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The Influence of Transformational Leadership, Emotional Intelligence on Innovative Performance Behaviour Mediated by Knowledge Sharing in Employee Working in Digital Sector

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Abstract: This study investigates the pivotal role of innovative performance behavior among employees in the digital sector, focusing on how Emotional Intelligence and Transformational Leadership, influence Knowledge Sharing and Innovative Performance. As the digital market faces evolving technological challenges and heightened competition, companies must adapt to remain competitive. Data will be gathered through purposive sampling of 185 digital industry employees with a minimum of five years of experience. Using Google Forms, participants will respond to 19 questions on a 5-point Likert scale. Data analysis will be conducted using SMARTPLS. The findings highlight the critical impact of Emotional Intelligence and Transformational Leadership on Knowledge Sharing and Innovative Performance. High Emotional Intelligence, characterized by self-awareness, self-regulation, motivation, empathy, and social skills, enhances creativity, problem-solving, and adaptability, fostering a conducive environment for innovation. Employees with high Emotional Intelligence engage more in Knowledge Sharing behaviors, promoting better communication and collaboration. Transformational leaders drive innovation by inspiring and motivating their teams, encouraging creativity and risk-taking, and fostering a supportive environment. The study concludes that developing Emotional Intelligence and Transformational Leadership in organizations can significantly enhance Knowledge Sharing and Innovative Performance, leading to sustained innovation and competitiveness in the digital sector.

Keyword: Emotional Intelligence, Transformational Leadership, Knowledge Sharing, Innovative Performance

INTRODUCTION

In 2023, there continued to be a tough period for most startups, including those operating in Indonesia, with many opting to shut down or cease operations. Although the Covid-19 pandemic had ended, its impact still lingered on startup performance, where obtaining funding became harder than during the pandemic period. Besides business closures, another impact of this situation was the increase in the number of layoffs. According to CNBC data (2024), around 250,000 positions in technology companies worldwide were lost, including at giant companies like Google and Meta Platform, which saw an increase from the number in 2022 reaching 164,969 employees from 1,064 companies. The closure of numerous digital companies in Indonesia could be attributed to several factors, including fierce competition in e-commerce, digital finance, and transportation apps markets, changing consumer demands, as well as regulatory challenges, limited resources, unstable economic conditions, industry trend changes, and failures in management or business strategies. Thirty companies were recorded as closed in Indonesia (Katadata 2023).

The crucial role of innovative performance behavior among digital sector employees can be presented from several relevant perspectives, including evolving technological challenges, fierce competition in the digital market, continuously evolving consumer demands, and the discovery of new business opportunities enabling companies to remain relevant and competitive. Furthermore, innovation also enhances operational efficiency and productivity, helps companies gain a leading position in the market, and creates an attractive work environment while retaining talented employees. Innovative work behavior refers to intentional efforts by individuals to initiate and implement original and valuable concepts, methodologies, products, or processes (Shahzad et al., 2022). According to (Afsar & Umrani, 2020), this involves the generation, dissemination, and implementation of new and practical concepts to enhance operational processes, offerings, and products. (McGuirk et al., 2015) define it as the discovery of new business models, management techniques, strategies, and organizational structures. This behavior emphasizes the ability to generate original ideas, requiring tangible outcomes, and involving the application of new ideas to work methodologies (Birdi et al., 2016). (Yang et al., 2021) categorize innovative behavior into individual, group, and organizational levels. It is highly significant for organizational survival and success, occurring when members generate new concepts or products with potential benefits for the entity, especially in rapidly changing environments (Pieterse et al., 2010). Internal factors such as interaction with superiors and colleagues, and external factors such as competitive and socio-political pressures, influence innovative work behavior (Van Der Hart, 2021). Innovative performance behavior is highly important in the context of modern organizations and businesses for various reasons. Firstly, innovation allows organizations to create new products, services, or processes that differentiate them from competitors, providing significant competitive advantages. Additionally, innovation enables organizations to respond quickly and effectively to constant changes in the business environment. Moreover, innovation can also enhance operational efficiency, improve product or service quality, and serve as a catalyst for organizational growth. Furthermore, by consistently applying innovative performance behavior, organizations can ensure they remain relevant in a continually changing market and attract the best talents in their industry. Therefore, innovative performance behavior is not only important for short-term success but also for long-term growth and organizational sustainability.

Knowledge sharing, as described by (Wang & Noe, 2010), involves providing task-related information and expertise to facilitate collaboration, problem-solving, idea generation, and implementation of new policies and procedures. This refers to individuals' ability to explain, organize, and convey knowledge to coworkers across the institution. Knowledge sharing facilitates the dissemination of task-related information and expertise, enabling individuals to collaborate effectively in problem-solving and implementing new policies or

procedures (Wang & Noe, 2010). It is a socially interactive-based process where members create new knowledge through exchanging information or knowledge in both directions based on their expertise and experiences. Knowledge sharing is crucial for creating tactical knowledge related to work among organizational members and involves knowledge sharing activities with others and exchanging relevant information with coworkers across the organization (Mustika & Pratiwi, 2022).

Knowledge sharing is essential for enhancing individual competencies within an organization as both tactical and explicit knowledge can effectively be disseminated, implemented, and further developed through this process (Trivellas et al., 2015). A leader has the skills and power to influence others to perform certain activities. Knowledge sharing has significant importance in the context of organizational and individual development. Some reasons why this is crucial include performance improvement, stimulation of innovation and creativity, promotion of effective teamwork, individual development, prevention of dependence on specific individuals, reduction of the risk of losing key knowledge, and enhancement of decision-making abilities. This indicates that knowledge sharing is a fundamental strategy for improving organizational efficiency, productivity, and adaptability. To achieve common goals collaboratively (Qalati et al., 2022), leadership is described as the art of influencing subordinate behavior by (Wijaya et al., 2024);(Cleavenger & Munyon, 2013), encouraging them to work together productively to achieve organizational goals.

Transformational leadership, as noted by (Lee et al., 2023) and (Jufrizen et al., 2023), enhances awareness of shared interests among organization members and helps employees achieve common goals. Additionally, (Yukl, 1999) explains that transformational leadership often involves increasing cooperative attitudes and trust, collective progress, and team learning. (Bin Saeed et al., 2019) define transformational leadership as the capacity of a leader to inspire and engage followers by critically evaluating decisions, handling complex tasks, prioritizing organizational goals, and providing encouragement to instill confidence in their abilities. This leadership style emphasizes social orientation and commitment to collective welfare (Northouse, 2018), where leaders prioritize the benefits of others over their own interests. Transformational leadership plays a crucial role in fostering innovative performance behavior within the organization. Transformational leadership is not only about giving direction or instructions to subordinates but also about inspiring them to innovate and create new solutions. Transformational leaders encourage team members to think outside the box, take appropriate risks, and try new approaches in carrying out their tasks. They also help build an organizational culture that promotes experimentation, tolerance of failure, and appreciation for new ideas. By providing encouragement and motivation, transformational leadership creates an environment that supports creativity and innovation.

This helps change employees' attitudes and behaviors to be more open to innovation, ultimately enhancing innovative performance and bringing long-term benefits to the organization. Emotional intelligence plays a crucial role in fostering innovative performance behavior in the workplace. Individuals with high levels of emotional intelligence tend to have the ability to understand and manage their own emotions as well as others' emotions better (Christian et al., 2023). This enables them to overcome emotional barriers that often occur in the innovation process, such as fear of failure or discomfort with uncertainty. With the ability to manage these negative emotions, individuals are more likely to take risks, be more open to new ideas, and be more adaptive in facing changes. Moreover, emotional intelligence also allows individuals to form strong interpersonal relationships and collaborate effectively with other coworkers. Thus, individuals with good emotional intelligence can significantly contribute to creating a work environment that supports innovation, which in turn will drive innovative performance behavior throughout the organization.

Based on the background above, this research aims to investigate the influence of transformational leadership, emotional intelligence on innovative performance behavior mediated by knowledge sharing among employees working in the digital sector.

LITERATURE REVIEW

Innovative Performance Behavior Innovative performance behavior is a crucial concept in the context of modern organizational and business development. Scholars have put forward various definitions and understandings of innovative performance behavior; one relevant definition is provided by Choi et al. (2020), stating that innovative performance behavior refers to the actions of individuals or groups that promote the creation of new ideas, product development, processes, or services enabling organizations to achieve competitive advantages and long-term growth. Additionally, Menon and Pfeffer (2021) added that innovative performance behavior includes proactive attitudes, creative thinking abilities, and active engagement in creating new solutions to organizational challenges. Thus, the understanding of innovative performance behavior has evolved over time, with an emphasis on the importance of innovation in achieving organizational success in an ever-changing and competitive era.

Knowledge Sharing According to Li et al. (2019);(Riza, 2020), knowledge sharing refers to the process by which individuals or groups voluntarily convey information, experiences, or expertise to others in an organizational environment. This can include exchanging ideas, best practices, or understandings to enhance performance and achieve common goals. Similarly, according to Kankanhalli et al. (2022), knowledge sharing involves activities of giving and receiving information among individuals or groups, facilitating learning, collaboration, and innovation within organizations. Thus, the understanding of knowledge sharing has evolved as an important concept in shaping inclusive work cultures and enhancing organizational performance through effective knowledge exchange. **Transformational Leadership** (Li et al., 2019) describe transformational leadership as guiding or motivating followers towards established goals by providing clear directions regarding roles and task requirements. Essentially, transformational leadership involves stimulating collective efforts to pursue common goals. This implies that group members with the personality and ability to inspire others to follow are leaders (Guillén et al., 2015). Thus, transformational leadership inspires subordinates to experience personal growth and diligently strive to achieve common goals.

Emotional Intelligence Emotional intelligence, as defined by (Cherniss, 2000), encompasses the ability to perceive, articulate, integrate, understand, and control emotions. It involves sensing and understanding others' emotions and influencing them by regulating one's own emotions. Additionally, emotional intelligence is the individual's capacity to perceive, evaluate, and respond accurately to others' emotions (Deeter-Schmelz & Sojka, 2003). Emotional intelligence enables individuals to identify, understand, and effectively utilize emotions to build relationships and influence others, serving as a crucial human resource (Robbins et al., 2017). This includes self-control and the ability to endure challenging situations (Zhu et al., 2016), contributing to building strong relationships based on mutual understanding.

This research aims to explore the impact of transformational leadership and emotional intelligence on innovative work behavior through knowledge sharing.

The research hypotheses are as follows:

H1 Emotional intelligence influences innovative performance behavior.

H2 Emotional intelligence influences knowledge sharing.

H3 Transformational leadership influences knowledge sharing.

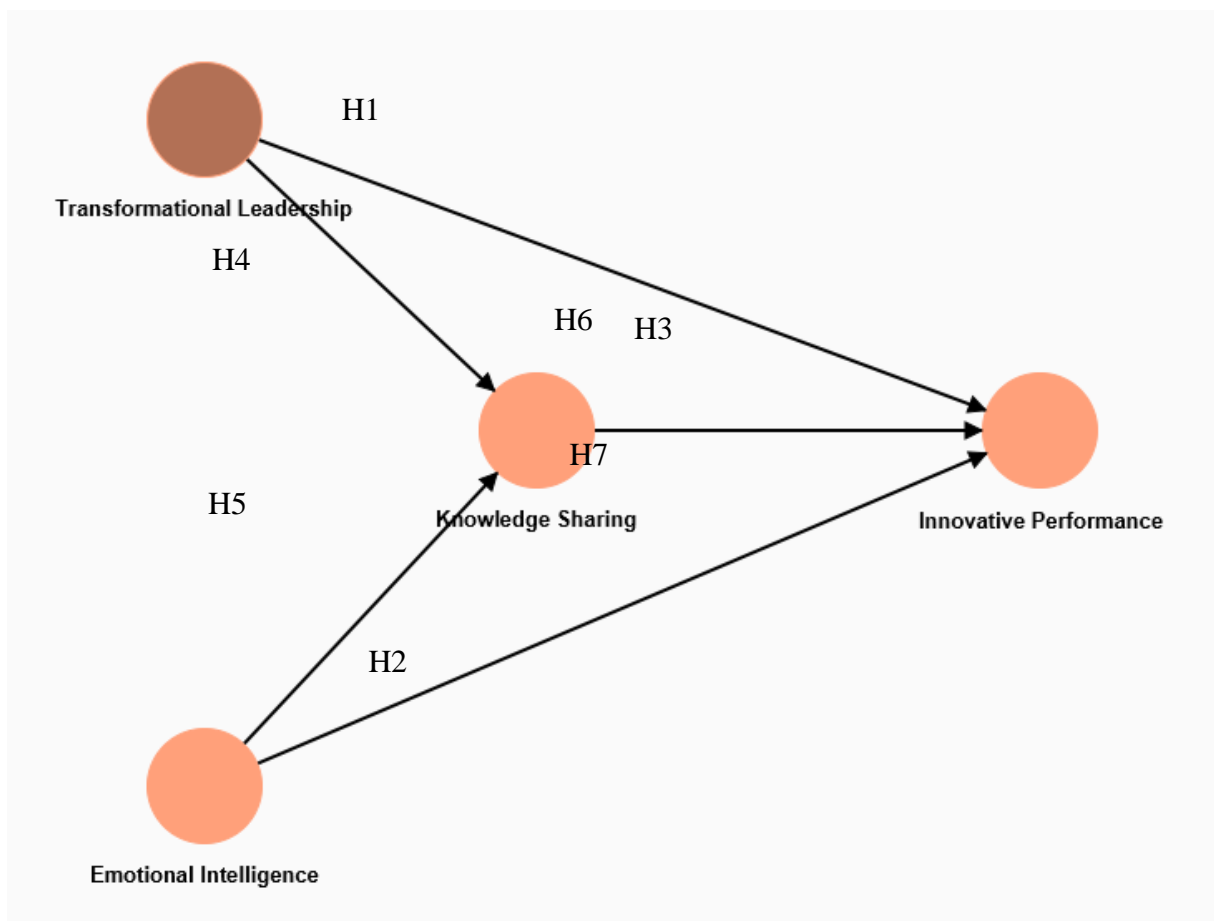
H4 Transformational leadership influences innovative performance behavior.

H5 Knowledge sharing influences innovative performance behavior.

H6 Knowledge sharing mediates the effect of emotional intelligence on innovative performance behavior.

H7 Knowledge sharing mediates the effect of transformational leadership on innovative performance behavior.

Research Paradigm



METHOD

The methodology used in this research is based on previous studies. Transformational leadership is measured using eight items adapted from Astuty & Udin (2020), such as "The leader always encourages a sense of togetherness among employees." Emotional intelligence is assessed using nine items adapted from (Goleman, 2001), including statements like "I am able to manage my behavior and emotions independently." Knowledge sharing is measured using an eight-item scale adapted from (De Vries et al., 2006) and (Lu et al., 2006), with questions like "I am willing to share new skills or knowledge with my colleagues." Innovative work behavior is measured using an eight-item scale adapted from (De Jong & Den Hartog, 2010), which includes statements like "I actively seek opportunities to improve my performance."

Data will be collected using non-probability sampling through purposive sampling techniques, aiming to select employees with certain criteria, namely employees who have worked in the digital industry sector for at least 5 years with 185 sample respondents. Data collection will be conducted using Google Forms, utilizing a 5-point Likert scale ranging from one (strongly disagree) to five (strongly agree). A total of 19 descriptive questions will be distributed to employees working in the digital sector. The collected data will be processed using SMARTPLS, and the discussion will be presented in the form of inner and outer models (Wijaya, 2019).

Table 1. SMARTPLS

Variable	Indicator
Emotional Intelligence	I can manage my own emotions
	I can persevere in the face of failures.
	I can sense how others are feeling.
Knowledge sharing	I can handle other people's emotions.
	My leader always shares knowledge.
	My leader encourages honest communication among members.
	My leader encourages involvement in information sharing
Innovative Work behaviour	My leader is open to sharing information
	I often give suggestions to improve products and services.
	I generate ideas for technical improvements in work.
	I acquire new knowledge.
Transformational Leadership	I actively contribute to the development of new products and services.
	I can optimize work in the organization.
	My leader provides a clear vision of the company's future.
	My leader is able to inspire me to achieve the organization's goals.
	My leader consistently supports and motivates me in my work.
	I feel valued and supported by my leader in achieving personal and organizational goals.
	My leader encourages creativity and innovation within the team.
	My leader provides challenges that inspire me to grow.

RESULTS AND DISCUSSION

This section contains data (in brief form), data analysis, and interpretation of the results. Results can be presented in tables or graphs to clarify the results verbally because sometimes the display of an illustration is more complete and informative than the display in narrative form.

This section must answer the problems or research hypotheses that have been formulated previously.

Description of Respondent's Gender

The description of the frequency of respondents based on the gender of the respondents is shown in Table 2 below.

Table 2. Survey of Gender Respondent

No	Gender	Amount
1	Man	98
2	Woman	87

Based on research data obtained from 185 respondents related to gender, it can be concluded that the majority of respondents are men, with a percentage of 53%, women with a percentage of 47% from a total of 100%.

Description of Respondent's Education Level

The description of the frequency of respondents based on the education level of the respondents is shown in Table 3

Table 3. Level of Education

No	Level of education	Amount
1	Senior high school	57

2	Graduate	93
3	Post Graduate	35

Based on Table 2, it can be concluded that the majority of respondents have an undergraduate education background with a percentage of 50%, followed by high school education at 31% and Post Graduate for the rest, accounted for 19%

Data Analysis and Interpretation

Data analysis in this study used SMART PLS with the following research model

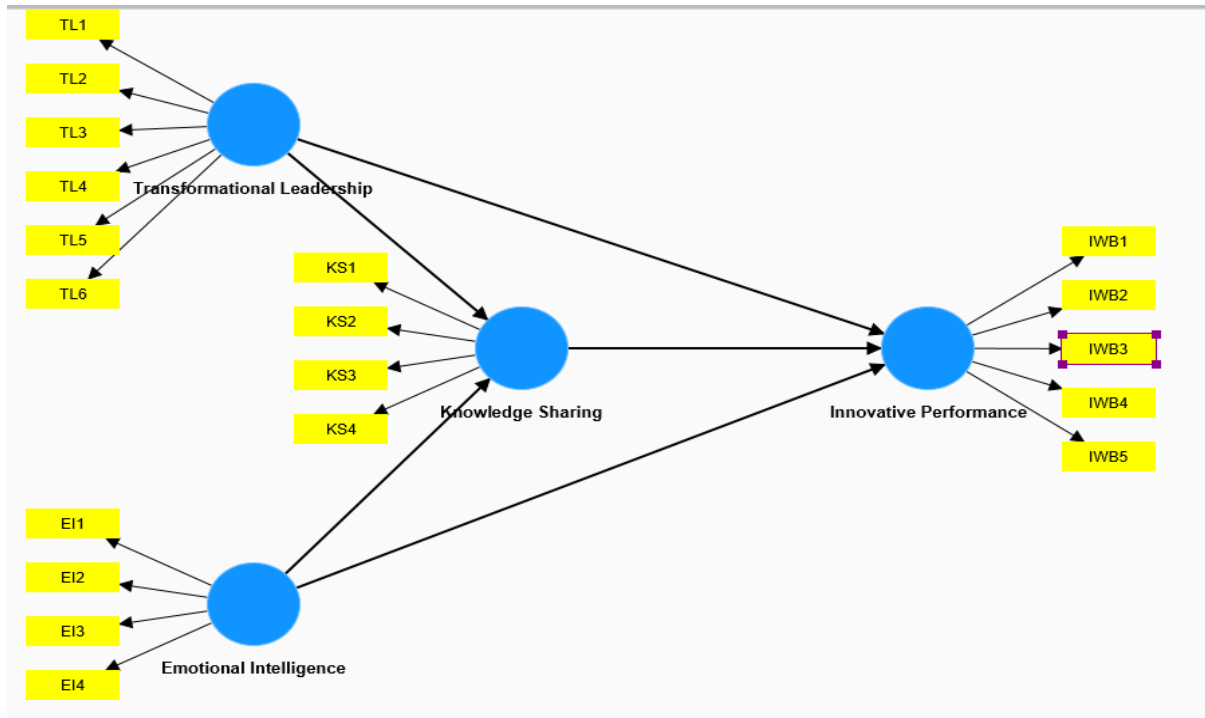


Figure 2. SMRATPLS output

This section must answer the problems or research hypotheses that have been formulated previously. In this section, there are two main part to be analyzed, it including inner model and outer model

Outer Model

In the outer model test, several stages will be carried out, namely validity testing and reliability testing

1. Validity test convergent validity test

Table 3. Convergent Validity Test

	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Attitude	0,734	0,766	0,612
Performance	0,687	0,652	0,587
Readiness for change	0,748	0,714	0,624
Self Efficacy	0,709	0,763	0,664
Transformational Leadership	0,675	0,741	0,714

According to the convergent validity test carried out in Figure 4 below, it shows that the AVE value has met the valid requirements, which is above the value of 0.5 (Wijaya 2019).

Table 4. Discriminant Validity Test

	Attitude	Performance	Self Efficacy	Transformational Leadership
Attitude	0,641			
Performance	0,514	0,563		
Readniness for change	0,612	0,743		
Self Efficacy	0,684	0,712	0,731	
Transformational Leadership	0,537	0,674	0,681	0,725

Furthermore, it can be concluded that they have met the validity requirements (Wijaya et al., 2024).

2. Reliability Test

The value of the reliability test can be seen in Figure 6, show that each variable has exceeded the reliable requirements, which is above 0.6 (Wijaya et al., 2024).

Table 5. Reability Test

	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Emotional Intelligence	0,722	0,714	0,617
Innovative Performance	0,681	0,625	0,714
Knowledge Sharing	0,723	0,628	0,668
Transformational Leadership	0,743	0,721	0,777

3. Inner Model Test

The Inner test model show R square value and significance test.

Table 6. R square Test

	R-square	R-square adjusted
Innovative Performance	0,781	0,774
Knowledge Sharing	0,421	0,408

Based on the results of the R square test, it can be concluded that performance had been explain 18.7% and Readiness for change can be elucide in this study by 73.8%, and 26.2% can be concluded by other variable excluded in this study.

Table 7. Sample Significance Test

	T statistics (O/STDEV)	P values
Emotional Intelligence -> Innovative Performance	2,151	0,02
Emotional Intelligence -> Knowledge Sharing	2,985	0,01
Knowledge Sharing -> Innovative Performance	2,109	0,03
Transformational Leadership -> Innovative Performance	2,751	0,02
Transformational Leadership -> Knowledge Sharing	2,540	0,01

Looking from the table, The T-statistic of 2.151 indicates a significant relationship between Emotional Intelligence and Innovative Performance. This suggests that higher levels of Emotional Intelligence in individuals or teams lead to improved innovative performance. Emotional Intelligence (EI) encompasses abilities such as self-awareness, self-regulation, motivation, empathy, and social skills. Studies have shown (Bin Saeed et al., 2019);(Altındağ & Köseadağ, 2015) that EI enhances creativity and problem-solving abilities, which are crucial for innovation. Employees with high EI are better at managing stress and are more adaptable, fostering an environment conducive to innovation.

Emotional intelligence also had effect on knowledge sharing, The T-statistic of 2.985 indicates a significant relationship between Emotional Intelligence and Knowledge. This implies that individuals with higher EI are more likely to engage in knowledge sharing behaviors (Zulfadil et al., 2020);(Malik, 2021). Emotional Intelligence facilitates better communication and interpersonal relationships, which are key drivers of knowledge sharing. High EI individuals are more collaborative and willing to share their insights and expertise, which enhances collective learning and knowledge dissemination within organizations. The following hypotheses shows the T-statistic of 2.109 indicates a significant relationship between Knowledge Sharing and Innovative Performance. This suggests that effective knowledge sharing contributes positively to innovative performance. Knowledge sharing is essential for innovation as it allows for the pooling of diverse ideas, expertise, and perspectives Abou (2022); Ullah (2021). When employees share knowledge, they can collaborate more effectively on innovative projects, leading to better problem-solving and the generation of novel ideas. Therefore, transformational leadership affect innovative work behaviour, The T-statistic of 2.751 indicates a significant relationship between Transformational Leadership and Innovative Performance. this implies that transformational leaders significantly enhance their teams' innovative performance. Putra (2023); Nguon (2022) Transformational Leadership involves inspiring and motivating employees to exceed their own expectations and capabilities. Such leaders encourage creativity, risk-taking, and the pursuit of innovation. They foster a supportive environment that values new ideas and continuous improvement, leading to higher innovative performance. In addition, transformational leadership also affect knowledge sharing, it can be shows from the T-statistic of 2.540 indicates a significant relationship between Transformational Leadership and Knowledge.

This suggests that transformational leaders play a crucial role in promoting knowledge sharing within their teams. Transformational leaders encourage open communication and trust, which are essential for knowledge sharing. They create an organizational culture that values learning and collaboration, which motivates employees to share their knowledge and expertise freely. This leads to a more informed and innovative workforce. (Son et al., 2020);Wu (2020). The relationships between Emotional Intelligence, Transformational Leadership, Knowledge Sharing, and Innovative Performance are all significant, highlighting the importance of these factors in fostering innovation within organizations. High Emotional Intelligence and Transformational Leadership both positively influence Knowledge Sharing, which in turn enhances Innovative Performance. Organizations aiming to boost innovation should focus on developing these key attributes among their employees and leaders.

Table 8. Meaditing Test

	T statistics (O/STDEV)	P values
Transformational Leadership -> Knowledge Sharing -> Innovative Performance	2,689	0,001
Emotional Intelligence -> Knowledge Sharing -> Innovative Performance	2,547	0,002

Regarding the table, The T-statistic of 2.689 indicates a significant mediation effect of Knowledge Sharing between Transformational Leadership and Innovative. This suggests that Transformational Leadership enhances Innovative Performance through its positive impact on Knowledge Sharing. Transformational leaders inspire and motivate their team members, creating a supportive and collaborative environment. This type of leadership promotes open communication and trust, which are crucial for effective knowledge sharing. When knowledge is freely shared, team members can build on each other's ideas and expertise, leading to greater innovation. Transformational leaders thus play a key role in facilitating the flow of knowledge within an organization, which in turn boosts innovative performance. Research has shown that transformational leaders significantly influence the propensity of employees to share knowledge. These leaders foster a culture of trust and openness, which is conducive to knowledge exchange (García-Morales et al., 2012). Studies also indicate that knowledge sharing acts as a mediating variable between leadership and innovation, highlighting that the innovative output is significantly enhanced when knowledge is effectively shared among team members (Mueller, 2014).

Therefore, The T-statistic of 2.547 indicates a significant mediation effect of Knowledge Sharing between Emotional Intelligence and Innovative Performance at the 99.8% confidence level (P-value < 0.01). This implies that Emotional Intelligence positively influences Innovative Performance through its impact on Knowledge Sharing. Emotional Intelligence (EI) includes the ability to recognize and manage one's own emotions, as well as understand and influence the emotions of others. Individuals with high EI are better communicators and collaborators, which enhances knowledge sharing within teams. By fostering an environment where knowledge is openly exchanged, employees with high EI contribute to improved problem-solving and innovation. Emotional Intelligence thus indirectly boosts innovative performance by promoting effective knowledge sharing. Emotional Intelligence has been linked to better interpersonal communication and collaboration, which are essential for knowledge sharing. Employees with high EI are more likely to engage in behaviours that facilitate the exchange of information and expertise (Carmeli, 2003). Research indicates that knowledge sharing mediates the relationship between emotional intelligence and innovative performance, demonstrating that the ability to manage emotions and relationships effectively leads to a more innovative and dynamic work environment (Huang, Liu, & Gong, 2016).

Both Transformational Leadership and Emotional Intelligence significantly enhance Innovative Performance through the mediation of Knowledge Sharing. Transformational leaders foster an environment that promotes open communication and trust, which encourages knowledge sharing and, consequently, innovation. Similarly, individuals with high Emotional Intelligence enhance collaborative efforts and the exchange of knowledge, leading to improved innovative outcomes. Organizations aiming to boost their innovative performance should focus on developing transformational leadership qualities and emotional intelligence among their employees to facilitate effective knowledge sharing.

CONCLUSION

The analysis of the provided data underscores the significant roles of Emotional Intelligence (EI) and Transformational Leadership (TL) in fostering Knowledge Sharing (KS) and enhancing Innovative Performance (IP) within organizations.

Higher levels of Emotional Intelligence lead to improved innovative performance. EI, which includes self-awareness, self-regulation, motivation, empathy, and social skills, enhances creativity and problem-solving abilities, crucial for innovation. Employees with high EI are better at managing stress and adapting to new situations, fostering an environment conducive to innovation. Individuals with higher EI are more likely to engage in knowledge-sharing behaviors. EI facilitates better communication and interpersonal relationships, key drivers of knowledge sharing. High EI individuals are more collaborative and willing to share

their insights, enhancing collective learning and knowledge dissemination within organizations. Effective knowledge sharing contributes positively to innovative performance. It allows for the pooling of diverse ideas, expertise, and perspectives. When employees share knowledge, they collaborate more effectively on innovative projects, leading to better problem-solving and the generation of novel ideas.

Transformational leaders significantly enhance their teams' innovative performance. They inspire and motivate employees to exceed their own expectations and capabilities, encourage creativity, risk-taking, and the pursuit of innovation. They foster a supportive environment that values new ideas and continuous improvement. Transformational leaders play a crucial role in promoting knowledge sharing within their teams. They encourage open communication and trust, essential for knowledge sharing, and create an organizational culture that values learning and collaboration. This motivates employees to share their knowledge and expertise freely, leading to a more informed and innovative workforce. The relationships between Emotional Intelligence, Transformational Leadership, Knowledge Sharing, and Innovative Performance are all significant. Both Emotional Intelligence and Transformational Leadership positively influence Knowledge Sharing, which in turn enhances Innovative Performance. Organizations aiming to boost innovation should focus on developing these key attributes among their employees and leaders. Specifically, fostering an environment of high Emotional Intelligence and Transformational Leadership can significantly contribute to effective knowledge sharing and ultimately drive innovation within the organization.

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