

Article

Linking the dynamic capabilities, collaborative networks, and employee motivation on organization performance during the digital era

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Abstract: This research aims to analyze the relationship between dynamic capabilities and organizational performance, networking, and organizational performance, and to analyze the relationship between spiritual motivation variables and organizational performance. This research method is a quantitative survey. The respondent sampling technique used in this research is a purposive sampling technique, namely samples taken based on certain considerations. Responses to this study came from 567 Organization members of education. The data collection method used in this research is an online questionnaire which provides a written list of questions to respondents. The questionnaire was designed using a Likert scale of 1 to 7. In this study, the data was analyzed using the Partial Least Square (PLS) method with SmartPLS version 3.0 software. The stages of research data analysis are outer model testing, namely integrated validity and reliability testing, inner model testing, and hypothesis testing. The independent variables of this research are dynamic capabilities, collaborative networks, and spiritual motivation and the dependent variable is Organization performance. The results of this research are that dynamic capabilities have a significant and positive influence on organization performance, collaboration networks have a significant and positive influence on organization performance, and motivation has a significant and positive influence on organization performance. The managerial implication of the results of this research is that to improve the performance of educational organizations, managers can apply dynamic capability variables because dynamic variables have been proven to significantly encourage increased organizational performance. Organizations could improve the performance of educational organizations, and managers bu implement collaboration network variables because collaboration networks have been proven significantly can significantly encourage the increased performance of educational organizations. To improve the performance of educational organizations, managers can apply motivation variables because motivation variables have been proven to significantly encourage increased performance of educational organizations.

Keywords: dynamic capabilities; organization performance; collaborative networks; spiritual motivation

1. Introduction

Organizations as one of the institutions that form quality human resources that are beneficial to society, of course, must always improve according to society's needs.

This can be done by improving the quality of the knowledge provided so that it can create human resources who can compete and are competent to be able to work in their field or even have entrepreneurial skills According to Acosta et al. (2024), employees are the main wealth (asset) of an organization and are considered a production factor so they must be properly maintained within the framework of the activities and routines of organization. Therefore, the synergistic and integrated performance of all members of the organization will be able to create a conducive working climate or atmosphere that will create a good working climate. According to Asbari et al. (2024), Integration is the most important operational function of human resource management, it is difficult and complex to realize. Organization members consist of employees and teachers, each of whom has different burdens and obligations.

According to Li et al. (2020), for several decades, the concept of dynamic capabilities has become a mature solution for strategic management research because this concept has been able to contribute to the implementation of business strategy, competitiveness, and optimal organizational performance results. In various scientific literature, dynamic capabilities have been recognized as a key factor in providing innovation and organizational competitiveness. Dynamic capabilities are a tool that can explain analyzing an organization's ability to build competitive advantages when the organization faces all the uncertainty in changes in competition that occur. Although the concept of dynamic capabilities has served to explain organizational capabilities and has a form of positive contribution to organizational performance, however Strong empirical evidence in establishing the concept's stability in improving organizational performance is still not very well established. According to Macher et al. (2009), managerial capabilities are dynamically capable of managing change, which is very necessary to have cognitive and comprehensive knowledge about the behavior patterns and beliefs, attitudes, opinions, and motives of employees that cause a form of behavior that is oriented towards the change process because this will provide a specific understanding of the manager's knowledge in managing the organization. Managerial capability techniques consisting of managerial cognition, social capital, and human capital are expected to be a factor that underlies the emergence of solution ideas for managers. According to Makkonen et al. (2014) and Martínez et al. (2022), dynamic capabilities can be analyzed using three main elements, namely adaptive capabilities, absorptive capabilities, and innovative capabilities. Adaptive capability is a company's ability to identify and exploit emerging markets, including the company's ability to adapt its product-market scope to respond to external opportunities, scan markets, monitor customers and competitors allocate resources to marketing activities, and respond to changing market conditions effectively. fast. Additionally, evaluate whether the company's management system can respond quickly to market changes and evolve quickly in response to shifting business priorities.

Collaboration is the process of working together to generate ideas and solve problems together towards a common vision. In an interdependent organization, collaboration is the key to creative thinking. Collaboration is important to achieve the best results when solving complex problems. According to Muijs et al. (2015), collaboration capability is the ability to use resources through integrating, rearranging, acquiring, and releasing resources by adapting to market changes and creating market

changes. Relational capabilities are part of the network capability dimension. Network capability is an organizational characteristic that allows companies to focus on internal procedures and media that connect separate companies with other companies. Based on the contribution of the alliance function, the network capability components consist of coordination, relational skills, partner knowledge, and internal communication. These components are related to each other. A prominent level of partner knowledge allows internal communication and coordination to be established between partners. According to Mele et al. (2024), coordination and relational skills enable spin-offs to leverage partner knowledge through internal coordination as part of better partner information knowledge. Organizations with prominent trust tend to be motivated to engage in relational activities that increase their commitment and competitive advantage. Collaboration is a work practice in which individuals come together to work for a common goal to gain business benefits and gain efficiency and effectiveness. Many organizations leverage collaboration to increase cooperation and reduce the amount of space, time, people, resources, and costs. According to Nagoya et al. (2021), the main requirement for collaboration is awareness to believe that everyone is part of an entity for the same organizational goal.

One of the factors that influences commitment is work motivation. Employees who have high work motivation will have great work enthusiasm, passion, desire, and energy within themselves to carry out their tasks as optimally as possible. According to Ali et al. (2021), the importance of work motivation is that assessing and understanding employees is not enough to look at their behavior or actions, it is necessary to pay close attention to the motivation that is the driving force for behavior. High employee work motivation will have a positive impact on the company and will influence the creation of organizational commitment. Spiritual motivation is a very important part of development because it is related to divine experiences. This is part of the highest aspect of human spirituality. Spiritual motivation concerns a person's awareness that he or she has a relationship with God. The spiritual element in humans makes us question why we do things and makes us look for fundamentally better ways of doing them. According to Banerjee et al. (2018), one of the most important factors influencing human behavior and performance. Motivation Theory has been discussed and conceptualized by various researchers. The level of motivation an individual or team exerts in their task or job can influence all aspects of organizational performance. This research aims to analyze the relationship between dynamic capabilities and organizational performance, networking, and organizational performance, and to analyze the relationship between spiritual motivation variables and organizational performance.

The novelty of the results of this research is the formation of a new model of dynamic capability variables, collaborative networks, and motivation on the performance of educational organizations. This research model has not been widely discussed in previous research. Previous research only discussed the model partially and was not integrated. The results of this research have provided implications, namely developing a model from previous research, namely that dynamic capabilities can improve organizational performance, previous research also produced a model that collaborative network variables can encourage increased organizational performance. The results of previous research are that dynamic capabilities can improve

organizational performance. Previous research also produced a model that motivational variables can encourage increased organizational performance. This research has the novelty of developing a model of relationships between variables in previous research.

2. Literature review

2.1. Dynamic capabilities

According to Banerjee et al. (2018), dynamic capabilities are organizational capabilities that enable companies to build and renew resources and assets and reconfigure them as needed to innovate and respond to changes in the market and business environment. Dynamic capabilities are organizational processes that use resources, especially processes to integrate, reconfigure, acquire, and release resources to match and even create market changes. In short, dynamic capabilities are organizational and strategic routines through which organizations achieve new resource configurations when emerging markets collide. According to Baía et al. (2024), surviving in a dynamic environment with high levels of competition needs strategies to face competition. This also applies to micro, small, and medium enterprises which are increasingly developing and facing intense competition. Dynamic capabilities are defined as a company's ability to integrate, build, and configure internal and external skills in the face of environmental change. Dynamic capabilities refer to an organization's ability to create, reshape, and combine knowledge and skills to remain superior in market competition to cope with a dynamic environment. According to Cheng et al. (2017), capabilities are critical for companies to achieve strategic change and renewal. Today's dynamic environment, characterized by rapid technological change and fragmented markets, increases the volatility, risk, and uncertainty faced by organizations. The concept of dynamic capabilities is part of a company's ability to create new products and processes and adapt to changing market conditions. According to Czepielewski et al. (2022), dynamic capabilities are a broad range of resources, processes, and dynamic capabilities where companies must continuously build, adapt, and reconfigure internal and external competencies to adapt to developments in the business environment. The strength of an organization's dynamic capabilities determines the speed and level of capability of company resources in adapting its business model to the needs and aspirations of stakeholders.

2.2. Collaboration network

According to Díaz et al. (2017), collaboration networks are an important tool for organizations to be able to develop innovation because of their limited resources. Organizations can carry out learning processes, transfer knowledge and technology, and also increase organizational capacity through collaborative networks to develop innovation. Building a business, an entrepreneur cannot survive alone. running a business, but must build a collaborative network. According to Gunawan et al. (2019), with external parties either as suppliers, customers, or intermediary traders. Vertical networks consisting of clients, suppliers, and other Organizations and horizontal networks consisting of research institutions, universities, and government are included

in collaboration networks. Therefore, a business network is needed so that the business being run can improve sustainable performance. According to Ali et al. (2021), business networks and communications have proven to play an important role in business development.

2.3. Spiritual motivation

According to Heaton et al. (2023), spiritual motivation is divided into three indicators, namely, motivation which is related to belief, worship motivation which is useful for carrying out worship and motivation which is related to human needs. According to Hussein et al. (2022), this motivation questions how to direct the power and potential of subordinates so they want to work productively so they are successful. achieve predetermined standards, and achieve predetermined goals. According to Indrawan et al. (2020), motivation is an internal condition of an individual that can give birth to strength, enthusiasm, and dynamics and is ultimately able to direct and shape the behavior patterns of the individual concerned. Spiritual motivation is a very important part of development because it is related to divine experiences. This is part of the highest aspect of human spirituality. According to Jutidharabongse et al. (2024), social motivation is an individual's encouragement to carry out activities aimed at obtaining social value and gaining appreciation or recognition from the environment where the individual is located.

2.4. Organization performance

According to Heaton et al. (2023), performance refers to the ability to innovate, accept risks, and identify and exploit entrepreneurial opportunities. Performance depends on the alignment of the organization with the environment (external fit) and the suitability of organizational elements with each other (internal fit). According to Hussein et al. (2022), performance is a basic component for embracing and training performance management. Increasing performance is indicated by increasing company profits, and total sales, expanding product marketing reach, and increasing the number of customers. Currently, people's desires and needs for food products are very diverse. If the company can innovate its products, it is hoped that it will be able to improve its marketing performance in anticipating market competition. According to Indrawan et al. (2020), performance conditions can be said to be good if there is an increase in the number of sales from the previous year, the customer growth rate is higher than competitors, and a wider market share. Measuring organization performance which is only based on output indicators as mentioned above is invalid, because educational output is not entirely the result of educational process intervention in organizations, but is also largely determined by other factors or variables that are outside the organization's control. According to Kareem et al. (2019), the conditions of the process of providing education in organizations (including the conditions of learning practices) are the result of intervention by the organization and are factual conditions that reflect the movement of organization life, which is carried out, experienced and felt directly in everyday life by all organization members.

2.5. Hypothesis development

2.5.1. Relationship between dynamic capabilities and performance

According to Purwanto et al. (2022), the dynamic capability variable affects performance, and the dynamic capability variable has been proven to have a positive and significant effect on performance. According to Quddus et al. (2020), three dimensions of dynamic capabilities have a significant effect on company performance. According to Roberson et al. (2017), dynamic capabilities defined by three different dimensions can facilitate various types of innovation towards improving performance. The dynamic capability variable has a positive and significant effect on performance. This finding means that dynamic capabilities have a big influence on building performance. According to Ryu et al. (2017), exploitation and exploration as concepts of dynamic capabilities have a positive and significant impact on performance. Based on previous research, a hypothesis is prepared as follows:

H1: dynamic capabilities have a significant positive influence on organizational performance.

2.5.2. The relationship of collaborative networks to organization performance

According to Tsai et al. (2009), collaboration networks are proven to have a positive and significant influence on performance, meaning that the better the collaboration network, the higher the performance. Performance improvement can be done by strengthening the network structure. From the results of this research, collaborative networks are needed to improve performance. According to Teece (2007), building good relationships with suppliers, competitors, buyers, and the government, turns out to help Organizations in increasing Organization growth and performance. According to Ryu et al. (2017), collaborating with suppliers can be done to meet the needs used for Organization activities. Likewise, cooperation is carried out with competitors, they help each other in buying and selling activities which makes it easier for them to improve performance. Based on previous research, a hypothesis is prepared as follows:

H2: Collaboration Networks have a significant positive influence on organizational performance.

2.5.3. The relationship between spiritual motivation and organization performance

Research findings According to Purwanto et al. (2022) show that there is a significant influence between spiritual motivation and work ethic. This means that the higher a person's spiritual motivation, the better their professional performance. Professional performance is reflected by educational and professional competence and personal and social competence. According to Quddus et al. (2020), motivation has a direct influence on teachers' perceptions and attitudes regarding organizational culture, work ethic, professional performance, and consumption behavior; meaning that the higher a person's spirituality, the better his perception and attitude towards organizational culture, the higher his work ethic, the better his professional performance, and the more correct his consumption; (5) organizational culture has a direct effect on work ethic; meaning that the better a person's perception and attitude towards organizational culture, the better his work ethic; (6) work ethic has a direct

effect on professional performance, meaning that the better a person's work ethic, the better the professional performance; (7) professional performance has a direct effect on consumption behavior, meaning that the better a person's professional performance, the more appropriate their consumption behavior. According to Roberson et al. (2017) conceptually, the word relationship does not necessarily have an influence and to determine how this relationship occurs in this research, simple and multiple regression tests were carried out. These two test results show that spiritual motivation has a positive or parallel influence on employee performance. Positive or parallel means that if spiritual motivation increases, employee performance will also increase. The higher the spiritual motivation, the higher the employee's performance. According to Tsai et al. (2009), employees who have high motivation will assess their work as interesting, and full of challenges to develop their potential, feel happy, and get satisfaction in doing their work, they will try more to achieve optimal results with enthusiasm. high level, and always tries to develop his duties and himself. These indicators show that this motivation factor has the potential to generate organizational commitment, especially affective commitment. Based on previous research, the following hypothesis is formulated.

H3: Spiritual motivation has a significant positive influence on organizational performance.

3. Method

This research method is a quantitative survey. The respondent sampling technique used in this research is a purposive sampling technique, namely samples taken based on certain considerations. Responses to this research came from 567 organization teachers. The data collection method used in this research is an online questionnaire which provides a written list of questions to respondents. The questionnaire was designed using a Likert scale of 1 to 7. In this study, the data was analyzed using the Partial Least Square (PLS) method with SmartPLS version 3.0 software. The stages of research data analysis are outer model testing, namely integrated validity and reliability testing, inner model testing, and hypothesis testing.

3.1. Outer model measurement

The validity test is used to assess whether a questionnaire is valid or not. The validity of an instrument is how far the instrument measures what (the object) the questionnaire wants to measure. The validity test is applied to all question items for each variable. Several stages of testing will be carried out, namely through the convergent validity test, the average variance (AVE) validity test, and the discriminant validity test.

3.2. Inner structural model

The inner model (inner relationship, structural model, and substantive theory) describes the relationship between latent variables based on substantive theory. The structural model was evaluated using *R*-square for the dependent variable, *t*-test, and significance of structural path parameter coefficients. In assessing a model with PLS, start by looking at the *R*-square for each dependent latent variable.

3.3. Hypothesis test

Hypothesis testing can be seen from the t -statistic value and probability value. To test the hypothesis, use statistical values, for α (5%) the t -statistic value used is 1.96. So, the criteria for accepting/rejecting the hypothesis are H_a accepted and H_o rejected if the t -statistic is > 1.96 . To reject/accept a hypothesis using probability, H_a is accepted if the p -value < 0.05 . The research model can be seen in **Figure 1**.

The hypothesis of this research is:

H1: Dynamic capabilities have a significant positive influence on organizational performance.

H2: Collaboration Networks have a significant positive influence on organizational performance.

H3: motivation has a significant positive influence on organizational performance.

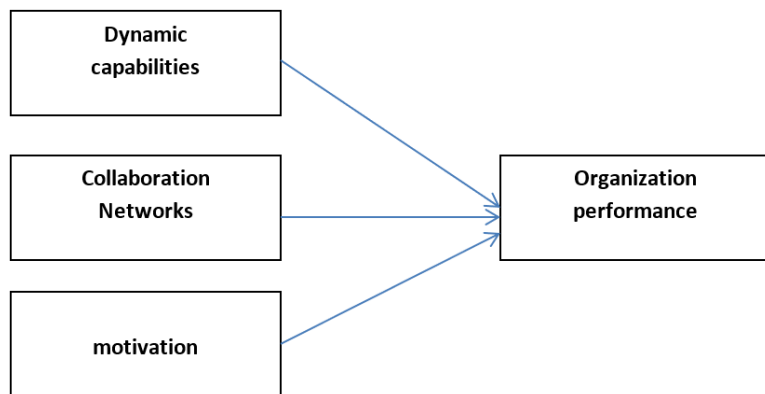


Figure 1. The model of organization performance during the digital era.

4. Result and discussion

4.1. Validity test

The proposed structural model was estimated by structural equation modeling (SEM), which included a test of the overall model fit and individual tests of the significance of the relationships among the variables. In **Figure 2**, the outer loading value for each statement item for all variables shows that some are more than 0.5, and statement items that have a loading value > 0.5 meet convergent validity so they can be used for further analysis processes.

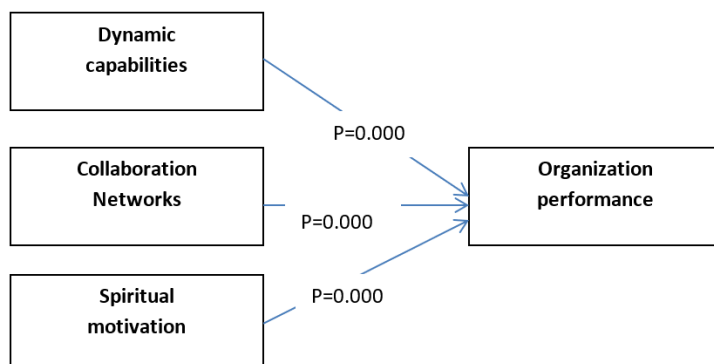


Figure 2. Hypothesis testing.

Based on **Table 1**, it is known that all constructs show an AVE value of more than 0.50. This value meets the requirements by the specified minimum AVE value limit, namely 0.50. Therefore, it is concluded that all constructs meet the validity requirements. After knowing the square root value of AVE for each construct, the next stage is to compare the square root of AVE with the correlation between constructs in the model. Based on the data presented in **Table 1**, it can be seen that all composite reliability values of the research variables are > 0.7 . These results indicate that all variables have met composite reliability, so it can be concluded that all variables do not have a high level of reliability

Table 1. Loading factors, Cronbach alpha, CR, and AVE.

Variables	Items	Factor Loadings	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
Dynamic capabilities	DC1	0.903	0.834	0.812	0.811	0.716
	DC2	0.907				
	DC3	0.913				
Collaboration Networks	CN1	0.939	0.818	0.817	0.819	0.715
	CN2	0.926				
	CN3	0.925				
Spiritual motivation	SM1	0.920	0.857	0.819	0.816	0.765
	SM2	0.906				
	SM3	0.862				
Organization Performance	SP1	0.925	0.717	0.817	0.843	0.723
	SP2	0.930				
	SP3	0.943				

4.2. Discriminant validity

The discriminant validity test is used to check the discriminant between measurement scales in research. The Heterotrait-Monotrait (HTMT) discriminant validity limit value cannot be greater than 0.90.

4.3. Hypothesis testing

Based on the analysis of the data that has been processed, the results can be used to answer the hypothesis in this research. Hypothesis testing in this research was carried out by looking at the t-statistic values and probability values. The research hypothesis can be declared accepted if the t statistic is > 1.96 and the probability value is < 0.05 . The following are the output results from SmartPLS which are shown in **Table 2** and **Figure 2**.

Table 2. Discriminant validity.

	Dynamic capabilities	Collaboration Networks	Spiritual motivation	Organization Performance
Dynamic capabilities				
Collaboration Networks	0.834			
Spiritual motivation	0.809	0.789		
Organization Performance	0.745	0.634	0.767	

Table 3. Hypothesis testing.

Correlation	P-values	Result
Dynamic capabilities > Organization Performance	0.000	Significant
Collaboration Networks > Organization Performance	0.000	Significant
Spiritual motivation > Organization Performance	0.000	Significant

Hypothesis testing can be seen in **Table 3** from the *t*-statistic value and probability value. To test the hypothesis, namely by using statistical values, for α (5%) the *t*-statistic value used is 1.96. So, the criteria for accepting/rejecting the hypothesis are H_a accepted and H_o rejected when the *t*-statistic > 1.96. To reject/accept a hypothesis using probability, H_a is accepted if the *p*-value < 0.05.

4.4. The relationship between dynamic capabilities and organization performance

The results of data processing show that the *p*-value of 0.000 is less than 0.050 so there is a significant relationship and it is concluded that dynamic capabilities have a significant positive influence on organization performance. Based on several studies, by Sartika et al. (2020) it turns out that dynamic capability can also have a direct influence on company performance. Dynamic capability is an antecedent to functional competence which further has a significant influence on performance, so dynamic capability has a significant direct influence on performance. According to Utomo et al. (2023), the company's competitive advantage comes from dynamic capabilities embedded in high daily performance in organizations, dynamic capability performance will influence performance improvements. This improvement will occur only if there is a match between the expected dynamism and the actual dynamism, and only organizations that have the required dynamic capability, hope is a positive performance result. According to Vargas et al. (2018), dynamic capabilities enable the company's business to create, distribute, and protect intangible assets that support superior long-term performance

4.5. The relationship of collaborative networks to organization performance

The results of data processing show that the *p*-value of 0.000 is less than 0.050 so there is a significant relationship and it is concluded that According to Wijayaa et al. (2021), collaboration networks have a significant positive influence on organization performance. According to Wendra et al. (2019), collaboration capability is the ability to use resources through integrating, rearranging, acquiring, and releasing resources by adapting to market changes and creating market changes. Relational capabilities are part of the network capability dimension. According to Acosta et al. (2024), Network capability is an organizational characteristic that allows companies to focus on internal procedures and media that connect separate companies with other companies. According to Asbari et al. (2024), based on the contribution of the alliance function, the network capability components consist of coordination, relational skills, partner knowledge, and internal communication. These components are related to each other. A prominent level of partner knowledge allows internal communication and

coordination to be established between partners. According to Nagoya et al. (2021), coordination and relational skills enable spin-offs to leverage partner knowledge through internal coordination as part of better partner information knowledge. Collaboration is a work practice in which individuals come together to work for a common goal to gain business benefits and gain efficiency and effectiveness. Many organizations leverage collaboration to increase cooperation and reduce the amount of space, time, people, resources, and costs. The main requirement in collaboration is awareness believing that everyone is part of an entity for the same organizational goal. According to Martínez et al. (2022), networking is important for Organizations in determining strategies for connecting with other Organizations.

4.6. The relationship between spiritual motivation and organizational performance

The results of data processing show that the p -value of 0.000 is less than 0.050 so there is a significant relationship and it is concluded that Spiritual Motivation has a significant positive influence on Organization performance. Research findings show that there is a significant influence between spiritual motivation and work ethic. This means that the higher a person's spiritual motivation, the better their professional performance. According to Makkonen et al. (2014), professional performance is reflected by educational and professional competence and personal and social competence. According to Makkonen et al. (2014), motivation has a direct influence on teachers' perceptions and attitudes regarding organizational culture, work ethic, professional performance, and consumption behavior; meaning that the higher a person's spirituality, the better his perception and attitude towards organizational culture, the higher his work ethic, the better his professional performance, and the more correct his consumption; (5) organizational culture has a direct effect on work ethic; meaning that the better a person's perception and attitude towards organizational culture, the better his work ethic; (6) work ethic has a direct effect on professional performance, meaning that the better a person's work ethic, the better the professional performance; (7) professional performance has a direct effect on consumption behavior, meaning that the better a person's professional performance, the more appropriate their consumption behavior will be. Spiritual motivation has a positive or parallel influence on employee performance. According to Muijs et al. (2015), when motivation increases, employee performance will also increase. According to Mele et al. (2024), the higher the spiritual motivation, the higher the employee's performance. Employees who have high motivation will assess their work as interesting, and full of challenges to develop their potential, feel happy, and get satisfaction in doing their work, they will try more to achieve optimal results with high enthusiasm and always try to develop their tasks. and himself. These indicators show that this motivation factor has the potential to generate organizational commitment, especially affective commitment. Employees who have a high quality of spiritual motivation will work not to fulfill primary (basic) needs or secondary (pleasure) needs, let alone tertiary (luxury) needs, but to fulfill their spiritual needs. According to Muijs et al. (2015), employees who have high spiritual motivation will work based on faith motivation, and worship motivation. The results of this research show that there is a positive correlation

between spiritual motivation and performance, so it can be concluded that an employee's spiritual motivation will form an affective commitment in the employee.

According to Nyachanchu et al. (2017), managerial capabilities that are quite dynamic and Organization performance have a particular form of study to create a research forest map which is currently trending to try to investigate this influence so that the concept of dynamic capabilities as part of the focus of this research will be able to become a form of strategic field and several studies have tried to provide an empirical relationship from their research results between dynamic managerial capabilities and organization performance in the context of change. According to Acosta et al. (2024), the dynamic capabilities of the managerial position of social capital and human capital will be able to lead to a level where the level of organization performance can be influenced by them. The organization principal's ability to see and find opportunities through environmental transfer will find evidence that managerial cognition will support the process of change and technical discussion of high-level organization performance so that it will be able to show the existence of an integration of environmental performance and organization performance. According to Araújo et al. (2022), apart from managerial competence, managers also have social capital which will process into a transformation of knowledge management which is related to the company's ability to create value in terms of innovation and performance. Furthermore, social capital is related to trust and can also be given that values originating from the social side will be able to integrate with the concept of one's trust to provide loyalty in supporting Organization performance. Apart from that, the resulting network is also able to strengthen relationships between internal and external stakeholders. This will enable them to obtain information that is quite useful for the Organization. According to Philippus et al. (2016), manager with an optimal level of social capital capability will be able to create a supportive environment where the process of sharing information will become a form of knowledge transfer between Organization members and this can occur sincerely. As a result of this, a positive employee attitude towards change will emerge, and they will be motivated to support the new organization in the sense that the new organization has a different direction from the direction of the previous organization. When an organization principal has a fairly high level of capital, he will tend to be more adaptive when facing various problems because of the portfolio of experience he has and the collaboration with people who have supported a decision-making concept. According to Araújo et al. (2022), human capital can also be used as information to provide knowledge. This is quite new knowledge because it will be considered a resource when the organization experiences a form of change. The value of the organization will increase because of the resulting innovation. This is in line with the thoughts of previous researchers because the resulting innovation will be able to provide an understanding of stakeholder needs.

Various previous literature has shown that the organizational capacity to change has had a positive relationship with organizational performance. This means that the Organization's capacity to achieve change has had a collective change as expected. Organizational change capacity consists of three dimensions consisting of learning, change processes, and context. Characteristics of an organization when struggling to achieve a desired change outcome. This research tries to explain a form of dynamic

managerial capability relationship related to organizational capacity for change whose orientation is linked to organizational performance. According to Prayuda (2023), managerial can be associated with the perceptions of managers when assessing a situation and the decisions taken]. organization principals who have cognitive abilities will produce the right data in the problem-solving process because this allows managers to make the right decisions and find appropriate solutions to overcome problems that arise. This will be able to have the impact of making the right decisions and overcoming trust to resolve problems that arise which will lead to trust from subordinates to higher level principals. If leaders start making change strategies, employees will commit to making some form of implementation of these changes because of the trust that comes from the organization's capacity to change. According to Prayuda (2023), appropriate decisions related to strategic choices and limited by human resources will be able to create managerial human resources which can be linked to social performance in the form of managerial abilities dynamically and will be able to form a network. The following will later create a network of organization members both internal and external so that it will facilitate the exchange of information that is easily achieved. This is very necessary to build a sufficiently political and homogenous perception that can lead to an agreement between various parties regarding the importance of service quality in implementing quality standards for the management of public organizations. Furthermore, considering the existence of a form of human capital contained in dynamic managerial capabilities, it will be able to make strategic change decisions that are made to increase the organization's innovation capabilities which in turn will improve Organization performance.

4.7. Research implications

The managerial implication of the results of this research is that to improve the performance of educational organizations, managers can apply dynamic capability variables because dynamic variables have been proven to significantly encourage increased organizational performance. To improve the performance of educational organizations, managers can apply collaboration network variables because collaboration networks have been proven significantly. can significantly encourage the increased performance of educational organizations. To improve the performance of educational organizations, managers can apply motivation variables because motivation variables have been proven to significantly encourage increased performance of educational organizations. The results of this research have provided theoretical implications, namely strengthening and supporting the results of previous research, namely that dynamic capabilities can improve organizational performance. Previous research also produced a model that collaborative network variables can encourage increased organizational performance. The results of previous research are that dynamic capabilities can improve performance. organization, previous research also produced a model that motivational variables can encourage increased organizational performance

5. Conclusion

The results of this research show that dynamic capabilities have a significant and

positive influence on organizational performance, collaboration networks have a significant and positive influence on organization performance, and motivation has a significant and positive influence on organization performance. This study succeeded in contributing to dynamic managerial capabilities capable of interacting with organizational performance. This research implies that the results of the conceptual model that was built provide a form of reflection on the development of the theories mentioned previously, namely the dynamic capability theory of leadership and organizational change. Leaders who have dynamic capabilities will increase how they will be able to make strategic executions that have been chosen to make changes in the organization. Leaders who can utilize cognitive models of social capital and human capital will find it easier to find information to be involved in the execution of strategies that have been created by the Organization.

The results of this research also succeeded in showing that the dynamic ability of managers will be through the social conditions of social capital and human capital to be connected to the organizational change capacity variable. Organization principals must be able to equip and develop their abilities to embrace various changes in the organization. This can be realized through communication between different levels of staff so that there is a form of unification of the vision and mission of organizational members. Thus, the results of this research will be able to help organizations develop the role of middle managers so that they have better dynamic managerial abilities.

The results of this research need to be considered taking into account several limitations of cross-section data and the specific context used in this research needs to be noted so that future research is expected to be able to use various contexts of longitudinal data. Apart from that, this research can also be fulfilled by adopting various other concepts such as national culture and sample level at the national level to obtain a wider scope area to increase evidence of the existence of the mediating effect of organizational change capacity at points in the managerial process and its development in its influence on The organizational change capacity capability variable may be best considered if survey methods are used when future research is used in this research. We believe that if this research framework is carried out through exploration and is accompanied by a longitudinal quantitative study that will provide a fairly comprehensive form of understanding of the results in solving organizational performance problems, the use of qualitative methods is also recommended for future research to add depth to the explanation of the process of forming organizational change capacity and its effect on performance

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