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The Role of Organizational Innovation In The Influence of Organizational Learning and Transformational Leadership on Organizational Performance In The Digital Technology Industry

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Abstract: This study aims to determine the role of innovation in the influence of organizational learning and transformational leadership on organizational performance in the digital technology industry. The population of respondents in this study were employees of the digital technology industry. Sampling of respondents was carried out by distributing questionnaires with multivariate data analysis methods, where the number of samples that met the criteria was 386 employees in the digital technology industry. From the research results, there are seven direct relationship hypotheses accepted. Organizational innovation fully mediates the relationship between organizational learning and organizational performance and mediating the relationship between transformational leadership and organizational performance. Future research can focus on social issues and the development of the digital technology industry.

Keyword: Organizational Innovation, Organizational Learning,Transformational Leadership Organisational Performance.

INTRODUCTION

Organizations in every company have goals that they want to achieve. It would be better if the organisation continues to make improvements and development. One of the improvements that organizations are looking for is to increase or maintain their benefits. Competition in the business world is getting tougher and you have to survive the competition. The influence of leadership on business also varies. One thing that businesses can do to survive in a highly competitive environment is to improve their performance by developing and improving their leadership style (Lusiana et al., 2020).

Organizational learning is important to create innovative performance behaviours. Today's organizational problems cannot be solved with solutions, environmental conditions have become so complex, dynamic and uncertain without innovation, organisations cannot guarantee their long-term survival (Asbari & Novitasari, 2022); (Fikri et al., 2021); (Novitasari, Hutagalung, et al., 2021); (Novitasari, Supiana, et al., 2021). The efforts made

by the Indonesian government to achieve a large category and carry out a fundamental overhaul and transformation of the governance system through bureaucratic reform. The basic changes made regarding institutional (organizational), management and human resource aspects (Riyanto et al., 2021).

Human resource leaders seek to find the right leadership style, support the implementation of knowledge management, and contribute to improved organizational performance. (Johan et al., 2021); (Novitasari et al., 2020); (Novitasari et al., 2020); (Novitasari et al., 2020); (Nuryanti et al., 2020). Research in this area shows that different leadership styles have different effects on the implementation of knowledge management processes. Transformational leadership creates motivation to share knowledge between members (Singgih et al., 2020). Furthermore, researchers show that transformational leadership has a significant impact on employees, whose main role is the implementation of knowledge management processes to improve organizational performance. (Asbari, 2019), (Asbari, 2020); (Asbari et al., 2020); (Basuki, Fahlevi, et al., 2020b); (Hutagalung et al., 2020); (Jumiran et al., 2020); (Maesaroh et al., 2020); (Novitasari et al., 2020); (Novitasari Francisca Sestri Goestjahjanti Masduki Asbari et al., n.d.); (Novitasari et al., 2020); (Yuwono et al., 2020); (Zaman et al., n.d.).

Leaders in these organizations then face many challenges to maintain efficient operations, integrate company resources, and improve company performance (DuBrin, 2018). Over the past few decades, the question of "how" leaders lead their organizations toward desired outcomes has generated a thirst for research in the field of leadership. Organizations in the enterprise have concentrated on organizational learning to adapt to new conditions and as an essential property for improving organizational performance and competitive advantage (Fiol & Lyles, 1985); (Muneeb et al., 2019); (Castaneda et al., 2018).

This study was conducted to investigate how transformational leadership, organizational innovation and organizational learning contribute to firms' organizational performance. This study is important because, although existing research focuses on the relationship between leadership and organizational performance (Nguyen & Luu, 2019); (Amedu & Dulewicz, 2018) or between organizational learning and organizational performance (Khanh Pham TRAN, 2021); (Sadikin & Hamidah, 2020); (Hindasah & Nuryakin, 2020). This study is an attempt to validate the application of corporate organizations in this regard. These results provide practical implications for business leaders and policy makers to improve leadership performance, organizational learning, organizational innovation, and organizational performance in those organizations.

METHOD

This research uses a quantitative approach method. This is because the quantitative approach provides objectivity where hypotheses are tested by collecting data and applying statistical criteria to evaluate measurements (Hair et al., 2020).The population of this study is all employees of the digital technology industry.

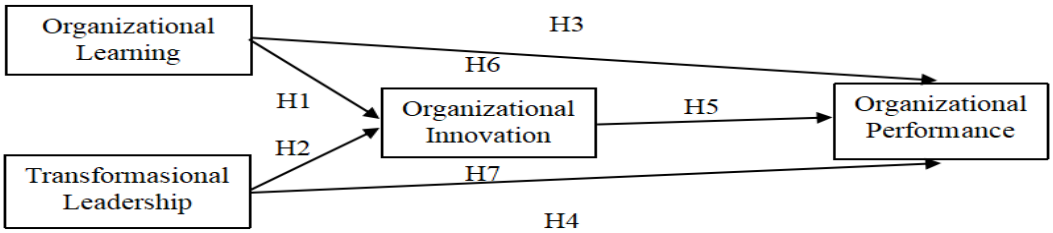


Figure 1. Conceptual Framework

Quantitative methods were used in this study, which collected data through a Google Form online questionnaire. The Partial Least Squares Structural Equations Modeling (PLS SEM) approach was used to generate an initial sample of 386 respondents (Hair et al., 2020) to 368 respondents. By applying (Hair et al., 2020) technical calculation of 28 times the number of variables multiplied by a factor of 10. This methodology offers a reliable statistical foundation to produce a fairly representative sample Researchers also obtain demographic information from respondents (Musana & Setyawan, n.d.).

This study has independent variables, mediating variables, and dependent variables measured through the same number of question indicators. Therefore, the proposed hypothesis uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. (Astrachan et al., 2014). The variables used in this study are Organizational Learning and Transformational Leadership, Organizational Innovation as a mediating variable, and Organizational Performance with a total of 28 question indicators. To assess the research variables are measured using a five point Likert scale: 1)Strongly Disagree, 2) Disagree, 3) Moderately, 4) Agree, 5) Strongly Agree.

The variables under study can be evaluated through this research. To test convergent and discriminant validity, the study was tested with Smart-PLS. A method that requires an addition factor value of 0.5, indicates that the unit estimation parameters for calculating comparative progress have predictive ability by taking respondents' perceptions into account. The high value of the item indicates this. A research tool can be considered credible. If it provides reliable information and corresponds to the actual situation. As a result, the Cronbach's alpha method was used in this study to calculate the different coefficient values from 0 to 1. A coefficient value of less than 0.6 indicates that the constructs and indicators do not have a good level of reliability (Ghozali&Latan,2015).

SmartPLS 3.2.9 will be used to analyze the collected data. The process of evaluating the measurement of a model begins with testing validity and reliability. Furthermore, structural model measurement is carried out using R square, f square, Q square, and hypothesis testing is carried out at the end of the process (Hair et al., 2018).

RESULTS AND DISCUSSION

Respondent Profile

The demographic profile of the respondents in this study is shown in Table 1. This study processed information from the data collected, namely 368 Respondents consisting of 52.59% male and some (47.41%) are female, the age of employees in the industry is mostly 20 - 30 years old around (53.11%) and 30 - 40 years 27.20%, 40 - 50 years 15.54% and above 50 years 4.15%. Employees who work in the industry mostly have a Bachelor's degree, namely (72.28%), and other employees have a Master's degree 11.14% and SMA 16.58%. Respondents have a working period of 5 - 10 years (42.23%), for others 0 - 1 year 24.09% and 1 - 5 years 33.68%.

Measurement Model

This research tests the measurement model to determine how the indicators relate to the intended construct. After that, additional tests were conducted to turn on convergent validity. In this case, construct reliability was assessed by looking at the results of composite reliability or Cronbach's alpha. All constructs had a cronbach's alpha or composite reliability value of more than 0.70. Therefore, each of the constructs discussed in this study can be considered to have considerable reliability. Furthermore, the AVE value can be considered as a determinant of the convergent validity of the research constructs. If the AVE value is greater than 0.5, the research construct has good convergent validity. Seen in Table 2 that the research results are in accordance with the provisions of AVE. This indicates that the measurement model used in this study has sufficient validity for discrimination.

Overall, this table underscores the important role of transformational leadership in driving learning, innovation and performance in organizations. The table also explains how learning, innovation, and performance relate to each other in organizations. The results show that to improve organizational outcomes, the development of continuous learning and transformational leadership is essential.

Tabel 1. Respondent Demographic Profiles

	Demografis Profiles	Frequency	Presentase
Gender	Male	203	52,59%
	Female	183	47,41%
Age	20-30 years	205	53,11%
	30-40 years	105	27,20%
	40-50 years	60	15,54%
	Over 50 years	16	4,15%
Education Level	SMA	64	16,58%
	Bachelor	279	72,28%
	Master	43	11,14%
Experience	0-1 years	93	24,09%
	1-5 years	130	33,68%
	5-10 years	163	42,23%

Source: Data Processed (2024)

Structural Model

The results of testing the significance of the path relationships, which were conducted based on the hypotheses proposed, as well as observations of R2 values, are shown in Table 3 shows that not all hypotheses proposed or all relationships between the variables studied proved significant. With a statistical T value greater than 2.0 and a P value smaller than the specified significance level (0.01), this is demonstrated. However, in the path coefficient results, there are two variables that are not significant from the P value results. Therefore, only three variables are acceptable for the overall hypothesis of this study. shown in Table 4. Table 5 Table 5 illustrates the results of testing the effect of independent variables or indirect effects on the relationship between endogenous and exogenous variables. For each indirect effect, 0.030 may indicate the size of the indirect effect resulting from the combination of path coefficients in the mediation model. In the context of the analysis, this value can be considered significant if it is supported by statistical analysis showing that this effect is significantly different from zero. The value of 0.024 Similar to the previous value, it also indicates an indirect effect, but may have a lower strength compared to the value of 0.030. Therefore the hypothesis stating that this study is accepted or significant.

Table 2. Construct Validity and Reliability

Variabels	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Innovation	0,831	0,831	0,874	0,497

Organizational Learning	0,819	0,821	0,869	0,526
Organizational Performance	0,833	0,836	0,879	0,549
Transformational Leadership	0,869	0,870	0,899	0,560

Source: Data Processed (2024)

Table 3. Path Coefficient

Hypotheses	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
Organizational Learning → Organizational Innovation	0,541	0,043	12,515	0,000	Significant
Transformational Leadership → Organizational Innovation	0,422	0,044	9,652	0,000	Significant
Organizational Learning → Organizational Performance	0,682	0,063	10,846	0,000	Significant
Transformational Leadership → Organizational Performance	0,198	0,052	3,773	0,000	Significant
Organizational Innovation → Organizational Performance	0,056	0,070	0,802	0,423	Significant

Source: Data Processed (2024)

Table 4. R^2 and Adjusted R^2

Variables	R Square	R Square Adjusted
Organizational Innovation	0,843	0,842
Organizational Performance	0,816	0,814

Source: Data Processed (2024)

Table 5. Specific Indirect Effects

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Organizational Learning →Organizational Innovation → Organizational Performance	0.030	0.030	0.038	0.801	0.423	Significant
Transformational Leadership →Organizational Innovation → Organizational Performance	0.024	0.024	0.030	0.787	0.432	Significant

Source: Data Processed (2024)

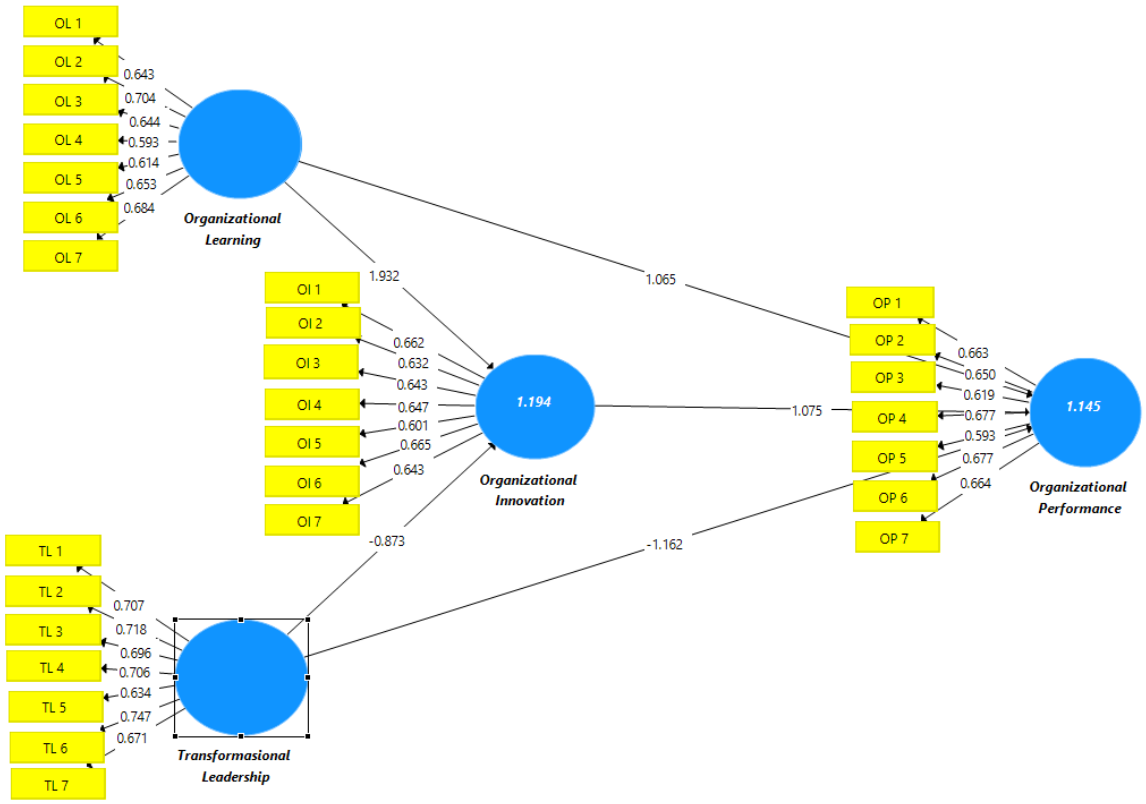


Figure 2. PLS-Algorithm Estimated Results

Discussion

This study was conducted to evaluate the role of organisational innovation in the influence of organisational learning and transformational leadership on organisational performance. This study also proves that organisational learning variables between transformational leadership have an indirect or insignificant effect on organisational performance. In addition, this study shows that sharing organisational learning to organisational innovation role is mediation in organisational performance.

In addition, in-depth research results can be useful for researchers in terms of their practical application. This research shows that every human resource department in an organisation should conduct periodic evaluations of their resilience to organisational performance. The findings extend previous research on organisational performance and organisational learning, providing new knowledge on transformational leadership by showing how organisations thriving in the digital technology industry are doing new things. This study found that OI can enhance employee creativity, especially in work environments where cognitive thinking has a great influence. Therefore, organisations can encourage employees' organisational innovation to enable employees to overcome difficult situations and respond to emergencies.

Organisational innovation in companies can increase mutual understanding and insight. Corporate leaders have the opportunity to get more feedback from their employees, which is a very important advantage in transformational leadership. Therefore, increasing creativity is a top priority in the performance of corporate organisations. In addition, it is good for companies in the digital technology industry to provide more training sessions and opinion discussions to their employees.

Researchers emphasise the importance of transformational leaders in academia and technology, especially for high-level leaders. Therefore, companies in the digital technology industry need to develop innovative leaders who can encourage their peers to strive to solve workplace problems through innovative organisational learning. Such leaders will make all

workers confident that they can help their team or the company's overall organisational success. In addition, leaders who bring about great change are those who make the environment comfortable for employees to talk and share information.

By sharing knowledge and skills with other employees, organisations can improve each individual's learning and performance. This process also allows employees to work together better as a team, which improves overall performance. In addition, the digital technology industry can use learning sharing to improve the performance of innovative organisations and enhance transformational leadership that provides high inspiration for its employees. In other words, learning sharing can help identify gaps in learning that can be addressed through training, methodologies and practices that can enhance organisational innovation. To improve organisational performance, innovation is also very important. According to the results of this study, the needs of organisations outside the company.

CONCLUSION

This study shows that organisational innovation, organisational learning, and transformational leadership are critical to improving organisational performance, especially in the digital technology industry. The findings suggest that organisational innovation is helpful in enhancing employee creativity and the organisation's ability to adapt to environmental changes. Organisational learning, although affecting organisational performance indirectly, serves as an important mediation between organisational innovation and transformational leadership. This suggests that human resource departments should be evaluated regularly to ensure that organisations are resilient to performance.

In addition, research shows that establishing transformational leaders is critical to fostering innovation and learning among employees. Leaders who are able to create an environment where people can exchange new ideas and knowledge are key to improving overall organisational performance. Training sessions and opinion discussions are also considered important to improve employee performance and creativity. Therefore, the main conclusion is that organisational learning, innovation and transformational leadership are interrelated and mutually reinforcing. Practical measures such as the establishment of transformational leaders, encouraging knowledge exchange, and creating a work environment that supports innovation are essential for improving organisational performance, especially in the digital technology industry.

It is highly recommended for companies in the digital technology industry to prioritise boosting their employees' creativity by using various creative strategies, such as training, discussions, and creating a work environment that encourages ideas and cooperation. Companies should actively develop transformational leaders who are able to create a work environment where employees feel listened to and encouraged to contribute. It is important to encourage practices where employees share knowledge and skills. This can be achieved through courses, discussion forums, or information sharing platforms. Collective learning and overall team performance will be enhanced through this procedure. Organisations should always find performance and learning gaps and correct them. This can be achieved through regular evaluation and implementation of appropriate practices and training. The results show that innovation is critical to improving organisational performance, so companies should pay special attention to innovation efforts that can meet the outside needs of the company, such as products, processes, and services.

By implementing these recommendations, companies in the digital technology industry are expected to improve their organisational performance through better learning, better leadership, and strong organisational innovation.

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