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Increasing Employee Productivity Through Visionary Leadership, Work Environment, And Work Discipline: The Mediation Role Of Organizational Innovation

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ABSTRACT
The background of this research departs from the need to improve understanding of the role of innovation in mediating visionary leadership and the work environment in increasing productivity, considering the importance of innovation as a driver of competitive advantage in a dynamic global era. The study explores the impact of visionary leadership, work environment, and work discipline on employee productivity, influenced by organizational innovation. This study focuses on the staff of Lulu Group Retail Indonesia, using accidental sampling to obtain 250 samples. This descriptive and quantitative research uses Smart PLS3 to process and test Structural Equation Modeling (SEM) hypotheses. The study reveals that visionary leadership and a positive work environment significantly impact employee productivity, while organizational innovation has a direct and substantial impact. However, work discipline variables do not directly and significantly affect employee productivity. However, work discipline mediated by organizational innovation indirectly has a significant influence. In contrast, visionary leadership and work environments mediated by organizational innovation have no indirect or insignificant effect on employee productivity. From the results of this study, in the context of the object of research, visionary leadership is not yet strong enough to encourage innovation to create employee productivity.

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INTRODUCTION

Employee productivity is a critical factor in achieving organizational goals, especially in today's era of globalization. High employee productivity can increase the competitiveness of the organization, which in turn drives the company's success (Maqsoom et al., 2023). High competence, productivity, and innovation are crucial for employees to achieve productivity, and without innovation, companies struggle to maintain competitiveness in an increasingly competitive market. Visionary leadership (VL) is essential in driving innovation in the workplace, ultimately increasing organizational productivity and effectiveness (Palestini, 2009). Proactive leadership fosters innovation and performance by encouraging employees to adopt visionary values, future orientation, and strategic actions, particularly in a public sector environment where organizational innovation (INV) is crucial.

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VL encourages the creation of INV, so innovative and creative leadership that supports learning and open communication is needed. This leadership is essential in creating new things to drive innovation within the organization (Hoai et al., 2022). Employee productivity (EMP) is produced because innovative VL encourages performance through results or other organizational factors such as teamwork, collaboration, and learning. Highly innovative employees tend to be more productive than passive employees. However, some studies show that INV's impact on increasing EMP is insignificant. This may happen because the control of innovative behavior is relatively less efficient and has value for the development of the organization to survive and be more competitive (Alblooshi et al., 2020; Colovic, 2022)

The Work Environment (WE) can affect the company and increase job satisfaction and performance (Wikström et al., 2022). Every organization, whether large or small, will be related to the environment in which the organization is established. The WE is very influential on employee emotions; if the WE is conducive to carrying out work activities that use their time efficiently, automatically productivity as well as employee work performance produce good value, and it will not work if no leadership creates INV in the WE (Duru & Shimawua, 2017; Halldorsson et al., 2021; Palmié et al., 2023). Employee Work Discipline (WD) is the compliance of appropriate behavior and the actions taken against employees who do not comply with the regulations of the organization (Bugdol, 2018). Organizations require WD to boost productivity, ensuring regular, punctual, and well-groomed employees who adhere to company-specific work requirements. Consistent WD will result in high work productivity (Caccamo et al., 2023; Krskova & Breyer, 2023; Pemayun & Martini, 2021)

Effective leadership is crucial for the successful implementation of INV in a sustainable manner, enabling multidimensional innovation and long-term success in all programs (Shamsuzzoha & Tanaka, 2021; Timothy, 2022). VL is believed to impact EMP by leading the organization with an effective strategy and a clear, efficient, and convincing vision for the future. The relationship between VL, WE, and good WD can be positive or negative, with potential insignificant or adverse effects on EMP. The gap in EMP needs to be addressed by INV, as previous research indicates that WE and WD positively impact EMP (Bimanti & Savhira, 2019; Duru & Shimawua, 2017; Timothy, 2022).

However, although many studies have explored the impact of VL, WE, and WD on EMPs, not many have comprehensively combined these variables in a single model that integrates and mediates INV, particularly in the context of the retail industry. The retail industry has unique characteristics, such as direct interaction with consumers and high fluctuations in market demand, which affect employee behavior and productivity. Therefore, this study will further examine the impact of VL, WE, and WD on EMP-mediated INV in the context of the retail industry, filling a research gap that previously focused more on the public sector or manufacturing. As such, this research will make a new contribution to understanding how visionary leadership and organizational innovation can affect employee productivity in the retail industry while providing relevant management recommendations for the future development of retail companies.

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Theoretical Study

Visionary leadership

VL is a leadership style that utilizes transformational and charismatic behaviors to foster commitment and enhance organizational effectiveness. VL focuses on a clear vision foundation, with leadership creating it, integrating it with the mission, and assisting team members in achieving goals (Saskin, 1988). Influential leaders always understand each **employee's** thinking and culture, accepting opinions from all directions, i.e., VL (Saskin, 1988). Visionary leaders prioritize the WE, nurture employees for long-term sustainability, and innovate to enhance product quality, resulting in higher performance and satisfaction. Palestini (2009) identifies VL as a visionary, charismatic, and talented leader who entertains, inspires, and follows organizational rules and commitments. VL is most often practiced to focus on communicating the vision. Therefore, it is not only the existence of a vision that affects employees but also the effective communication of leadership itself (Maran et al., 2022).

VL significantly impacts EMP, with increased EMP if it meets expectations and motivates others to take action. The more motivated and productive a person is at work, the greater their confidence in their boss (Ratnaningtyas et al., 2021). Visionary strategic leaders who can identify market trends impact INV. Creativity and higher levels of visionary behavior consistently lead to better outcomes. Influential leaders envision the future of their company, connecting it to their team's activities and ensuring all actions align with the organization's goals (Sharma, 2003). Previous research says VL affects EMP (Alblooshi et al., 2020; Bunjak et al., 2022; Makhrus et al., 2022; Ratnaningtyas et al., 2021).

Work Environment

Kartini (2020) said that the WE is a force that affects, either indirectly or indirectly, the performance of an organization or company. However, not all parts of the environment are equally essential when considering the psychological environment and how it affects EMP. The physical WE has a significant influence on employee morale. Theories suggest that a poor, sad, or depressed WE lowers employee morale and leads to absenteeism, procrastination, low labor shift, waste of resources, and other negative attitudes. On the other hand, a good WE keeps people interested and makes them more productive. Based on previous research studies, the WE is essential and influential in producing EMP (Lindeberg et al., 2022; Maqsoom et al., 2023; Massoudi & Hamdi, 2017). VL, in creating a conducive WE with good character, greatly influences the mentality of employees and the creation of high productivity. Previous research proves the relationship between the WE and VL (Pawirosumarto et al., 2017).

Work Discipline

Good employee performance helps organizations achieve their goals because disciplined workers are more productive and efficient in using their time, as well as preventing actions that can harm the organization and affect the performance of employees who have initiatives. WD is compliance with rules, including actions taken against employees who violate organizational regulations (Bugdol, 2018). Discipline in work is expected to increase overall employee productivity. A disciplined mental attitude will significantly assist businesses

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in producing maximum results. Employees must strictly follow company regulations, workplace behavioral norms, and other rules to develop strong work discipline. Productivity will increase if discipline is strengthened and applied correctly. Good WD involves focus, schedule, and compliance with regulations, which can positively contribute to INV efforts. But WD without room for experimentation and creativity can also hinder innovation. Previous research has shown that there is a relationship between WD that affects INV and EMP (Ang & Cui, 2022; Caccamo et al., 2023; Krskova & Breyer, 2023; Pemayun & Martini, 2021).

Organizational innovation

Trott (2017) said innovation results from social and external factors and influences demographic, economic, and cultural changes. Good innovation behavior will result in good productivity. The economy prioritizes innovation through investment in education to boost productivity (Ismail, 2018). Innovation in knowledge development can increase productivity, with information, knowledge, and vision being the three crucial components of knowledge generation.

Previous research Fazlıoğlu et al. (2019) shows that INV can increase productivity compared to companies that do not innovate. The company's tendency to innovate is relatively varied, but with the same goal of increasing company productivity (Fazlıoğlu et al., 2019). Previous research has shown that innovation has a significant effect on EMP (Bunjak et al., 2022; Chaithanapat et al., 2022; Fazlıoğlu et al., 2019; Malibari & Bajaba, 2022). Innovation can mediate the link between environmental regulation and productivity (Franco & Marin, 2017; Lanoie et al., 2011).

Employee Productivity

Productivity is the quality or state that produces or delivers results, benefits, or profits. Operationally, it involves the relationship between resource inputs and outputs of goods and services produced (Mill, 1989). If productivity increases, efficiency, work systems production techniques, and the workforce's skills will improve. Knowledge work productivity can be divided into different levels, such as individual and team levels, as well as into quantitative and qualitative dimensions (Lindeberg et al., 2022).

EMP, or labor productivity, measures a worker's or group's effectiveness in terms of their output over time. It is a common practice to compare worker productivity with the average worker performing similar tasks. EMP is an essential factor for an organization because it essentially affects the ability of any organization to succeed (Massoudi & Hamdi, 2017). Productivity in the workplace is the outcome achieved through a systematic process to maximize the quantity and quality of goods or services in line with company goals and objectives.

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Research Model

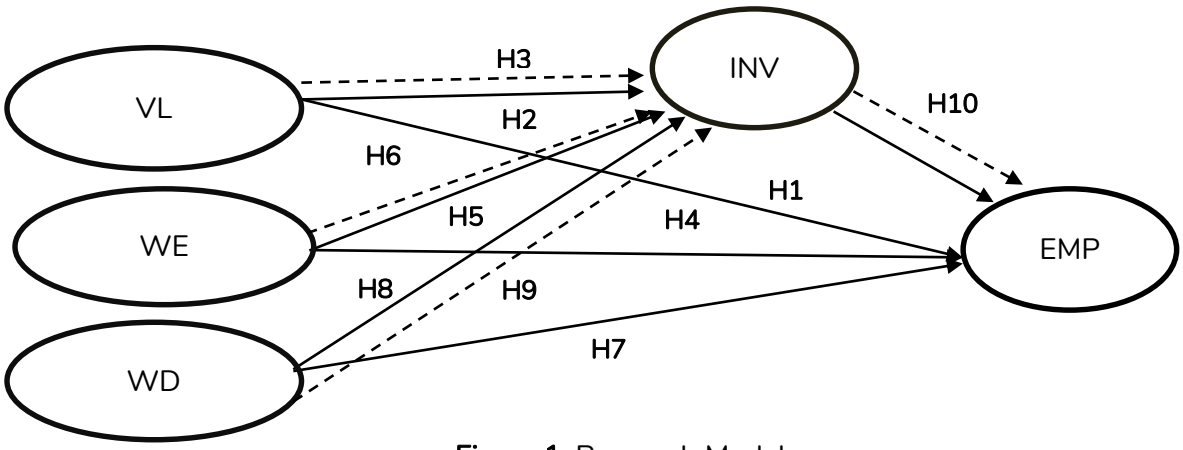

Figure 1: Research Model

H1: VL Has a Significant Impact on INV;
H2: VL Has a Significant Impact on INV
H3: VL Has a significant impact on EMP through INV;
H4: The WE has a significant impact on EMP;
H5: The WE has a significant impact on INV;
H6: The WE has a significant impact on EMP through INV;
H7: WD has a significant effect on EMP;
H8: WD has a significant effect on INV;
H9: WD has a significant impact on EMP through INV;
H10: INV has a significant effect on EMP

RESEARCH METHODS

The study employs a quantitative method, distributing questionnaires to PT Lulu Group Retail employees in Cakung, Bumi Serpong Damai, and Sawangan. A questionnaire was distributed to 350 employees in three branches using Google Forms and HRM at PT Lulu Group Retail Indonesia, with 270 respondents, resulting in 250 suitable samples. Subtraction of variables with the Likert scale from the range of Strongly Disagree (1) to Strongly Agree (5). The exogenous variables are (1) VL, which refers to Hughes et al. (2015) and consists of eight indicators. (2) The WE refers to Sedarmayanti (2009), which consists of eight indicators. (3) WD refers to Mangkunegara (2000), comprising six indicators. The mediating variable is INV, referring to the six indicators of Robbins & Coulter (2015). According to Sutrisno (2017), the endogenous variable is EMP, which comprises six indicators.

The data analysis process uses the SEM (Structural Equation Modeling) with Smart PLS 3.2.9. The outer model test consisted of 1) convergent validity (loading factor>0.7). 2) Reliability Test (Composite Reliability and Cronbach's Alpha >0.7, 3) Average Variance Extracted (AVE)>0.5). 4) Validity test of discrimination using the Fornell-Larcker method. 5) Multicollinearity Test with *Variance Inflation Factor* (VIF)< 5 (Hair et al., 2017). *The goodness*

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of fit model test with a *Standardized Root Mean Square Residual* (SRMR) <0.08 (Hu & Bentler, 1999). The hypothesis test refers to the significance level of α = 5% (t=1.96).

RESULTS AND DISCUSSION

Profil Respondent

Table 1. Profile Respondents

Information	Frequency	Percentage %
Gender		
Female	131	52%
Male	119	48%
Age		
20 - 30	125	50%
31 - 40	88	35%
41 - 50	36	14%
>50	1	0%
Education		
SLTA / Equivalent	75	30%
D1	8	3%
D3	82	33%
S1	80	32%
S2	5	2%
Working Period		
1 Year	3	1%
2 - 5 Years	212	85%
6 - 10 Years	30	12%
> 10 Years	5	2%
Total Respondents	250	100

Source: Processed Data, 2023

The results of the study, based on Table 1 above, explain that the respondents in this study amounted to 250 respondents, which can be concluded that the percentage of employees in this study is dominated by female employees (52%) as many as 131 respondents, for an average age of 20-30 (50%) as many as 125 respondents, here it can be seen that employees at PT Lulu Group Retail show more acceptance of young employees with the majority of them with a d3 education background (82%) and no difference of 2 percent from 80% of S1 graduates, followed by high school graduates at 30% with a total of 75 respondents. The working period of employees who are respondents is, on average, 2-5 years, and they are generally employees in cashier and customer service positions positioned as female employees with a D3 graduate education background.

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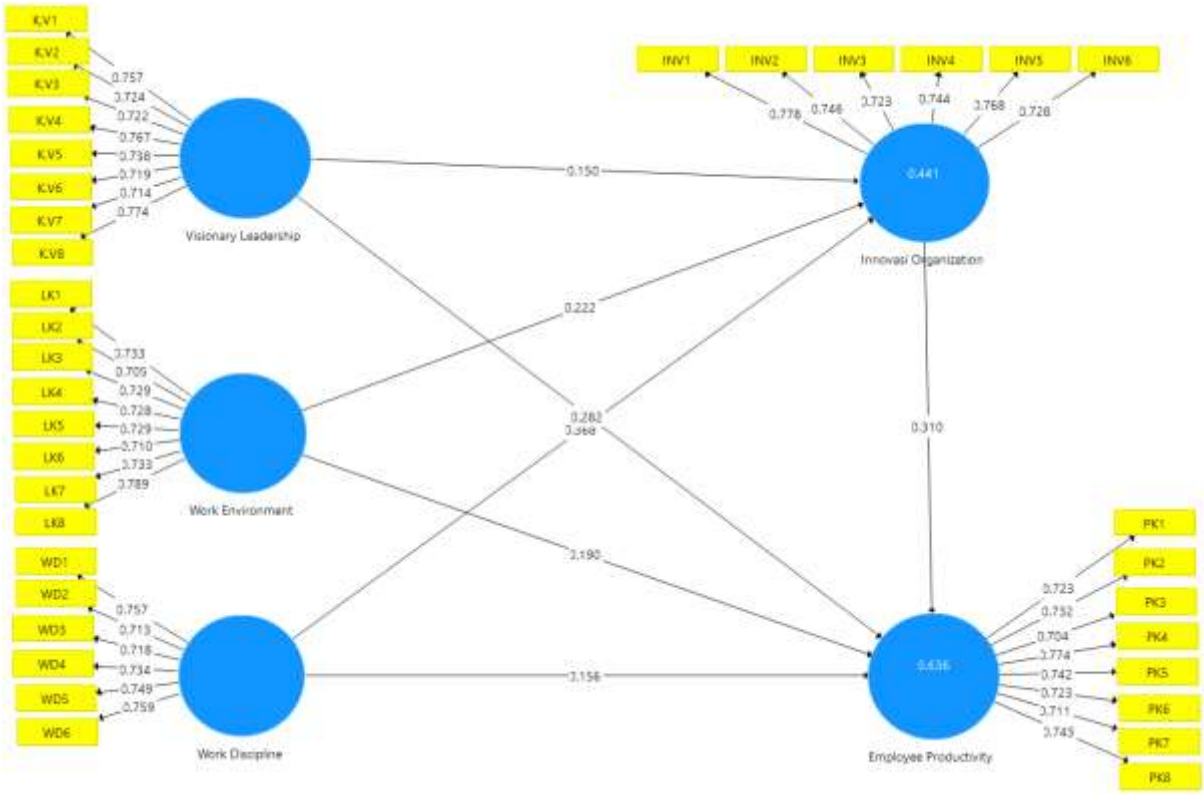

Figure 2: Model SEM PLS

Validity and Reliability Test

Table 2. Variables, Indikator Factorl Loading, CR, and AVE

Variable	Item	Factor Loading	CR	AV
Visionary Leadership (VL)	VL1	0,757	0,906	0,547
	VL2	0,724		
	VL3	0,722		
	VL4	0,767		
	VL5	0,738		
	VL6	0,719		
	VL7	0,714		
	VL8	0,774		
Work Environment (WE)	WE1	0,733	0,902	0,536
	WE2	0,705		
	WE3	0,729		
	WE4	0,728		
	WE5	0,729		
	WE6	0,710		
	WE7	0,733		
	WE8	0,789		
Work Discipline	WD1	0,757	0,878	0,545

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(WD)	WD2	0,713		
	WD3	0,718		
	WD4	0,734		
	WD5	0,749		
	WD6	0,759		
Innovation Organization (INV)	INV1	0,778	0,884	0,559
	INV2	0,746		
	INV3	0,723		
	INV4	0,744		
	INV5	0,768		
	INV6	0,728		
Employee Productivity (EMP)	EMP1	0,723	0,902	0,535
	EMP2	0,732		
	EMP3	0,704		
	EMP4	0,774		
	EMP5	0,742		
	EMP6	0,723		
	EMP7	0,711		
	EMP8	0,743		

Source: Processed Data, 2023

The cross-loading index above 0.70 indicates high indicator reliability, supported by reliable indicators. The composite reliability value above 0.70 confirms construct reliability for all indicators. Variables with AVE root values above 0.60 are considered good models, indicating the reliability of the composite.

Discriminant Validity

To find out how accurately a measuring instrument performs the measurement function. In the Smart PLS test, discriminant validity can be assessed based on the Forner Larcker Criterion; the value is said to be good if the root in the AVE in the construct is higher.

Table 3. Discriminant Validity-Forner Larcker Criterion

	EMP	INV	VL	WD	WE
EMP	0,732				
INV	0,672	0,748			
VL	0,685	0,542	0,740		
WD	0,665	0,622	0,637	0,739	
WE	0,686	0,592	0,711	0,718	0,732

Source: Processed Data, 2023

The mean VL is 0.547, and the average root is 0.740. The correlation with other structures has a value of 0.740, which is higher than the correlation with WE (0.686), WD (0.665), INV (0.672), and EMP (0.732). The model meets the discriminatory validity requirements in the table, as all AVE root values > correlate with other constructs.

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Multicollinearity

Table 4. Inner VIF Value

	EMP	INV	VL	WD	WE
EMP					
INV	1,790				
VL	2,207	2,167			
WD	2,451	2,209			
WE	2,746	2,658			

Source: Processed Data, 2023

From the table above results, Smart PLS can conclude that there is no multicollinearity because the results above show VIF < 5 ideal values.

SRMR

Table 5. SRMR

	Saturated Model	Estimated Model
SRMR	0,067	0,067

Source: Processed Data, 2023

Results of Table 5. The saturated model is 0.67, and the estimated model is 0.067. The SRMR condition values below 0.8 are declared eligible(Hair et al., 2017).

Test t

Table 6. Path Coefficients

Information	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Conclusion
VL -> EMP	0,282	0,289	0,100	2,829	0,005	Accepted
VL -> INV	0,150	0,151	0,105	1,431	0,153	Rejected
WE -> EMP	0,190	0,180	0,094	2,021	0,044	Accepted
WE -> INV	0,222	0,231	0,098	2,255	0,025	Accepted
WD -> EMP	0,156	0,159	0,097	1,616	0,107	Rejected
WD -> INV	0,368	0,354	0,082	4,495	0,000	Accepted
INV -> EMP	0,310	0,312	0,070	4,395	0,000	Accepted
VL -> INV -> EMP	0,046	0,046	0,035	1,335	0,183	Rejected
WE -> INV -> EMP	0,069	0,072	0,036	1,926	0,055	Rejected
WD -> INV -> EMP	0,114	0,110	0,036	3,122	0,002	Accepted

Source: Processed Data, 2023

Table 6 shows that VL positively and significantly affects EMP(p-value=0.005<0.05) H1 accepted. This means that the better the VL, the better the EMP. These results align with previous studies and have a positive and significant direct effect on EMP. These results follow

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previous studies showing that VL positively and significantly influences EMP(Pasha et al., 2017; Ratnaningtyas et al., 2021). Strong VL contributes to EMP by providing a clear direction and inspiring passion to achieve the organization's vision.

VL has no significant effect on INV (p-values=0.153>0.05), so H2 is rejected. These results show that the ability of leaders who are less able to create more innovative employees will not drive EMPs. These results are not following the research conducted (Alblooshi et al., 2020; Bunjak et al., 2022; Makhrus et al., 2022). VL has no significant effect on EMP through INV (p-value =0.183), so H3 is rejected. This means that INV cannot mediate VL and EMP variables, even though there are VLs that inspire and provide a definite direction, either directly or indirectly, that contribute to the improvement of EMP through INV.

The results showed that WE had a positive and significant effect on EMP (p-value = 0.044), so H4 was accepted. This means WE can create inclusive and supportive conditions for all employees to increase productivity and well-being. This result follows previous research that showed that WE have a significant role in EMP (Duru & Shimawua, 2017; Maqsoom et al., 2023). WE positively and significantly affect organizational innovation (p-value=0.025), so H5 is accepted. It means that a good WE can create INV. By creating an appropriate environment, organizations can improve their ability to adapt to changes, face challenges, and create new value for long-term success. In line with these results, Lindeberg et al. (2022) show that WE has a role in INV. By creating an appropriate environment, an organization can improve its ability to adapt to change, face challenges, and create new value for long-term success. INV does not significantly mediate the indirect influence of WE on EMP (p-values = 0.055), so H6 is rejected. INV does not significantly bridge WE's indirect relationship with creating EMP.

This study shows that WD has no significant effect on productivity (p-values = 0.107), so H7 is rejected. This means that an increase in WD does not necessarily increase EMP. However, other factors, such as VL and WE, can increase this study's productivity. These results do not follow the research (Eliyana et al., 2019; Oscillator & Martini, 2021). The results showed that WD had a positive and significant effect on INV(p-value =0.0000 so H8 was accepted. This means that a high WD of employees can create a strong foundation for INV. Previous studies have shown consistent results where WD significantly impacts INV (Caccamo et al., 2023; Krskova & Breyer, 2023). Other factors, such as the initiation culture, management support, and supportive WE, influence INV. INV significantly mediates the indirect influence of WD on EMP(p-value =0.002) so that H9 was accepted. This means employees with a high WD tend to work efficiently and carry out tasks on time. INV acts as a mechanism that links WD impact to EMP. A high WD creates an environment that supports the creation of innovation and that innovation contributes to the overall improvement.

The results showed that INV positively and significantly affected EMP (p-value = 0.000), so H10 was accepted. This means that successful and targeted innovation has the potential to improve the efficiency and effectiveness of work processes and encourage employees to achieve higher levels of productivity. These results align with previous research that shows that INV has a positive and significant effect on employee productivity (Bunjak et al., 2022; Fazlıoğlu et al., 2019).

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CONCLUSIONS

Judging from the study's results, VL has a positive and significant effect on work productivity but no significant effect on INV. INV does not significantly affect the indirect influence of VL on EMP. WE have a positive effect on EMP. However, this study showed that INV did not significantly mediate the indirect influence of WE on EMP. High WD does not play a significant role in increasing EMP. Employees who have a high WD significantly increase INV. WD supports INV by valuing consistency, perseverance, and responsibility. INV significantly affects EMP, so it plays a significant role as a mediator of indirect influence between WD and EMP. This research has limitations because it was conducted in a retail company with a relatively small number of employees, so the research results cannot be generalized to companies in the same industry or other industries. Further research is suggested in the broader industry scope and a larger sample size, which is expected to lead to more accurate or representative results.

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