

# THE INFLUENCE OF DIGITAL TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL PERFORMANCE THROUGH INTELLECTUAL CAPITAL MEDIATION AND INNOVATION FACTORS AT PT .XYZ

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## ABSTRACT

The current era of digitalization is a very important era because it is still a transition from the previous era. The acceleration of digitalization is supported using information technology, which is increasing very rapidly, one of which is the use of internet media so that the performance of internet providers is important to pay attention to. This study examines the effect of digital transformational leadership on organizational performance through the mediation factor of intellectual capital and innovation in one of the internet providers companies in Indonesia. The analysis technique uses Structural Equation Modeling (SEM) with the Smart-PLS program. The results of the research show that all hypotheses are accepted, and all the characteristics of the influence are positive. Where digital transformational leadership has a positive influence on organizational performance, intellectual capital, and innovation. Likewise, intellectual capital and innovation have a positive influence on organizational performance.

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## 1. INTRODUCTION

The acceleration of digitalization is supported by the rapidly increasing use of information technology, one of which is the use of internet media. According to Imansyah (2018), the internet creates new industries and increases opportunities with its ability to improve innovation, disseminate knowledge, empower consumers, build networks, and regulate social interactions around the world. Broadband internet is a daily necessity for today's modern life. The era of digital society in Indonesia is shown by the number of internet penetration in Indonesia from year to year. Reporting from Indonesia Telecommunications Statistics (2021), users can access the internet through an ISP (Internet Service Provider) by subscribing or not subscribing. As of 2021, the number of ISP subscribers has reached 12.50 million, and the number of ISP companies has seen a significant increase of 29.2%.

With Indonesia's large population and vast territory, it provides attractive business opportunities as well as a challenge for ISP companies to compete strictly in offering high-speed internet supported by adequate infrastructure and technology. According to Imansyah (2018) and Zuhriatusobah et al (2023), the challenges faced in Indonesia's economic situation are the limitations of extensive connectivity infrastructure and a shortage of human resources, so that an economy driven by innovation development is needed rather than an economy that focuses on resource efficiency. ISP companies must continue to find strategies to survive and produce productive and profitable performance, one of which is by continuing to innovate. Innovative behavior, employee engagement with the organization and transformational leadership are critical variables that must be the focus of attention for every organization to be successful in today's era of very fast technological change (Ariyani, Hidayati, 2018).

Leadership is one of the main functions of the management of any organization, considering that strong leadership can help an organization increase its competitiveness (Alrowwad, Abualoush, Masa'deh, 2020). Leadership will assist in aligning people, time, and resources to achieve organizational goals. Leadership refers to the relationship formed between a leader and his subordinates (Keskes et al., 2018). Transformational leadership is described as a leadership approach that enables organizations to create changes in people and society (Strukan et al., 2017). Innovation is increasingly known to control today's business competition which is full of uncertainty (Alrowwad, Abualoush, Masa'deh, 2020). The results of previous research (Varadarajan, 2018; Wikhamn et al., 2018), apart from being an added value to the organization, innovation contributes to superior performance and better problem solving.

Companies that fail to innovate, or in other words, to adapt to the rapidly changing environment will face many problems and consequently emerge from the turbulent economic competition (Shang, 2019).

As a company engaged in telecommunications, media and technology, PT XYZ is required to compete with big competitors and local competitors in small towns. The company's management must take various business strategy policies in an effort to find profitable business prospects, guided by the long-term strategy that has been developed to drive the wheels of the business economy in a sustainable manner. Based on the financial reports for the last 3 years, it is said that the company focuses on investing in assets to build network infrastructure as an effort to improve network quality and expand business more broadly, so that support from internal human resources is needed to continue to innovate and optimize the use of assets to encourage increased company revenue and business advantage. Adoption of innovation increases the ability of organizations to improve the quality of existing services, which can help them attract new customers and also as an instrument to stimulate organizational performance (Shang, 2019).

## 2. METHOD

This research was conducted using a quantitative approach. Quantitative research is research that manages data or is numerical in nature (Yulianah, 2022). This study aims to examine the effect of digital transformational leadership on organizational performance through the mediation factor of intellectual capital and innovation in one of the internet provider companies in Indonesia. Respondents in this study were all company employees belonging to the technology and business operations division at senior and manager levels with a total of 50 respondents. The sample in this study was determined using a non-probability sampling technique, which means that sampling in one population does not involve all members of the population because there are several conditions that must be met. This study also uses primary data and secondary data. Primary data were obtained from the results of questionnaires distributed using Google forms via Whatsapp and e-mail and secondary data were obtained from library sources and studies from the internet. Then the collected data is processed using SmartPLS.

## 3. RESULTS AND DISCUSSION

The respondent's profile shows the demographic description of the respondents in this study. Demographic criteria in this study consisted of gender, job division, age, marital status, last education and length of service.

Table 1 Profile of Respondents

	Category	Amount	Percentage
<b>Gender</b>	Male	34	68.0%
	Female	16	32.0%
<b>Division</b>	Technology	19	38.0%
	Business operation	31	62.0%
<b>Age</b>	21 - 30 tahun	9	18.0%
	31 - 40 tahun	21	42.0%
	41 - 50 tahun	16	32.0%
	Lebih dari 50 tahun	4	8.0%
<b>Marital status</b>	Married	39	78.0%
	single	11	22.0%
<b>Last education</b>	elementary school / Junior high school / Senior High School	4	8.0%
	Associates degree	1	2.0%
	bachelor	36	72.0%
	masters	9	18.0%
	Less than 1 year	5	10.0%
<b>Length of work</b>	1 - 3 Years	5	10.0%
	4 - 6 years	9	18.0%
	7 - 9 years	7	14.0%
	More than 9 years	24	48.0%

**Validity test**

Tabel 2 Hasil Uji Validitas Lanjutan

<b>Variable</b>	<b>Indicator</b>	<b>Outer Loading &gt;0.700</b>	<b>AVE &gt;0.500</b>		
	DT.01	0.729			
	DT.02	0.758			
	DT.03	0.711			
	DT.04	0.826			
	DT.05	0.684			
	DT.06	0.667			
	DT.07	0.706			
	DT.08	0.663			
	DT.09	0.678			
	DT.10	0.669			
	DT.11	0.713			
	DT.12	0.764			
	DT.13	0.775			
	DT.14	0.737			
	DT.16	0.632			
	DT.17	0.664			
	DT.18	0.737			
	DT.19	0.697			
<b>Digital Transformational Leadership</b>	DT.20	0.725	0.506		
	DT.21	0.724			
	DT.22	0.684			
	DT.23	0.742			
	DT.24	0.703			
	DT.25	0.736			
	DT.26	0.738			
	DT.27	0.645			
	DT.28	0.717			
	DT.29	0.660			
	DT.30	0.689			
	DT.31	0.724			
	DT.32	0.720			
	DT.33	0.789			
	DT.34	0.762			
	DT.37	0.623			
	DT.38	0.705			
	DT.39	0.676			
	DT.40	0.707			
	DT.41	0.710			
	<b>Inovation</b>	IN.01		0.458	0.542
		IN.02		0.695	
		IN.03		0.577	
IN.04		0.789			
IN.05		0.753			
IN.06		0.859			
IN.07		0.772			
IN.08		0.854			
IN.09		0.774			
<b>Intellectual Capital</b>	KI.01	0.647	0.508		
	KI.02	0.646			
	KI.03	0.685			
	KI.04	0.809			
	KI.05	0.622			
	KI.06	0.802			

Variable	Indicator	Outer Loading >0.700	AVE >0.500
Organizational Performance	KI.07	0.606	0.541
	KI.08	0.806	
	KI.09	0.780	
	KI.10	0.643	
	KI.11	0.690	
	KI.12	0.717	
	KI.13	0.675	
	KI.14	0.800	
	KO.01	0.676	
	KO.02	0.690	
	KO.03	0.628	
	KO.04	0.721	
	KO.05	0.682	
	KO.06	0.764	
KO.07	0.640		
KO.08	0.667		
KO.09	0.842		
KO.10	0.830		
KO.11	0.834		
KO.12	0.803		

It can be seen in table 2 that all variables have an AVE value of more than 0.500, as well as each indicator which has a value above 0.700. Even so, there are several indicators that have values below 0.700, but according to Hair et al. (2017) indicators with outer loading values in the range of 0.400 – 0.700 can be used in research if they do not cause the AVE value to be less than 0.500.

### Reliability Test

In measuring reliability with the PLS method, a composite reliability value of more than 0.7 can be used and a Cronbach's alpha value of more than 0.6 (Hair et al., 2017). The following are the results of reliability testing in this study:

Table 3 Reliability Test Results

Variabel	Cronbach's Alpha	Composite Reliability
DTL	0.974	0.975
IN	0.889	0.912
KI	0.924	0.935
KO	0.921	0.933

Based on the results of the reliability test as shown in table 4.09, the composite reliability value of all variables is more than 0.7 and the Cronbach's alpha value of all variables is greater than the minimum limit of 0.6. So that all items or indicators in measuring variables are declared reliable.

### R Square

The R square value is used to measure the level of variation in the independent variable changes to the dependent variable. The higher the R square value means the better the prediction model of the proposed research model. The following is the R square value in this study:

Table 4 R Square Test Results

Variable	R Square
Inovation	0.579
Intellectual Capital	0.611
Organizational Performance	0.565

Table 4 shows that the R square value for the innovation variable is 0.579, which means that 57.9% of the innovation variables can be explained by the digital transformational leadership and intellectual capital variables, while the remaining 42.1% is influenced by other variables outside this study. The test

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results for the R square value for the intellectual capital variable is 0.611, which means that 61.1% of the innovation variables can be explained by the digital transformational leadership variable, while the remaining 38.9% is influenced by other variables outside of this study. The results of the R square test for organizational performance capital variable is 0.565, which means that 56.5% of innovation variables can be explained by digital transformational leadership and innovation variables, while the remaining 43.5% is influenced by other variables outside of this study.

### Multicollinearity

The multicollinearity test aims to test that in the research model there is a correlation between the independent variables. A good model is that multicollinearity does not occur, so that multicollinearity in a research model is avoided. In this study, to detect the occurrence of multicollinearity in the research model is to look at the Variant Inflation Factor (VIF) value (Samsu, 2017).

Table 5 Multicollinearity Test Results

	DTL	IN	KI	KO
DTL		2.57	1	1.87
IN				1.87
KI		2.57		
KO				

Based on the table above, it can be seen that the Variance Inflation Factor (VIF) values for all research variables have met the recommended requirements, namely  $< 3$ , so that all variables in the research model have met the criteria and there is no multicollinearity problem.

### Hypothesis test

Hypothesis testing intends to evaluate the causal relationship in the proposed conceptual model. Hypothesis testing is done by looking at the p value and t statistics, but this study uses the entire population as the research sample so that there is no need to test the p values and t statistics. Analysis of the results of hypothesis testing was carried out with the value of the path coefficient (path coefficient) using the smart PLS program presented in table 6 below:

Table 6 Hypothesis Test Results

hypothesis	Effect	Original Sample (O)
H1	Digital Transformational Leadership will positively influence Intellectual Capital	0.782
H2	Digital Transformational Leadership will positively influence Innovation	0.260
H3	Digital Transformational Leadership will positively influence Organizational Performance	0.212
H4	Intellectual Capital will positively influence Innovation	0.540
H5	Innovation will positively affect Organizational Performance	0.591

## 4. CONCLUSION

Digital transformational leadership has a positive influence on intellectual capital. The positive nature of influence shows that the more leaders adopt a digital transformational leadership style, the more intellectual capital will increase. Digital transformational leadership has a positive influence on innovation. The positive nature of influence shows that the more leaders adopt a digital transformational leadership style, the more innovation capabilities will increase. Digital transformational leadership has a positive influence on intellectual capital. The positive nature of influence shows that the more leaders adopt a digital transformational leadership style, the more organizational performance will increase. Intellectual capital has a positive influence on innovation. The nature of the positive influence shows that the higher the intellectual capital, the ability to innovate will increase. Innovation has a positive influence on organizational performance. The nature of positive influence indicates that the higher the level of innovation, the organizational performance will increase.

Based on the results of the research conducted, suggestions can be given which can be input for managerial parties, especially PT XYZ. The results of the study show that innovation makes a positive contribution to organizational performance. Therefore if the company can increase innovation within the

company. Based on the results of descriptive analysis, it is necessary to innovate products and services that are old or obsolete in the company to increase innovation at PT XYZ. With increasing innovation within the company, it is predicted that organizational performance will also increase.

The results of the study show that intellectual capital makes a positive contribution to innovation and organizational performance. Therefore, if the company can increase the intellectual capital in the company. Based on the results of descriptive analysis, intellectual capital related to employee creativity, employee ability to come up with new ideas, and the company's ability to support business operations and infrastructure maintenance can still be improved. With increasing intellectual capital within the company, it is predicted that organizational performance will also increase. The results of the study show that digital transformational leadership makes a positive contribution to intellectual capital, innovation and organizational performance. Therefore, if the company can improve digital transformational leadership within the company. Based on the descriptive analysis results, digital transformational leadership can be adapted to the behavior of superiors who are open to asking for or receiving input from employees regarding digital issues, developing digital skills, and being able to analyze the impact of digital transformation on companies, and others. With the increase in having digital transformational leadership behavior within the company, it is predicted that organizational performance will also increase.

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