. Finally, the  $R^2$  value for Organization Performance is 0.639, meaning that 63.9% of its variance is explained by Innovative Performance. This high value

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underscores the significant role of Innovative Performance in driving Organization Performance. Overall, the  $R^2$  values indicate that the research model has substantial explanatory power, particularly in predicting Innovative Performance and Organization Performance, while also providing meaningful insights into the relationships between Mission and the mediating constructs (Adaptability, Consistency, and Involvement).

### F-Square Test

**Table 6. F-Square Test Value**

	<b>F-Square</b>
Adaptability -> Innovative Performance	0,003
Consistency -> Innovative Performance	0,299
Innovative Performance -> Organization Performance	1,771
Involvement -> Innovative Performance	0,065
Mission -> Adaptability	0,541
Mission -> Consistency	0,541
Mission -> Innovative Performance	0,012
Mission -> Involvement	0,521

**Source:** Primary Data Processed, 2024

Table 6 presents the F-Square ( $f^2$ ) values, which measure the effect size of the independent variables on the dependent variables in the research model. F-Square values help assess the practical significance of the relationships, with values of 0.02, 0.15, and 0.35 indicating small, medium, and large effects, respectively. In this study, the F-Square values reveal varying levels of influence among the constructs. For instance, Mission has a large effect on Adaptability ( $f^2 = 0.541$ ), Consistency ( $f^2 = 0.541$ ), and Involvement ( $f^2 = 0.521$ ), indicating that Mission significantly influences these constructs. However, the effect of Mission on Innovative Performance is small ( $f^2 = 0.012$ ), suggesting a limited direct influence. The effect of Consistency on Innovative Performance is medium ( $f^2 = 0.299$ ), highlighting its meaningful contribution to explaining Innovative Performance. In contrast, the effects of Adaptability ( $f^2 = 0.003$ ) and Involvement ( $f^2 = 0.065$ ) on Innovative Performance are small, indicating relatively weaker influences. The largest effect size is observed for the relationship between Innovative Performance and Organization Performance ( $f^2 = 1.771$ ), which is well above the threshold for a large effect. This underscores the critical role of Innovative Performance in driving Organization Performance. Overall, the F-Square values provide insights into the relative strength of the relationships in the model, highlighting the significant influence of Mission on the mediating constructs and the dominant role of Innovative Performance in enhancing Organization Performance.

### Q-Square Test

**Table 7. Q-Square Value**

	<b>Q-Square</b>
Adaptability	0,292
Consistency	0,293
Involvement	0,300
Innovative Performance	0,260
Organization Performance	0,298

**Source:** Primary Data Processed, 2024

Table 7 presents the Q-Square ( $Q^2$ ) values, which assess the predictive relevance of the research model.  $Q^2$  values indicate how well the model predicts the observed data, with values greater than 0 suggesting that the model has predictive relevance. In this study, all  $Q^2$  values are positive and range from 0.260 to 0.300, confirming the predictive relevance of the model. For Adaptability, the  $Q^2$  value is 0.292, indicating that the model has substantial predictive power for this construct. Similarly, Consistency and Involvement show  $Q^2$  values of 0.293 and 0.300, respectively, further supporting the model's ability to predict these variables. The  $Q^2$  value for Innovative Performance is 0.260, demonstrating that the model effectively predicts this construct despite being slightly lower than the others. Finally, Organization Performance has a  $Q^2$  value of 0.298, confirming the model's strong predictive

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relevance for this outcome variable. Overall, the positive  $Q^2$  values for all constructs indicate that the research model has significant predictive relevance, ensuring its practical utility in explaining and forecasting the relationships between the variables.

### Hypothesis Test

**Table 8. Hypothesis Test**

Hypothesis	Path Coefficient	T- Statistics	P- Value	Result
H1: Mission -> Consistency	0,593	4,988	0,000	Supported
H2: Mission -> Adaptability	0,592	4,990	0,000	Supported
H3: Mission -> Involvement	0,585	5,692	0,000	Supported
H4: Mission -> Innovative Performance	0,083	1,013	0,311	Not Supported
H5: Mission -> Involvement -> Innovative Performance	0,152	2,194	0,028	Supported
H6: Mission -> Adaptability -> Innovative Performance	0,031	0,603	0,546	Not Supported
H7: Mission -> Consistency -> Innovative Performance	0,300	3,920	0,000	Supported
H8: Innovative Performance -> Organization Performance	0,799	16,145	0,000	Supported

Source: Primary Data Processed, 2024

Table 8 present the hypothesis test results reveal significant relationships among the constructs in the research model. Mission has a strong and positive direct influence on Consistency (path coefficient = 0.593,  $p < 0.001$ ), Adaptability (path coefficient = 0.592,  $p < 0.001$ ), and Involvement (path coefficient = 0.585,  $p < 0.001$ ), supporting hypotheses H1, H2, and H3. However, the direct effect of Mission on Innovative Performance is insignificant (path coefficient = 0.083,  $p = 0.311$ ), leading to the rejection of H4. The mediating role of Involvement in the relationship between Mission and Innovative Performance is significant (path coefficient = 0.152,  $p = 0.028$ ), supporting H5, while Adaptability does not mediate this relationship (path coefficient = 0.031,  $p = 0.546$ ), leading to the rejection of H6. Consistency significantly mediates the effect of Mission on Innovative Performance (path coefficient = 0.300,  $p < 0.001$ ), supporting H7. Finally, Innovative Performance has a strong and significant positive impact on Organization Performance (path coefficient = 0.799,  $p < 0.001$ ), supporting H8. These findings highlight the critical role of Mission in driving Consistency, Adaptability, and Involvement, as well as the importance of Consistency and Involvement as mediators in enhancing Innovative Performance, which ultimately leads to improved Organization Performance.

### Discussion

The first three hypotheses (H1, H2, and H3) are accepted, indicating that Mission significantly influences Consistency, Adaptability, and Involvement. These findings align with the research (Vargas-Halabi & Yagüe-Perales, 2024). For Consistency, the results show that PT Bank SulutGo effectively integrates company resources, harmonizes employee roles, and implements development programs consistently, enabling employees to uphold the company values embedded in its mission. This consistency fosters a stable and reliable organizational culture, which is crucial for achieving long-term goals. Similarly, Mission positively impacts Adaptability, as the company mission encourages employees to adapt to customer needs and provide exceptional service, even in highly competitive conditions. This adaptability is essential for turning mistakes into learning experiences and responding effectively to dynamic market demands. Furthermore, Mission significantly enhances Involvement, as it fosters a sense of belonging among employees, involving them in decision-making processes and providing opportunities for career and personal development. This engagement ensures that employees are committed to the company success and actively contribute to its growth. However, the fourth hypothesis (H4) is rejected, as Mission does not directly influence Innovative Performance. This contradicts the findings previous study and suggests that while the company mission is a foundational element, its direct impact on innovation is limited unless effectively socialized and implemented across all levels of the organization (Vargas-Halabi & Yagüe-Perales, 2024).

The fifth hypothesis (H5) is accepted, indicating that Involvement mediates the relationship between Mission and Innovative Performance. This finding diverges from previous study but highlights the importance of employee engagement in driving innovation (Vargas-Halabi & Yagüe-Perales, 2024). PT Bank SulutGo mission encourages employees to feel a sense of ownership, motivating them to contribute new ideas and participate in innovative projects. This involvement is critical for creating products and services that meet evolving consumer needs. Conversely, the sixth hypothesis (H6) is rejected, as Adaptability does not mediate the relationship between Mission and Innovative Performance. This contradicts from previous study and suggests that while adaptability is essential for responding to changes, it does not directly translate into innovation. PT Bank SulutGo structured



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procedures and patterns may limit employees ability to work outside their comfort zones, which is necessary for fostering innovation. The seventh hypothesis (H7) is accepted. Consistency mediates the relationship between Mission and Innovative Performance, as consistent practices enable cost efficiency and value creation. However, excessive consistency may hinder innovation, especially when consumer demands are constantly changing. Finally, the eighth hypothesis (H8) is accepted, as Innovative Performance significantly improves Organization Performance. This aligns with previous study that demonstrates successful innovation enhances financial performance, customer satisfaction, and the company reputation (Vargas-Halabi & Yagüe-Perales, 2024). PT Bank SulutGo employees willingness to contribute new ideas and participate in innovation projects ensures the company competitiveness and sustainability in a challenging market environment.

### IV. CONCLUSION

This study examines the influence of Mission on Innovative Performance and its impact on Organization Performance at PT Bank SulutGo, with Consistency, Adaptability, and Involvement as mediating variables. The findings reveal that Mission significantly and positively influences Consistency, Adaptability, and Involvement, supporting hypotheses H1, H2, and H3. These results align with the research of Halabi and Perales (2023), demonstrating that a well-defined mission fosters a stable organizational culture, enhances employee adaptability, and promotes active engagement in decision-making processes. However, the direct effect of Mission on Innovative Performance is insignificant (H4), suggesting that while the mission is a foundational element, its direct impact on innovation is limited unless effectively socialized and implemented across the organization. The mediating roles of Involvement (H5) and Consistency (H7) are significant, highlighting their importance in driving Innovative Performance. Employee involvement fosters a sense of ownership, motivating employees to contribute innovative ideas, while consistency ensures cost efficiency and value creation. However, Adaptability does not mediate the relationship between Mission and Innovative Performance (H6), indicating that structured procedures may limit employees ability to innovate outside their comfort zones. Finally, Innovative Performance has a strong and significant positive impact on Organization Performance (H8), demonstrating that successful innovation enhances financial performance, customer satisfaction, and the company reputation. In conclusion, this study underscores the critical role of Mission in shaping organizational culture and employee behavior, while emphasizing the importance of Involvement and Consistency as key drivers of innovation. For PT Bank SulutGo, fostering a mission-oriented culture that encourages employee engagement and consistent practices can significantly enhance Innovative Performance, ultimately leading to improved Organization Performance. These findings provide valuable insights for organizations seeking to leverage their mission to drive innovation and achieve sustainable growth in a competitive market environment.

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