

THE INFLUENCE OF MANAGEMENT COMMITMENT AND INFORMATION TECHNOLOGY CAPABILITIES ON SUSTAINABLE VALUE CREATION (SURVEY ON SHARIA BANKING IN JAKARTA)

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Abstract:

Sharia banks as Sharia financial institutions have a role as intermediary institutions to carry out transactions with the community by the concept of maqasid sharia; namely, the purpose of establishing Sharia banks is to protect religion, protect the soul, protect the mind, protect descendants, and protect the environment Nugraha et al. (2020), Sharia banking is expected to become a leading banking industry in providing financial services that contribute to the achievement of the Sustainable Development Goals (SDGs), namely the Sustainable Development Goals (SDGs) are development that maintains a sustainable increase in the economic welfare of society, a development that maintains the sustainability of life social community, and implementing the principle of Creating Shared Value (CSV) which is the fundamental essence of implementing maqashid sharia in the sharia economy (OJK, 2020). This research is significant for developing sharia banking in Indonesia, which faces competition with conventional banking. This research analyzes the influence of Management Commitment and I.T. Capability on Sustainability Value Creation. Quantitative research method using PLS analysis tools. The data used is primary (Questionnaire) with employee respondents at Sharia banks in DKI Jakarta. The research results concluded that Information Technology Capabilities and Management Commitment were proven to influence Sustainable Value Creation.

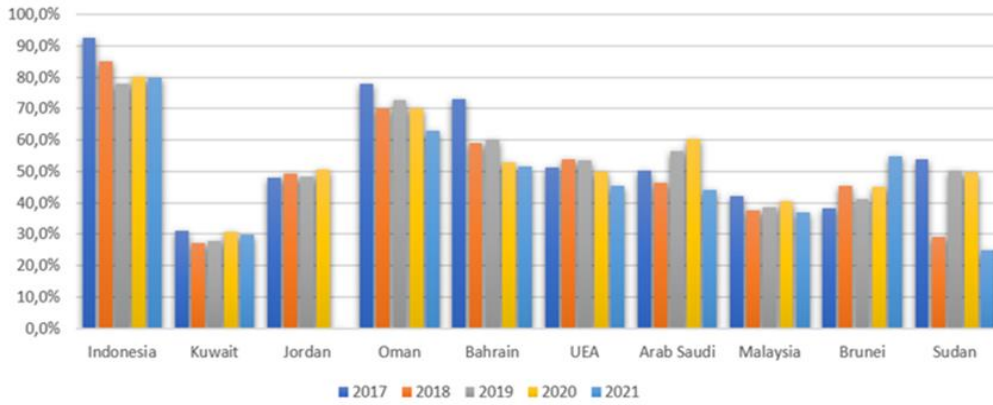
Keywords: Management Commitment, Information Technology Capability, Sustainable Value Creation

INTRODUCTION

POJK No. 28/ POJK.03/2019 that Banking Synergy in One Ownership for Sharia Banking Development aims to ensure that Sharia banking can improve the quality of its products and services by using the platform sharing concept, where Sharia banks can synergize with other banks in the fields of H.R., I.T., office networks, and other infrastructure. The 2015 Long Term Government Plan (RPJM), expected to be achieved by 2030, aims to end poverty, reduce Inequality and protect the environment. The objectives of the RPJM are the Sustainable Development Goals (SDGs) plan, which focuses on economic, social, and environmental issues and is part of a development agenda for the benefit of humans and the planet. One of the 17 SDGs goals, among others, is that no poverty, no hunger, and a healthy and prosperous life can be achieved through the role of Sharia banking. In the 2015-2019 Indonesian Sharia Banking Roadmap, the problem of Sharia banking market share in 2015 was only 4.8%, and in 2020, it increased to only 6.51%. Especially in the era of Industrial Revolution 4.0 and the emergence of the Volatility, Uncertainty, Complexity and Ambiguity (VUCA) phenomenon, it is necessary for the banking industry to quickly respond to changes and anticipate them (Shahnaz, 2021). OJK data (2019) shows that nationally, the market share of banks is still



dominated by conventional banks (in book 4) while sharia banks (in books 2 and 3). This condition shows that Islamic banks cannot yet compete with conventional banks, which are more advanced in providing customer value. Conventional banks are more advanced in innovating through value creation and providing superior products to compete with Sharia banks. The national banking market share in 2020 is still occupied by conventional banks BRI, Bank Mandiri, BCA, and BNI in first to fourth place. Meanwhile, the largest Sharia bank (before the merger) was Bank Syariah Mandiri, only 13th place, Bank Rakyat Indonesia Syariah in 20th place, and Bank Negara Indonesia Syariah in 21st place. According to OJK (2022), Sharia banking still has several strategic issues hindering its growth. Among these strategic issues are the absence of significant business model differentiation, business development focused on business goals only, the quality of human resources and I.T. that is less than optimal, and inclusion and literacy indices that are still low. The 2020-2025 Indonesian Sharia Banking Development Roadmap issued by the OJK states that Sharia financial institutions must have added value. The birth of Bank Syariah Indonesia (BSI) on February 1, 2021, as the largest Sharia bank in Indonesia, is one way for Sharia banking to play a role in achieving global finance and being able to compete. The function of sharia banking can reach the whole of people's lives. IFB (2012) value creation has changed to long-term or sustainable. The creation of long-term economic value explicitly integrates environmental factors (impact of climate change, water, waste, air quality and air pollution), social (human rights, workers, diversity, freedom of association and consumers), and governance (employee relations, executive compensation, and management structure and board of commissioners). According to Amit and Zott (2001), value creation in the era of information technology development is significant so that companies can adapt to existing business models and business processes. Fatemi and Fooladi (2013) state that maximizing shareholder welfare alone will not last long due to external, social and environmental pressures. Therefore, companies must pay attention to social and environmental aspects, which is called sustainable value creation. Banks must build a business model that creates value based on social and environmental factors: Profit, Planet and People (OJK 2020). The phenomenon currently facing Sharia banking is that the market share of Sharia banks is still low in 2020, only reaching 6.51%; conventional banks dominate the remaining 93.49%. This percentage is far less than that of conventional banks, which have proven capable of showing significant growth increases. According to Chairman of the Board of Commissioners of the Financial Services Authority (OJK) Wimboh Santoso (2021), the low market share of Sharia banking is caused by the Sharia banking products currently being offered, which are still unable to compete with conventional banking, limited product access, less competitive product prices and lower quality. so (people) are less interested in choosing Sharia products. Apart from that, the lack of innovation and creativity in creating financial instruments is an obstacle to the growth of Sharia banking itself. One of the obstacles is low efficiency or operational costs, which are quite high compared to income. Cost Income Ratio (CIR) measures bank efficiency, namely the comparison between operational costs incurred and income earned by the bank. The average CIR of Sharia banking in Indonesia in the last four years was above 80%, compared to the average CIR of Sharia banking in other countries below 50%. Meanwhile, the return on assets (ROA) of Sharia banking in Indonesia is still low compared to the ROA of several Sharia banks in other countries. Such a high CIR condition will cause a low ROA. The ROA of Sharia banking in Indonesia in 2020 was 1.5%, lower than the ROA of Sharia banking in Sudan at 3.5%, Saudi Arabia at 2%, Brunei at 1.7%, and Jordan at 1.7%, as in Graph 1 below:



Sumber: Islamic Financial Service Board, 2021 (diolah)

Figure 1. CIR

According to the chief executive of OJK Banking Supervision (2020), finding human resources capable of leading Sharia banking takes work, including when carrying out fit and proper tests. In this regard, the Roadmap for the development of Indonesian Sharia Banking for 2021-2025 in the Indonesian Financial Services Sector Master Plan (MPSJKI) discusses the importance of improving the quality of human resources in Sharia Banking. Åslund and Bäckström (2017) explain that the management process through top management is essential for value creation by maximizing customers, input, and output and focusing on achieving company goals. Management initiatives are considered important as contributing to creating value for the company. Leadership commitment is needed as a form of responsibility in designing and implementing all company strategies to create competitive advantages through product development, rebranding and company expansion (Talib et al., 2012). Likewise, according to Nauwankas (2013), a successful company must have strong leadership commitment.

Apart from that, there are problems related to digital-based services in Sharia banking, not all of which apply the same technology as conventional banks. Furthermore, OJK (2021) stated that the challenges faced by Bank Syariah Indonesia in efforts to improve Sharia finance in Indonesia must be balanced with increasing public understanding of Sharia financial products and services, which is still low. Digitalization or financial technology (fintech) has become the main topic at several Sharia financial events and is the subject of much Sharia financial news. Study Lai et al. (2006) explain that information technology (I.T. capability) can make companies superior to similar ones. Research by Rahmah (2019) explains that several problems make developing Sharia banking in Indonesia difficult. The reasons include Sharia bank products that are not varied and cannot be used by all levels of society.

Previous research gaps have not answered all the variables that are thought to influence value creation and have an impact on the competitive advantage of Islamic banking companies Kristensson, P. (2019); Yang et al. (2017); Al-Shbiel and Al-Olimat (2016), only focus on examining I.T. capabilities for value creation, Ryssel et al. (2004), concluded that the I.T. system used together have a significant adverse effect on value creation.

Based on the theoretical and empirical phenomena described previously, the problem formulation to be studied is:



1. Does management commitment influence company value creation?
2. Does I.T. capability influence company value creation?

Problem Solving Approach.

1. Stakeholders Theory. According to Freeman et al. (2004), stakeholder theory is a theory regarding organizational management and business ethics that discusses morals and values in managing organizations. Deegan's (2002) Stakeholder theory states that all those with interest in the company (stakeholders) have the right to know about company activities that can influence decision-making, so companies in carrying out management activities must be good at the resources they have to encourage the creation of company value that meets expectations. Stakeholders. Hayibor (2017) states that the Stakeholder Theory of a company is not an entity that only operates for its interests. However, the entity must be able to benefit stakeholders (shareholders, creditors, consumers, suppliers, government, society and other parties). If the benefits for stakeholders are linked to value creation, Sharia banks, in carrying out their business, strive to provide added value to their customers through innovation offered in products and services. Value Creation is a process that aims to provide added value to a result to improve the image and reputation of identifying needs and finding solutions so that the results of the process are beneficial for humanity.

2. Management Commitment. Tzempelikos (2015) defines management commitment as a form of leadership's sense of trust regarding the importance of the work program that the organization decides. Top management is a driver for implementing quality management, creating values, goals, and systems to meet customer expectations and improve organizational performance (Chowdhury et al., 2011). Management commitment refers to the level of commitment provided by a company's top-level management in achieving sustainability goals (Burki et al., 2019). Meanwhile, Zaena (2016) defines management commitment as the tastes/desires, attachment and loyalty expressed by company management. Management Commitment is direct participation by high-level executives in an organization's essential and critical aspects or programs (Gupta et al., 2009).

The leader commitment variable, according to Meyer and Maier (2012), is measured using 3 (three) dimensions, namely:

- (1) Dimensions of affective commitment 4 is the emotional connection of top management with the company, based on a strong and close belief in the goals and values of the organization and its involvement in the company's activities.
- (2) Continuous commitment 2 It is an ongoing commitment from top management demonstrated by a strong desire to continue being a member of the organization
- (3) normative commitment 2 Top management commitment is shown by feeling bound to stay in the organization because of an obligation to carry out a task.

3. I.T. Capabilities. Oliveira and Maçada (2017) describe I.T. Capability as a company's ability to collect, integrate, and develop IT-based resources. Zhang et al. (2016) argue that a company's I.T. capability refers to the ability to mobilize and use its I.T. resources in combination with others. Correspondingly, I.T. Capability reflects a company's ability to collect, integrate, and use I.T. resources to meet business needs (Liu et al., 2015). Meanwhile, Satchawatee and Ussahawanitchakit (2016) concluded that I.T.'s capability is manipulating IT-related resources, including management, infrastructure, and staff, to implement an organization's business strategy. Wiesboeck (2018), in their study, used six indicators to measure information technology capabilities, namely:

- (1) I.T. business partnerships can increase collaboration between technology providers (such as I.T. professionals) and technology users or business unit managers.

- (2) External I.T. linkages are the ability to improve technology-based relationships between a company and its main business partners.
- (3) Business I.T. strategic thinking is management's ability to imagine how I.T. contributes to business value and the ability to integrate I.T. planning with the company's business strategy.
- (4) I.T. business process integration is adapting existing business and I.T. work processes to continue increasing effectiveness and efficiency and improving the organization's information technology capabilities.
- (5) I.T. management manages I.T. functions, from planning and design functions, application development, and project management to planning for I.T. standards and control.
- (6) I.T. infrastructure is the ability to provide the basis for company applications and services and consists of data, networks and processing architecture.

Ali et al. (2019) explained several essential factors for measuring information technology capabilities in Islamic Banking in Brunei and Malaysia regarding indicators of resilience to Fintech Disruption, namely:

- (1) Ability to innovate and adapt technology
- (2) Adoption of Blockchain and Smart Contracts
- (3) I.T. Adoption
- (4) Development of Artificial Intelligence, Big Data and robotic financial advisors.

4. Sustainable Value Creation. Sustainable value creation is a company strategy for managing costs and risks, and it can even increase revenue and market share (Sadovska, 2018). Meanwhile, Study Ahen and Zettinig (2015) define sustainable value creation as a strategic relationship between companies, consumers, and business and non-business actors that is ethically responsible and has innovation in creating socio-economic and environmental benefits through investments today without endangering future generations. Kramer and Porter (2011) argue that sustainable value creation can be defined as a business strategy that focuses on solving major social problems by identifying new scales of competitive advantage, which generate measurable profits and lead to social benefits or shared value. Sustainable value creation is organizational Behavior and actions in financial and non-financial dimensions to manage risks and opportunities related to economic, environmental and social developments (IFB Research Foundation, 2012). Heitel et al. (2015) define sustainable value creation as the relationship between meeting the needs of stakeholders and the resources used to answer problems and test hypotheses that will be proven. Research Ismail et al. (2014) use additional components in measuring sustainable value creation in Islamic banking, namely, Islamic Finance Value, which is related to Islamic concepts in financial practice, for example, related to the concept of profit sharing, the concept of risk sharing and other Sharia laws that can be exploited to create value stability, profitability and financial inclusion. Meanwhile, according to Kreitner and Kinicki (2007), the premium profits obtained by the company determine the appropriate value when discussing business sustainability, which can create value. Related to this, sustainable value creation in banking can be achieved through two dimensions, namely:

1. Margin Improvement Dimension, sustainable value creation that triggers the achievement of increased margins through indicators
 - a) cost savings,
 - b) risk management,
 - c) pricing power,
 - d) employee engagement and recruitment.

2. Revenue Growth Dimension: The creation of company value will trigger revenue growth, which is measured through indicators
 - a) market share,
 - b) new market entry.
 - c) State of the art and novelty. This research refers to research by Kristensson (2019) on future service technologies and value creation. The results of technology research can lead to the creation of value for customers. Kristensson (2019), There is a significant relationship between implementing strategic human resource management in banks operating in Jordan and achieving competitive advantage. Åslund and Bäckström (2017), the role of management is essential for creating customer social value, as well as the company's input, output and primary goals. Kollenscher et al. (2018) conclude that leadership is a crucial factor influencing the creation of organizational sustainability value. Plessis et al. (2016) state that competitive advantage comes from the effectiveness of strategic leaders. Based on previous research, this research was conducted to prove the results of previous research, with novelty in the title and research objects on all sharia banking in DKI Jakarta that have never been carried out.
 - d) Research roadmap for the next five years. This research is related to the sustainability of the Sharia banking business in Indonesia, where the banking business has less than optimal growth. However, companies must continue to improve their performance through sustainable value creation by maximizing I.T. capabilities and management commitment. This research topic is in line with the RIP of Mercu Buana University as follows:

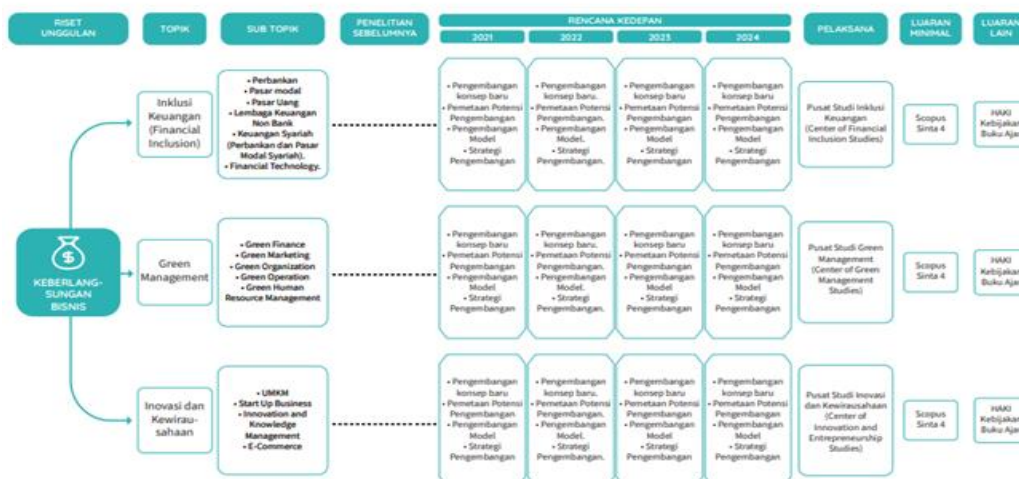


Figure 2. Mercu Buana University Research Master Plan and Research Topics

This research is included in superior business sustainability research on Financial Inclusion, with the sub-theme of Sharia finance in Sharia banking.

- e) external target plan

Table 1. Outcome Targets

| No | Outer Type | Achievement Indicators |
|----|---------------------------------------|------------------------|
| 1 | Scientific Publications International | - |



| | | | |
|---|--|-------------------------|-------|
| | | Nationally Accredited | - |
| 2 | Speaker at scientific meetings | International | yes |
| 3 | Invited Speaker at scientific meetings | Nasional | |
| 4 | Visiting Lecturer | International | |
| 5 | Intellectual property rights (HKI) | Patent | - |
| | | Simple patent | - |
| | | Copyright | - |
| | | Trademark | - |
| | | Trade secrets | - |
| | | Industrial Product | - |
| | | Design | |
| | | Geographical Indication | - |
| | | Plant Variety | - |
| | | Protection | |
| | | Integrated Circuit | - |
| | | Protection | |
| 6 | Appropriate technology | | |
| 7 | Model/Prototype/Design/ Artwork/Social Engineering | | |
| 8 | Textbooks (ISBN) | | |
| 9 | Technology Readiness Level (TKT) | | TKT 3 |

f) Sustainable Development Goals (SDGs). The Sustainable Development Goals (TPB)/Sustainable Development Goals (SDGs) are development that maintains the continuous improvement of the economic welfare of the community, development that maintains the sustainability of the social life of the community, development that maintains the quality of the environment and development that guarantees justice and the implementation of governance that can maintain improving the quality of life from one generation to the next. TPB/SDGs is a global and national commitment to improve society, including 17 goals, namely (1) No Poverty; (2) No Hunger; (3) Healthy and Prosperous Life; (4) Quality Education; (5) Gender Equality; (6) Clean Water and Adequate Sanitation; (7) Clean and Affordable Energy; (8) Decent Work and Economic Growth; (9) Industry, Innovation and Infrastructure; (10) Reducing Inequality; (11) Sustainable Cities and Settlements; (12) Responsible Consumption and Production; (13) Handling Climate Change; (14) Ocean Ecosystem; (15) Land Ecosystem; (16) Peace, Justice and Strong Institutions; (17) Partnership to Achieve Goals.

TUJUAN PEMBANGUNAN BERKELANJUTAN



Figure 3. SDGs

This research refers to SDG number 9: Industry, Innovation and Infrastructure. To create products that provide customer value, Sharia banking innovation needs to be even more optimal through information technology capabilities and management commitment.

- g) The University's Key Performance Indicators (KPI) must be linked to the proposed research (Appendix 3.6). This research is included in the leading field of business sustainability and research topics relevant to the Roadmap (Putra et al., 2024). Thus, this research can explain the synergy between research groups built to produce targeted innovations. The proposed research contribution in supporting the achievements of the UMB Research Strategic Plan through IKU number 5 is that lecturers' work results are used by the community or receive international recognition, meaning that research and community service results are used by the community or receive international recognition.
- h) Research Framework and Research Hypothesis

The Influence of Management Commitment on Sustainable Value Creation. Research on the relationship between management commitment and sustainable value creation predominantly concludes that these two variables have a positive correlation. Witzeman et al. (2006) concluded that influential leaders encourage their organizations to adopt external technology as innovation in the company structure. Kollenscher et al. (2018) concluded that leadership in organizations is a crucial factor influencing organizational performance and sustainability.

H1: Management Commitment has a positive effect on Sustainable Value Creation.

The Influence of Information Technology Capabilities on Sustainable Value Creation. Research on the relationship between information technology capability variables and sustainable value creation predominantly concludes that these two variables have a positive correlation. Kristensson's (2019) research concludes that technology can lead to the creation of value for customers. Ong and Chen (2014) prove that the influence of I.T. capabilities on company value creation is more substantial than its influence on company performance. This also shows that I.T. capabilities have a more substantial long-term influence than short-term. Turulja and Bajgorić (2016) concluded that I.T. significantly positively influences corporate value creation.

H2: Information Technology Capabilities have a positive effect on Sustainable Value Creation.

Based on the description above, the Framework of Thought that can be conveyed is as follows:

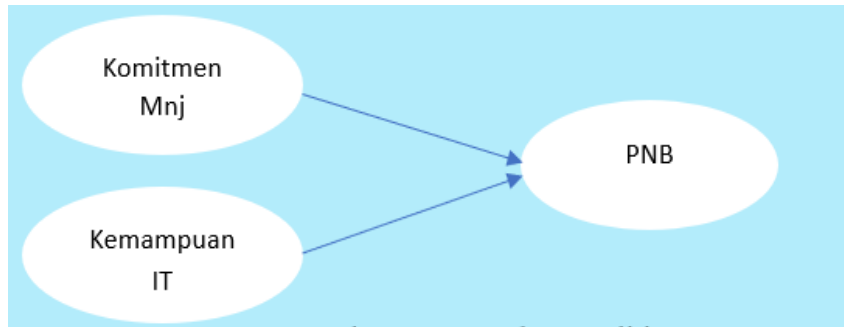


Figure 2. Research Framework

METHODS

Research Design. This research uses quantitative descriptive and explanatory causal methods, which test one or more variables to determine whether or not they cause changes in other variables (Sekaran et al., 2016). The design in this research starts from a problem in the form of a phenomenon and then formulates the problem from the phenomenon that occurs.

Variable Operationalization.

Leadership commitment variable with measurement using:

Dimensions of Affective Commitment with indicators

1. Strategic Leadership
2. Monitoring and Evaluation Leadership
3. Process Management capability through KPI
4. Process Management ability through Job Desk
5. Process Management ability through motivation,

Dimensions of Continuance Commitment with Indicators:

1. Sustainable organizational loyalty
2. Continuous improvement

Dimensions of Normative Commitment, with Do Taking loyalty indicators

Information Technology Capability Variable, measured using:

Dimensions of Digital Transformation Capability with indicators:

1. digital business
2. Organizational Conditions

Dimensions of I.T. business partnerships with Indicators:

1. Relationship between line management and I.T. service providers
2. Relationship between I.T. service providers
3. IT-related educational initiatives for management

Dimensions. I.T. business process integration, with indicators:

1. Consistency of I.T. application portfolios with business processes



2. Adaptation of I.T. Business to Leverage Opportunities
3. Restructuring of I.T. Business work processes to leverage opportunities
4. I.T. project management practices

Sustainable Value Creation Variable, measured using:

Margin Improvement Dimensions, with indicators:

1. Cost Saving
2. Pricing Power
3. Market share
4. New Market Entry

Risk Reduction Dimensions, with Indicators:

1. CSR Reputation
2. Waqaf, Zakat Reputation
3. Financial risk and corporate protection

Growth Enhancement Dimensions, with Indicators:

1. Increasing sales of existing products
2. Product and process innovation
3. Continuous Innovation

Population and Sample. This research population comprises employees at Sharia Banking in Indonesia, which consists of 32 Sharia Banks. The sampling method used is a probability sampling approach, namely a census, meaning that the entire population is sampled in this research (Dalimunthe et al., 2023). This research uses primary data, namely a questionnaire instrument containing closed and open questions addressed to each respondent of Sharia Bank employees in Indonesia at the manager and the director levels at both the head office and branch offices.

Data Analysis Method. The data analysis method in this research uses the Structural Equation Modeling (SEM) approach, namely Partial Least Square (PLS). With stages:

1. Descriptive analysis in this research aims to explain the respondents' profiles and analyze the respondents' responses through a scoring process for each respondent's answers.
2. Test the Outer Model. There are two approaches to testing a research instrument: validity testing and reliability testing. The latter aims to determine whether the instrument used is valid and reliable because its reliability will significantly determine the quality of the research results.
3. Test the Inner Model. The hypothesis consists of the R Square test, the Goodness of Fit Index (GoF) value and the T-test. This inner model test is to prove the hypothesis proposed in this research.

Research Roadmap for the next five years. Research roadmap in research that presents or describes what has been carried out and achieved previously.

Table 2. Roadmap

| 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 |
|--|-----------------------------------|---|--|--|
| Sustainable Value Creation The influence of human capital and I.T. on GNP | GNP influences company excellence | The Influence of I.C. on Excellence with I.T. as a Modifier | The Influence of Company Performance on Company Excellence | Factors that influence the Company's Competitive Advantage |

RESULT AND DISCUSSION

The research used a population of 32 Sharia Banks in the DKI Jakarta area by submitting questionnaires to Sharia bank leaders from the director level to the section head (manager) level. The questionnaire results showed that 121 respondents answered the questions. Next, the data is processed with PLS as follows:

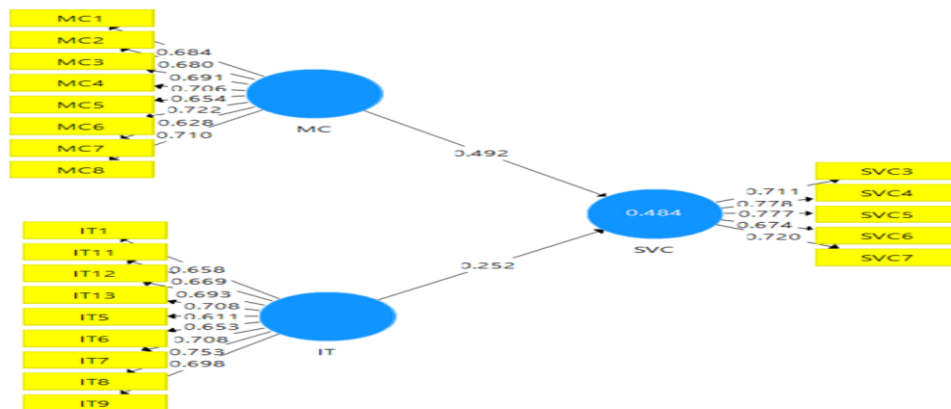


Figure 3. Algorithm test

Convergent validity measures the extent to which indicators of a convergent construct can explain item variance Hair et al., (2019); convergent validity is measured by the outer loading value with a threshold value equal to or greater than 0.5, from the picture above all constructs have met the test Outer Loading and declared valid (Faidah & Bandi, 2022). Likewise, the validity test results in Table 3 below show an AVE value of >0.5

Test Outer Model. Table 3 d shows that all variables in the research model have composite reliability values and Cronbach's alpha values greater than 0.7. Thus, all items can be declared reliable and pass the reliability test. This means all items have good internal consistency and can be relied on when measuring variables.

Table 3. Validity and Reliability tests.

| Construct Reliability and Validity | | | | |
|------------------------------------|------------------|-------|-----------------------|----------------------------------|
| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
| IT | 0.859 | 0.862 | 0.888 | 0.559 |
| MC | 0.839 | 0.843 | 0.876 | 0.569 |
| SVC | 0.785 | 0.792 | 0.853 | 0.537 |

Table 4 shows that the I.T. and MC variables have a smaller AVE root value than the AVE SVC root value. However, the AVE root value of both variables is still > 0.5, meeting the requirements. Thus, it can be concluded that the discriminant validity value of the Fornell Larckron Criterion is included in the moderate criteria.

Table 4. Discriminant Test



| Discriminant Validity | | | |
|-----------------------|-------|-------|-------|
| | IT | MC | SVC |
| IT | 0.685 | | |
| MC | 0.722 | 0.685 | |
| SVC | 0.607 | 0.673 | 0.733 |

Uji Inner Model.

Tabel 5. Uji R Square

| R-Square | | |
|----------|----------|-------------------|
| | R Square | R Square Adjusted |
| SVC | 0.484 | 0.475 |

Table 5 of the r square test results for the Sustainable Value Creation variable shows that the proportion of the I.T. Capability and Management Commitment variables can explain the Sustainable Value Creation variable, 48.4 percent of which is explained by other variables outside the model.

Next, based on hypothesis testing to determine whether the proposed research hypothesis is accepted or rejected. The results of the proposed hypothesis test can be seen from the path coefficient values, t-statistic values through the bootstrapping procedure and p-values in Figure 5 and Table 6

Table 6.

| Path Coefficient | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| | ITC -> SVC | 0.252 | 0.254 | 0.113 | 2.230 |
| MC -> SVC | 0.492 | 0.501 | 0.100 | 4.900 | 0.000 |

H1: I.T. capabilities positively affect the Company's Competitive Advantage.

H2: Management Commitment has a positive effect on Sustainable Value Creation

Based on the results of hypothesis testing, it can be concluded that the two path coefficients (ITC -> SVC and MC -> SVC) have a significant favorable influence with a statistical t-value > 1.645 and a p-value < 0.5.

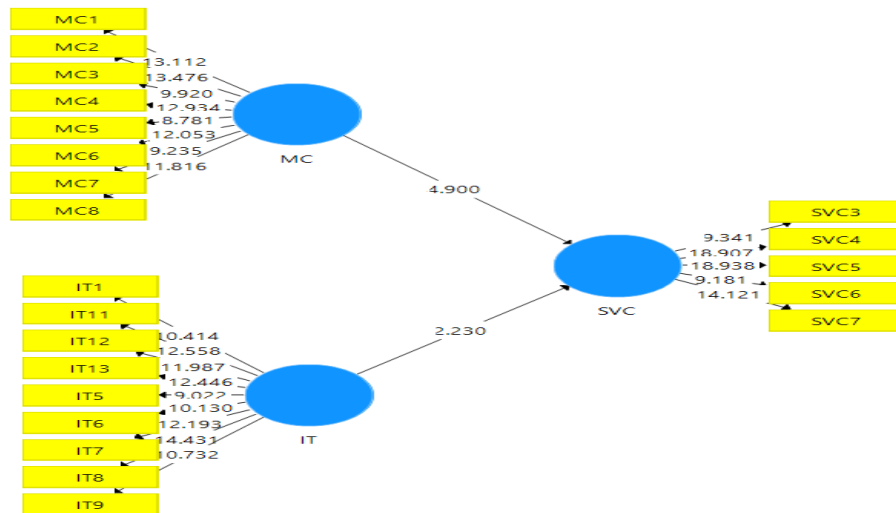


Figure 4. Bootstrapping test

From the results of Figure 5 of the Bootstrap test, it is known that the path coefficient value is in the range of -1 to +1; if the path coefficient value is close to +1, it represents a strong positive influence. Based on the results of testing the path coefficients (bootstrapping), it can be seen that all path coefficients have a positive direction of influence because their values are close to +1, and t-statistic values (bootstrapping) above 1.645 have significance values between constructs. The results of the hypothesis test are explained below:

H1 I.T. capabilities have a positive effect on Sustainable Value Creation. Based on the PLS test results, Information Technology Capabilities positively and significantly affect Sustainable Value Creation. Information Technology capabilities enable Islamic banks to develop sustainable financial products and services that support the economic and environmental principles recognized in Islamic banking principles (Fasa et al., 2020; Nugroho, 2021). Digital banking platforms can provide more inclusive banking services, and Information Technology capabilities can support Islamic banks in monitoring and reporting sustainability performance. Stakeholder theory states that Islamic banks that use their resources to create sustainable value or as an organizational effort to meet the needs and expectations of various interested parties and encourage corporate value creation can meet stakeholder expectations. Using I.T. in the company will increase resource efficiency and ultimately benefit stakeholders. Based on the Bootstrap image, indicators 7, 8, 11 and 13 have a tremendous influence value with a cross-loading value; namely, the technology applied is designed according to customer needs so that it makes it easier to provide services, has a cross-loading value of 12.193, standards/systems for I.T. security control have a value cross loading 14,431, a combination of I.T. service applications by efficient business processes with a cross-loading value of 12,558 and the existence of units/departments that are effective in managing I.T. implementation throughout business processes with a cross-loading of 12,446. The CL value needs to be increased so that Islamic banks will increase their GNP and provide benefits to customers.

H2 Management Commitment has a positive effect on Sustainable Value Creation. Management Commitment has a positive and significant effect on Sustainable Value Creation. This proves that the increasing Management Commitment to Sharia banking will increase Sustainable Value Creation in Sharia banking and vice versa. Higher management commitment will create clear direction and goals for Sharia banks. Management that prioritizes sustainability in business strategy

and decision-making encourages the entire organization to prioritize sustainable initiatives and actions. This is to the stakeholder theory that organizational management and business ethics regarding morals and values can benefit stakeholders. Therefore, management commitment is significant in value creation, which aims to provide added value for its customers. Exemplary management commitment can integrate sharia principles with sustainable principles. This can result in a more balanced business model that aligns with Islamic values and sustainable goals. Based on the Bootstrap image, MC indicators 1,2,4 and 6 have a tremendous influence value, namely management, which has a strategic plan in carrying out tasks with a cross-loading value of 13.112, monitoring and evaluating unit performance. With a cross-loading value of 13,476, providing tasks according to the job desk in achieving KPI with a cross-loading value of 12,934 and a commitment to meeting the needs, desires and expectations of all stakeholders with a cross-loading value of 12,053. The CL needs to be improved so that Islamic banks will increase their GNP and provide benefits for customers.

In the Vienna Convention Article 2 Paragraph 1, international organizations are narrowly defined as intergovernmental organizations. In other words, the organization consists of several governments.

CONCLUSION

Based on the research results, information technology capabilities and management commitment have been proven to influence sustainable value creation.

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