

TRANSFORMATIONAL LEADERSHIP, KNOWLEDGE SHARING, AND INNOVATION CAPABILITY: IMPROVING THE PERFORMANCE OF MSME ORGANIZATIONS IN EAST NUSA TENGGARA PROVINCE



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Abstract

The competitive environment requires all organizations, including small, and medium enterprises (SMEs), to build competitive advantages to maintain and improve their performance. Transformational leadership and innovation capability are factors for organizations to improve competitiveness. This research aims to identify the influence of transformational leadership, knowledge sharing, and innovation capability on the performance of SMEs in the East Nusa Tenggara (NTT) Province. Research is using a quantitative method in the form of SEM-PLS. The data are collected using questionnaires distributed from April to July 2022 to 137 SME workers. The data are processed and analyzed using Structural Equation Model Partial Least Square (SEM-PLS) with SmartPLS 3.0 software. The results show that transformational leadership positively affects innovation capability, knowledge sharing, and organizational performance of SMEs in NTT. The second finding concludes that knowledge-sharing activities can improve SMEs' performance indirectly through mediating innovation capabilities. Finally, innovation capability encourages the improvement of SMEs' performance in NTT. It also serves as a partial mediator of the influence of transformational leadership on organizational performance.

Keywords: Transformational Leadership, Knowledge Sharing, Innovation Capability, SMEs

INTRODUCTION

The competitive market encourages all organizations to use their resources efficiently, and effectively. It is to create competitive advantages over other competitors. Meanwhile, technological changes significantly affect consumer demand patterns that are getting difficult to predict. Both of these facts require business organizations to be able to respond to change to survive and develop (Adam et al., 2020). Some experts stated that there must be sustainable innovation to keep competitive and meet the consumers' changing patterns. Innovation plays an important role in creating an organization's strategic advantage through quality improvement, new product/service development, cost reduction, and differentiation (Yeşil et al., 2013). It can also effectively enable organizations to achieve sustainable growth (Göğüş et al., 2013). Besides, recent findings showed the tendency of business organizations towards the same capacity in many aspects like operations, marketing, and human resource management. Organizations need to build innovation capabilities so that their competitors cannot imitate their business actions, and also improve their business performance (Nham et al., 2020).

Innovation means creating new ideas and solutions to meet new or actual needs (Abbas et al., 2019). There are several ways to classify innovations, such as product or process, radical or incremental, technological or managerial, and market pull or technology push (Wang & Wang, 2012). Meanwhile, innovation capability reflects organizational strength in achieving high innovation performance on an ongoing basis. Based on a dynamic approach, innovation capability means the capacity to transform knowledge into new products. It also means processes to provide more benefits to organizations and stakeholders (Breznik, 2014). Kogut & Zander (1992) also stated that innovation capability utilizes and activates knowledge in terms of products, services, processes, and systems. The competitive business encourages organizations to build innovation capabilities so that their competitors will be difficult to imitate and remain competitive (Breznik & Lahovnik, 2012).

Besides several definitions above, innovation capability also means an ability to innovate like responding quickly to new information, solving problems, and making organizational culture more flexible to new ideas (Nguyen & Luu, 2019). Organizational innovation consists of product/service, process, and managerial or organizational

innovation. Product/service innovation is the development of new products or services to meet customer needs by adding technical specifications. In responding to radical market changes, product innovation is important and relevant to take advantage of new business opportunities, maintain and gain new markets and expanding business (Rajapathirana & Hui, 2018). Process innovation is part of improving production methods and delivering products/services to customers (Rajapathirana & Hui, 2018). Managerial/organizational innovation means a new organizational method for managing and implementing business practices with internal and external relations (Rajapathirana & Hui, 2018).

Leadership has been famous as a factor in organizational success. Each leader has a distinctive style and character influenced by many aspects such as culture, race, and educational background. Each leadership style provides different meanings and influences innovation capability (Adam et al., 2020). Among many leadership styles, some experts have agreed that transformational leadership is the most dominant in supporting organizational innovation improvement (Islam et al., 2018). Transformational leadership is one of the best leadership styles to improve an organization's ability to innovate (Le & Tran, 2020). Experts described transformational leadership with four attributes, namely ideal influence, intellectual stimulation, inspirational motivation, and individual consideration (Lathong, 2021). Le and Lei (2017) stated that transformational leadership is characterized by leaders who emphasize clear communication about organizational goals, act as the main strength of the organization, engage in active coaching, promote the development of new skills among employees, and constantly seek new opportunities (Le et al., 2018).

When the transformational leadership theory was developed, Burns stated that individual motivation and morality depended on the leader (Arsawan et al., 2020). In general, there are two types of transformational leadership, namely reformist and revolutionary. The first type tries to change the members in the right way to follow the current movement and trend. Meanwhile, the revolutionary one seeks to change principle things such as beliefs and philosophies and help them successfully practice the changes (Arsawan et al., 2020). Experts have provided some definitions of transformational leadership. The most common one is transformational leadership as a committed approach that understands the organizational goals through achieving some improvements in

employee behavior (Yıldız et al., 2014). Transformational leadership is also an approach to improve business enterprises, including changing employees, and teams to achieve income growth, behavioral changes, and promotion of organizational moral values (Chan et al., 2019).

Knowledge is very useful if it is collected and shared. Knowledge dissemination means that leaders share their knowledge with their employees. Knowledge is identified as the process of assigning meaning to any collected information (Gerpott et al., 2020). Also, knowledge acts as a means of identifying market opportunities and providing new values. Some studies showed that knowledge oriented toward entrepreneurship and innovation is a factor to improve the performance of SMEs (Musthofa et al., 2017). The ability to manage knowledge is one of the important issues, especially to achieve and maintain a sustainable competitive advantage and best performance. Over the years, researchers have examined large companies for implementing knowledge management, and only a few focused-on SMEs. This fact has triggered a consensus that knowledge management has not been beneficial for the performance of SMEs (Xu et al., 2014).

There are some definitions for knowledge sharing in the literature. First, it means a person's behavior in disseminating the knowledge and information he has obtained to other colleagues in an organization (Ryu et al., 2003). Meanwhile, the World Bank literature review document stated that knowledge sharing is a tool to acquire knowledge for individuals and to generate new knowledge (Cummings, 2003). Hendriks (1999) explained knowledge sharing as a communication process between two parties, namely the knowledge owner who externalizes knowledge and the recipient of knowledge (Tran, 2019). Some identified factors influence knowledge-sharing behavior like communication, information systems, rewards, organizational structure, job satisfaction, organizational culture, organizational climate, leadership, and norms (Yeşil et al., 2013). Knowledge sharing is a part of knowledge management to generate benefits for individuals and organizations and to increase innovation capabilities and performance (Yeşil et al., 2013).

Recent studies showed that many organizations focus on knowledge-sharing activities to achieve their goals (Abuaddous & Sokkar, 2018). Knowledge sharing refers to the exchange of information among people, families, or communities. The knowledge-sharing in organizations occurs among individuals related to information, ideas,

suggestions, experiences, expertise, and skills (Kashari, 2020). Knowledge-sharing behavior consists of two, namely knowledge gathering and donating. Knowledge gathering refers to communicating and encouraging others to share their knowledge or intellectual capital. Meanwhile, knowledge donation means transferring personal intellectual capital to others (Abbas et al., 2019).

Organizational performance is a parameter to identify the competitiveness and survival of a company in a competitive environment (Yu et al., 2019). In the past, experts considered improving organizational performance as an effective solution to respond to competition and changes in the business environment (Son et al., 2020). Then, some practitioners responded to this issue through various efforts according to relevant recommendations on the best ways to improve organizational performance (Phong & Son, 2020). Most suggested focusing on the organization's internal roles like capital and workforce. They are more influential on business performance than leadership and knowledge sharing. However, others stated leadership and knowledge management are more important than capital and workforce in improving organizational performance (Son et al., 2020).

There are many different indicators for measuring organizational performance academically and practically. The most common ones are sales performance, return on investment, effectiveness and efficiency, financial performance indicators such as sales returns, investment returns, and equity returns, and non-financial indicators such as complaints and customer satisfaction (Wang & Wang, 2012). The large choice of indicators causes organizational performance measurement to use some indicators simultaneously (Altaweel & Al-hawary, 2021). Organizational performance can also be the output-input ratio of all business operations, the level of target achievement, and the satisfaction of all parties in the business process (Henseler et al., 2015). Organizational performance raises complexity due to different interpretations of the dimensions used to measure it. This difference also raises different indicators and measurement methods for organizational performance (Huang, 2018).

Some reviews above reflect that there have been intense discussions of the direct and indirect influence of transformational leadership on organizational performance. However, for the last five years, only a few studies that use transformational leadership,

innovation capability, knowledge sharing, and organizational performance variables simultaneously. There is also a limited number of investigations related to the transformational leadership and innovation capabilities of SMEs in Eastern Indonesia. In this research, the focus of the measurement of knowledge sharing is the tacit knowledge aspect, while organizational performance is related to the operational aspect.

Based on the gap, this research tries to explore the influence of transformational leadership on the organizational performance of SMEs in eastern Indonesia. It aims to find out and analyze the contribution of transformational leadership to the improvement of knowledge sharing and innovation capability of SMEs, including mediation effects on organizational performance.

REVIEW OF LITERATURE

Transformational Leadership

Transformational leadership is a process where leaders and followers elevate themselves to higher levels of morality and motivation. Transformational leadership is related to values that are relevant to the process of change, such as honesty, fairness, and accountability, which are, in fact, values that are difficult to find. Tjiptono and Syakhroza suggest that transformational leaders can successfully change the status quo within their organization by practicing appropriate behavior during each stage of the transformation process. If old methods are deemed unfit, the leader will develop a new vision for the future with strategic and motivational focus. This vision will clearly state the organization's goals and, at the same time, serve as a source of inspiration and commitment.

In other words, transformational leadership is the type of leadership that can bring about changes within individuals involved or the entire organization to achieve higher performance. Transformational leaders encourage people to go beyond existing limits, foster creativity and innovation, and create strong bonds with their team members through trust and mutually beneficial relationships. This leadership style focuses on creating an adaptive, change-oriented organizational culture, aiming to reach higher objectives.

Knowledge Sharing

Knowledge sharing is the process of disseminating information, expertise, experiences, and insights among individuals, teams, or organizations to promote learning

and collaboration. It involves the exchange of knowledge and skills with the aim of enhancing collective understanding and problem-solving capabilities.

Knowledge sharing is defined as the process of transmitting knowledge from one person to another within the same organization (Rusuli, M. et al., 2011). Meanwhile, according to Van Den Hooff and De Ridder's (2004) conceptualization of knowledge sharing, it portrays it as a “process where individuals mutually exchange their implicit (tacit) and explicit knowledge to create new knowledge”. From the perspectives of both authors, we can conclude that knowledge sharing is a concept of sharing knowledge from one person to another within the same organization by exchanging knowledge (both tacit and explicit) and creating new knowledge.

Innovation Capability

Innovation capability, according to Lawson and Ben (2001) as cited in Nugroho (2013), is a concept referring to a company's ability to develop new ideas into successful innovations. Innovation capability is proposed as a high-level integration capability, meaning the ability to combine and manage diverse capabilities. Organizations with innovation capability can integrate key capabilities and company resources to stimulate innovation. Terziovski (2010) in Nugroho (2013) also presented a viewpoint on innovation capability, stating that it creates potential for effective innovations to emerge. However, this concept is not simple or single-faceted, as it involves various management aspects such as leadership, technical aspects, strategic resource allocation, market knowledge, and others.

Battor (2010) and Sivadas et al. (2000) in Sulistyo et al. (2016) suggested that some factors influencing innovation capability include increased sales, profits, and competitiveness. The ability to innovate is increasingly seen as the most critical factor in developing and maintaining a competitive advantage. In the context of business and global competition, innovation capability becomes a key success factor for companies to survive and thrive in a constantly changing market. Organizations that can adapt to change and continually create new innovations will have greater opportunities for long-term success. Therefore, building a strong innovation capability is an essential concern for today's organizational leaders and managers.

Organizational Performance

According to Mulyadi (2007; 337), organizational performance is the success of personnel, teams, or the organization in achieving previously set strategic goals through expected behaviors. Performance, according to Daft (2010), is the ability to achieve organizational tasks effectively and efficiently using available resources. These resources include human resources, all assets, capabilities, organizational processes, company attributes, information, and knowledge controlled by the organization. Performance is defined as a depiction of the level of achievement of activities, programs, and policies using various resources to achieve predetermined objectives (Sembiring 2012). Based on these viewpoints, it indicates that achieving optimal organizational results involves managing and utilizing organizational resources effectively.

Hypothesis

Transformational leaders have several attributes like character, charisma, inspiration, and intellectual stimulation. These characteristics, associated with a learning organization, can make the organization more innovative (V́ctor J. Garća-Morales, Lloréns-Montes, et al., 2008). Innovative organizations will create better values for goods or services and make them more competitive in the market. Transformational leaders can inspire employees to achieve their visions, including adopting innovations to improve performance (Elrehail, 2018). Empirical research on e-commerce companies showed that the atmosphere of innovation has a mediating effect between transformational leadership and organizational innovation. Also, transformational leaders use power wisely depending on situational factors in motivating their employees to be innovative (Lin, 2014). Transformational leadership has some features directly related to organizational innovation, such as effective communication with stakeholders, interactive sharing of vision and values, giving maximum attention, and encouraging a conducive climate for innovation. They together indicate a strong relationship between transformational leadership and organizational innovation (Nguyen & Luu, 2019).

Transformational leadership encourages innovation in two directions. The first is increasing employee motivation (intrinsic) by stimulating creativity as the key to innovation. The second is offering intellectual stimulation, thus encouraging employees to think innovatively or out of the box (Feranita et al., 2020). Specifically for SMEs, several studies have shown different results. Research in Turkey and Malaysia showed a significant

influence of transformational leadership on SMEs' innovation. There is also the same finding in several East African countries such as Kenya and Rwanda. The research in Indonesia also showed a significant direct and indirect influence of transformational leadership on the innovation of SMEs in the food sector in East Java (Feranita et al., 2020).

H₁: Transformational Leadership Affects Organizational Innovation Capability Positively

Organizational performance reflects an ability to manage and allocate human, financial, and material resources to achieve organizational goals (Phong & Son, 2020). I. A. Lee (2008) considered organizational performance a result parameter of the decision-making process or organizational strategy. There are three aspects of organizational performance, namely financial performance, product/market performance, and organizational performance. Meanwhile, other studies used operational and financial performance to evaluate organizational performance (Wang & Wang, 2012). In particular, Bass (1985) stated that organizational performance is the ability of transformational leaders to motivate and inspire their subordinates to work and achieve maximum results (V́ctor J. Garća-Morales, Mat́as-Reche, et al., 2008). Organizational performance achievement is managing organizational culture nurtured and cared for by transformational leaders (V́ctor J. Garća-Morales et al., 2012).

Research on textile companies in Vietnam showed that transformational leadership affects organizational performance by promoting incremental contributions to individuals (Son et al., 2020). Research on logistics companies in Malaysia found the urgency of transformational leadership and innovation as the internal factors to build competitive advantage and achieve organizational performance (Samad, 2012). Some literature reviews showed the mediating role of innovation in the strong relationship between transformational leadership and organizational performance (Ramalingam et al., 2021). Another study in Spain found that transformational leadership positively influences organizational performance through organizational learning and innovation. This research also stated that organizational learning affects the improvement of organizational performance directly and indirectly through organizational innovation (V́ctor J. Garća-Morales et al., 2012).

H₂: Transformational Leadership Affects Organizational Performance Positively

Transformational leaders create a positive culture to encourage knowledge sharing within the organization. They are very concerned about supporting and fostering knowledge-sharing activities among the employees (Le et al., 2018). Instead, the employees will proactively share and gather knowledge with their colleagues for innovation development under transformational leadership. There is also a similar result in financial institutions in China, where employees can be more innovative and ready to share knowledge and expertise with others under transformational leadership (Son et al., 2020). Other studies have found transformational leaders can create a climate of trust among employees that positively influences knowledge donation and gathering (Phong & Son, 2020).

Research in some health and nursing organizations found that the workers or team members realize that learning and sharing knowledge is important to improve theirs (Anselmann & Mulder, 2020). Transformational leadership has a positive impact by creating a safe work environment so that they can voluntarily participate in the learning process and share knowledge (Anselmann & Mulder, 2020). Other research at higher education institutions in Iraq found that transformational leadership indirectly enhances product and process innovation by creating an organizational culture that supports knowledge sharing (Al-Husseini et al., 2021).

H₃: Transformational Leadership Affects Knowledge Sharing Positively

Although knowledge sharing practice is not easy, it can significantly reduce production costs, foster the implementation of new plans, and positively influence sales growth of new goods and services (Wang & Wang, 2012). Empirical findings showed that knowledge-sharing directly and significantly affects financial performance or indirectly affects operational performance through organizational innovation (Phong & Son, 2020). Iyama and Ohioorenaya (2015) also stated that knowledge sharing positively influences organizational performance in the Nigerian oil and gas industry (Rawashdeh et al., 2021). Research on software companies in China showed that positive social interaction among employees and a culture of knowledge sharing will encourage an increase in the dissemination of tacit knowledge. This would drive a faster organizational innovation process (Yao et al., 2020).

Research in some US industries found that mid-level leaders tend to encourage employees to allocate time to pursue knowledge outside their scope of work. Through cross-functional integration, employees can learn and develop new skills and share existing knowledge. Both are critical for future product development (Calantone et al., 2002). However, it is found that learning orientation towards corporate innovation is influenced by organizational age. Older organizations tend to use accumulated knowledge in innovation activities, while the younger ones need to build efficient mechanisms to quickly internalize knowledge (Calantone et al., 2002). Knowledge sharing is also a significant factor in facilitating organizational innovation and business performance (Son et al., 2020).

H₄: Knowledge Sharing Affects Innovation Capability Positively

Innovation is also a strategic factor to join new markets through innovative products and services (Rajapathirana & Hui, 2018). Walker (2004) concluded that innovation is the best way to improve performance. Also, some studies have found a positive effect of innovation on organizational performance (Yu et al., 2019). There is also a mediating effect in the relationship between transformational leadership and organizational performance (V́ctor J. Garća-Morales, Mat́as-Reche, et al., 2008). Research in Spain (2012) showed a partial mediating role of innovation in the relationship between transformational leadership and organizational performance (Rawashdeh et al., 2021).

Innovation is important to achieve superior performance in a competitive environment (Xu et al., 2014). The scarcity of organizational innovation will influence better organizational performance (V́ctor J. Garća-Morales, Lloréns-Montes, et al., 2008). Innovation also plays a role in organizational performance by generating an increased market position through increased sales. Innovation helps organizations overcome the difficulties of the dynamic external environment. It is also a determining factor for long-term organizational development (Ritala et al., 2015). Innovative organizations will develop new products faster and better than non-innovative ones. This results in higher opportunities to earn higher profits and improve performance (Nguyen & Luu, 2019).

H₅: Innovation Capability Affects Organizational Performance Positively

The research model provides an overview of the relationship among the research variables. Based on the formulated hypotheses, the relationship among the variables can be seen in Figure 1.

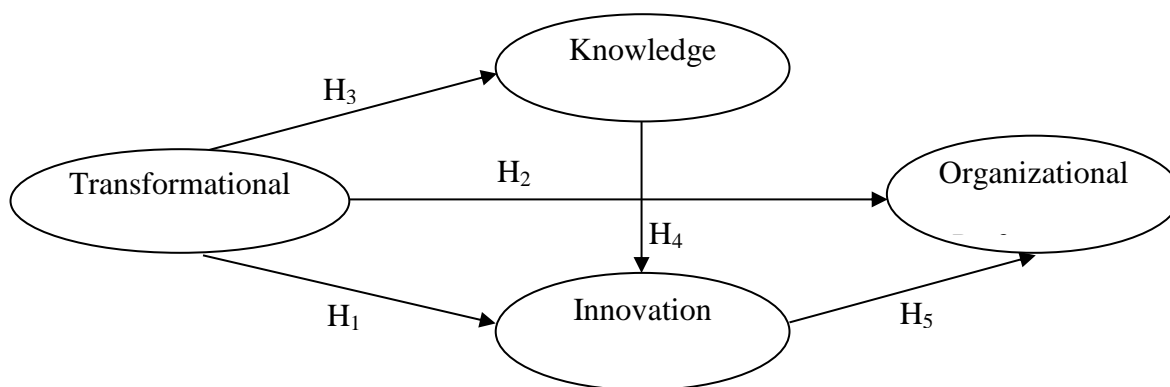


Figure 1
Research Model.

RESEARCH METHOD

Background descriptions and research models show that the research design is causality. This design also shows the researcher's intention to examine the relationship among the variables. The independent variable in the research is transformational leadership. Meanwhile, innovation capability is the mediating variable, and organizational performance is the dependent one. Research using quantitative methods in the form of SEM-PLS (Structural Equation Modeling–Partial Least Square) analysis to obtain results in the form of the relationship between each variable as the dependent variable. SEM-PLS has higher flexibility for researchers to link theory and data (Hidayat et al., 2020). The research population is SMEs in 3 (three) districts of East Nusa Tenggara Province, namely Sikka Regency, East Flores Regency, and Lembata Regency. Because there is no available data on the number of SME employees from the Central Bureau of Statistics (BPS), the minimum sample size is determined using a sample size developed by Hair et al. (2010). There are 27 questions in the questionnaire, so the minimum sample size required is 135 respondents. The tool used in this research is a questionnaire using a Likert scale.

The measurement of transformational leadership used four items developed by Garcia-Morales (2008). The measurement of the knowledge-sharing variable used ten items developed by Van den Hooff and De Ridder (2004). Knowledge-sharing items consist of two dimensions; knowledge collecting and knowledge donating. The measurement of the innovation capability variable adopted from six items made by Johannessen (2001).

Organizational performance measurement used five operational performance items developed by Z. Wang et al. (2014).

RESULTS AND DISCUSSION

The respondents' profiles consist of five groups, namely gender, age, working duration, business line, and location. Based on gender, there are 59.9% of male and 40.1% of female respondents filled out the research survey. Group of 20-30 years old respondents are dominating (42.3%), followed by the 31-40 and over 40 years. For the working duration, 41.6% of the respondents have been working over 2 years, and the rest have worked for 1-2 years and less than one year. Meanwhile, most respondents worked in manufacturing and trading (60.6%) and followed by the tourism and creative industries. Most of the business units are located in the Sikka regency, followed by Lembata and East Flores regencies with almost the same number.

The convergent validity test aims to check the validity of indicators with constructs or latent variables. The parameter is the loading factor value of each. As shown in Table 1, the loading factor values of all latent variable indicators are higher than 0.7 or have a good match (Joe F. Hair et al., 2011). The values show they meet the measurement model and can be used for further testing.

Table 1
The Result of Convergent Validity

Latent Variable	Dimension Code (Indicator)	Loading Factor	Result
Transformational Leadership	TL1	0,859	acceptable
	TL2	0,864	acceptable
	TL3	0,868	acceptable
	TL4	0,889	acceptable
	TL5	0,882	acceptable
	TL6	0,842	acceptable
Knowledge Sharing	KS1	0,938	acceptable
	KS2	0,923	acceptable
	KS3	0,932	acceptable
	KS4	0,925	acceptable
	KS5	0,911	acceptable
	KS6	0,930	acceptable
	KS7	0,932	acceptable
	KS8	0,954	acceptable

	KS9	0,954	acceptable
	KS10	0,902	acceptable
Innovation Capability	IC1	0,887	acceptable
	IC2	0,922	acceptable
	IC3	0,953	acceptable
	IC4	0,927	acceptable
	IC5	0,901	acceptable
	IC6	0,934	acceptable
Organizational Performance	OP1	0,919	acceptable
	OP2	0,846	acceptable
	OP3	0,935	acceptable
	OP4	0,935	acceptable
	OP5	0,873	acceptable

Source: Processed data using SmartPLS 3.0, 2022

The discriminant validity makes sure that each concept of a latent variable is different from others. In particular, this validity test aims to identify how precise a measuring instrument is in carrying out the measurement function. In the Fornell-Larcker criterion method, discriminant validity is good if the roots of the AVE in the construct are higher than the construct's correlation with other latent variables. Meanwhile, the cross-loading test must show a higher indicator value from each construct than the indicators in the other constructs (Joseph F. Hair et al., 2013). The results of the Fornell-Larcker criterion show that the AVE value of each latent variable is higher than the correlation among them. Table 2 shows that the instrument is good and valid in carrying out the measurement functions and describing latent variables.

Table 2
The Result of Discriminant Validity

	Innovation Capability	Transformational Leadership	Organizational Performance	Knowledge Sharing
Innovation Capability	0,921			
Transformational Leadership	0,822	0,868		
Organizational Performance	0,838	0,810	0,902	
Knowledge Sharing	0,692	0,686	0,673	0,930

Source: Processed data using SmartPLS 3.0, 2022

Then, the result of the construct reliability test is good if the Construct Reliability (CR) value is ≥ 0.7 and the Variance Extracted (VE) value is ≥ 0.5 (Joseph F. Hair et al., 2013). All constructs are reliable because they have CR values higher than 0.7 and VE values higher than 0.5. The CR value of the transformational leadership construct is 0.948, knowledge sharing is 0.985, innovation capability is 0.971, and organizational performance is 0.956. Meanwhile, the CR and VE values can be seen in Table 3.

Table 3
The Result of Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Innovation Capability	0,964	0,965	0,971	0,848
Transformational Leadership	0,934	0,935	0,948	0,753
Organizational Performance	0,943	0,947	0,956	0,814
Knowledge Sharing	0,983	0,984	0,985	0,865

Source: Processed data using SmartPLS 3.0, 2022

The model structural test is based on the value of R^2 . It shows how the independent variable could explain the dependent one. The R^2 value of the organizational performance variable is 0.743, which means that 74.3% of the variance of innovation performance can be explained by transformational leadership and innovation capability. The result also describes the 25.7% variance of innovation performance explained by other variables not included in the research model. The R^2 value of innovation capability is 0.703, which indicates that 70.3% of the innovation capability variance can be explained by transformational leadership and knowledge sharing, and the remaining 29.7% is explained by others not included in this study. Finally, 46.7% of the knowledge-sharing variant can be explained by transformational leadership, and the remaining 53.3% is explained by other variables not included in the research (the result of R-square can be seen in Table 4).

Table 4
The Result of R-Square

Latent Variable	R Square	R Square Adjusted
Innovation Capability	0,707	0,703
Organizational Performance	0,747	0,743
Knowledge Sharing	0,471	0,467

Source: Processed data using SmartPLS 3.0, 2022

The model fitness for SmartPLS data processing is tested by SRMR and NFI indicators. There has been no unanimous opinion among experts regarding testing the two indices above to determine the model fitness. There is an opinion that if the SRMR index has been met, there is no need to carry out an NFI test. There are differences in determining the index criteria for good fit and marginal fit. However, as it can be seen in Table 5 the estimated SRMR value is 0.049 (<0.08). This shows that the model is in the good fit category. The NFI value of 0.812 (> 0.8) also indicates that the research model is in the good fit category. However, some references use the NFI limit > 0.9 as a model with good fit criteria.

Table 5
The Result of Goodness of Fit

	Saturated Model	Estimated Model	Proposal Threshold Values
SRMR	0,047	0,049	$\leq 0.08^a$; $\leq 0.10^b$
d_ULS	0,832	0,916	
d_G	1,643	1,649	
Chi-Square	1080,793	1083,278	
NFI	0,812	0,812	The greater the better

^aAcceptable Value; ^bMarginal value

Source: Processed data using SmartPLS 3.0, 2022

In testing the research hypotheses, A path diagram is used to test the research hypotheses. The T-value of each variable relationship in the path diagram is also to examine the hypotheses.

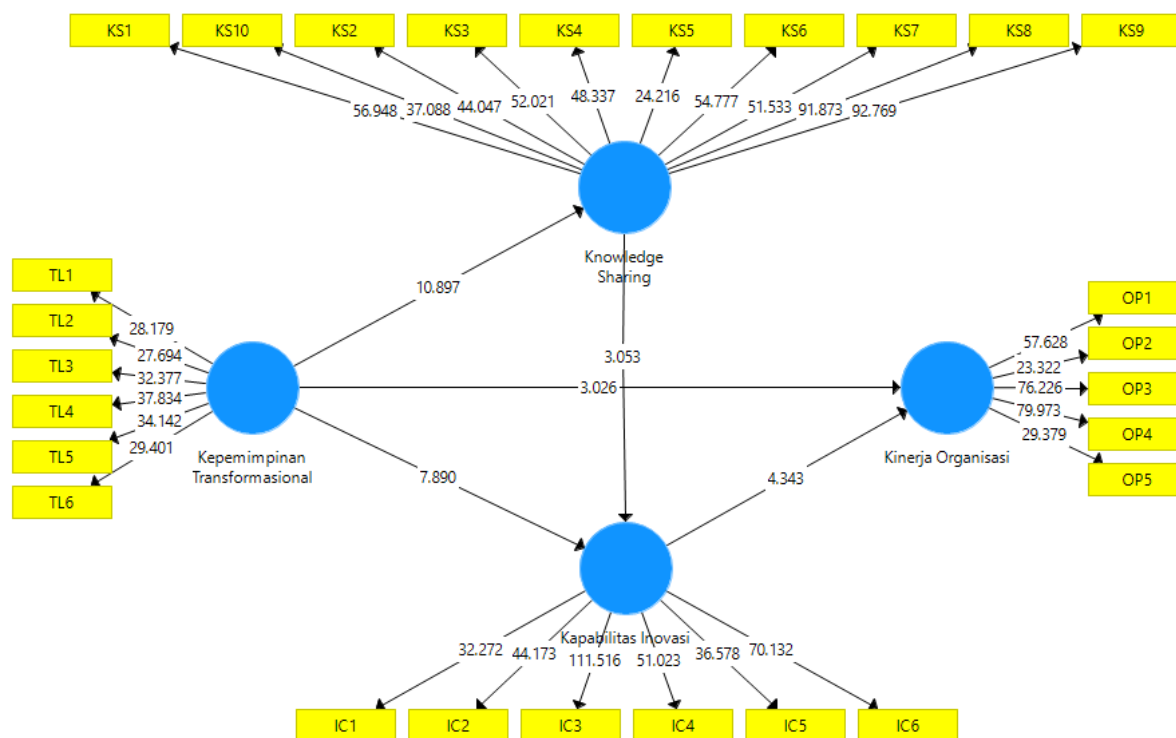


Figure 2
Path Diagram and T-Value
Source: Processed data using SmartPLS 3.0, 2022

Table 2 and Figure 2 shows the T-values of the relationship between variables are higher than 1.96. In other words, this finding supports the research hypotheses.

Table 6
Results of Hypotheses Testing

Hypotheses	Statement	T-Values	Result
H ₁	Transformational Leadership Affects Organizational Innovation Capability Positively	7,890	The data support the hypothesis
H ₂	Transformational Leadership Affects Organizational Performance Positively	3,026	The data support the hypothesis
H ₃	Transformational Leadership Affects Knowledge Sharing Positively	10,897	The data support the hypothesis
H ₄	Knowledge Sharing Affects Innovation Capability Positively	3,053	The data support the hypothesis
H ₅	Innovation Capability Affects Organizational Performance Positively	4,343	The data support the hypothesis

Source: Processed data using SmartPLS 3.0, 2022

There are two common approaches used in testing mediating variables. The first is by examining through analysis with and without mediating variables. The second one uses some stages of the procedure (Joseph F. Hair et al., 2013). Based on the design of the research model, two mediation relationships will be tested, namely the mediation relationship of innovation capability and knowledge sharing. The first test aims to view the mediating effect of innovation capability on the relationship between transformational leadership and organizational performance. Transformational leadership directly influences organizational performance with a value of $t = 3.026$ (> 1.96), while transformational leadership directly affects innovation capability with a value of $t = 7.890$. Lastly, innovation capability directly influences organizational performance with a value of $t = 4.343$. The test results show that transformational leadership, directly and indirectly, influences organizational performance. It also means that innovation capability partially mediates the relationship between transformational leadership and organizational performance. The second test is to see the mediating role of knowledge sharing on the effect of transformational leadership on innovation capability. Transformational leadership has a direct effect on innovation capability with $t = 7,890$, while transformational leadership also directly affects knowledge sharing with $t = 10,897$. Finally, knowledge sharing also directly influences innovation capability with $t = 3.053$. These results conclude that transformational leadership, directly and indirectly, influences innovation capability. It also means that knowledge sharing partially mediates the relationship between these two (can be seen in Table 7).

Table 7
Results of Mediation Analysis

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Innovation Capability -> Organizational Performance	0,532	0,552	0,122	4,343	0,000
Transformational Leadership -> Innovation Capability	0,657	0,659	0,083	7,890	0,000
Transformational Leadership ->	0,373	0,353	0,123	3,026	0,003

Organizational Performance						
Transformational Leadership -> Knowledge Sharing						
Knowledge Sharing -> Innovation Capability	0,686	0,687	0,063	10,897	0,000	
	0,241	0,242	0,079	3,053	0,002	

Source: Processed data using SmartPLS 3.0, 2022.

Transformational Leadership -> Innovation Capability

The findings show transformational leadership is proven to have positive and significant effects on the innovation capability of the SMEs in NTT Province. Besides its direct effect, transformational leadership also indirectly influences innovation capability through the mediating role of knowledge sharing. Some attributes of transformational leadership like ideal influence, intellectual stimulation, inspirational motivation, and individual capacity have proven to effectively encourage SME workers to be more innovative and accept new ideas. They voluntarily participate in organizational innovation because transformational leadership provides clarity in the communication process, acts as the main strength of the organization, is actively involved in coaching, promotes new skills, and is actively seeking new opportunities. The research findings are the same as the research on SMEs in the food industry in East Java. Transformational leadership can improve organizational innovation capability, especially for product development, production methods, services, and opening new markets (Feranita et al., 2020). Also, transformational leadership is an individual force that motivates employees to be more innovative in dealing with environmental changes and business competition. It is also similar to the research on e-commerce companies in China (Lin, 2014). In particular, from the results of interviews with the workers, transformational leadership is represented by a leadership style with an effective communication process, paying attention, and supporting the climate of innovation in the organizations.

Transformational Leadership -> Organizational Performance

Next, transformational leadership is proven to have positive and significant effects on organizational performance. There are direct and indirect influences of transformational leadership on organizational performance through mediation. Transformational leadership in the SMEs in NTT can motivate and inspire subordinates to work with the best

contribution while improving organizational performance. These results are similar to the studies in pharmaceutical companies in Spain (V́ctor J. Garća-Morales, Lloréns-Montes, et al., 2008). Transformational leadership encourages employees to improve product quality, provide satisfactory services, be responsive to customers' needs, and always strive to increase productivity. Besides, transformational leadership maintains and nurtures an organizational culture to remain conducive to the employees' learning and innovation. This process will gradually increase the employees' contribution to organizational performance as happened in service and manufacturing companies in Vietnam (Son et al., 2020). This research has also found the same findings as the research in Spain. There, transformational leadership has proven to improve organizational performance with the mediating role of increasing organizational innovation capability (V́ctor J. Garća-Morales, Lloréns-Montes, et al., 2008). Finally, transformational leadership and innovation are factors in mobilizing internal resources to build competitive advantages while improving organizational performance (Samad, 2012).

Transformational Leadership -> Knowledge Sharing

Transformational leadership is proven to have positive and significant effect on knowledge-sharing activities within the organization. Employees are encouraged to play an active role in collecting and contributing knowledge internally. To support the employees to make their best contribution, transformational leadership creates conducive learning culture in the organization, inspires employees to improve their knowledge, and provides stimulation through motivation and guidance. Transformational leadership can create a stronger sense of trust among employees who voluntarily carry out activities to contribute and gather knowledge as happened in research on service and manufacturing companies in Vietnam (Phong & Son, 2020). There should be transformational leadership to create a sense of security for employees to be proactive in participating in the learning process and sharing knowledge as is the case for nursing and health workers (Anselmann & Mulder, 2020). The interview results indicate that there is awareness among workers that learning and knowledge sharing play a role in improving performance. Creating a safe work environment can be done by giving appreciation to employees who actively participate in the knowledge-sharing process.

Knowledge Sharing -> Innovation Capability

Knowledge-sharing is proven to have positive and significant effect on innovation capability. The knowledge-sharing activities through knowledge collecting and knowledge donating among employees influence the development and innovation capabilities. This fact is similar to the software development companies in China, that knowledge-sharing activities are important inputs for the innovation process. Individuals or employees and organizational knowledge form the basis for creating various types of innovation and organizational excellence (Yao et al., 2020). Different innovations in processing and trading companies in the form of developing new products, production methods, service methods, opening markets, and determining suppliers and organizing will only be successful if the knowledge sharing is organized properly and continuously. This result is similar to the findings of technology companies in China (Wang & Wang, 2012). Although it has not become a top priority for most SMEs in NTT, some who have been operating for more than two years have an awareness to share tacit knowledge among employees without having to be encouraged by the organizational leadership. It is an important asset that must be maintained and developed as a driving force for their development.

Innovation Capability -> Organizational Performance

Finally, innovation capability is proven to have positive and significant effect on the SMEs' performance in NTT. Based on the research model, innovation directly influences organizational performance. New product development, new production methods, new ways of service, the opening of new markets, new supplier sources, and ways of organizing are components of innovation capability that directly influences organizational performance. The competitive business climate amid increasing customer demands makes all business actors must innovate to survive and win the competition. The same challenges and demands are also found in SMEs in Australia (Xu et al., 2014). The dynamic and constantly changing external environment must be anticipated well because it influences organizational performance. Innovation capability in small-scale technology companies can meet various performance demands in the form of quality products, customer satisfaction, responsive service, high productivity, and efficient production cost management (Ritala et al., 2015). The interview results with some respondents show that they know the need for

innovation to win the competition, but sometimes there is no support from internal parties and leaders.

CONCLUSION

In general, the conclusions support the theories and findings from several similar studies for different research objects. Transformational leadership in SMEs has an important role that positively influences innovation capability, increases knowledge-sharing culture, and improves organizational performance. Knowledge sharing can improve organizational performance positively and indirectly through the mediation of innovation. Meanwhile, innovation capability affects organizational performance positively. It is also a partial mediator of the influence of transformational leadership on organizational performance.

There are some limitations to the considerations for future studies. First, the latent variables are still general and broad, so the findings are also general and cannot describe micro (detailed) problems. The second is the determination of the research sample is based on the formula developed by Hair et., al (2010) because the Central Bureau of Statistics (BPS) does not yet have data on the number of eligible SMEs to be the research population. The third is the data are collected online through Google form. This method has some weaknesses because it must depend on the respondents' understanding of the questionnaire questions. Most MSME workers have an education level below the high school level. Therefore, the researchers are afraid that the questions are answered not based on a good understanding.

To obtain more applicable results to improve the performance of SMEs, there should be other variables such as absorptive capacity and ambidexterity. In some studies, they are the mediators of knowledge sharing on innovation capability. Then, to overcome the problem of determining population and sample size, further researchers should collaborate with other related parties such as the Regional Government Cooperatives and SMEs Service, The Chamber of Industry and Commerce, and the Business Association to find out the right and accurate population size. Finally, for the data collection method, future researchers should have direct meetings or a hybrid between direct and online interviews. This can generate better data that reflect the factual conditions on the field.

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