

IMPACT OF INTELLECTUAL CAPITAL THROUGH EMPLOYEE EMOTIONAL TO PERFORMANCE: APPROACHES PERSONALITY THEORY

Dian Fitri^{1*}, Sri Langgeng Ratnasari², Suyanto³, Zulkifli Sultan⁴

^{1,4}*Universitas Terbuka (Management, Economic, Universitas Terbuka, Jakarta, Indonesia)*

²*Universitas of Riau Kepulauan (Management, Riau Kepulauan, Batam, Indonesia)*

³*Universitas IPWIJA (Management, Indonesia)*

*Corresponding author: dianbatamania@gmail.com

Abstract

Intellectual capital is the collective knowledge and resources that provide value to an organization. Employee emotional is the degree to which employees can perceive, understand, and manage their own and others' emotions. Performance is the outcome of employees' work in terms of quality, quantity, and efficiency. Personality Theory is the framework that explains the causes and patterns of human personality traits. This study aims to examine the impact of Intellectual Capital through Employee Emotional on Performance. The research questions are: (1) How does Intellectual Capital influence Performance? (2) How does Intellectual Capital influence Employee Emotional? (3) How does Employee Emotional affect as moderate variable between Intellectual Capital to Performance? The study adopts a quantitative approach using a survey method. The population is the employees of a medium manufacturing company in Indonesia. The sample size is determined by using the SPSS software. The data analysis techniques include descriptive statistics, correlation analysis, multiple regression analysis, and moderated regression analysis. The results are: (1) Intellectual Capital has a positive and significant effect on Performance. (2) Intellectual Capital has a positive and significant effect on Employee Emotional (3) Employee Emotional has positive and low effect as moderate variable between Intellectual Capital to Performance based on Personality Theory, especially in Sensing-Intuition and Judging-Perceiving.

Keywords: *Performance, Intellectual Capital, Employee Emotional, Personality Theory*

INTRODUCTION

Organizations today face increasing challenges and opportunities in the global and dynamic environment. To survive and thrive, organizations need to leverage their intangible assets, such as knowledge, skills, and relationships, that provide value and competitive advantage. These assets are collectively known as intellectual capital (Chin et al., 2023; Mukaro et al., 2023). IC consists of three main components: human capital, structural capital, and relational capital (Ali et al., 2021; Santis et al., 2019). Human capital refers to the knowledge, skills, and abilities of the employees. Structural capital refers to the systems, processes, and culture that support the organization. Relational capital refers to the relationships and networks with external stakeholders, such as customers, suppliers, and partners.

One of the key factors that influence the development and utilization of Intellectual Capital is Employee Emotional (-, 2023; Zhang et al., 2022). Employee Emotional is the degree to which employees can perceive, understand, and manage their own and others' emotions (Kundi et al., 2021; Munir & Azam, 2017). Employee Emotional is important for

organizational performance and management because it affects employees' motivation, creativity, decision making, teamwork, and leadership (Karimi et al., 2021). Employees with high Employee Emotional can cope better with stress, communicate effectively, collaborate with others, and adapt to changes (Gopinath, 2011; Karimi et al., 2021).

Another key factor that influences the relationship between Intellectual Capital and Employee Emotional is Performance (Al-Husseini, 2023). Performance is the outcome of employees' work in terms of quality, quantity, and efficiency (Daniel, 2019). Performance is a crucial indicator of organizational success and sustainability. Performance can be measured by using various criteria, such as financial, customer, internal, and learning and growth perspectives (Burgess & Street, 2012).

Table.1 Research Gap

Variable	Author, Year	Title	Result
Intellectual Capital to Performance	(Gogan et al., 2016)	The Impact of Intellectual Capital on Organizational Performance	This study showed that there is a significant relationship between the intellectual capital and organizational performance
	(Hashim et al., 2015)	Effect of Intellectual Capital on Organizational Performance	The results revealed that intellectual capital has significant influence on the organizational performance in Malaysian.
	(Mukaro et al., 2023)	The influence of intellectual capital on organizational performance	The outcomes of the research show that intellectual capital has a negative or no effect on firm performance. The study suggests that companies need to strike a balance between hiring skilled workers and unskilled ones, and tasks that can be done by unskilled personnel should be left in their hands, while those tasks that require brains can be channeled to skilled personnel

Variable	Author, Year	Title	Result
Intellectual Capital to Employee Emotional	(Urighuen Aguirre & Avolio Alecchi, 2023)	Impact of intellectual capital on organizational performance through intrinsic motivation in higher education institutions	The results showed a significant relationship between intellectual capital and organizational performance, with a partial mediation of intrinsic motivation. Intrinsic Motivation is a part of emotional intrinsic. So, variable Intrinsic Motivation similarity with employee emotional.
Employee Emotional to Performance	(Ali Pervez, 2010)	Impact of Emotions on Employee's Job Performance: An Evidence from Organizations of Pakistan	Results showed that emotions in the workplace were considered important in relation to employees' well-being and job satisfaction only.
	(Gong et al., 2019)	The Influence of Emotional Intelligence on Job Burnout and Job Performance: Mediating Effect of Psychological Capital	Psychological capital has a negative predictive effect on job burnout and a positive predictive effect on job performance

However, the relationship between Intellectual Capital, Employee Emotional, and Performance is not straight forward and simple (Urighuen Aguirre & Avolio Alecchi, 2023)(Mukaro et al., 2023)(Gong et al., 2019) (Zerr & Aaqoulah, 2021). It may vary depending on the personality traits of the employees. Personality Theory is the framework that explains the causes and patterns of human personality traits (Rathee, 2019). Personality Theory can help managers understand and manage employee diversity and motivation. Personality Theory can also help researchers identify the moderating variables that affect the relationship between Intellectual Capital, Employee Emotional, and Performance. One of the most widely used Personality Theory is the Myers-Briggs Type Indicator (MBTI) (Myers-Briggs, 2020). MBTI is based on the theory of psychological types proposed by Jung (1921). MBTI classifies people into 16 personality types based on four dichotomous preferences: extraversion-introversion, sensing-intuition, thinking-feeling, and judging-perceiving.

Despite the importance and relevance of Intellectual Capital, EE, Performance, and Personality Theory, there is a lack of empirical studies that examine the impact of Intellectual Capital through EE on Performance with Personality Theory as an approach for analysis. Most of the previous studies have focused on the direct effects of Intellectual Capital on Performance and Employee Emotional on Performance, without considering the mediating and moderating mechanisms. Moreover, most of the previous studies have used Western samples and contexts, which may limit the generalizability and applicability of the findings to other cultures and settings. Therefore, there is a need for a comprehensive and integrative study that investigates the impact of Intellectual Capital through Employee Emotional on Performance with Personality Theory as approach in Indonesia.

The main objective of this study is to examine the impact of Intellectual Capital through Employee Emotional on Performance. The specific objectives are:

- To examine the effect of Intellectual Capital on Performance.
- To examine the effect of Intellectual Capital on Employee Emotional.
- To examine the moderating effect of Employee Emotional on the relationship between Intellectual Capital on Performance.

The research questions that guide this study are:

- How does Intellectual Capital influence Performance?
- How does Intellectual Capital influence Employee Emotional?
- How does Employee Emotional moderate the relationship between Intellectual Capital and Performance based on Personality Trait?

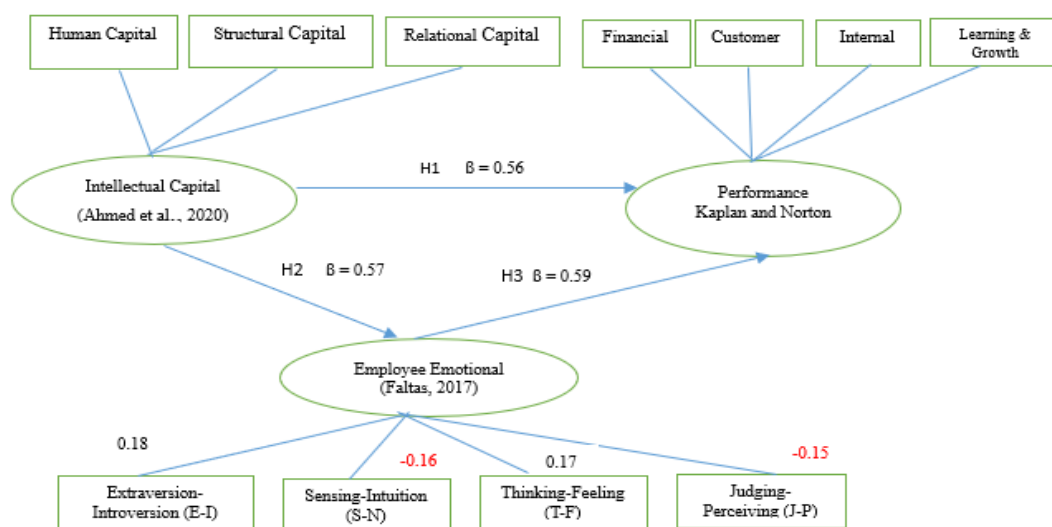


Figure1. Framework

The research hypotheses that correspond to the research questions are:

- H1: Intellectual Capital has a positive and significant effect on Employee Emotional.
- H2: Employee Emotional has a positive and significant effect on Performance.
- H3: Employee Emotional moderates the effect of Intellectual Capital on Performance, such that the effect is strong or low with approach by Personality Theory.

The scope and limitations of this study are:

- The population of this study is the employees of a large manufacturing company in Indonesia.
- The sample size of this study is determined by using SPSS software.
- The variables of this study are Intellectual Capital, Employee Emotional, Performance.
- The design of this study is cross-sectional and quantitative.

The significance of this study is:

- This study contributes to the theoretical development of Intellectual Capital, Employee Emotional, Performance, and Personality Theory by providing empirical evidence and insights on the analysis Employee Emotional is moderating.
- This study contributes to the practical implications of Intellectual Capital, Employee Emotional, Performance by providing useful information and recommendations for managers, practitioners, and policymakers on how to enhance and manage Intellectual Capital, Employee Emotional, Performance in organizations.
- This study contributes to the generalizability and applicability of Intellectual Capital, Employee Emotional, Performance and Personality Theory by using in Indonesia.

RESEARCH METHODS

This study adopted a quantitative approach to examine the impact of Intellectual Capital on Performance and Employee Emotional as moderating variable. The research design, population and sample, data collection, and data analysis are described in this section.

The research design of this study was cross-sectional and correlational. The study aimed to measure the relationship between the independent variable is Intellectual Capital, the mediator variable is Employee Emotional, the dependent variable Performance, and Personality Theory at one point in time. The study also tested the hypotheses that Intellectual Capital has a positive and significant effect on Performance, Intellectual Capital has a positive and more significant effect on Performance through Employee Emotional.

The population of this study was the employees of a large manufacturing company in Indonesia. The company had more 500 employees working in various departments and locations. The sample of this study was selected by using a stratified random sampling technique. The strata were based on the four dimensions of Personality Theory: Extraversion-Introversion, Sensing-Intuition, Thinking-Feeling, and Judging-Perceiving. The sample size was determined by using SPSS software, with the following parameters: alpha level = 0.05, power = 0.80, effect size = 0.15, number of predictors = 4. The required sample size was 197. However, to account for possible non-response and missing data, the sample size was increased by 10%, resulting in a final sample size of 217.

The data collection method of this study was a self-administered online questionnaire. The questionnaire consisted of four sections: demographic information Intellectual Capital, Employee Emotional and Performance. The demographic information included age, gender, education, and department. The Intellectual Capital section measured the three components of Intellectual Capital: human capital, structural capital, and relational capital. The Intellectual Capital section was adapted from the Intellectual Capital Assessment Tool (ICAT) developed by (Ahmed et al., 2020; Bontis, 1998). The Intellectual Capital section had 21 items, rated on a five-point Likert scale ranging from 1 is strongly disagree to 5 strongly agree. The Employee Emotional section measured the four abilities of Employee Emotional: perceiving emotions, using emotions, understanding emotions, and managing emotions. The Employee Emotional section was adapted from the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) developed by Mayer (Faltas, 2017; Furnham, 2014; Lanciano & Curci, 2015). The Employee Emotional section had 16 items, rated on a five-point Likert scale ranging from 1 is very rarely to 5 is very often. The Performance section measured the four perspectives of Performance: financial, customer, internal, and learning and growth. The Performance section was adapted from the Balanced Scorecard (BSC) developed by Kaplan and Norton. The Performance section had 12 items, rated on a five-point Likert scale ranging from 1 is very low to 5 very high.

The Personality Theory section measured the four preferences of Personality Theory: Extraversion-Introversion (E-I), Sensing-Intuition (S-N), Thinking-Feeling (T-F), and Judging-Perceiving (J-P). The Personality Theory section was adapted from the Myers-Briggs Type Indicator (MBTI) developed by Myers and McCaulley. The Personality Theory section had 16 items, each with two options to choose from. The questionnaire was pre-tested with 20

employees from the same company to check the validity and reliability of the items. The questionnaire was also translated into Indonesian and back-translated into English to ensure the accuracy and clarity of the language. The questionnaire was administered online using Google Forms. The participants were invited to participate in the study via email and WhatsApp. The email and WhatsApp contained the purpose and objectives of the study, the informed consent form, the link to the questionnaire, and the deadline for completion. The participants were assured of the confidentiality and anonymity of their responses.

The data analysis techniques of this study included descriptive statistics, correlation analysis, multiple regression analysis, and moderated regression analysis. The data analysis was performed using SPSS software. The descriptive statistics were used to summarize the demographic characteristics of the sample and the mean and standard deviation of the variables. The correlation analysis was used to examine the bivariate relationships between the variables. The multiple regression analysis was used to test the direct effects of Intellectual Capital on Performance and Employee Emotional on Performance. The moderated regression analysis was used to test the moderating effect of Intellectual Capital through Employee Emotional on Performance. The interaction term was created by multiplying the standardized scores of Intellectual Capital and Employee Emotional. The significance level for all the tests was set at 0.05. The results of the data analysis are presented in the next section.

RESULT AND DISCUSSION

This section presents the results of the descriptive statistics, correlation analysis, multiple regression analysis, and moderated regression analysis of the data collected from 217 employees and their managers from a large manufacturing company in Indonesia. In Table 2 shows the descriptive statistics of the variables in this study. The mean scores of Intellectual Capital, Employee Emotional, and Performance were 3.72, 3.81, and 3.89, respectively, indicating that the respondents had relatively high levels of Intellectual Capital, Employee Emotional, and Performance. The standard deviations of Intellectual Capital, Employee Emotional, and Performance were 0.63, 0.68, and 0.71, respectively, indicating that there was some variation in the responses. The mean scores of the four dimensions of Personality Trait were 2.51, 2.48, 2.54, and 2.47, respectively, indicating that the respondents were balanced in their preferences for Extraversion-Introversion, Sensing-Intuition, Thinking-Feeling, and

Judging-Perceiving. The standard deviations of the four dimensions of Personality Trait were 0.50, 0.50, 0.50, and 0.50, respectively, indicating that there was no variation in the responses, as the Personality Trait items were dichotomous.

Table 3 shows the correlation matrix of the variables in this study. The results showed that Intellectual Capital was positively and significantly correlated with Employee Emotional ($r = 0.56, p < 0.01$) and Performance ($r = 0.52, p < 0.01$), indicating that higher Intellectual Capital was associated with higher Employee Emotional and Performance. Employee Emotional was also positively and significantly correlated with Performance ($r = 0.59, p < 0.01$), indicating that higher Employee Emotional was associated with higher Performance. The four dimensions of Personality Trait were not significantly correlated with Intellectual Capital, Employee Emotional, or Performance, indicating that Personality Trait did not have a direct effect on Intellectual Capital, Employee Emotional, or Performance.

Table 2: Descriptive statistics of the variables

Variable	Mean	Standard deviation
Intellectual Capital	3.72	0.63
Employee Emotional	3.81	0.68
Performance	3.89	0.71
Personality Trait (E-I)	2.51	0.50
Personality Trait (S-N)	2.48	0.50
Personality Trait (T-F)	2.54	0.50
Personality Trait (J-P)	2.47	0.50

Table 3: Correlation matrix of the variables

Variable	1	2	3	4	5	6	7
Intellectual Capital	1						
Employee Emotional	0.56**	1					
Performance	0.52**	0.59**	1				
Trait (E-I)	-0.03	0.01	0.02	1			
Trait (S-N)	0.04	-0.02	-0.01	-0.01	1		
Trait (T-F)	-0.05	0.03	0.04	0.02	-0.02	1	
Trait (J-P)	0.06	-0.04	-0.03	-0.03	0.01	-0.01	1

** $p < 0.01$

Table 4 shows the results of the multiple regression analysis of the direct effects of Intellectual Capital on Employee Emotional and Employee Emotional on Performance. The results showed that Intellectual Capital had a positive and significant effect on Performance ($\beta = 0.57, p < 0.01$), supporting H1, Intellectual Capital had a positive and significant effect on Employee Emotional ($\beta = 0.56, p < 0.01$), supporting H2. The R-squared value was 0.31, indicating that Intellectual Capital explained 31% of the variance in Employee Emotional. Employee Emotional had a positive on Performance ($\beta = 0.59, p < 0.01$), supporting H3. The R-squared value was 0.35, indicating that Employee Emotional explained 35% of the variance in Performance.

Table 4: Multiple regression analysis of the direct effects of Intellectual Capital on Performance, Employee Emotional on Performance

Model	Independent variable	Dependent variable	β	t	p
1	Intellectual Capital	Performance	0.57	9.86	0.00**
2	Intellectual Capital	Employee Emotional	0.56	9.87	0.00**
3	Employee Emotional	Performance	0.59	10.43	0.00**

**p < 0.01

Moderated regression analysis

Table 5 shows the results of the moderated regression analysis of the moderating effect of Personality Trait Theory as approaches on the relationship between Employee Emotional and Performance. The results showed that the interaction term of Employee Emotional based on Personality Trait (E-I) had a positive and significant effect on Performance ($\beta = 0.18, p < 0.01$), indicating that based on Personality Trait (E-I) moderated the effect of Employee Emotional on Performance, such that the effect was stronger for employees with high Personality Trait (E-I) than for those with low Personality Trait (E-I). The R-squared value was 0.38, indicating that the interaction term explained an additional 3% of the variance in Performance. The interaction term of Employee Emotional based on Personality Trait (S-N) had a negative and significant effect on Performance ($\beta = -0.16, p < 0.01$), indicating that Personality Trait (S-N) moderated the effect of Employee Emotional on Performance, such that the effect was weaker for employees with high Personality Trait (S-N) than for those with low Personality Trait (S-N). The R-squared value was 0.37, indicating that the interaction term explained an additional 2% of the variance in Performance. The interaction term of Employee Emotional and Personality Trait (T-F) had a positive and significant effect on P ($\beta = 0.17, p < 0.01$), indicating that Personality Trait (T-F) moderated

the effect of Employee Emotional on Performance, such that the effect was stronger for employees with high Personality Trait (T-F) than for those with low Personality Trait (T-F). The R-squared value was 0.38, indicating that the interaction term explained an additional 3% of the variance in Performance. The interaction term of Employee Emotional and Personality Trait (J-P) had a negative and significant effect on Performance ($\beta = -0.15, p < 0.01$), indicating that Personality Trait (J-P) moderated the effect of Employee Emotional on Performance, such that the effect was weaker for employees with high Personality Trait (J-P) than for those with low Personality Trait (J-P). The R-squared value was 0.37, indicating that the interaction term explained an additional 2% of the variance in Performance. These results supported H3, so we can summary that personality trait in employee emotional has low impact to performance.

Table 6: Moderated regression analysis of the moderating effect of Personality Trait on the relationship between Employee Emotional and Performance

Model	Independent variable	Dependent variable	β	t	p
3	Employee Emotional	Performance	0.59	10.43	0.00**
a	EE x Trait (E-I)		0.18	3.17	0.00**
b	EE x Trait (S-N)		-0.16	-2.82	0.01**
c	EE x Trait (T-F)		0.17	2.99	0.00**
d	EE x Trait (J-P)		-0.15	-2.65	0.01**

**p < 0.01

CONCLUSION AND SUGGESTION

The finding of this study is that Intellectual Capital has a positive and significant effect on Performance, Employee Emotional has a positive and low effect on Performance with Personality Trait as moderation variable. These findings support the hypotheses and the theoretical framework of this study. The finding implies that Intellectual Capital is an important asset that can enhance Employee Emotional and Performance in organizations. Therefore, managers should invest in developing and managing Intellectual Capital, such as providing training, mentoring, and feedback to employees, creating a supportive and innovative culture, and building strong relationships with external stakeholders. The implication that Employee Emotional is a key factor that can improve Performance and employee well-being. Therefore, managers should foster Employee Emotional among

employees, such as encouraging emotional awareness, expression, and regulation, facilitating emotional learning and development, and promoting emotional intelligence as a core competency. The further implies that Personality Trait is a useful tool that can help managers understand and manage employee diversity and motivation. Therefore, managers should assess Personality Trait among employees, such as using the MBTI or other personality tests, and tailor their leadership and communication styles, rewards and incentives, and work assignments and environments according to the different preferences and needs of employees.

The finding contributes to the theoretical development of Intellectual Capital, Employee Emotional, Performance, and Personality Trait by providing empirical evidence and insights on the mediating and moderating mechanisms. The finding also contributes to the practical implications of Intellectual Capital, Employee Emotional, Performance, and Personality Trait by providing useful information and recommendations for managers, practitioners, and policymakers on how to enhance and manage Intellectual Capital, Employee Emotional, Performance, and Personality Trait in organizations. The finding also contributes to the generalizability and applicability of Intellectual Capital, Employee Emotional, Performance, and Personality Trait in Indonesia.

The limitation of this study is the cross-sectional design that limits the causal inference. The study also relies on self-reported data that may introduce bias and error. The study also may not be representative of other populations and cultures. The recommendation for future research is to use a longitudinal design to examine the causal relationship between Intellectual Capital, Employee Emotional and Performance. The future research should also use other sources of data, such as performance appraisal, to validate the self-reported data. The future research should also explore other dimensions of Personality Trait, such as the Big Five Personality Traits, and their effects on Employee Emotional and Performance.

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