



The Role of Digital Transformational Leadership, Work Culture, and Innovation Capability in Increasing Work Productivity – A Conceptual Analysis

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Abstract. This study aims to analyze the influence of Digital Transformational Leadership, Work Culture, and Innovation Ability on Work Productivity in organizations undergoing digital transformation. In the challenging era of Industry 4.0, organizations must be able to adapt quickly to technological changes to maintain competitiveness. Effective digital transformational leadership, which integrates technology with an innovative vision, is believed to improve employee efficiency and effectiveness. In addition, a work culture that supports collaboration, openness, and adaptation to change also plays an important role in encouraging innovation. The organization's innovation capabilities, which include the exploration and application of new ideas, are expected to strengthen overall work performance and productivity. This study adopts a conceptual approach to integrate the three variables in a framework that explains their dynamic relationships. The findings are expected to provide new insights for organizations in managing digital transformation, strengthening innovative work cultures, and leveraging innovation capabilities to increase work productivity in a sustainable manner.

Keywords: Digital Transformational Leadership, Work Culture, Innovation Ability, Work Productivity, Digital Transformation.

1 Introduction

The rapid development of digital technology has encouraged organizations to adapt and change the way they work to remain competitive in the era of industry 4.0. Digital transformation is no longer an option, but rather a strategic necessity to increase efficiency, productivity, and competitiveness [1]. One of the key factors in the success of digital transformation is digital transformational leadership, which is able to lead change, inspire employees, and create a shared vision towards sustainable innovation [2]. However, in practice, many organizations face challenges in integrating digital leadership with work culture and innovation capabilities to achieve optimal work productivity [3].

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Although investment in technology has increased significantly, the results of the study show that the level of work productivity is not always in line with the digital transformation efforts carried out [4]. This shows that there is a gap between technology implementation and human resource management, which is often unable to keep up with rapid changes in the digital work environment. The low utilization of digital leadership to build an adaptive and innovative work culture is one of the main causes that require more attention in the managerial context [5].

Theoretically, digital transformational leadership has been recognized as a key catalyst in creating innovation- and adaptability-oriented organizational change [6]. In addition, a work culture that supports collaboration, openness, and sustainability is an important element in maximizing employee potential. Innovation capabilities, which include the exploration and exploitation of new opportunities, are also considered a key pillar in increasing work productivity [7]. However, the integration of these three variables in creating an optimal work environment is still underexplored in the academic literature.

Empirically, previous research has shown the positive influence of transformational leadership on innovation and work productivity [8]. However, most studies only focus on individual aspects without considering the role of work culture as a predictor. Furthermore, innovation capabilities are often examined in isolation without looking at the synergistic interaction between digital leadership and innovative work culture. This shows that there is a significant research gap, where the complex relationship between these three variables still needs further study.

Theoretically, *Dynamic Capability Theory* is the main foundation in understanding the relationship between leadership, work culture, and innovation capabilities [9]. This theory explains that organizations that are able to develop dynamic capabilities, namely creating, renewing, and integrating internal and external resources, will be more adaptive to environmental changes. In the digital context, digital transformational leadership plays an important role as a key driver in creating dynamic capabilities through the development of innovative work cultures and supporting innovation capabilities [10].

This research offers novelty by proposing a conceptual model that integrates *Digital Transformational Leadership, Work Culture* and *Innovation Capability* to increase work productivity [11]. Not only does this approach provide a more holistic understanding, but it also offers relevant practical implications for organizations in managing digital transformation effectively. By examining the dynamic relationship between the three variables, this research is expected to be able to answer contemporary challenges in the world of work and make a significant scientific contribution.

2 Literature Review

2.1 Goal Setting Theory

Goal Setting Theory, developed by Edwin A. Locke in the 1960s, states that specific and challenging goals will result in higher performance compared to unclear or easy goals. Locke explains that goals act as motivational drivers by directing the

individual's attention and energy to tasks that need to be completed. When individuals or groups have a clear understanding of what needs to be accomplished, their efforts will be more focused, purposeful, and efficient. The main concepts in this theory are **Destination Specifications**. Research shows that the goals that are **spesifik** and **Challenging** (but still achievable) tend to result in better performance compared to unclear or easily achievable goals [12]. For example, goals like "increase sales by 10% in the next quarter" are more motivating and easier to execute than just saying "try your best". Non-specific goals do not provide a clear direction, which reduces the likelihood of achieving the desired outcome. Moreover **commitment to the goal** is another important factor. In order for goals to be truly motivating, individuals must feel engaged and committed to achieving them.

2.2 Digital Transformational Leadership

Digital Transformational Leadership is a leadership approach that aims to drive fundamental change in an organization through the adoption of digital technology [13]. This theory is rooted in the principles of transformational leadership, which emphasizes the importance of vision, inspiration, and innovation, but focuses on the context of digital transformation that is increasingly relevant in the era of industry 4.0. Transformational digital leaders are not only tasked with integrating technology into business strategies and processes, but also creating a work environment that supports a culture of innovation, collaboration, and adaptation to dynamic change [14].

This leadership is characterized by the ability to design a strategic digital vision, inspire employees to embrace change, and leverage technology to improve work efficiency and productivity. Transformational digital leaders understand that technology transformation is not only related to hardware or software, but also involves changing mindsets, behaviors, and work cultures [15]. As such, this leadership serves as a key driver that bridges technology with the organization's ability to continue to compete in a rapidly changing marketplace.

A transformational digital leader demonstrates competence in several key aspects, including the ability to lead technology-driven change, manage resistance to innovation, and develop employees' digital capabilities through training and empowerment. In practice, this leadership aims to create an adaptive work environment, encourage creativity, and ensure that organizations can respond to customer needs and market dynamics more quickly and effectively [16].

2.3 Work Culture

Work Culture is a factor that greatly influences organizational dynamics, including values, norms, habits, and behavior patterns that develop in the work environment. According to [17], Work culture is rooted in foundational beliefs formed by collective experience in the organization, which then results in consistent patterns of behavior. This culture shapes the way individuals and groups interact, make decisions, and respond to challenges that arise in the workplace. Over time, the organization's culture will evolve into a framework that influences all aspects of operations, from management to communication between employees. A strong and positive culture will create a work environment that supports productivity, innovation,

and collaboration, on the other hand, a negative culture can hinder progress and create dissatisfaction among employees. A healthy work culture provides many benefits in creating effective and mutually supportive working relationships. [18] argues that an organizational culture that is based on values such as engagement, consistency, adaptability, and results-orientedness, will increase organizational effectiveness. For example, organizations that have a culture that prioritizes openness and transparency in communication tend to have higher levels of satisfaction among employees, as well as be quicker to deal with change.

2.4 Innovation Capability

Organizational innovation It speaks to the capacity of an organization to create and apply new ideas, which in this context can relate to products, procedures or services (Ahmed et al., 2018), as well as its responsiveness to fast changing varieties. These capabilities may be used not only to develop new products but also for on-going improvements that will support the organization's competitive advantage and sustainability. [19] explains that innovation is not only about creating something new, but also about managing processes that allow organizations to integrate creative ideas and knowledge to produce better solutions [20].

[21] argues that organizations that are able to manage knowledge well, both tacit and explicit, can accelerate innovation. Good knowledge management includes mechanisms for transferring ideas between individuals, as well as facilitating continuous learning throughout the organization. The main indicator in this regard is the extent to which the organization has an effective knowledge management system and a culture of knowledge sharing among employees. Moreover **Innovation strategy** Organizations also play an important role in determining innovation capabilities. According to [22] Organizations that have a clear and structured innovation strategy are more likely to succeed in implementing innovation effectively. These strategies include those that encourage the development of new ideas and experiment. Signs of this are policies encouraging experimentation; R&D expenditures; and clear strategic objectives with respect to innovation. With a solid strategy, your company can cultivate a climate conducive to innovation and problem solving..

2.4 Work Productivity

Work Productivity is a one of the primary measures to determine the effectiveness of any establishment. In a very general way, it can be considered as a comparison between the output delivered and the inputs employed in production or work [2]. Theoretically, work productivity is closely related to how a person or group within an organization utilizes existing resources to achieve maximum results. [23] In the theory of productivity, it emphasizes that to increase productivity, organizations need to optimize the utilization of resources such as time, effort, and production tools. Increased productivity is not only achieved through an increase in the amount of work performed, but also through increased efficiency and effectiveness in every task performed.

Increased work productivity is greatly influenced by internal factors such as individual skills and knowledge, work culture, and leadership in the organization.

According to [24] Individual skills are one of the key factors that affect how quickly and effectively a task can be completed. Organizations with skilled and trained human resources tend to have higher productivity levels, as they can get work done more efficiently and produce better-quality output. In addition, motivation also plays an important role in determining the level of work productivity. [25] In motivation theory, two factors posit that motivating factors, such as recognition of achievements, development opportunities, and supportive working conditions, can increase job satisfaction and, in turn, increase productivity.

Externalities also play a big role in work output. These external factors typically relate to organizational policies, technologies employed and the work environment. With technology used correctly the speed of getting a job done and cut out so many errors that happen on site[26]. Asserts that technological development is among the most significant factors leading to higher productivity because technology can increase precision and speed. In this context, digitization and automation are major factors widely adopted in.

3 Methodology

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations based on existing literature [27]. According to [28], Such a review can be used to derive hypotheses and develop future testing frameworks. It is a review, which synthesizes pertinent literature to support research objectives, thereby promoting understanding of the interrelationships among core concepts. What results is an empirically testable framework. There are several key questions this framework attempts to address: (1) Does Digital Transformational Leadership have a positive effect on Innovation Capability? (2) Does Work Culture have a positive effect on Innovation Capability? (3) Does Digital Transformational Leadership have a positive effect on Work Productivity? (4) Does Work Culture have a positive effect on Work Productivity? (5) Does Innovation Capability have a positive effect on Work Productivity? (6) Does Innovation Capability mediate the relationship between Digital Transformational Leadership and Work Productivity? (7) Does Innovation Capability mediate the relationship between Work Culture and Work Productivity?

4. Results & Discussion

4.1 The Influence of Digital Transformational Leadership on Innovation Capability

Digital Transformational Leadership (DTL) is leadership that combines transformational principles with the use of digital technology to drive change and innovation in the organization [29]. Leaders with this style create a digital vision, build an innovative culture, and inspire the exploration of new ideas to improve the company's competitiveness.

Innovation Capability refers to an organization's ability to create, develop, and implement innovation in products, services, or business processes [30]. Previous research has shown that digital-based transformational leadership can accelerate

technology adoption and create an environment conducive to innovation [31], [32] also emphasizes that DTL improves communication and collaboration, which has an impact on accelerating innovation within the organization.

4.2 The Influence of Work Culture on Innovation Capability

Work culture: Work culture represents values, norms, and practices with which employees interact and work in an organization. A good work culture promotes innovation, creativity and team collaboration which in turn makes the organization more competitive[33]. Innovation Capability, also known as innovation capability, alludes to a firm's ability to both efficiently generate and apply new knowledge to enhance business operations and sustainability [34]. The added value of adaptive work culture for innovation is that employees are encouraged to experiment and take an initiative in organizations with a cultures innovative work they are working under [35]. Literatures have documented work culture or corporate culture which believe fostering openness, collaboration and continuous learning can enhance innovation capability of the organization [36]. Entities that offer a degree of freedom to allow for creative and enable employees to engage in the process of change can better generate innovative solutions.

4.3 The Influence of Digital Transformational Leadership on Work Productivity

Digital Transformational Leadership refers to a leadership style that utilizes digital technology to drive change, increase innovation, and optimize work processes in an organization [37]. Leaders with this approach not only adopt technology but also form an adaptive and collaborative organizational culture to improve team performance.

Work Productivity is the level of effectiveness and efficiency of employees in completing tasks and achieving organizational goals. High productivity is often associated with leadership that is able to provide a clear vision, support innovation, and create a work environment that empowers employees [38].

Previous research has shown that digital-based transformational leadership can increase productivity by optimizing the use of technology, accelerating decision-making, and increasing employee engagement and motivation [39]. In addition, digital leaders who are able to integrate technology in organizational strategies can create more efficient and flexible work processes [40].

4.4 The Influence of Work Culture on Work Productivity

Work culture is a set of values, norms, and habits that shape the work patterns of employees in an organization. A positive work culture, such as openness, collaboration, and innovation, can increase employee motivation and performance, which ultimately impacts work productivity [41]. Work Productivity refers to the level of efficiency and effectiveness of an individual or team in completing tasks and achieving organizational goals. Factors such as a conducive work environment, supportive leadership, and a healthy work culture play an important role in increasing productivity [42]. Previous research has shown that a strong and positive work culture

has a direct impact on employee productivity. For example [43] reveals that organizations with a structured, value-based work culture have higher levels of productivity. Moreover [44] stating that an adaptive and flexible work culture allows employees to work more efficiently and innovatively in the face of organizational challenges.

4.5 The Influence of Innovation Capability on Work Productivity

Innovation Capability is the ability of individuals or organizations to develop and implement new ideas to increase work effectiveness and efficiency. This capability allows companies to continuously adapt to changes in the business environment, optimize work processes, and create innovative solutions that support more productive performance [45].

Meanwhile, Work Productivity refers to the level of efficiency of employees in completing tasks and achieving organizational targets. Factors such as the use of technology, creativity, and innovation in the work process contribute greatly to increased productivity [46].

Several previous studies have proven that Innovation Capability has an important role in increasing productivity. [47] stating that organizations that are able to innovate continuously can increase their work effectiveness and competitiveness. Moreover [48] Explaining that innovations applied in business processes can improve work efficiency and provide added value for the organization.

4.6 Innovation Capability mediates the influence of Digital Transformational Leadership on Work Productivity

Transformational Leadership is a leadership style that emphasizes the use of digital technology to drive change and increase organizational effectiveness in facing modern business challenges [49]. Leaders who implement this strategy are able to create a more adaptive and innovative work environment, thereby accelerating digital transformation in company operations. On the other hand, Innovation Capability reflects the organization's ability to develop and implement new ideas to improve competitiveness and work efficiency [50]. High innovation capabilities allow organizations to adapt to market changes and improve the effectiveness of their business strategies. Work productivity is influenced by the extent to which the organization is able to create innovations in work processes and human resource management [51]. Organizations that have digital transformational leaders tend to build innovative cultures that drive higher productivity through technology optimization and employee upskilling In line with this concept, Digital Transformational Leadership plays an important role in building Innovation Capability, which will ultimately increase Work Productivity [52]. Other research also shows that innovation in business processes can accelerate the achievement of organizational targets as well as improve workforce efficiency [53]. Based on the above explanation, the hypothesis in this study is supported by research conducted by [48] which states that Digital Transformational Leadership has an influence on Innovation Capability. In addition, the research [47] emphasized that Innovation Capability has a positive impact on Work Productivity.

4.7 Innovation Capability mediates the influence of Digital Transformational Leadership on Work Productivity

Digital Transformational Leadership is a leadership style that focuses on utilizing digital technology to create change, increase efficiency, and drive innovation in organizations [54]. Leaders with this approach not only adopt technology, but also form an adaptive and innovative work culture to improve organizational competitiveness. Meanwhile, Innovation Capability refers to the ability of an organization to produce, develop, and implement innovations to improve the company's performance and competitiveness [55]. Organizations with high innovation capabilities are better able to face changes and take advantage of market opportunities. Work productivity is greatly influenced by the extent to which the organization is able to optimize work processes and resources through innovation [56]. Digital Transformational Leadership can directly increase Work Productivity, but this influence can also be mediated by Innovation Capability. Leaders who drive digital transformation tend to create an environment conducive to innovation, which will ultimately increase Work Productivity [2]. In line with previous research, [57] shows that Digital Transformational Leadership has a significant impact on Innovation Capability. In addition, the research [58] revealed that Innovation Capability plays a role in increasing Work Productivity. Therefore, it can be concluded that Innovation Capability plays a mediator role in the relationship between Digital Transformational Leadership and Work Productivity.

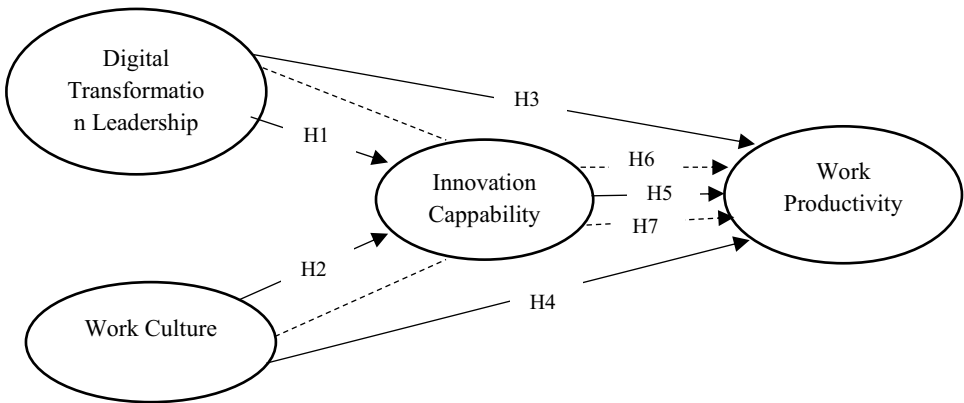


Fig. 1. Conceptual framework

This research framework explains that digital transformational leadership and work culture play a role in increasing work productivity, both directly and through increasing innovation capabilities. Digital Transformational Leadership has an important role in encouraging Innovation Capability in organizations, which in turn has a positive impact on increasing Work Productivity (Azeem et al., 2021). Similarly, a strong Work Culture contributes to increasing Innovation Capability (Sabokro et al., 2021), thus indirectly affecting Work Productivity. In addition, research shows that digital transformational leadership can also directly increase work productivity without going through Innovation Capability, because this leadership style encourages technology adoption, employee engagement, and efficiency in the work process

(Parlina & Sujanto, 2023; Praminiarti et al., 2024). Thus, organizations that implement digital-based transformational leadership and have a strong work culture tend to be more innovative, which ultimately increases employee productivity and organizational competitiveness (Lestari & Giawa, 2024).

5 Conclusion

This study shows that Digital Transformational Leadership, Work Culture, and Innovation Ability have a very important role in increasing Work Productivity in organizations that are undergoing digital transformation. Digital transformational leadership, with a technology-based approach, serves as a key driver of organizational change and can facilitate the adoption of technology as well as create an innovative environment, which ultimately increases work productivity. On the other hand, a work culture that supports collaboration, openness, and adaptation to change contributes significantly to the development of organizational innovation capabilities. The high innovation capability allows organizations to continuously adapt to technological and market developments, as well as create innovative solutions that improve work efficiency and effectiveness. This research also confirms that innovation ability plays a mediator that connects digital transformational leadership with increased work productivity, showing that without continuous innovation, even if digital leadership has been implemented, organizational work productivity will not be optimal. Therefore, it is important for organizations to not only focus on the application of technology and innovative leadership styles, but also develop a work culture that supports creativity and collaboration to increase competitiveness. Overall, the results of this study provide important insights for practitioners and organizational leaders in designing effective digital transformation strategies, by ensuring that there is a synergy between digital transformational leadership, innovative work culture, and the development of innovation capabilities to achieve higher work productivity.

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