

Linking Digital Culture and Leadership to Innovative Performance: The Mediating Role of Intrinsic Motivation in the Creative Industry

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ABSTRAK

Industri kreatif di Indonesia mengalami perubahan signifikan pada tahun 2024 seiring dengan percepatan transformasi digital yang dipicu oleh kemajuan teknologi dan pergeseran perilaku konsumen. Namun demikian, potensi penuh dari pemanfaatan teknologi digital belum sepenuhnya terealisasi karena sumber daya yang ada belum optimal dalam menyerap perubahan tersebut. Kondisi ini menegaskan perlunya kajian mengenai peran motivasi intrinsik dalam mendorong kinerja inovatif karyawan, yang difasilitasi oleh kepemimpinan digital dan budaya digital.

Penelitian ini dilakukan pada karyawan yang bekerja di industri digital, khususnya pada sektor kreatif berbasis digital. Dengan menggunakan *Structural Equation Modeling (SEM)*, data dikumpulkan dari 189 responden. Hasil penelitian menekankan peran krusial budaya digital dan kepemimpinan digital dalam meningkatkan kinerja inovatif dalam organisasi. Studi ini menunjukkan bahwa kedua faktor tersebut secara signifikan berkontribusi dalam meningkatkan motivasi intrinsik karyawan, yang pada gilirannya mendorong munculnya perilaku inovatif.

Kata kunci : Digitalisasi; Ekosistem; Ke-wirausahaan; Rantai Pasok; Rumpuk Laut; TOWS

ABSTRACT

The creative industry in Indonesia has undergone significant changes in 2024 due to rapid digital transformation, driven by advancements in technology and shifts in consumer behavior. However, the full potential of digital tools is not yet being realized, as current resources have not been fully optimized to absorb these changes. This highlights the need for a study on the role of intrinsic motivation in employees' ability to foster innovative performance, facilitated by digital leadership and digital culture.

The research was conducted among employees working in the digital industry, specifically within the digital-based creative sector. Using Structural Equation Modeling, data were

collected from a total of 189 respondents. The study emphasizes the critical roles that digital culture and digital leadership play in enhancing innovative performance within organizations. It demonstrates that both factors significantly contribute to boosting intrinsic motivation among employees, thereby encouraging innovative behaviors

Keywords: Digitalization; Ecosystem; Entrepreneurship; Supply Chain; Seaweed; TOWS

1. INTRODUCTION

The creative industry in Indonesia in 2024 is facing significant digital transformation, driven by advancements in technology and changes in consumer behavior. Digital technology is not only changing the way the creative industry operates but also creating new opportunities that were previously difficult to attain. The theoretical analysis in this research refers to the grand theory (Colquitt, 2019), while the empirical analysis focuses on employee phenomena by examining innovative performance. Both theoretical and empirical analyses are conducted to explore the research gap, which is developed to serve as material for modification (novelty). This represents the innovation and originality of this research. According to (Colquitt, 2019) in the Organization Behavior Theory Model, variables are grouped into three categories: 1) Independent variables consist of organizational mechanisms, group mechanisms, and individual characteristics; 2) The dependent variable is individual outcome; 3) The intervening variable is individual mechanisms. The modification of the theoretical model in this study is that the individual outcome of job performance is modified to innovative performance, while the independent variable model in the organizational mechanism is organizational culture and the group mechanism is synergic

transformational leadership. The modification of the Organization Behavior Theory Model aims to provide a more detailed explanation of the variables by substituting them with other variables (Guérin-Marion et al., 2018). Innovative performance of employees refers to the value of a series of behaviors exhibited by employees that contribute positively or negatively to achieving the goals set by the company. According to (Gibson et al., 2012), innovative performance pertains to the level of success in executing tasks and the ability to achieve predetermined objectives. As we approach Society 5.0, which aims to further optimize technology to enhance human experience and return to the essence of being a living being—one that needs to socialize and optimize its role as a source of benefit and empowerment for those around it. According to (René Carraz & Yuko Harayama, 2017) bahwa "Society 5.0 is an information society built on Society 4.0, aiming to create a prosperous society centered around humanity" (Serpa, 2018) states that Society 5.0 proposes "to advance the potential relationship between individuals and technology in promoting the improvement of everyone's quality of life through a super-smart society (Ferreira & Serpa, 2018). To develop a company, achieving innovative employee performance is necessary, supported by an exclusive decision-making pattern as

an effort to create a dynamic organization with optimal performance. As stated by (Swaim et al., 2010) efforts to enhance organizational performance dynamics require the ability to make executive decisions. Drucker's observations regarding demographic changes and global trends in society, which offer opportunities for innovation and growth, help reinforce some of his views on marketing and marketing research. According to (Swaim et al., 2010) "Growth will continue to be a desired and necessary business goal." He adds that in a developing economy, there is ample room for growth. Industries that have passed their peak experience a gradual decline, held back by the overall improvement in the economy. New industries can grow well and often grow more than what management anticipates. However, when the economy does not grow, changes in the economy will occur suddenly and sharply. Therefore, an industry that does not grow will face decline. This situation highlights the need for strategies that enable management to plan for growth and manage it effectively. In efforts to enhance a company's innovative performance, the quality of employees plays a critical role, as employees are the primary implementers of the company who operationally manage its functions and directly influence its success. Consequently, employees are expected to actively engage in breakthroughs and innovations in carrying out their tasks and responsibilities.

Analyzing the influence of digital leadership, intrinsic motivation, and decision-making on the innovative performance of employees is an important aspect of building

organizational dynamics in the digital era. Employee innovative performance contributes optimally to organizational development. Therefore, to develop the organization, companies need to implement programs aimed at enhancing innovative performance among employees. This can be achieved through learning tasks aimed at attaining higher educational qualifications, training sessions, workshops, seminars, scientific meetings, and research activities that are not yet optimized. Several previous studies support the enhancement of innovative performance among employees. In the research conducted by (Arif, 2019) titled "The Relationship Between Digital Leadership and Organizational Culture with Teacher Performance," it is stated that there is a positive and significant relationship between digital leadership and innovative performance. Furthermore, a positive and significant relationship exists between digital leadership and organizational culture in relation to innovative performance. The digital leadership variable effectively drives innovative performance.

2. LITERATURE REVIEW

Research on employee innovative performance has been conducted by several previous researchers, showing that organizational culture and digital leadership can significantly influence innovative employee performance. For instance (Suprpti, 2020) state that organizational culture and leadership impact employee innovative performance (Putri & Manikam, 2021) found that transformational leadership and employee decision-making have a

positive and significant effect on employee performance. . (Lathifah & Kurniawati, 2021) indicate that human resource development, organizational culture, and decision-making positively and significantly influence employee. (Manullang & Wardini, 2020);(Christian et al., 2023) discovered that work effectiveness and organizational accuracy affect employee performance..Digital leadership is a key factor in achieving goals and enhancing employee performance; the sustainability and continuity of an organization depend on the leadership style adopted. Therefore, serious attention must be given to digital leadership to enhance employee performance. Digital leadership is defined as a control pattern aimed at building work (Sena et al., 2020); (Ahmed et al., 2014); (Sumarhadi, 2021)

Regarding organizational culture in the digital era of 2022, digital leadership has become a necessity in employee management. Effective management within companies is essential during the ongoing digital transformation to oversee changes and rapidly leverage technology across various sectors ;(*Chou 2021, n.d.*)), This is particularly relevant for organizational sectors within companies.Digital leadership in the execution of employees' tasks can accelerate innovative performance among employees.Kumolo (2022) as the Minister of State Apparatus Utilization and Bureaucratic Reform, emphasized that to facilitate technological transformation, the utilization of digital technology in implementing leadership should effectively enhance employee work effectiveness as a means to foster employee innovation behavior (Quinn et al., 2020)

Digital culture plays a crucial role in fostering innovative performance within organizations. By integrating the latest technology and digital practices into daily operations, companies can enhance efficiency, productivity, and employee creativity. A digital culture promotes an adaptive and collaborative work environment, where information can be accessed and shared quickly, enabling teams to innovate more effectively. Furthermore, digital culture facilitates continuous learning and the development of digital skills, which are vital in navigating rapid market and technological changes. By cultivating a digital culture, organizations can respond to challenges with innovative solutions, maintain competitiveness, and provide added value for stakeholders.

Intrinsic motivation is an example of autonomous motivation. When individuals engage in an activity because they find it interesting, they do so entirely of their own volition (for example, "I work because it is enjoyable") (Gagné & Deci, 2005)

Intrinsic motivation plays a crucial role in fostering innovative performance in the workplace. When employees feel driven by personal satisfaction and interest in their work, they are more likely to be creative and proactive in seeking new solutions. Intrinsic motivation encourages employees to explore new ideas without feeling constrained by external limitations, allowing them to take greater risks in their innovative efforts. Additionally, intrinsically motivated employees are often more resilient and persistent in

facing challenges, as their primary drive is inner satisfaction and the desire to achieve personal goals. Therefore, organizations that can create a work environment that supports intrinsic motivation—such as providing opportunities for personal and professional development, granting autonomy, and recognizing individual achievements—will see a significant increase in their employees' innovative performance.

Employee innovative performance provides a clear picture of what is expected from employees in relation to their performance in the workplace. Innovative performance offers insights into the types of performance behaviors that should be developed in the workplace to be assessed and appreciated ((Nguyen et al., 2019) (Sukadana & Mahyuni, 2021)). To achieve the innovative performance required of an employee, they must be able to perform various tasks at the targeted skill level for a specific position. Innovative performance is defined as a set of specific skills or abilities required to effectively carry out a performance (Aryani et al., 2021). Performance, in general, is one of the important instruments for employees and is defined as the good outcome that aligns with the expectations in achieving a company's vision. Therefore, there is no justification for management to overlook employee performance (Sumarhadi, 2021)

Performance is generally defined as the achievement of goals, satisfaction, timely completion of work, and adherence to standard

operating procedures (SOP). Performance itself serves as a parameter for both employees and the company. Having employees with high performance levels who can adapt is essential (Teruna & Ardiansyah, 2021). Relevant research has found that one of the factors influencing employee performance is organizational culture and leadership (Jufrizen & Rahmadhani, 2020)

According to the Minister of Manpower Regulation Number 1 of 2021 regarding the Organization and Work Procedures of the Ministry of Manpower, the ministry is tasked with managing government affairs in the field of labor to assist the President in administering state governance. This responsibility requires effective coordination among employees, across organizational units, and with other work divisions to create strong synergy in optimizing the completion of assigned tasks. Although good relationships between employees and supervisors, as well as harmonious teamwork among colleagues, are generally considered important, some studies have found that these factors are not always significant in positively impacting employee performance (Bancin et al., 2025). Such disparities in research findings highlight a broader inconsistency among scholars and experts, particularly concerning the influence of digital leadership on employees' innovative performance. For instance, (kurniawan, 2019), demonstrated in his research that knowledge sharing has a positive and significant relationship with digital

leadership and innovative performance. Meanwhile, the absorptive capacity of knowledge also has a positive and significant relationship with innovation capability, and innovation capability positively and significantly influences the quality of innovative performance in companies. The results of this research are expected to assist business actors in the creative industry in enhancing the quality of their innovative performance through improved knowledge sharing, absorptive capacity, ambidexterity, and innovation capability.

The inconsistency of findings regarding the influence of intrinsic motivation on innovative performance can be analyzed from several studies (Pradana & Putri, 2019) found that knowledge management does not affect employee innovative performance, while (Aristanto, n.d.), stated that intrinsic motivation has a significant positive influence on individual innovation capability. Furthermore, individual innovation capability significantly and positively impacts individual innovative performance, indicating that intrinsic motivation also has a significant positive effect on individual innovative performance. Additionally, intrinsic motivation partially influences individual innovative performance through individual innovation capability. The inconsistency of findings regarding the influence of intrinsic motivation on employee innovative performance can also be observed in (Mukhtar et al., 2020) ,which demonstrated that

intrinsic motivation positively affects employee innovative performance. Therefore, to enhance employee innovative performance, efforts can be made to improve the effectiveness of intrinsic motivation. The inconsistency of findings regarding the influence of digital leadership on employee innovative performance through decision-making is highlighted by the research of (Sun et al., 2024) which indicates that digital leadership has a significant positive direct effect on employee innovative performance through intrinsic motivation. Therefore, to improve employee performance, efforts can be made to enhance competencies and intrinsic motivation. Similarly, . (Mo et al., 2023) stated that intrinsic motivation has a highly significant direct positive influence on employee innovative performance through decision-making. Inconsistent findings regarding the influence of intrinsic motivation on employee innovative performance through decision-making can also be seen in the study by Utoyo, et. al. (2019) which found that intrinsic motivation has a significant positive direct effect on employee innovative performance through decision-making. Hence, to improve employee performance, efforts should be directed towards enhancing competencies and intrinsic motivation. Furthermore, . (Delen et al., 2013) noted that digital leadership has a highly significant direct positive influence on employee innovative performance through decision-making.

3. METHODOLOGY

An organization's primary goal is achieve The Relationship between Digital Culture and Innovative Performance

Research shows that organizations that have effectively adopted digital technology have a greater chance of innovating (Hess et al, 2016). A strong digital culture facilitates the acceptance of new technology and encourages the willingness to try new methods. Digital culture promotes better collaboration among team members, which is crucial in the innovation process (Nambisan, 2017). By using digital collaborative tools, teams can share ideas and develop concepts more efficiently...

H1: There is a significant influence of Digital Culture on Innovative Performance.

The Relationship between Digital Culture and Intrinsic Motivation
Intrinsic motivation refers to the drive to engage in an activity because of the satisfaction derived from the activity itself, rather than external factors like rewards or recognition (Ryan & Deci, 2000). A work environment that supports creativity and autonomy can foster higher intrinsic motivation among employees. In a digital culture, employees are often given the freedom to experiment with new ideas without fear of failure. Support for experimentation enhances confidence and intrinsic motivation, as employees feel their contributions are valued. Digital culture also provides greater access to information and resources that can improve employees' skills and

knowledge, contributing to confidence and autonomy, which, in turn, can boost intrinsic motivation (Ruben et al., 2018)

H2: There is a significant influence of Digital Culture on Intrinsic Motivation. Motivasi Intrinsik

The Relationship between Digital Leadership and Intrinsic Motivation
Effective leaders in the digital context provide constructive feedback and recognize employees' contributions. Positive feedback and fair evaluation can enhance employees' confidence and motivate them to perform better. Digital leaders foster an environment that supports innovation, where employees are encouraged to explore new ideas without fear of failure. An innovative environment can increase intrinsic motivation by offering opportunities for learning and growth. Studies have shown that digital leadership positively impacts intrinsic motivation. For example, organizations led by leaders who prioritize transparency and open communication often report higher employee engagement and stronger motivation (AVOLIO & KAHAI, 2003).

H3: There is a significant influence of Digital Leadership on Intrinsic Motivation.

The Relationship between Digital Leadership and Innovative Performance.
Several empirical studies support the relationship between digital leadership and innovative performance. For example, research by (Zhang et al, 2018) found that digital leadership has a positive relationship with

innovative performance through the mediation of information and communication technology (ICT) usage. Using digital tools for collaboration and communication can accelerate the innovation process by enabling teams to work more effectively and efficiently (Avolio et al., 2014). Another study from (Singh & Hess, 2017) suggests that digital leadership contributes to improved innovative performance by facilitating access to digital resources and promoting cross-functional collaboration within organizations. A positive relationship between digital culture and innovative performance. For instance, (Bharadwaj et al., 2013) found that organizations with a strong digital culture tend to be more innovative and perform better. Another study by (Fitzgerald et al., 2014) showed that companies investing in digital technology and fostering a supportive digital culture tend to have higher innovative performance. Digital culture plays a vital role in enhancing an organization's innovative performance. Intrinsic motivation can mediate the influence of digital culture on innovative performance.

H4: There is a significant influence of Digital Leadership on Innovative Performance. In this context, a supportive digital culture can increase employees' intrinsic motivation, which subsequently drives them to innovate. Empirical studies support this view. For example, research by (Zhang et al, 2018) found that intrinsic motivation serves as a mediator in the relationship between organizational support for technology use and innovative performance.

The Relationship between Intrinsic Motivation and Innovative Performance. Empirical research indicates a positive relationship between intrinsic motivation and innovative performance. For example, a study by (Grant & Berry, 2011) found that intrinsic motivation enhances creativity and innovation by increasing engagement and satisfaction in work. Another study by (Eisenberger & Aselage, 2009) shows that intrinsic motivation contributes to innovative behavior through the mediation of autonomy and competence. Intrinsic motivation plays a crucial role in improving individual and organizational innovative performance. By understanding and fostering factors that drive intrinsic motivation, organizations can create an environment that supports innovation and creativity.

H5: There is a significant influence of Intrinsic Motivation on Innovative Performance.

The Relationship between Intrinsic Motivation, Digital Culture, and Innovative Performance. Empirical research supports

H6: Intrinsic Motivation can mediate the influence of Digital Culture on Innovative Performance.

The Relationship between Intrinsic Motivation, Digital Leadership, and Innovative Performance

Intrinsic motivation can mediate the influence of digital leadership on innovative performance. In this context, effective digital leadership can increase employees' intrinsic motivation, which subsequently drives them to innovate. Empirical research supports this view. For example, a study from (P. Wang et al., 2013) found that transformational leadership leveraging digital technology can enhance employees' intrinsic motivation, which in turn boosts their innovative performance..

H7: Intrinsic Motivation can mediate the influence of Digital Leadership on Innovative Performance.

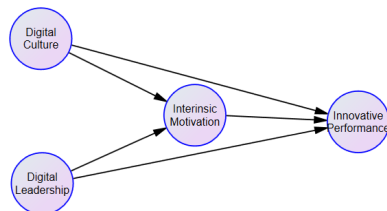


Figure 1. Research Constellation

This study employs a quantitative research method. The research was conducted on employees working in the digital industry, specifically within the digital-based creative industry. Structural Equation Modeling (SEM) was used, estimated with the assistance of SmartPLS (Smart Partial Least Square) software. Data analysis and structural equation modeling were conducted using SmartPLS software, following several stages: (1) Indicator validity test, (2) Path diagram conversion into an equation system, (3) Construct reliability test, (4) Hypothesis testing, (5) Inner Model equation, and (6) Structural Model evaluation (Wijaya, 2019).

Questionnaire List

Innovative Performance

- I feel that the volume of innovative work produced in this project is high.
- I believe that the innovations generated in this research have the potential for broad application.
- The innovations produced in this research are effective in solving existing problems.

- The work process used in this research helps the team save time and resources.
- The method used in this research is innovative and unconventional.

Digital Leadership

- My supervisor has sufficient digital skills to support my innovative work.
- My supervisor often uses digital technology to find innovative solutions in my work.
- Leadership in my workplace supports collaboration to generate new innovations.

Digital Culture

- I feel that cross-functional collaboration and cooperation are actively encouraged.
- I feel that the company digitizes everything that can be digitized.
- I feel that the company enhances an efficient customer interface through digitalization.
- I feel that digital skill development is supported and promoted within the company.

Intrinsic Motivation

- I feel appreciated when my work results are recognized by supervisors or colleagues.
- I am motivated to give my best when my efforts are acknowledged by others.
- I feel motivated when I am given more responsibility in my work.

- I am always motivated to continue developing my skills and knowledge.

Master	5	3%
Total	189	100%

4. RESULT AND DISCUSSION

The data indicates a clear gender disparity in the sample population, with men representing 71% (134 individuals) and women comprising 29% (55 individuals) of the total 189 participants. This suggests a predominant presence of male participants in the study.

Table 1. Respondent Gender

	Amount	Percentage
Man	134	71%
Woman	55	29%
Total	189	100%

The data reveals the educational attainment of the sample population, indicating that 70% (132 individuals) of participants have completed high school, while 28% (52 individuals) hold a bachelor's degree. Only a small fraction, 3% (5 individuals), have achieved a master's degree. This distribution suggests that the majority of respondents have a high school education, with a relatively low representation of individuals with higher education qualifications.

Table 2. Respondent Education

	Amount	Percentage
High School	132	70%
Bachelor	52	28%

Furthermore the data analyzed into Smart PLS 4:

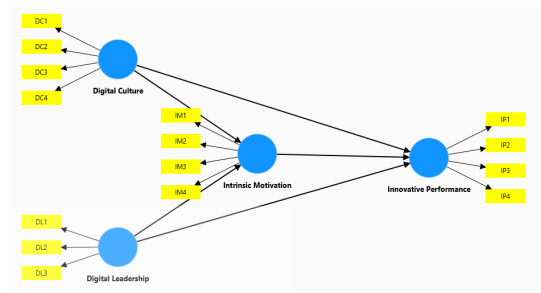


Figure 2. SmartPLS Analysis

Outer Model

Construct	Cronbach's Alpha	Composite Reliability (rho _a)	Composite Reliability (rho _c)	Average Variance Extracted (AVE)
Digital Culture	0.681	0.617	0.626	0.635
Digital Leadership	0.622	0.645	0.620	0.682
Intrinsic Motivation	0.662	0.676	0.687	0.701
Innovative Performance	0.674	0.685	0.634	0.644

The AVE values for all constructs are between 0.635 and 0.701, which are above the rule of thumb 0.5 Hair et al. AVE assesses the amount of variance captured by a construct's indicators relative to the variance due to measurement error.

With AVE values all exceeding 0.6, it indicates good convergent validity, meaning that each construct explains a satisfactory amount of variance from its indicators. Intrinsic Motivation exhibits the highest AVE (0.701), indicating it has the strongest

convergent validity among the constructs.

Item	Digital Culture	Digital Leadership	Innovative Performance	Intrinsic Motivation
DC1	0.309	0.150	0.228	0.076
DC2	0.152	0.029	0.082	0.090
DC3	0.653	0.120	0.196	0.155
DC4	0.838	0.172	0.189	0.317
DL1	0.019	0.630	0.029	0.157
DL2	0.020	0.348	0.065	0.102
DL3	0.318	0.649	0.028	0.163
IM1	0.067	0.033	0.003	0.192
IM2	0.040	0.032	0.118	0.241
IM3	0.233	0.070	0.074	0.509
IM4	0.207	0.270	0.093	0.857
IP1	0.011	0.016	0.230	0.034
IP2	0.060	0.038	0.389	0.128
IP3	0.149	0.047	0.423	0.036
IP4	0.224	0.073	0.770	0.024

This table presents the cross-loadings of items on four constructs: Digital Culture, Digital Leadership, Innovative Performance, and Intrinsic Motivation. Cross-loadings are used in discriminant validity assessment, which tests whether each item has a higher loading on its designated construct compared to other constructs. A higher loading of each item on its own construct suggests that it effectively measures the intended construct, contributing to the distinctiveness of each construct within the model.

The cross-loadings demonstrate satisfactory discriminant validity across the constructs. Each item loads most strongly on its assigned construct compared to other constructs, supporting the distinctiveness of Digital Culture, Digital Leadership, Innovative Performance, and Intrinsic Motivation. This suggests that the items within each construct adequately capture the intended concept, which is essential for ensuring the clarity and accuracy of the model. Wijaya 2019

Reability

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Digital Culture	0.681	0.617	0.626	0.635
Digital Leadership	0.622	0.645	0.620	0.682
Intrinsic Motivation	0.662	0.676	0.687	0.701
Innovative Performance	0.674	0.685	0.634	0.644

Composite Reliability (rho_a) values also range above 0.6, with Digital Culture at 0.617, indicating marginally acceptable reliability, while Intrinsic Motivation and Innovative Performance show higher reliability at 0.676 and 0.685, respectively. Composite Reliability (rho_c) follows a similar trend, where all constructs exceed the minimum threshold of 0.6, suggesting that they consistently measure the intended construct Hair et al.

Overall, these results indicate that each construct is reasonably reliable, with the reliability measures affirming that the constructs are suitable for further analysis. Higher rho values imply that the indicators are well-correlated, providing confidence in the measurement mode

Construct	R-square	R-square adjusted
Innovative Performance	0.441	0.432
Intrinsic Motivation	0.524	0.513

The R-square and Adjusted R-square values indicate that the model is reasonably effective in explaining both Innovative Performance and Intrinsic Motivation. It Contains of: Intrinsic Motivation has a higher R² (0.524), suggesting that it is more strongly predicted by the model's independent variables compared to Innovative Performance., and Innovative Performance has a moderate R² (0.441), indicating that while the predictors contribute significantly to its explanation, there may be additional unexplored factors influencing this construct.

This findings similar with.(Ko et al., 2022) A strong digital culture is characterized by the pervasive adoption and integration of digital tools, processes, and mindsets across all levels of an organization. It fosters an environment where technology serves as a catalyst for collaboration, agility, and creativity. By embedding digital culture into their core operations, organizations empower employees to leverage data-driven insights, streamline workflows, and innovate effectively. This cultural shift positively influences innovative performance by enabling rapid adaptation to changing market demands, encouraging experimentation with new ideas, and supporting continuous learning. In a digitally enriched environment, teams are more likely to collaborate seamlessly, share knowledge efficiently, and execute bold, technology-driven strategies that drive breakthrough innovations. Ultimately, a robust digital culture transforms organizations into hubs of creativity and innovation, positioning them for sustained success in a dynamic, competitive

Inner Model

	Standard Deviation (STDEV)	t-statistic (STDEV)	p-value
Digital Culture-> Innovative Performance	0.441	2.642	0.005
Digital Culture-> Intrinsic Motivation	0.425	3.067	0.001
Digital Leadership-> Innovative Performance	0.466	2.372	0.001
Digital Leadership-> Intrinsic Motivation	0.414	3,587	0.000
Intrinsic Motivation-> Innovative Performance	0.317	2,958	0.000
Digital Culture - > Intrinsic Motivation-> Performance	0.445	2,147	0.002
Digital Leadership - > Intrinsic Motivation-> Performance	0.479	2,354	0.001

1. Discussion

Digital Culture and Innovative Performance: The relationship between digital culture and innovative performance is positive, with a standard deviation of 0.441 and a t-statistic of 2.642. The p-value (0.005) indicates a statistically significant effect, suggesting that a strong digital culture positively influences innovative performance in organizations.

5. CONSLUSION

This study underscores the pivotal roles of digital culture and digital leadership in fostering innovative performance within organizations, demonstrating that both elements significantly enhance intrinsic motivation among employees, thereby promoting innovative behaviors. To cultivate an environment conducive to innovation, organizations should enhance their digital culture through training programs, open communication, and initiatives that encourage collaboration and knowledge sharing. For instance, a company could implement regular

workshops that not only educate employees on new digital tools but also create platforms for them to share their experiences and best practices. Additionally, developing digital leadership by investing in programs focused on digital competencies is crucial; leaders should inspire and motivate their teams in alignment with digital transformation goals. For example, a leader who actively participates in digital initiatives and encourages team members to experiment with new technologies can create a more dynamic and innovative workplace. Organizations must also implement strategies to foster intrinsic motivation, such as recognizing achievements and providing opportunities for personal growth. For instance, a recognition program that highlights employee contributions to innovative projects can boost morale and encourage further creativity. Regularly measuring and evaluating the impact of these initiatives will allow organizations to assess their effectiveness and make necessary adjustments, using tools like employee surveys or performance metrics to gather feedback. Encouraging a culture of innovation, where risk-taking and experimentation are supported, can further enhance innovative performance; organizations might establish “innovation labs” or “hackathons” where employees can explore new ideas without the fear of failure.

Despite the valuable insights gained from this study, several limitations should be acknowledged. Firstly, the research is conducted within a specific context, focusing on a limited number of organizations, which may affect the generalizability of the findings. Different industries or cultural contexts may yield varying results, suggesting that the relationships identified may not be universally applicable. Secondly, the study relies on self-reported data, which may be subject to bias and inaccuracies, particularly regarding intrinsic motivation and innovative performance. Future research could incorporate objective performance metrics or third-party evaluations to validate self-reported data.

Additionally, while the study identifies intrinsic motivation as a mediator between digital culture, digital leadership, and innovative performance, other potential mediators or moderators—such as

organizational structure, employee engagement, or external market conditions—remain unexplored. Future research should consider these factors to provide a more comprehensive understanding of the dynamics at play.

Longitudinal studies could also be beneficial, as they would allow researchers to examine how these relationships evolve over time, particularly as organizations undergo digital transformations. Finally, expanding the scope of research to include a diverse range of industries and geographic locations would enhance the understanding of how digital culture and leadership impact innovation in various contexts.

6. UCAPAN TERIMA KASIH

Penulis mengucapkan terima kasih kepada pelaku usaha, pemangku kepentingan, serta instansi sektor kreatif atas partisipasi dan dukungannya. Apresiasi juga disampaikan kepada rekan peneliti, tim survei lapangan, serta semua pihak yang telah membantu hingga penelitian ini terselesaikan dengan baik.

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