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The relationship of digital transformational leadership on employee performance with the mediation effect of knowledge management and innovation work behavior in retail company

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ABSTRACT

In this research, which was carried out at a Jakarta retail establishment with 192 staff-level respondents, we used Smart PLS V4 to investigate the relationships between digital transformational leadership (DTL), knowledge management (KM), innovation work behavior (IWB), and employee performance (EP). The following is a selection of the significant connections that our research has uncovered: DTL has a significant influence (=0.826, p = 0.001) on KM, which in turn has a positive influence (=0.427, p = 0.001) on both IWB and EP (=0.390, p = 0.001). The direct effects of DTL on IWB (= 0.310, p = 0.001) and EP (= 0.105, p = 0.014) are statistically significant; however, in the absence of KM, these effects are slightly attenuated. There is a statistically significant relationship between KM and IWB (= 0.518, p 0.001) and EP (= 0.473, p 0.001), respectively. The findings of this study are summed up by focusing on the significance of digital transformational leadership, knowledge management, and innovative work behavior in the context of improving employee performance in the retail industry. The findings of this study provide valuable insights to retail companies not only in Jakarta but also elsewhere. These findings highlight the necessity of investing in leadership development, knowledge management practices, and innovation strategies to foster higher employee performance and competitive advantage in the digital age.

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INTRODUCTION

To remain competitive and achieve their organizational objectives in today's rapidly changing business environment, retail businesses face several obstacles. The performance of employees, who are at the forefront of providing exceptional customer experiences, is a significant factor in a company's success. To achieve these objectives, retail businesses must embrace digital

transformational leadership, which can foster innovative work behavior and effectively leverage knowledge management practices.

In the retail industry, employee performance plays a crucial role in the achievement of company objectives. As customer expectations continue to evolve, employees must adapt to their respective roles and excel in them. The enhancement of employee performance will result in enhanced business performance (Harlianto et al., 2018; Sudiardhita et al., 2018). This necessitates innovative employees who are constantly seeking new ways to enhance processes, products, and services. Numerous innovative technologies, such as big data analytics, 3D printing, cyber-physical systems (CPS), and cloud computing, are utilized in the current, fourth industrial revolution. This era focuses on the acquisition of data, the evolution of automation, and technology, which, when combined, alters various value-chain events, including marketing, distribution, design, and production. Ultimately, the fourth industrial revolution refers to how a combination of technologies transforms individuals' work, lives, and relationships; it exemplifies a dramatic shift in how the world operates. (Philip Adekanmbi et al., 2022).Employees offer a competitive advantage due to their distinct behaviors and skills. Employees are now the only resource that can differentiate one business from another. Organizations gain a competitive advantage over competitors if they can develop specific capabilities in their employees' performance that are difficult to imitate (Imran & Atiya, 2020)

Digital transformational leadership is a leadership strategy that utilizes technology to foster innovation, collaboration, and efficiency within an organization. digital transformation, transformational leadership involves updating tools, business processes, and standard operating procedures, as well as shifting mindsets to instill new behaviors. Various aspects of transformational leadership behavior can influence the success of a digital transformation, especially in the case of a forced digital transformation (Philip, 2021) This style of leadership recognizes the significance of embracing digital technologies and strategically leveraging them to improve performance. By implementing a digital transformational leadership strategy, organization can foster a culture of continuous improvement in which employees are empowered to embrace change and utilize digital tools to improve their performance (AlNuaimi et al., 2022; Ardi et al., 2020; Jardak, 2022; Juvika et al., 2023; Sunaryo et al., 2023; Susanti & Ardi, 2022)

In addition, knowledge management plays an essential role in supporting employee performance in retail organizations. Knowledge management is a strategic and systematic approach to integrating knowledge across the organization in order to improve organizational productivity, innovation, decision making, and adaptability capacity (Alavi & Leidner, 2001; Davenport & Prusak, 1998) Effective knowledge management practices provide employees with access to pertinent information in technology, expertise, and insights, allowing them to make informed decisions and provide value. (Abualoush et al., 2016). The process and knowledge management strategy have an effect on job satisfaction and will enhance employee performance (Mantow & Nilasari, 2023). Another study demonstrates a positive correlation between knowledge management activities and employee performance in the banking industry.; promoting knowledge will result in a different organizational environment.(Akram & Hilman, 2018) implying that another study on knowledge management can be enhanced by information and technology (Turulja & Bajgoric, 2018). It is also important for individuals to influence different knowledge, which affects personal performance while also improving organizational performance (Obeso et al., 2020)

Organizations must encourage innovative work practices. Innovative employees are more likely to recognize and seize development and growth opportunities. By fostering an innovative culture, organization can encourage innovation, problem-solving, and a willingness to take calculated risks. (Fitrio et al., 2020; Harlianto et al., 2018; Sanusi & Dibyantoro, 2022). In turn, this enhances employee performance and advances the organization's goals (An Le et al., 2021; Novitasari et al., 2021; Pradana et al., 2020; Puspitaria & Hendarsjah, 2022).

Digital transformation has become a driving force for organizations across multiple industries in the ever-changing business landscape. As companies strive to remain competitive and adapt to the digital age, the roles of leadership, knowledge management, innovative work behavior, and employee performance have received a lot of attention. Previous research has looked into these concepts in educational organizations ,(Novitasari et al., 2021; Sunaryo et al., 2023; Susanti & Ardi, 2022) startups/digital firms (Ardi et al., 2020), and the banking sector (Akram & Hilman, 2018; Dang et al., 2020), but it has rarely looked into the retail sector, particularly at the staff level. This essay seeks to fill a research gap by emphasizing the significance of studying the relationship between digital transformational leadership, knowledge management, innovative work behavior, and employee performance in retail businesses.

This study examines the direct effect of digital transformational leadership on employee (Novitasari et al., 2021; Sunaryo et al., 2023; Susanti & Ardi, 2022) performance and the mediating role of knowledge management and innovative work behavior to shed light on retail employee performance. The practical implications of this study are the recommendations it offers retail companies on how to optimize digital transformation strategies and enhance employee performance. By understanding the direct effect of digital transformational leadership on employee performance, as well as the mediating role of knowledge management and innovative work behavior, retail businesses can make informed decisions and implement effective growth-driving strategies.

RESEARCH METHOD

The quantitative research method was used in this study from Company XYZ. Based on Slovin formula sampling technique, there were 192 respondents from 329 employees' population taken for this study (Setiawan, 2007). Additionally, the researcher will be able to obtain accurate and objective insights by using standardized survey instruments and statistical analysis techniques. The survey was carried out by collecting data through an online questionnaire, as was done in a previous study. Employee performance (Pradhan & Jena, 2017), knowledge management (Alavi & Leidner, 2001; Davenport & Prusak, 1998), and innovative work behavior (Janssen, 2000) were used to develop the digital transformational leadership questionnaire (Ardi et al., 2020). The staff received an online distribution of the list of questions provided for questionnaires. The total number of responses received was 194, but only 192 were used. The Partial Lease Square analytical method was used for this study using SmartPLS 4.0 software. Figure 1 depicts the model of the research framework.

Tables and Figures are presented center, as shown in Table 1 and Figure 1, and cited in the manuscript before appeared.

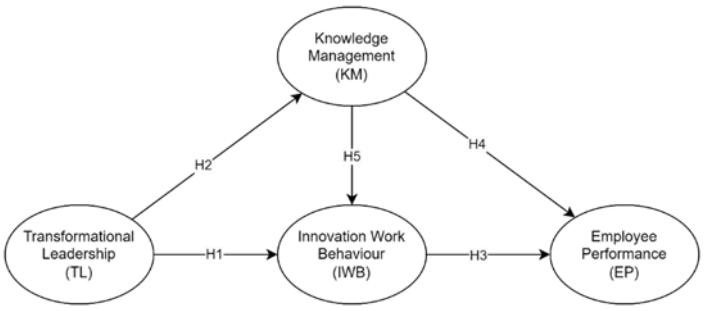

Figure 1. The proposed conceptual framework

Figure 1 illustrate the model of the research, the hypotheses which will be tested: Direct effect H1 Digital transformational leadership (DTL) significantly affects innovative work behavior

(IWB), H2 Digital transformational leadership (DTL significantly affects knowledge management (KM), H3 Innovative work behavior (IWB) significantly affects employee performance (EP), H4 Knowledge Management (KM) significantly affects employee performance (EP), H5 Knowledge Management (KM) significantly affects innovative work behaviours (IWB), Moderation effect:, H6 Knowledge management (KM) and Innovative Work Behavior (IWB) mediates digital transformational leadership (DTL) and employee performance (EP), H7 Innovative work behavior (IWB) mediates between digital transformational leadership (DTL) and employee performance (EP), H8 knowledge management (KMM) mediates between digital transformational leadership (DTL) and employee performance (EP), H9 Knowledge management (KM) mediates between digital transformational leadership (DTL) and Innovative work behavior (IWB), H 10 Innovative work behavior (IWB) mediates between knowledge management (KM) and Employee Performance (EP)

Table 1 contains information about the variables.

Table 1. Data variable type

Variable type	Variable Name	Variable Indicator	Variable Category
Independent	Employee Performance	EP1. I was able to maintain high work performance EP2. I was able to get the job done on time EP3. I was able to adjust to the existing conditions EP4. I am able to work by working effectively, including in the face of change EP5. I used to help my co-workers When asked and needed EP6. I participate in discussions or coordination meetings	Interval
Mediating	Knowledge Management	KM1.The company implements knowledge collection and storage strategies to improve operational efficiency KM2. Systematic organization and sharing of knowledge aids good decision making KM3. Knowledge development is essential to generate innovation in products and services KM4. Effective knowledge management in business facilitates better collaboration between teams KM5. Companies using technology in knowledge management support the Company in facing challenges	Interval
Mediating	Innovation Work Behavior	IWB1. Employees are given the flexibility to contribute to product and service innovation IWB2. Innovative ideas are often implemented IWB3. Innovation has a positive impact on team performance IWB4. There is a reward mechanism for innovation IWB5. Work environment supports innovative Action	Interval
Dependent	Digital Transformational Leadership	DTL1. Leaders are able to communicate the digital vision effectively to all members of the organization DTL2. Helping organizations to adapt to market changes and the latest technology trends DTL3. Leaders provide direction to optimize operational efficiency through the application of digital technology DTL4. Leaders are able to improve the digital competence of the team DTL5. Leaders play a critical role in ensuring organizations remain relevant and competitive in the digital age	Interval

Table 1 displays the details of the variables, including the variables' supported indicators, the types of variables, and the supporting theory for each variable's supported indicators.

RESULTS AND DISCUSSIONS

The respondents in this study are employees of PT XYZ (located in DKI Jakarta), with the following detailed data.

Table 2. Respondents' demographics

Profile	Charateristics	Frequency	Profile	Charateristics	Frequency
Gender	Male	126	Employment Level	Level 1	67
	Female	66		Level 2	50
				Level 3	55
				Level 4	20
Working Period	Less than 3 Years (1 < 3)	66	Functional areas	Operations team	110
	Between 3 to Less than 5 Years (3 ≤ x < 5)	29		Support team	82
	Above 5 Years (x ≥ 5)	97			

Table 2 display the specific characteristics of the respondent data.

Figure 2, Table 3, Table 4, and Table 5 illustrate the outcomes of data processing utilizing SmartPLS software and structural equation modeling.

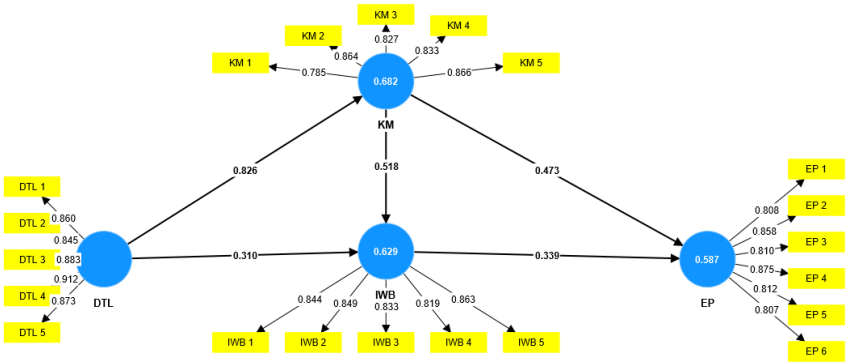

Figure 2. SEM graphical output

Figure 2 displays the SEM results for each proposed indicator and variable.

When evaluating the quality of measurement instruments, reliability rules include evaluating internal reliability, which is supported by a Cronbach's Alpha value of 0.6, and construct reliability, which is supported by a Composite Reliability (CR) value of 0.6. Furthermore, the Average Variance Extracted (AVE), which represents the average proportion of variance captured by each construct, should be 0.5. These standards are critical in ensuring the dependability and coherence of measurement instruments used in research or assessments.

Table 3. Validity and reliability result

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Digital Transformational Leadership	0.923	0.924	0.942	0.765
Employee Performance	0.909	0.91	0.929	0.687
Innovative Work Behavior	0.897	0.899	0.924	0.709
Knowledge Management	0.892	0.893	0.92	0.698

According to the preceding rules, the result presented in table 3 demonstrates that all variables are VALID, as the values of both Cronbach's Alpha and AVE exceed the minimum value. This demonstrates that all variables are trustworthy.

Table 4. Outer Loadings Indicators Test Result

No	Variable Name	Variable Indicator	Loading	Valid/Not Valid
1	Employee Performance	EP1. I was able to maintain high work performance	0.808	Valid
		EP2. I was able to get the job done on time	0.858	Valid
		EP3. I was able to adjust to the existing conditions	0.81	Valid
		EP4. I am able to work by working effectively, including in the face of change	0.875	Valid
		EP5. I used to help my co-workers When asked and needed	0.812	Valid
		EP6. I participate in discussions or coordination meetings	0.807	Valid
2	Knowledge Management	KM1.The company implements knowledge collection and storage strategies to improve operational efficiency	0.785	Valid
		KM2. Systematic organization and sharing of knowledge aids good decision making	0.864	Valid
		KM3. Knowledge development is essential to generate innovation in products and services	0.827	Valid
		KM4. Effective knowledge management in business facilitates better collaboration between teams	0.833	Valid
		KM5. Companies using technology in knowledge management support the Company in facing challenges	0.866	Valid
3	Innovation Work Behavior	IWB1. Employees are given the flexibility to contribute to product and service innovation	0.844	Valid
		IWB2. Innovative ideas are often implemented	0.849	Valid
		IWB3. Innovation has a positive impact on team performance	0.833	Valid
		IWB4. There is a reward mechanism for innovation	0.819	Valid
		IWB5. Work environment supports innovative Action	0.863	Valid
4	Digital Transformational Leadership	DTL1. Leaders are able to communicate the digital vision effectively to all members of the organization	0.860	Valid
		DTL2. Helping organizations to adapt to market changes and the latest technology trends	0.845	Valid
		DTL3. Leaders provide direction to optimize operational efficiency through	0.883	Valid

the application of digital technology		
DTL4. Leaders are able to improve the digital competence of the team	0.912	Valid
DTL5. Leaders play a critical role in ensuring organizations remain relevant and competitive in the digital age	0.873	Valid

The findings of the study highlight the strong performance of all indicators proposed in the conceptual framework, with each one exceeding the critical 0.7 threshold. These high loading scores confirm the indicators' ability to represent the underlying factors accurately. This finding boosts the study's credibility, broadens our understanding of the subject, and unequivocally supports the research's validity and the dependability of the chosen indicators. The findings of the study highlight the strong performance of all indicators proposed in the conceptual framework, with each one exceeding the critical 0.7 threshold(Chin et al., 1998) . These high loading scores confirm the indicators' ability to represent the underlying factors accurately. This finding boosts the study's credibility, broadens our understanding of the subject, and unequivocally supports the research's validity and the dependability of the chosen indicators. Using Stone-Geisser allows one to evaluate the performance of a statistical model by comparing its predicted values to the actual values observed. The model's R2 value of 0.936% demonstrates that it provides a strong fit(Chin et al., 1998; Ghozali, 2016; Hair et al., 2010)

Table 5. Bootstrapping Test Result

Hypotheses	Original sample (O)	P values	Conclusion
DTL -> IWB	0.3100	0.0000	DTL significantly and positively influences IWB by 31%. The influence is highly significant, providing strong evidence to reject H0
DTL -> KM	0.8260	0.0000	DTL has a significant and strong positive effect on KM, with an 83% increase. The relationship is highly significant, supporting the rejection of H0.
IWB -> EP	0.3390	0.0000	IWB has a notable positive impact on EP, increasing it by 34%. The impact is highly significant, rejecting H0.
KM -> EP	0.4730	0.0000	KM significantly influences EP, resulting in a 47% increase. The influence is highly significant, supporting the rejection of H0.
KM -> IWB	0.5180	0.0000	KM positively affects IWB, leading to a 52% increase. The effect is highly significant, rejecting H0.
DTL -> KM -> IWB -> EP	-	0.001	DTL has a significant indirect positive influence on IWB through KM as a mediator. This suggests partial mediation.
DTL -> IWB -> EP	-	0.014	DTL indirectly affects EP through IWB as a mediator, resulting in a 1.4% change. This suggests partial mediation.
DTL -> KM -> EP	-	0.000	DTL has a significant indirect effect on EP through KM as a mediator, leading to a 0.0% change. This suggests partial mediation.
DTL -> KM -> IWB	-	0.000	DTL exhibits an indirect influence on EP through both KM and IWB as mediators. This suggests mediation through multiple pathways.
KM -> IWB -> EP	-	0.001	KM indirectly influences EP through IWB as a mediator, resulting in a 0.1% change. This suggests partial mediation

The final results of bootstrapping provide a comprehensive view of the relationships between the variables DTL, KM, IWB, and EP. DTL exerts a substantial and statistically significant positive influence on both IWB and KM, with coefficients of 0.3100 and 0.8260 and p-values of 0.0000 for IWB and KM, respectively. This robust evidence decisively refutes the null hypothesis, proving the existence of these relationships. Likewise, IWB has a positive influence on EP with a coefficient of 0.3390 and a p-value of 0.0000, indicating a substantial and highly significant relationship. With a coefficient of 0.4730 and a p-value of 0.0000, KM influences EP significantly. With a p-value of 0.001, it is clear from the mediation analyses that the influence of DTL on IWB is partially mediated by KM. In addition, DTL affects EP indirectly via IWB as a mediator, with a p-value of 0.014 indicating partial mediation. In addition, DTL's effect on EP is not restricted to a single pathway; it is mediated by both KM and IWB (p = 0.001). In contrast to a previous study at PT. Royal Family (Putri et al., 2023), which found no positive relationship between talent management and employee performance, another study (Sopiah et al., 2020; Wickramaaratchi & Perera, 2020) discovered a positive relationship. Previous research found a positive relationship between digital transformational leadership, knowledge management, and innovative work behavior, which we used in this study.

These findings represent a nuanced understanding of the complex relationships between the variables and highlight the importance of considering mediating pathways in the context of innovative work behavior and employee performance. The study provides valuable insights for researchers and practitioners who seek to improve organizational effectiveness.

CONCLUSION

Within the context of this quantitative study, the relationships between Digital Transformational Leadership (DTL), Knowledge Management (KM), Innovative Work Behavior (IWB), and Employee Performance (EP) have been examined in depth. The findings are more credible due to the application of rigorous statistical methods and standardized survey instruments.

The recognition of DTL's central role is fundamental to this analysis. It is evident that DTL exerts a substantial and positive influence on both IWB and KM, as evidenced by the coefficients 0.3100 and 0.8260, respectively. In addition, these relationships are supported by exceptionally small p-values, demonstrating their robustness and statistical significance.

Simultaneously, the study emphasizes the significance of IWB in promoting EP enhancements. The coefficient of 0.3390 in conjunction with the p-value of 0.0000 indicates a significant positive impact. Moreover, KM emerges as a critical factor influencing EP, with a coefficient of 0.4730 and a p-value of 0.0000, indicating its essential role in enhancing employee performance.

Intriguing relationship complexities are revealed by mediation analyses. DTL's impact on IWB is partially mediated by KM (p-value = 0.001), shedding light on the indirect channels through which DTL promotes innovative work behavior. Equally notable is the mediation of DTL's effect on EP via both KM and IWB as intermediaries (p-value = 0.001), highlighting the complexity of these relationships.

This study contributes to the field of science by providing valuable insights into the relationships between DTL, KM, IWB, and EP. Using Stone-Geisser method proof the conceptual framework proposed for this study proved very strong fit. The robust evidence obtained through bootstrapping techniques offers a comprehensive understanding of these associations, highlighting their significance and impact. Focusing on staff limits this analysis. This study illuminated organizational relationships, but top managers should be studied to reveal nuance. Thus, Company XYZ's dynamics are better understood. To increase the external validity of the results, future research should seek to replicate these findings in a variety of contexts and with diverse samples. Moreover, employing multiple methods of data collection, such as observational

measures or objective performance indicators, could improve the validity and dependability of the findings.

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