

The Role of Transformational Leadership and Intellectual Capital in Organizational Learning

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Abstract. *This study aims to analyze the influence of transformational leadership on organizational learning and intellectual capital at the Regional Office of the Directorate General of Customs and Excise of Central Java and the Special Region of Yogyakarta. The research is categorized as explanatory research, designed to explain causal relationships among variables using a quantitative approach. The population in this study consists of all human resources (HR), both Civil Servants (ASN) and Non-Civil Servants (Non-ASN), totaling 203 personnel. Based on the Slovin formula, the sample size determined was 135 respondents, selected using a non-probability sampling technique with a convenience sampling method (Hair, 2021). This method was chosen for its efficiency in terms of time and ease of data collection. Data were collected through a closed-ended questionnaire using a 1–5 Likert scale, ranging from “Strongly Disagree (STS)” to “Strongly Agree (SS).” The research variables were measured using Personality Questionnaires to assess respondents' perceptions of transformational leadership, intellectual capital, and organizational learning indicators. Data analysis was conducted using the Partial Least Square (PLS) method to test the relationships among the variables in the research model. The results of the study indicate that: (1) transformational leadership has a positive and significant effect on intellectual capital; (2) transformational leadership has a positive and significant effect on organizational learning; and (3) intellectual capital has a positive and significant effect on organizational learning. These findings confirm that transformational leadership plays a crucial role in developing organizational intellectual capacity and fostering a sustainable learning culture. Therefore, enhancing leadership quality, particularly in terms of inspiration, individualized consideration, and employee development is a key factor in strengthening intellectual capital and improving organizational learning effectiveness.*

Keywords: *Intellectual Capital; Organizational Learning; Transformational Leadership.*

1. Introduction

Very rapid changes in work organizations require a learning process to develop and improve behavior, share knowledge and the willingness for employee learning organizations to require the support of organizational leaders who provide opportunities for their subordinates and a supportive organizational cultural climate.(Kim & Park, 2020).

In the face of increasingly disruptive work environments, such as digital transformation, regulatory changes, and various other dynamics, organizational learning is crucial within the Directorate General of Customs and Excise. Organizational learning enables the agency to continuously develop and adapt quickly to changes, particularly in the digital era, which demands the implementation of more efficient technology and information systems. Digital transformation, for example, requires enhanced technical skills for human resources (HR) in operating new systems, as well as the ability to understand and utilize data in decision-making. Furthermore, frequent regulatory changes in the customs and excise sector require updated knowledge and skills so that HR can implement the latest policies appropriately and in accordance with applicable regulations.

Organizational learning is not just about improving technical skills, but also about building an adaptive culture, where every member of the organization is ready to face existing challenges. Through continuous learning, employees can be better prepared for change, whether in terms of work procedures, the use of new technologies, or changes in how they interact with stakeholders. Within the Directorate General of Customs and Excise, organizational learning supports the strengthening of individual and team capacity, enabling them to respond to change with a proactive and innovative attitude, and maintain optimal service and oversight quality amidst rapid change. Therefore, the development of continuous organizational learning is crucial to ensuring the sustainability and competitiveness of the Directorate General of Customs and Excise in facing existing challenges and changes.

Organizational learning plays a central role in developing the knowledge and skills essential to operating an effective organization.(AL-Qahtani & Ghoneim, 2013). So that learning must be done both reflectively in practice and from experience.(Argote & Miron-Spektor, 2011; Lin et al., 2022). A learning organization is necessary for employees to develop their ideas, share knowledge and engage in proactive behavior for better ways of doing their jobs.(Argote, 2012). Current issues in organizational learning include: diverse conceptualizations, changing features over time, increasing importance of learning for organizations(Brix, 2019).

The role of leadership is very strategic because leaders are the ones who initiate the idea of goals, plan, organize, and control all organizational resources so that goals can be achieved effectively and efficiently.(Imran et al., 2016).Transformational leadership consists of a deep relationship between leaders and their subordinates that has the potential to influence human resources to carry out orders or work happily without coercion.(Bednall et al., 2018).

Transformational leaders who create new perspectives, prepare and develop conceptions, and prepare their staff by encouraging them and inspiring commitment and responsibility, use factors and elements in a way that ensures the survival and growth of the organization.(Gagel, 2017)These leaders have the ability to operate effectively in complex and risky situations, and prepare themselves and their employees to take appropriate action when faced with potential challenges and opportunities.(Wanasida et al., 2021).

Previous research on the role of transformational leadership in organizational learning still leaves gaps. Among these findings is the significant influence of leadership style on organizational learning.(Shafique et al., 2020). Another finding found that transformational leadership had no influence on learning organizations.(Norisyah Abd Rahim, 2018). Thus, there is a very interesting gap to explore. In this study, intellectual capital is proposed to mediate the influence of transformational leadership on organizational learning.

In both developed and developing countries, the greatest need for organizations to manage and improve their intellectual capital because it is one of the main resources that is not reflected in the balance sheet but has a significant impact on the overall productivity of the company to add value.("The Dynamics of Intellectual Capital in Current Era," 2021). Dynamic organizations are more concerned with finding ways to facilitate the enhancement of intellectual capital to improve the quality of their services.(Chahal & Bakshi, 2015). The success of an organization lies in the retention and utilization of intellectual capital potential for future survival in a competitive corporate world.(Mujid Attar et al., 2019). Intellectual capital is an organization's intangible asset, and should be utilized to improve the organization's overall performance, especially(Slimene et al., 2022).

Intellectual capitalmerepresent intangible assets owned by an organization that can influence whether or not an organization performs well(Brennan & Connell, 2000).Intellectual capitalit contains components of human capital, structural capital and customer capital(Marr et al., 2004)Human capitalwhich contains the abilities possessed by members of the organization, then structural capital which contains management knowledge in the organization and customer capital which contains networks and good relationships with other people.(Petty & Guthrie, 2000).

2. Research Methods

The type of research used in this study is explanatory research, which aims to determine the relationship between two or more variables. (Sugiyono, 2018) This research aims to explain hypothesis testing with the aim of confirming or strengthening the hypothesis, which in turn can strengthen the theory used as a basis. In this case, it examines the influence of transformational leadership, intellectual capital, and organizational learning.

3. Results and Discussion

3.1. Partial Least Square Test Analysis

The data analysis in this study used Partial Least Squares (PLS). PLS is a component- or variance-based Structural Equation Modeling (SEM) model. PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based one. Covariance-based SEM generally tests the power of data/theory, while PLS is more of a predictive model. PLS is a powerful analysis method because it is not based on many assumptions.

The purpose of using PLS is to assist researchers in predictive purposes. The formal model defines a latent variable, which is a linear aggregate of its indicators. Weight estimates for creating latent variable score components are derived based on how the inner model (the structural model connecting the latent variables) and the outer model (the measurement model, i.e., the relationship between indicators and their constructs) are specified. The result is that the residual variance of the dependent variable (both the latent variable and the indicators) is minimized.

Parameter estimates obtained with PLS (Partial Least Squares) can be categorized as follows: The first category is the weight estimate used to create the latent variable score. The second reflects the path estimate connecting the latent variables and between the latent variables and their indicator blocks (loadings). The third category is related to the means and parameter locations (regression constant values) for the indicators and latent variables. To obtain these three estimates, PLS (Partial Least Squares) uses a three-stage iteration process, and each stage produces the following estimates:

1. Generates weight estimate.
2. Generates estimates for the inner model and outer model.
3. Produces estimates of means and locations (constants).

3.2. The influence of transformational leadership on intellectual capital.

The test results show that transformational leadership has a positive and significant influence on intellectual capital. The results of previous research show that transformational leadership has a significant impact on intellectual capital.(Perez, 2021).

VariablesTransformational leadership in this study it was measured from the reflection of four indicatorsnamely indicators Idealized Influence (Charisma), Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation. These four aspects have been proven to increase Intellectual Capital. Whichin this study it was measured from three indicatorsnamely indicatorsHuman capital, structural capital (or organizational capital) and relational capital (customers).

The transformational leadership variable had the highest outer loading value for the individualized consideration indicator, while the intellectual capital variable had the highest value for human capital. These findings suggest that the higher the level of attention and concern a leader places on individual needs, potential, and development (individualized consideration), the better the quality of human capital within the organization.

This means that when leaders are able to provide personalized attention to each team member, understand individual differences, and encourage continuous growth and learning, this will increase employee competence, creativity, and commitment. Therefore, transformational leadership practices that emphasize individualized consideration play a crucial role in strengthening human capital as a key component of an organization's intellectual capital, which will ultimately positively impact the organization's overall performance and competitiveness.

The Transformational Leadership variable shows that the indicator with the lowest outer loading value is Inspirational Motivation, while in the Intellectual Capital variable, the indicator with the lowest outer loading value is Structural Capital or Organizational Capital. This finding indicates that increasing a leader's ability to inspire and motivate their subordinates will contribute to strengthening organizational capital. This means that the greater the leader's ability to instill enthusiasm, vision, and shared goals in organizational members, the better the systems, structures, and processes that support overall organizational performance. Thus, inspirational motivation plays a crucial role in creating a productive, collaborative work environment that is oriented toward enhancing the organization's intellectual value.

3.3. The influence of transformational leadership on organizational learning.

The test results show that transformational leadership has a positive and significant influence on organizational learning. Previous research findings reveal that leadership style has a significant influence on organizational learning. (Shafique et al., 2020).

Variables Transformational leadership in this study it was measured from the reflection of four indicators namely indicators Idealized Influence (Charisma), Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation. These four aspects have been proven to enhance organizational learning in this study, as measured by the reflection of three indicators. namely indicators Commitment to learning, Open-mindedness, and Shared vision.

The transformational leadership variable had the highest outer loading value on the Individualized Consideration indicator, while the organizational learning variable showed the highest value on the Shared Vision indicator. These findings indicate that the greater the leader's attention to the needs, potential, and development of individuals within the organization, the stronger the shared perspectives and goals shared by all members. In other words, leadership that provides personal attention and support to subordinates will

encourage the creation of a shared vision that is understood and lived collectively. This has implications for increased commitment, collaboration, and a spirit of learning within the organization toward achieving shared goals.

The transformational leadership variable shows that the indicator with the lowest outer loading value is Inspirational Motivation, while in the organizational learning variable, the indicator with the lowest outer loading value is Commitment to Learning. This finding indicates that an increase in Inspirational Motivation will have a positive impact on Commitment to Learning. This means that when a leader is able to provide inspiration, motivation, and a clear vision to their team members, the individual's enthusiasm and commitment to the organizational learning process will also increase. In other words, strong inspirational motivation from leaders encourages employees to be more committed to developing their skills and sharing knowledge, thereby creating a culture of continuous learning within the organization.

3.4. The influence of intellectual capital on organizational learning.

The test results show that intellectual capital has a positive and significant influence on organizational learning. Previous research has shown that intellectual capital (IC) has a significant influence on organizational learning.(Cabrilo & Dahms, 2020).

Intellectual Capital in this study it was measured from three indicatorsnamely indicatorsHuman capital, structural capital (or organizational capital), and relational capital (customers). These three aspects have been proven to be able to increase organizational learning in this study, as measured by the reflection of three indicators.namely indicators Commitment to learning, Open-mindedness, and Shared vision.

The Intellectual Capital variable shows that the indicator with the highest outer loading value is Human Capital, while in the Organizational Learning variable, the indicator with the highest outer loading value is Shared Vision. These results indicate that improving the quality of Human Capital will have a positive impact on strengthening Shared Vision within the organization. This means that when human resources have high competence, knowledge, and abilities, they tend to have a common perspective, goals, and commitment to the organization's vision. Thus, increasing individual capacity through human capital development can encourage the creation of more effective, collaborative, and goal-oriented organizational learning.

The Intellectual Capital variable shows that the indicator with the lowest outer loading value is structural capital or organizational capital. Meanwhile, in the Organizational Learning variable, the indicator with the lowest outer loading value is Commitment to Learning. These results indicate that improving the quality of organizational capital will encourage increased individual and group commitment to the organizational learning process. In other words, the stronger the systems, procedures, and organizational culture that support knowledge management, the higher the dedication of organizational members to

continuously learn, adapt, and improve their competencies. This reflects that a good organizational structure is a crucial foundation for creating a sustainable and productive learning environment.

4. Conclusion

The research problem is formulated as follows: "How does transformational leadership influence organizational learning and its impact on intellectual capital?" Based on the analysis, the answer is that transformational leadership has a positive and significant influence on both organizational learning and intellectual capital. This means that the higher the implementation of transformational leadership in an organization, the stronger the organizational learning process that occurs, and ultimately can increase the intellectual capital of the organization. The conclusion regarding the proof of the hypothesis is as follows: 1. Transformational leadership has a positive and significant influence on intellectual capital. This means that the stronger the application of transformational leadership—a leadership style that inspires, motivates, and cares for individuals—the higher the organization's intellectual capital. Transformational leaders are able to encourage improvements in the knowledge, skills, and abilities of human resources, thereby enriching the organization's intellectual assets. 2. Transformational leadership has a positive and significant influence on organizational learning. This means that implementing transformational leadership in an organization can strengthen a learning culture in the workplace. Leaders who demonstrate the characteristics of Idealized Influence (charisma), Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation are able to encourage a spirit of continuous learning, both at the individual and group levels within the organization. 3. Intellectual capital has a positive and significant influence on organizational learning. This indicates that the stronger an organization's intellectual capital, whether in the form of human capital, structural capital, or relational capital, the more optimal the organizational learning process. Therefore, high knowledge capacity, open-mindedness, commitment to continuous learning, and a shared vision are important factors in strengthening an organization's ability to adapt and innovate.

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