

# Impact of Innovative Work Behaviour and Digitalization on Organization performance: Empirical evidence from Brazil

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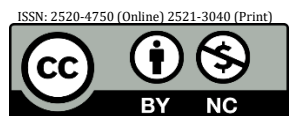
## Abstract

Current time of period, the importance of the innovation has been increased in financial sectors to make the consumer satisfied and most importantly increase revenue. Therefore, current study has aim to find out the relationship of innovative work behaviour and digitalization on the organizational performance, to inspect the character of psychological empowerment as mediator in Healthcare sector of Brazil. This current study collected the primary data from 387 employees of healthcare sector of (Brasilia and Natal) from Brazil. The data is collected with the help of questionnaire which is consisted on items of variables from previous studies. For the data analysis and hypothesis testing SmartPLS was used. Current study found that innovative work performance has positive relation with the performance of the organization and psychological empowerment (PE) mediates the relationship between innovative work performance (IWB) and organizational performance. Further, digitalization also shows the positive and significant relationship with the financial performance of the organization. Current research is consisted on empirical, theoretical and practical implications, such as this study give a pathway to the policy makes and management of the healthcare sector to increase the innovative work behaviour of the employee and bring digitalization in this sector for increasing the financial performance. But this study has some limitations such as; this study is consisted on the cross-sectional data and limited to the region of Brazilian health sector. Current paper associates to cover the research gaps in the literature. This study used innovative work behaviour and digitalization as independent variables to seek the influence on organization's financial performance. Whereas psychological empowerment plays a role as mediator in two way for making a smooth and relationship between independent and dependent. On side psychological empowerment mediates the relation between innovative work behaviour and organization's financial performance and on other side it mediates the relationship between digitalization and organization's financial performance. With the knowledge of the author this combination of the variables has never been used.



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**Keywords:** *Innovative work performance, digital transformation, psychological empowerment, organization performance.*

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## 1. Introduction

In current time of period modernization in the form of digitalization is influencing each industry, its business style and supply chain management (Nasiri et al., 2020 ;Yasin et al., 2022). In this scenario, the expansion of business has intensified market competition among various countries. Consequently, the competitive landscape is compelling industries to embrace advanced technologies in the production process and service provision (YASIN et al., 2018). The digitalization has upraised the living standard and digitalization recommends gigantic probability to construct well-organized market system by providing spectacularly changing in the services of different consumers, worker, stakeholders and beneficiaries. In other words, it can determine that digitalization is bunch of activities that interconnected service providers and customers by smart technologies (Büyüközkan & Göçer, 2018).

The digitalization especially in the banking sector play important role such as Banks are utilizing digital channels to provide a variety of services, such as online banking, mobile banking apps, and digital wallets, aiming to offer customers convenient and seamless experiences (Cortet et al., 2016). The use of data analytics and AI technologies allows banks to tailor services, offers, and recommendations to individual customer behaviors and preferences (Zachariadis & Ozcan, 2017). The process of digitalization includes the automation of manual tasks, reducing reliance on paperwork and optimizing back-office operations to achieve cost savings and increased efficiency. Additionally, numerous banks are forming partnerships with fintech startups to incorporate cutting-edge financial products like robo-advisors, peer-to-peer lending, and digital payment solutions (Kaur et al., 2021; Mazayo et al., 2023). Further, the innovation in the work behavior (IWB) exhibited by employees is a crucial factor enabling organizations to secure a competitive advantage, thereby ensuring their long-term survival in the highly competitive business landscape. IWB is intricately linked to the generation, expansion, and implementation of novel and constructive ideas within the organization, as noted by Baer (Baer, 2012). Consequently, the focus on encouraging innovative work behavior has become paramount across industries and countries, recognizing its pivotal role in production processes and overall business development. Innovation is not only a foundational activity for improving operational functions, such as service development, but is also a key driver for enhancing overall business value (A. AlMulhim, 2020).

There are some studies such as (Alkhowailed et al., 2020; Frank et al., 2019; Nasiri, 2021; Seyedghorban et al., 2020; Sun et al., 2020) have endeavored to unveil the true influence of digitalization management in fostering a revolutionary transformation in production processes and provision of services. While these studies have thoroughly elucidated digitization, it is noteworthy that they have left certain gaps in research such as Nasiri et al., (Nasiri et al., 2020) detailed the connection between internal and external collaboration and performance within the realm of digital supply chain (DSC) management. However, they did not delve into the relationship between DSC and key endogenous variables such as market share, earnings growth, and sales growth, which are crucial components of firm performance both in terms of relationships and overall performance. Garay-Rondero (Salinas-Navarro et al., 2020) explained the dimensions of DSC in qualitative meta-analysis and established the model at industrial level. This study has not provided any practically application of these magnitudes in at financial sector as well as in developing countries such as Brazil. Further, these studies have no influential or consistent termination point in the conclusions. So there is need of empirical analysis by using most recent data and techniques such as SmartPLS. Therefore, this study has aims to inspect the relationship digitalization with the organization's financial performance, to find out the relationship with innovative work performance with organization's financial

performance to inspect the mediating role of psychological empowerment between innovative work performance and digitalization in the context of health sector of Brazil.

Current study is original in its conceptual and theoretical aspects. First, this study used innovative work behaviour and digitalization as independent variables to seek the influence on organization's financial performance. Whereas psychological empowerment play a role as mediator in two way for making a smooth and relationship between independent and dependent. This study gives the clear and bright way to policy makes, administration of financial sector and future researchers to enhance the financial department more effect.

## **2. Literature review and theoretical foundation**

This section is consisted on the most relevant theory of variables such as social cognitive theory. Further, this section explains the variables one by one on with the help of previous literature. Social cognitive theory by Bandura is having inordinate significance in multi-disciplines. This theory is developed in 1960 and elaborates that the individual gets knowledge by work experience, exterior influences of media and social observations and relationship (A. F. ALMULHIM, 2020b). The Social cognitive theory enlightens the influences of cognitive dynamics, behavioral dynamics, environmental factors, and personal factors in operating that how an individual motive themselves for performing activities within an organization (Crothers et al., 2020). Furthermore, this theory posits that individuals ought to consistently oversee knowledge through processes such as discussion, transformation, and recombination of ideas (A. AlMulhim, 2020; Quitaine et al., 2011; Teixeira et al., 2018). There are many scholars who have explained the social cognitive theory to elaborate the various feature of human and organizational functioning as well as work behavior (A. F. ALMULHIM, 2020b; Ifinedo et al., 2014).

### **2.0 Digitalization**

Digitalization encompasses the innovative application of digital technologies to reshape organizational culture, business processes, and production methods, aligning them with evolving market demands. This allows businesses to reconstruct or redesign their models for improved adaptability and responsiveness in a dynamic market environment (Li, 2020; Pramanik et al., 2019). DL process encompassing three stages: digitalization, digitations, and digital transformation. (Verhoef & Bijmolt, 2019) During the initial stage, organizations typically integrate digital technologies to revolutionize their processes. In the second stage, specific functions undergo modification, such as deciding to transition a retailer from a physical store channel to an online presence. In the third phase, firms reshape value creation through the implementation of digital technologies. DL does not just create expert customers; it empowers both customers and service providers to navigate sales and purchasing with greater knowledge and confidence (Crittenden & Peterson, 2019).

### **2.1 Innovative work performance (IWB)**

IWB involves a dynamic passage for spotting opportunities, nurturing ideas, bringing the strategies to life, and embedding them within teams and the organization itself. This expedition that unlocks performance improvements at individual, team, and organizational levels (Bos-Nehles et al., 2017). On the other hand, innovative behavior is recognized as the identification and implementation of new technologies or work strategies to enhance existing tasks. (A. F. Almulhim, 2020a; Yuan & Woodman, 2010) Over time, innovative work behavior has emerged as a primary avenue for fostering sustainable development within organizations. It plays a crucial role in attaining competitive advantages, enhancing managerial performance. It also introduces novel methods for increasing the performance of organization. (Son et al., 2020)

## 2.2 Psychological empowerment (PE)

Empowering employees psychologically has become a management must-have. It equips them with the belief, autonomy, and resources to tackle challenges, boosting innovation and productivity (Ghimire). The cornerstone of innovative processes in any organization lies on empowering its workforce. Empowerment enhances administrative practices by granting workers various means, including delegated decision-making and access to information. This strategy furnishes resources to employees at lower levels of the organization, ultimately boosting overall work efficiency (Ripley & Ripley, 1992). Empowering employees enables them to carry out multiple tasks with efficiency and take on greater responsibilities, significantly impacting their work experience by fostering increased independence. (A. F. Almulhim, 2020a; Dobre, 2013)

## 2.3 Organizational performance (OP)

Organizations in every country encounter numerous internal and external challenges. To address these challenges, organizations must improve their manageability, effectiveness, responsiveness, and ability to embrace innovation both internally and externally (Purwanto et al., 2019; Waruwu et al., 2020). The primary driver of innovation within an organization stems from rapid changes in service and product capabilities, innovations across various sectors, and internal processes within the organization. Shifting from a productivity-focused perspective to a more modernized approach and the increasing demand for continuous learning has become essential. Coordinating with individuals to foster innovation and improve performance at the administrative level is a key aspect of this transformation (Sopa et al., 2020). The organizational financial performance comprises three zones related such as investment, profit and return, and product/service market performance market share and sales etc (AlMulhim, 2021). Therefore, the innovative business model is appropriate model to explain the study regarding organization financial performance

## 3. Hypothesis development and conceptual framework

This section of the article is consisted on the explanation of the hypothesis and explains the relationship between the variables on the bases of previous literature.

### 3.1 Digitalization and Organization performance

Over the past two decades, the significance of DT has been on the rise. Technologies have paved the way for organizations to enhance not only their productivity and best service, but also their interactions with stakeholders. DT has revolutionized the way of working, introducing innovation into the production process (Martínez-Caro et al., 2020). According to some studies (Di Vaio et al., 2020; Yasin et al.) Technological modernization acts as a powerful rocket booster, propelling firms towards enhanced market performance and soaring revenue streams. It is imperative for organizations to embrace innovation and incorporate technological transformations in both the production process and providing the service (Chege et al., 2020; Martínez-Caro et al., 2020). This study generated following hypothesis on the base of above argumentation.

**H1:** *Digitalization has positive relationship with Organization performance*

### 3.2 Innovative work performance and Organization performance

Innovative work performance, encompassing idea generation, championing, implementation, and adoption, significantly boosts an organization's financial performance (Teng et al., 2020). There are some studies (Kmieciak, 2021), (Zandberg & Morales, 2019) reveal this positive impact through increased market share, revenue, and cost reduction, leading to improved competitiveness, reputation, and employee engagement. However, realizing these benefits

relies on a supportive culture, strong leadership, resource allocation, and effective measurement of innovation's impact on financial goals. By fostering a culture that embraces innovation, organizations can unlock its power to drive sustainable financial success (Ikeda & Marshall, 2016; Salampasis & Mention, 2018).

**H2:** *IWB has positive relationship with Organization performance*

### **3.3 Psychological empowerment and Organization performance**

Psychologically empowered employees feel a sense of control, competence, and meaningfulness in their work. These employees are more likely to engage in innovative behaviors. When individuals believe that their contributions matter, have the autonomy to explore novel approaches and perceive their skills as valuable, they are motivated to initiate and champion innovative initiatives (A. F. Almulhim, 2020a; Dobre, 2013). This empowerment becomes the driving force behind sustained innovation within the organization. When individuals experience a sense of empowerment, they tend to manifest heightened motivation, job satisfaction, and commitment. This psychological state not only cultivates a positive work culture, but also stimulates innovation, contributing to an overall improvement in job performance. Empowered employees, who harbor a belief in their capacity to effect change and influence results, frequently exhibit increased engagement, proactivity, and resilience when confronted with challenges (Teng et al., 2020)

**H3:** *psychological empowerment has positive relationship with Organization performance*

### **3.4 Innovative work performance and psychological empowerment**

Innovative work performance is intricately linked to an organization's financial performance, forming a symbiotic relationship where one significantly influences the other (Mills et al., 2014). Employees who exhibit innovative work behaviors contribute to increased efficiency, creative problem-solving, and the development of novel products or services (Newman et al., 2018). This innovation not only enhances the organization's competitiveness but also opens up new avenues for revenue generation. Employees who feel encouraged to think outside the box and experiment with creative solutions often contribute to cost savings and process improvements (Newman et al., 2018; Teng et al., 2020). Therefore, following hypothesis is developed

**H4:** *IWB has positive relationship with PE*

### **3.5 Digitalization and Psychological empowerment**

Digitalization has a profound impact on the psychological empowerment of employees, influencing various aspects of their work environment, roles, and overall experience (Malik et al., 2021). DT facilitates the rapid exchange of information and access to knowledge resources. Employees can stay informed about industry trends, company updates, and best practices, empowering them to make more informed decisions and contribute meaningfully to their work. DT with its ever-evolving tools and technologies significantly impacts the psychological empowerment of employees (Hizam et al., 2023; Malik et al., 2021). Additionally, digital collaboration tools promote communication and transparency, leading to a more inclusive and supportive work environment (Hizam et al., 2023). Ultimately, digital transformation's impact on employee empowerment is multifaceted, requiring a balanced approach to maximize its benefits and mitigate potential downsides.

**H5:** *Digitalization has positive relationship with Psychological empowerment*

### **3.6 Psychological empowerment as mediator between Digitalization and Organizational performance**

The relationship between digitalization and organizational financial performance can be significantly influenced by psychological empowerment as a mediator. Digital transformation, involving the integration of advanced technologies and processes, can enhance organizational efficiency, innovation, and adaptability (Imran et al., 2021). However, the extent to which these technological changes translate into financial gains may depend on how employees perceive and embrace these transformations. Psychological empowerment acts as a mediator by influencing how employees engage with and leverage the digital tools at their disposal. When employees feel empowered in the digital workplace experiencing autonomy, recognizing the meaningfulness of their work, and having the confidence to adapt to new technologies they are more likely to embrace the changes brought about by digital transformation (Hizam et al., 2023; Malik et al., 2021). This positive psychological state can, in turn, lead to increased individual and collective efforts, innovation, and overall job performance. As employees become more psychologically empowered, they are better positioned to harness the full potential of digital technologies, contributing to enhanced organizational productivity and agility (Hizam et al., 2023). Ultimately, this employee empowerment becomes a critical factor in mediating the impact of digitalization on the organization's financial performance, as it influences how effectively the workforce leverages digital tools to drive efficiency, innovation, and revenue growth (Malik et al., 2021). The use of data analytics and business intelligence tools empowers employees by providing them with insights into performance metrics, customer behavior, and market trends. Access to this information enables employees to make data-driven decisions, enhancing their confidence and impact. Automation and digitization of routine tasks lead to increased efficiency (Attaran, 2023; Parviainen et al., 2017). When employees see the positive impact of technology on streamlining processes, they may feel a sense of accomplishment and empowerment, as their efforts can be redirected toward more strategic and meaningful tasks (Attaran, 2023).

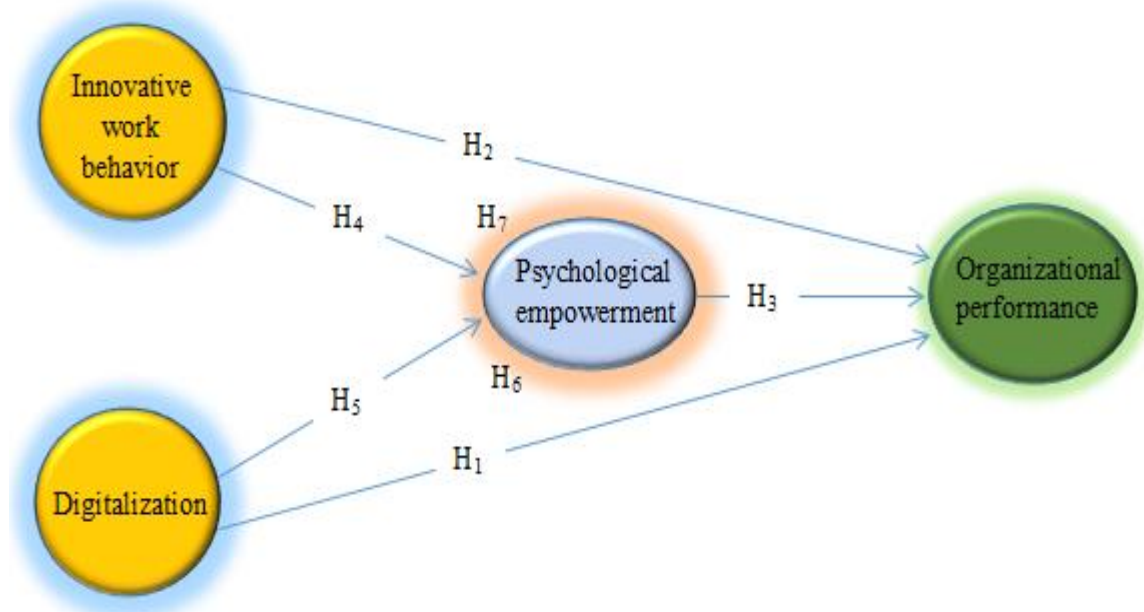
**H6:** *Psychological empowerment mediates the relationship between Digitalization and Organization performance*

### **3.7 Psychological empowerment as mediator between innovative work behaviour and Organizational performance**

Psychological empowerment serves as a crucial mediator in the relationship between innovative work behavior and an organization's financial performance. Innovative work behavior, characterized by employees generating and implementing creative ideas, has a direct impact on the organization's ability to adapt, differentiate, and gain a competitive edge. However, the translation of innovative efforts into tangible financial outcomes is influenced by employees' psychological empowerment (Zaheer et al., 2023). As a mediator, psychological empowerment plays a pivotal role in connecting innovative work behavior to financial performance. Empowered employees not only generate creative ideas but also demonstrate a commitment to seeing these ideas through to implementation (Hizam et al., 2023). Their confidence and sense of ownership lead to more effective problem-solving, efficient processes, and, ultimately, improved products or services. These outcomes, in turn, contribute to the organization's competitive advantage, market positioning, and revenue growth (Hizam et al., 2023). In summary, psychological empowerment acts as the intermediary link, shaping how innovative work behavior translates into financial success. Organizations that foster an empowering environment are likely to see a more direct and positive impact of innovative efforts on their bottom line, as empowered employees are better positioned to drive the successful execution and commercialization of innovative ideas (Hizam et al., 2023; Zaheer et al., 2023).

**H7:** Psychological empowerment mediates the relationship between innovative work behaviour and Organization performance

Following conceptual framework is based on aforesaid discussion and development of hypothesis. This figure 1 shows that innovative work behaviour and digitalization are independent variables and organization's financial performance is dependent. Further, it is shown that psychological empowerment play a role as mediator between innovative work behavior and organization's financial performance as well as digitalization and firm performance.



**Figure 1:** Conceptual framework  
**Source:** Developed by author

## 4. Methodology

### 4.1 Sample and data collection

This current study is cross-sectional in its nature. For the data collection, convenient sampling techniques are adopted. The aim to use the convenience sampling is accuracy of results (Kianto et al., 2018). It stands out as one of the most widely utilized sampling methods in social science research (Farrokhi & Mahmoudi-Hamidabad, 2012). This study collected the data from healthcare sector of two cities of Brazil such as Brasilia and Natal. Furthermore, the preliminary testing phase involved the participation of 45 individuals from five distinct departments. Following the confirmation of the questionnaire's validity, the study distributed 450 questionnaires to participants who responded via email and in-person visits between August and October 2023. Participants are assured that the study was solely for scholastic purposes, and their responses will be remained private. In an effort to enhance response rates, the questionnaire is also transformed from English to Portuguese.

After the preliminary screening process, the study received a total of 391 feedbacks, resulting in a commendable response rate of 77%. Four questionnaires had to be excluded due to misplaced numbers. Consequently, the final sample size for analysis comprises 387 responses. Table 1 elucidates the demographic attributes of the involved workforce, encompassing age, job position, educational attainment, professional experience, and gender. There are 75 percent male participant and 25 are female. In terms of academic qualifications, 30% possessed educational credentials below the bachelor's degree, 31% held a bachelor's degree, and 39%

had attained a master's degree or higher. Regarding job positions, 26 % were situated in top management, 38% in middle management, and 36 % in lower management roles.

**Table 1: Profile of participants**

Variable	Category	Percentage 100%
<b>Age</b>	20-30	32
	31-40	29
	41-50	23
	More than 50	16
<b>Degree</b>	Less than bachelor	30
	Bachelor	31
	Master degree or above	39
<b>Gender</b>	Male	75
	Female	25
<b>Position of management</b>	Top	26
	Middle	38
	Lower	36
<b>Experience</b>	Less than 1	21
	1-5	26
	6-10	24
	11-20	16
	More than 20	13

## 4.2 Measurement

The dimension and items for the variables are accepted from the preceding studies. The scales are following.

### 4.2.1 Digitalization

The digitalization has been measured with 5 items. The response scale for the items was from 1 to 5 (1 = strongly disagree to 5 = strongly agree). These scale are adopted from (Frank et al., 2019)

### 4.2.2 Innovative work behaviour

The innovative work behaviour is independent variable and it is measured at 5 likert scale from strongly disagree to strongly agree. There are five items are used for the measuring the innovative work behaviour such as "*Frequently, I generate creative ideas and thoughts while at work*", "*I promote my new ideas to colleagues or leaders, seeking their support and recognition in the process*" etc There items are developed and used in articles by (A. F. Almulhim, 2020a; Liu et al., 2016; Pian et al., 2019)

### 4.2.3 Psychological empowerment

The psychological empowerment is mediating variable in this study. Psychological empowerment mediates the relationship between both independent variable such as digitalization and innovative work behaviour with dependent variable, which is financial performance of organization. This variable is measured with 12 item taken from the article by Almulhim (A. F. Almulhim, 2020a)

### 4.2.4 Organizational performance

The organizational performance is measured by five items such as "*Return of assets*", "*Return of equity*" etc

These item are measured from 1 to 5 Liker scale (1= strongly disagree to 5= strongly agree) (Soto-Acosta et al., 2018)

## 5. Results

### 5.1 Measurement model

In the measurement model explained in the tale 2 explained the cronbach's alpha (CA) values, these values indicates the validity of measurement scale. According to Hair et al (Hair et al.,



2011) the threshold level of CA is 0.7 to 0.9. So, there result of after the analysis indicates that the entire values meet the threshold level such as the values of DL is 0.831, IWB 0.923, PE 0.929, and OP 0.881. For the composite reliability which is indicated as CR is used for internal consistence reliability. The value of CR for each should be equal or above the 0.7 (Bagozzi & Yi, 1988; Hair et al., 2011). CR is values of DL are 0.921, IWB 0.948, PE 0.932 and OP 0.911. Further, this table explained the average variance extracted (AVE) and the threshold level is 0.5. So, DL value of AVE is 0.732, IWB is 0.703, PE 0.671 and for OP 0.962.

**Table 2: Measurement model**

Latent Variable	Items	Loadings	Alpha	AVE	CR
<b>Digitalization</b>  (DL)	DL 1	0.805	0.831	0.732	0.921
	DL 2	0.932			
	DL 3	0.861			
	DL 4	0.800			
	DL 5	0.831			
<b>Innovative work behaviour</b>  (IWB)	IWB 1	0.632	0.923	0.703	0.948
	IWB 2	0.765			
	IWB 3	0.827			
	IWB 4	0.724			
	IWB 5	0.846			
<b>Psychological empowerment</b>  (PE)	PE 1	0.767	0.929	0.671	0.932
	PE 2	0.633			
	PE 5	0.664			
	PE 6	0.868			
	PE 8	0.718			
	PE 9	0.662			
<b>Organization performance</b>  (OP)	PE 11	0.687	0.881	0.962	0.911
	OPF 1	0.683			
	OPF 2	0.712			
	OPF 3	0.719			
	OPF 4	0.838			
	OPF 5	0.723			

**5.2 Fornell-Larcker**

The Fornell-Larcker criterion involves comparing the square root of the Average Variance Extracted (AVE) for each construct with the correlations between that construct and other latent constructs in a model. According to the criterion, the square root of the AVE for each construct should be greater than its highest correlation with any other construct in the model. This helps assess the discriminant validity of the constructs, ensuring that each construct is more strongly related to its own measures than to measures of other constructs in the model (Ab Hamid et al., 2017; Hair & Alamer, 2022). The Fornell-Larcker criterion of this study is shown in Table 3, which fulfilled the discriminant validity criteria.

**Table 3: Fornell-Larcker Criterion**

	DL	IWB	PE	OP
<b>DL</b>	0.870			
<b>IWB</b>	0.863	0.851		
<b>PE</b>	0.792	0.862	0.863	
<b>OP</b>	0.849	0.817	0.812	<b>0.841</b>

Prior to performing the structural model analysis, this research assessed several key metrics, including the " effect size (F2), variance inflation factor (VIF), predictive relevance (Q2), coefficient of determination (R2), and standardized root mean square residual (SRMR)" of the model (refer to Table 4). The VIF value was examined to address the issue of multicollinearity in the dataset. The observed VIF value fell within the recommended range, which is typically less than 10, indicating that multicollinearity was not a significant concern in the data. (Aiken,

1991), (Sarstedt et al., 2014). According Falk and Miller (Falk & Miller, 1992) the value of “R<sup>2</sup> need to equal or more than 0.10 for good fir model and best predicting power of model as well . So, after the data analysis results indicating that R<sup>2</sup> of PE is 0.760 and the R<sup>2</sup> of OFP are 0.735.

Similarly, F2 elucidates the magnitude of the impact. The value of Q<sup>2</sup> in the current study is greater than zero and is 0.144 for PE and 0.421 for OP. Current this study also analyze the SRMR to check the fitness of model and it is found that SRMR is has 0.069 value which is more than threshold level 0.08 (Cho et al., 2020).

**Table 4: Saturated model results**

Construct	R Square	R Square Adjusted	VIF	Q <sup>2</sup>	F <sup>2</sup>	SRMR
PE	0.760	0.757	1.289	0.144	0.034	0.069
OP	0.735	0.734	1.336	0.421	0.214	

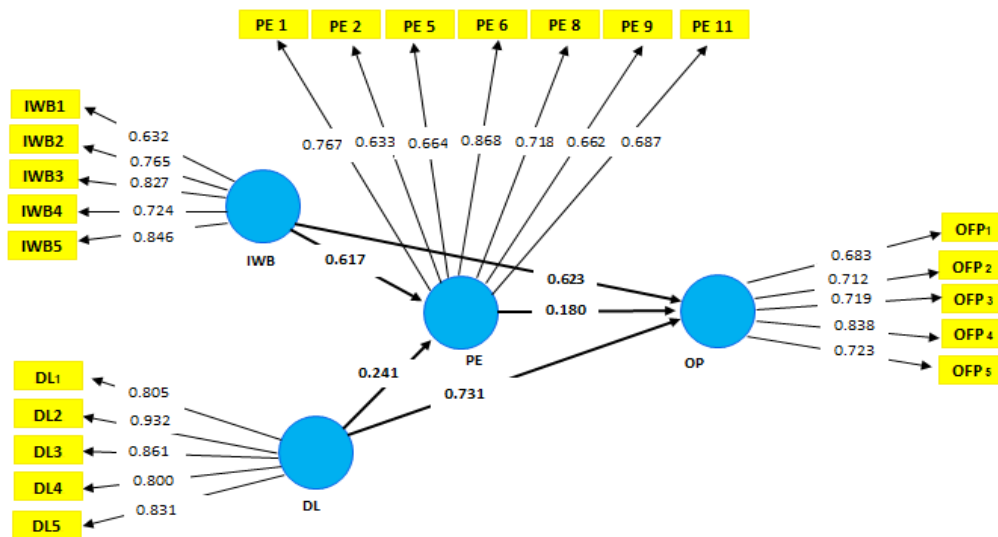
Note: Variance inflation factor (VIF); predictive relevance (Q<sup>2</sup>); effect size (F<sup>2</sup>); standardized root mean square (SRMR); determination of coefficient (R<sup>2</sup>).

### 5.3 Structural model

The term 'Structural Model' within the SmartPLS framework refers to the segment of the Partial Least Squares (PLS) path modeling approach dedicated to examining relationships among latent variables. SmartPLS is a widely utilized software tool designed for PLS path modeling, a statistical technique employed in structural equation modeling (SEM) (Cepeda-Carrion et al., 2019). The results of structural model show that both independent variables such as DL and IWB have positive relationship with the dependent variable OP. This result is found on the bases of p-value. The beta value of DL and IWB is  $\beta = 0.742, p = 0.000, \beta = 0.250, p = 0.003$  respectively. Whereas the PE has positive relationship with the OP the values are  $\beta = 0.162, p = 0.019$ . Further, the results indicate that PE has positive impact as mediator between DL and OP and the values are  $\beta = 0.144, p = 0.002$ . The IWB has positive relationship with PE as well as OP  $\beta = 0.547, p = 0.000, \beta = 0.621, p = 0.009$  respectively. Furthermore, PE has positive mediating relationship between IWB and OP the values are  $\beta = 0.742, p = 0.002$ .

**Table 5: Hypotheses of structural model**

Relationship / hypothesis	Beta	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Decision
DL -> OP	0.731	0.053	14.060	0.000	Supported
IWB -> PE	0.241	0.085	2.945	0.003	Supported
PE -> OP	0.180	0.069	2.355	0.029	Supported
DL -> PE->OP	0.144	0.031	3.127	0.000	Supported
IWB -> PE	0.617	0.075	7.330	0.000	Supported
DL -> OP	0.623	0.065	7.310	0.008	Supported
IWB -> PE->OP	0.136	0.046	3.127	0.003	Supported



**Figure 2:** Path analysis

**6. Discussion**

This study has developed seven hypothesis and after the data analysis it this explains that digitalization has positive and significant relationship with organization’s financial performance in the context of Brazilian healthcare sector. Further, the integration of digital technologies into all business aspects, profoundly impacts an organization's financial performance. This digitalization successful leads to increase revenue and market share through enhancing customer satisfaction, improved operational efficiency. Additionally, reduced costs can be achieved through automation, streamlined processes, and optimized resource allocation (Kunduru, 2023). However, the success of digitalization hinges on strategic planning, effective implementation, and fostering a cultural shift towards digital adoption in the financial sector. By reaping the benefits of financial system, data-driven decision-making, and improved patients relationships, organizations leverage digitalization as a powerful tool for financial growth and competitive advantage (Kraus et al., 2021; Schwertner, 2017).

Furthermore, current study explains that digitalization significantly influences the psychological empowerment of employees by reshaping the dynamics of work environments(Paul et al., 2020). The infusion of technology, automation, and data-driven decision-making empowers employees through increased autonomy and flexibility. Recognition and feedback through digital platforms further contribute to employees feeling valued and empowered. In successful digital transformations, organizations recognize the importance of involving employees in decision-making processes related to technology adoption, reinforcing a sense of ownership and influence over the ongoing changes. Overall, digitalization has the potential to positively impact the psychological empowerment of employees by creating more dynamic, flexible, and collaborative work environments (Ahl, 2021). Additionally, the emphasis on continuous learning to adapt to evolving technologies contributes to employees' personal and professional growth. Automation of routine tasks leads to efficiency gains, allowing employees to redirect their efforts towards more strategic and meaningful work, fostering a sense of accomplishment. Furthermore, the integration of smart technologies in the financial sector has had a profound impact on revenue returns.

**7. Contribution**

Current study has theoretical and practical contribution. This aspect of study makes it more power full in convening the concept of study.

### **7.1 Theoretical contribution**

This study has theoretical contribution and fills the gap created by previous studies. Such as, the present study distinguishes itself through its original conceptual and theoretical framework. Specifically, it explores the impact of innovative work behavior and digitalization as independent variables on an organization's financial performance. The unique contribution lies in the introduction of psychological empowerment as a mediator, facilitating a seamless relationship between the independent and dependent variables. Psychological empowerment operates as a mediator in a dual capacity, bridging the gap between innovative work behavior and the organization's financial performance, as well as mediating the relationship between digitalization and financial outcomes. Moreover, the study extends its focus to establish a correlation between psychological empowerment and organization's financial performance through the integration of smart technologies. The findings of this study provide valuable insights for policymakers, health sector administrators, and future researchers, offering a clear and promising direction for optimizing financial department effectiveness

### **7.2 Practical contribution**

There are many practical contribution of the current study. This study is developed on analysis of Health sector of Brazil. So, the implementation of study can provide the managerial effectiveness as each variable has it great importance to enhance the performance of that particular department. This study will also helpful for the developing countries, where the technological modernization is fixing its branches. The study will show the investing and executing smart technologies that will generate a continued competitive benefit for companies. Current study has used digitalization as independent variables that explain that how customers interact with banks with advance technologies. This study give perception to the management of the Health sector for providing online and mobile services, which further offer a seamless and convenient experience, allowing customers to perform transactions, check balances, and manage accounts from anywhere at any time at low price. This not only meets customer expectations for instant access but also improves overall satisfaction.

### **8. Conclusion**

The current study has examined the intricate relationships between digitalization, innovative work behavior, psychological empowerment, and organizational performance in the healthcare sector of Brazil. Through the analysis of data collected from healthcare professionals, significant insights have been garnered into how these factors interact and influence organizational outcomes. The findings underscore the pivotal role of digitalization in driving organizational performance by enhancing operational efficiency, revenue generation, and customer satisfaction. The integration of digital technologies into healthcare processes has enabled organizations to streamline operations, make data-driven decisions, and deliver more personalized services to patients. Furthermore, digitalization has positively impacted the psychological empowerment of employees, fostering autonomy, flexibility, and job satisfaction in the workforce. Moreover, innovative work behavior has emerged as a critical determinant of organizational performance, with employees who exhibit creativity and initiative contributing substantially to the organization's competitive advantage and financial success. Psychological empowerment has been identified as a key mediator in the relationship between innovative work behavior and organizational performance, as well as between digitalization and organizational performance, highlighting its crucial role in facilitating positive outcomes in the digital era.

The theoretical contributions of this study lie in its development of a novel conceptual framework that integrates digitalization, innovative work behavior, psychological empowerment, and organizational performance. By elucidating the complex interplay between these variables, this study advances our understanding of how digital transformation shapes organizational outcomes in the healthcare sector. From a practical standpoint, the findings of this study offer valuable insights for healthcare managers, policymakers, and practitioners seeking to harness the power of digital technologies to enhance organizational performance. By fostering a culture of innovation, empowering employees, and strategically implementing digital initiatives, healthcare organizations can position themselves for success in an increasingly digitalized landscape.

Moreover, this study contributes to the existing literature on digitalization, innovation, and organizational performance by providing empirical evidence of their interrelationships in the healthcare sector. By shedding light on the mechanisms through which digital transformation influences organizational outcomes, this study offers valuable insights for both theory and practice, paving the way for future research in this vital area of inquiry.

### **9. Limitations and suggestions for future research**

This study has several limitations; Firstly, it is important to note that the investigation employed a specific time lag, limiting the scope of analysis. The absence of longitudinal data analysis hinders the ability to delve deeply into the subject matter and identify advanced strategies crucial for effective digital supply chain management. Secondly, the data collection was confined to a single country Brazil and the analysis was conducted on a general basis rather than exploring managerial perceptions. To address these limitations in future research, it is recommended to employ a more inclusive approach. This study can select different respondents from various departments across various organization, providing a more improved and diverse perspective. Additionally, there is a need for future study that compares the findings of this study between developed and developing countries.

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