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The role of Digital Leadership Capability and Intercultural Competences as mediation of Digital Transformation on MSME Business Performance

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Abstract: Digital transformation is one of the business strategies for improving business performance and increasing competitiveness. Leaders in organizations who have digital capabilities can become innovation leaders in their organizations. Digital transformation is very much influenced by users, so the close relationship with human aspects and intercultural relations play a big role in this change. Strengthening the digital capabilities of leaders of MSME business organizations and equipping them with intercultural competence should improve business performance. The objectives of this research are (1) to analyze the influence of digital transformation on MSME business performance; (2) analyzing the influence of digital transformation on digital leadership capability; (3) analyzing the influence of digital transformation on intercultural competences; (4) analyzing the influence of digital leadership capability on MSME business performance; (5) analyzing the influence of intercultural competences on MSME business performance; (6) analyzing the role of digital leadership capability in mediating the influence of digital transformation on MSME business performance; (7) analyze the role of intercultural competences in mediating the influence of digital transformation on MSME business performance. The data analysis method used is Structural Equation Modeling (SEM) measurements using SmartPLS software. The research results can be concluded as follows: (1) digital transformation shows a significant positive influence on MSME business performance; (2) digital transformation shows a significant positive influence on digital leadership capability; (3) digital transformation shows a significant positive influence on intercultural competences; (4) digital leadership capability shows a significant positive influence on MSME business performance; (5) intercultural competences show a significant positive influence on MSME business performance; (5) digital leadership capability as a mediating influence of digital transformation shows a significant positive influence on MSME business performance; (6) intercultural competences as a mediating influence of digital transformation show a significant positive influence on MSME business performance.

Keywords: *Digital Leadership Capability, Intercultural Competences*

INTRODUCTION

Opportunities for Micro, Small and Medium Enterprises (MSMEs) to improve business performance are open with the rapid development of digital technology, so there is a great opportunity for MSMEs to be able to improve business performance by expanding market share. The growth of Small and Medium Enterprises (MSMEs) in Jambi Province has increased. In 2022 the number of MSMEs will be 165,497 with a workforce absorption of 289,569 people (BPS Jambi Province, 2023). Currently, the business environment is witnessing a radical change in the business landscape triggered by the emergence of digital innovation and opportunities. According to Reportal Data (2023), world internet users in the period January 2022 - January 2023 experienced an increase of 5.2% with an additional 10 million users. Business organizations carry out digital transformation with the adoption of various opportunities, such as social media, analytics and platforms with the aim of improving competitive business performance.

Digital transformation is a comprehensive analysis of an organization's ability to utilize digital technology with the aim of increasing the efficiency and effectiveness of organizational operations (Vial, 2019). A phenomenon that is currently occurring, digital transformation is one of the business strategies for improving business performance and increasing competitiveness Saarikko (2020). Henfridsson (2018), implementation of digital technology updates can make a positive contribution to increasing the competitiveness of business organizations. Digital transformation in improving the performance of business organizations is influenced by innovation and creativity (Nambisan, 2017). Changes in the business ecosystem with the use of digital technology can help MSMEs to go international.

Competence is a very important factor for MSMEs, with the availability of infrastructure without competencies that support the goal of improving MSME business performance, it is difficult to achieve. Digital technology skills and abilities by creating facilities through innovation and creativity and being able to make significant changes in the professional and knowledge fields, digital transformation can be considered the highest skill (Westergren, 2019). In order to improve business performance, an organization is required to be able to innovate and be creative through digital technology, so the role of leaders in an organization is very important, leadership capabilities are required to change into digital leadership (Abrell, 2016) while Cingöz (2019) stated that leader capabilities in the digital era can carry out analysis of rapid information from technological developments. Digital capabilities have an important role in carrying out promotions and sales Becheikh (2019), but leaders are required not only to play a role in determining marketing strategies, but are required to determine innovative policies in accordance with developments in digital technology Barbosa, E. (2020). Leaders in organizations who have digital capabilities, then organizational leaders can become innovation leaders in their organizations, in this case it is hoped that this can be fulfilled for MSME organizations.

The development of information technology has had a positive impact on information providers to information users. There are no limits to the information presented, making it difficult for information users to access the information they need. Lee, S. M., & Trimi, S. (2020), digital transformation is an adjustment to culture, so that external parties are expected to make adjustments to culture, while Griffith, (2021) digital transformation is very influenced by users so it is closely related to human aspects and relationships. Interculturalism plays a major role in this change. Intercultural competence greatly influences the progress of digital technology, because business interactions with unlimited communication from digital technology

require human resources in MSME organizations to be ready to interact with other people from various cultures.

Strengthening the digital capabilities of leaders of MSME business organizations and equipping them with intercultural competence should improve business performance. MSME organizations in this era still maintain their respective cultures so it is difficult to adapt to foreign cultures, so they have obstacles in market development. Apart from that, the leadership's ability is still focused on achieving performance with profits, whereas at this time a strategy is needed that demands following developments in digital technology. , K., Barrett, M., & Oborn, E. (2021). The success of a business will have a positive impact on the business itself, its employees and the surrounding environment. Increasing the performance of MSME businesses will have a good impact on economic growth and can reduce poverty rates. Based on this description, it is necessary to conduct research to examine the role of digital leadership capability and intercultural competences in mediating the influence of digital transformation on MSME business performance.

LITERATURE REVIEW

Digital Transformation

Business organizations adapt to organizational changes with new forms and require expertise to remain viable and relevant through a sociocultural process referred to as digital transformation (Nambisan, 2017). Majchrzak (2016), digital transformation is the use of technology aimed at improving a company's business performance or expanding the company's reach. Digital transformation is a process with the aim of improving an entity by triggering significant change with a combination of information, communication, connectivity and computing technology (Vial, 2019). Business organizations through digital transformation can integrate many operational aspects and can involve consumers with emerging digital innovations (Karagiannaki, 2017).

Libert et al., (2016), organizational development and change for changing business demands, digital transformation is a change that is built on the foundation of digital technology, creating unique changes in business processes, value creation and business operations. Ismanto (2020), information technology capabilities traditionally imply a shift towards digital transformation. Digital technology skills and abilities by creating facilities through innovation and creativity and being able to make significant changes in the professional and knowledge fields, digital transformation can be considered the highest skill (Westergren, 2019). Ismanto (2020),

Markus, M. L., & Loebbecke, C. (2018), digital capabilities are not only a demand for workers but for leaders so that direction and policies in a company can adapt to current developments, while Datta, P., & Roumani, Y. (2021), digital transformation requires adjustments to organizational culture in accordance with developments in information technology. In order to improve business performance, an organization can be required to be able to innovate and be creative through digital technology, so the role of leaders in an organization is very important, leadership capabilities are required to change into digital leadership (Abrell, 2016). Hess (2016), digital transformation is very much influenced by users, so the close relationship with humanitarian aspects and intercultural relations play a big role in this change. The dimensions of digital transformation can be described as follows: (1) encouragement of new business processes through digital technology Saarikko (2020); (2) integration of digital technology; (3) utilization of digital platforms Henfridsson (2018)

Digital Leadership Capability

Increasing competitive advantage in a business organization is a company's capability that is supported by the strength of the internal resource capabilities of the business organization (Obiekwe, 2018). Nayeri (2016), business organizations must be able to utilize their internal resources, in this case including human resources to improve business performance (Lee, 2018). Sousa-Zomer (2020), modern progress requires business organizations to be able to adapt to technological advances, especially to face the digital innovation phenomenon which is increasingly occurring in the business world.

Digital capability is a factor that can determine the achievement of business performance in business organizations entering the era of digital transformation Kogabayev (2017). Korhonen (2018), the context in which digital capabilities are linked to the digitalization of information can be used as a source of digital innovation and a source of transformation of business organization resources, while Lee, S. M., & Trimi, S. (2020), the role of leaders in an organization determines strategy. in achieving performance and business growth that is aligned with technological developments. Leaders in organizations have digital capabilities, so organizational leaders can become innovation leaders in their organizations, in this case it is hoped that this can be fulfilled for MSME organizations. Dimensions of digital leadership capability include: (1) digital leader vision; 2) professional development of personnel (Sheninger, 2019); 3) digital competence; and 4) creating digital networks (Kozioł-Nadolna, 2020).

Intercultural Competences

The human resource competencies that need to be prepared in the face of technological advances are intercultural competencies. The character of each individual in carrying out work will be a parameter in performance assessment. The characteristics in question include ways of thinking and behavior, ways of adapting oneself to situations and being able to support for a long period of time (Littlejohn, 2017). Popkova (2019), competency is the knowledge and expertise possessed by an individual as well as the individual's ability to be able to directly influence an organization's business performance.

Competence is the ability to carry out roles and tasks, the ability to be able to integrate various knowledge, various skills, attitudes and personal values and the ability to build knowledge and skills based on experience and learning (Littlefield, 2016). Çiftçi, (2016), intercultural competence is an individual's ability to interact with other people accurately, clearly, completely, with coherence, expertise, effectiveness and appropriateness. A person's ability to interact with other people from various cultures effectively for the purpose of building relationships is referred to as intercultural competence (Raina, 2016). (Ulijn, 2020), the weakness of intercultural competence becomes an obstacle in company operations because of the perception that one's own culture is prioritized to be appreciated and respected, whereas (Spariosu, 2016), intercultural competence in its application allows a person to be able to respect other cultures, work with people who have different cultures and can negotiate. Intercultural competence greatly influences the progress of digital technology, because business interactions with unlimited communication from digital technology require human resources in MSME organizations to be ready to interact with other people from various cultures. Dimensions of intercultural competence include: (1) interpersonal skills Spariosu (2018); (2) cultural uncertainty; (3) cultural empathy (Schwab, 2016)

Business Performance

The level of success of MSMEs in achieving their business goals is referred to as performance. According to Bakar, Sulaiman and Osman (2014), performance measurement can

be seen from market growth, increased profits, ROI and customer growth. In another view, according to Tajeddini, Trueman and Gretchen (2006) performance measurement is measured through the percentage of new product sales in total sales and market share.

According to Harrison (2018), the definition of performance is a result that is measured by the quality and quantity of individual achievements in carrying out tasks as fulfillment of responsibilities. Performance assessment is seen by what a business produces. Performance in a business is a complete display of a situation in a certain period, in the utilization of existing resources it can produce an achievement from the results of the operational activities of a business Miao (2019).

The performance of a business is measured financially and non-financially, where financially it looks at return on sales, profit growth and sales growth, while non-financially it looks at customer satisfaction, market growth and product quality, Bagheri (2017). Another view put forward by Mishra and Suar (2010), company performance is described by financial performance and social performance.

METHOD

This research was conducted in Jambi Province, namely on Micro, Small and Medium Enterprises that are active in digital. The population of this research is Micro, Small and Medium Enterprises (MSMEs) in Jambi Province that are active in digital. The sample size was 200 respondents, according to Hair (2010) in SEM analysis, the sample size was 100 – 200 respondents. Data is divided into two types of data, namely (1) secondary data, data obtained from scientific journal literature, books and government data; (2) primary data, data obtained from questionnaires, interviews and field observations.

The method used is Structural Equation Modeling (SEM) measurements using SmartPLS software. The analysis technique is carried out through analysis of the results of (1) outer model with indicators of Average Variance Extracted (AVE), loading factor and communality as well as reliability testing by analyzing the results of Cronbach's alpha and composite reliability; (2) inner model with analysis indicators based on T-statistics and R-Square results. The variables used are digital transformation (X); digital leadership capability (Z1); intercultural competences (Z2); business performance (Y).

RESULT AND DISCUSSION

Result

The results of the Cronbach's alpha and composite reliability scores are more than 0.7, indicating data accuracy and reliable data. The result of the Average Variance Extracted (AVE) score being more than 0.5 indicates that the variable meets validity, which can be seen in the following table:

Table 1. *Construct Reliability and Validity*

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
<i>Business Performance</i>	0.873	0.883	0.899	0.503
<i>Digital Leadership Capability</i>	0.834	0.847	0.870	0.656
<i>Digital Transformation</i>	0.840	0.865	0.874	0.769
<i>Intercultural Competences</i>	0.714	0.737	0.805	0.613

The results of the outer loading of all indicators are greater than 0.6, so all indicators are considered significant, which can be seen in the following table:

Table 2. Outer Loadings

	<i>Business Performance</i>	<i>Digital Leadership Capability</i>	<i>Digital Transformation</i>	<i>Intercultural Competences</i>
X_1			0.755	
X_2			0.799	
X_3			0.739	
X_4			0.704	
X_5			0.726	
X_6			0.633	
X_7			0.798	
X_8			0.673	
Y_1	0.704			
Y_2	0.613			
Y_3	0.694			
Y_4	0.720			
Y_5	0.751			
Y_6	0.783			
Y_7	0.771			
Y_8	0.828			
Y_9	0.658			
Z1_1		0.729		
Z1_2		0.786		
Z1_3		0.676		
Z1_4		0.607		
Z1_5		0.640		
Z1_6		0.645		
Z1_7		0.681		
Z1_8		0.620		
Z2_1				0.617
Z2_2				0.657
Z2_3				0.641
Z2_4				0.683
Z2_5				0.711
Z2_6				0.708

Based on the results of outer loading, the measurement model can be described as follows:

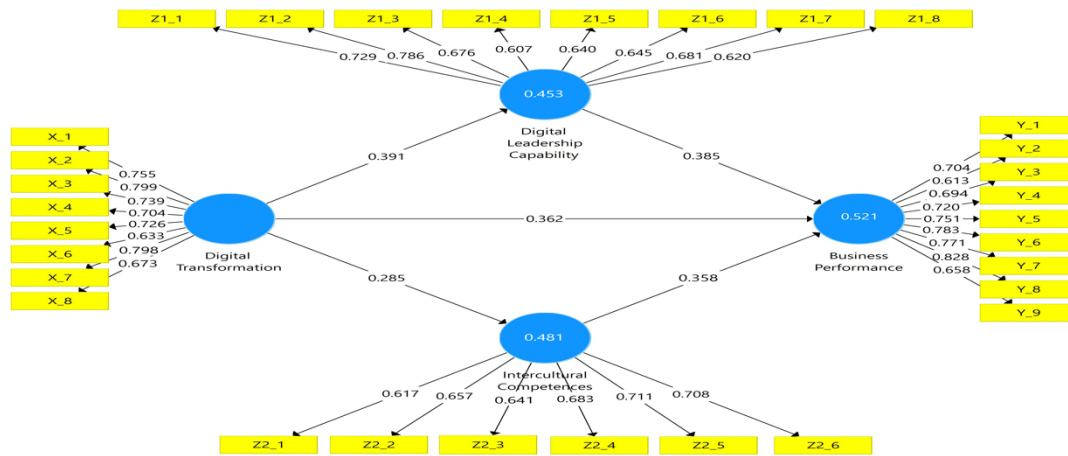


Figure 1. Measurement Results Model

An R square value greater than 0.3 indicates the ability of the influence relationship between variables to meet the criteria, which can be seen as follows:

Table 3. R Square Value

	R Square	R Square Adjusted
<i>Business Performance</i>	0.521	0.506
<i>Digital Leadership Capability</i>	0.453	0.444
<i>Intercultural Competences</i>	0.481	0.472

The results of data processing in this research, hypothesis testing through the results of the t-value model can be seen in the following picture:

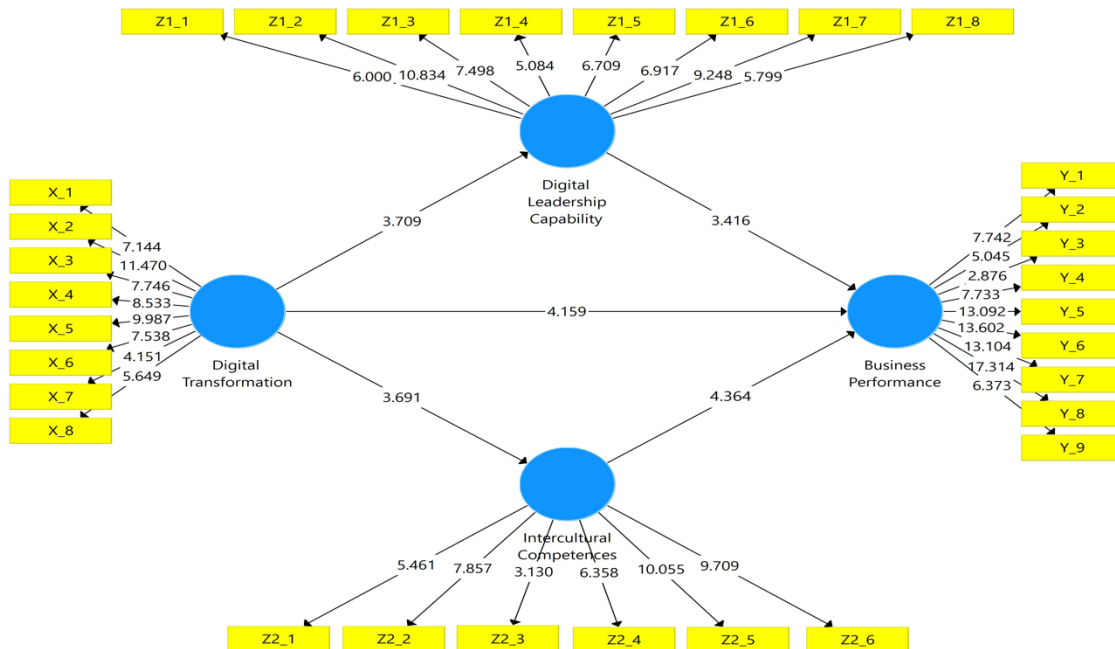


Figure 2. Bootstrapping Model

The results of data processing in this research, testing the relationship between variables can be seen in the following table:

Table 4. Relationship between variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
<i>Digital Leadership Capability -> Business Performance</i>	0.385	0.371	0.113	3.416	0.001	Accept
<i>Digital Transformation -> Business Performance</i>	0.362	0.349	0.087	4.159	0.000	Accept
<i>Digital Transformation -> Digital Leadership Capability</i>	0.391	0.414	0.105	3.709	0.000	Accept
<i>Digital Transformation -> Intercultural Competences</i>	0.285	0.306	0.077	3.691	0.000	Accept
<i>Intercultural Competences -> Business Performance</i>	0.358	0.318	0.108	4.364	0.000	Accept
<i>Digital Transformation -> Digital Leadership Capability -> Business Performance</i>	0.150	0.156	0.068	2.212	0.027	Accept
<i>Digital Transformation -> Intercultural Competences -> Business Performance</i>	0.253	0.268	0.049	3.070	0.002	Accept

The P Value results for all influences between variables are smaller than 0.05, so all relationships between variables have a significant and acceptable effect

Discussion

Based on the test results in table 5.4, digital leadership capability has a positive effect on business performance, this is indicated by a P value smaller than 0.05, namely 0.001 and a statistical T value of 3,416. This influence relationship can be interpreted as meaning that the better the digital leadership capability in an organization, the better the MSME business performance will be.

The results of testing the effect of digital transformation on business performance are that there is a positive influence, this is shown by the P value being smaller than 0.05, namely 0.000 and the statistical T value of 4.159. The better the implementation of digital transformation, the better the MSME business performance will be. The influence of digital transformation on MSME business performance also shows a positive influence, so it can be interpreted that the better the digital transformation in an organization, the better the MSME business performance will be.

The results of testing the influence of digital transformation on digital leadership capability are that there is a positive influence, this is shown by the P value being smaller than 0.05, namely 0.000 and the statistical T value of 3.709. The better the implementation of digital transformation, the better digital leadership capability will be. The influence of digital transformation on digital leadership capability also shows a positive influence, so it can be interpreted that the better the digital transformation in an organization, the better the digital leadership capability will be.

The results of testing the effect of digital transformation on intercultural competences are that there is a positive influence, this is shown by the P value being smaller than 0.05, namely 0.000 and the statistical T value of 3.691. The better the application of digital transformation, the better intercultural competences will be. The influence of digital transformation on intercultural competences also shows a positive influence, so it can be interpreted that the better the digital transformation in an organization, the better the intercultural competences will be.

The results of testing the influence of intercultural competences on business performance are that there is a positive influence, this is shown by the P value being smaller than 0.05, namely 0.000 and the statistical T value of 4.364. The better the application of digital transformation, the better intercultural competences will be. The influence of digital transformation on intercultural competences also shows a positive influence, so it can be interpreted that the better the digital transformation in an organization, the better the intercultural competences will be.

The results of testing the influence of digital transformation on MSME business performance through digital leadership capability are that there is a positive influence, so that digital transformation of MSME organizations to improve the performance of MSME organizations requires the important role of digital leadership capability from leaders in MSME organizations. This is indicated by a P value smaller than 0.05, namely 0.027 and a statistical T value of 2.212.

The results of testing the influence of digital transformation on MSME business performance through intercultural competences are that there is a positive influence, so that digital transformation of MSME organizations to improve the performance of MSME organizations requires the important role of intercultural competences from leaders in MSME organizations. This is indicated by a P value smaller than 0.05, namely 0.002 and a statistical T value of 3.070.

CONCLUSION

Based on the results of the research and discussion, it can be concluded as follows: (1) digital transformation shows a significant positive influence on MSME business performance; (2) digital transformation shows a significant positive influence on digital leadership capability; (3) digital transformation shows a significant positive influence on intercultural competences; (4) digital leadership capability shows a significant positive influence on MSME business performance; (5) intercultural competences show a significant positive influence on MSME business performance; (5) digital leadership capability as a mediating influence of digital transformation shows a significant positive influence on MSME business performance; (6) intercultural competences as a mediating influence of digital transformation show a significant positive influence on MSME business performance

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