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## 1 Employee Performance through Learning & Innovation in Mediating Organizational Structure and Knowledge Oriented Leadership

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### 1 Abstract

Employee performance is one important factor that is useful in helping the organization. This relates to the achievement of the objectives contained in the vision and mission of an organization. This study aimed to analyze the performance of employees with an organizational structure and knowledge-oriented leadership based on learning & innovation and organizational suitability. The population of this research was the employees of the Regional Secretariat of the City of Padang, totaling 222 people. The sampling technique used the Census method, where the entire existing population was used as a research sample. While the data analysis technique used Structure Equation Modeling (SEM) with hypothesis testing using SmartPLS 3. The results of the research hypothesis showed that knowledge-oriented organizational structure and leadership had a significant effect on learning & innovation as well as employee performance. Empirical facts found that learning & innovation had a significant effect on employee performance. Meanwhile, knowledge-oriented leadership had no significant effect on employee performance. Furthermore, learning & innovation proved to have a significant effect in mediating organizational structure and knowledge-oriented leadership on employee performance. The contribution of this research, to be able to improve the performance of employees, organizational leaders can provide training and education as well as distribute knowledge and skills in supporting the work of employees.

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## INTRODUCTION

The advent of the industrial era 4.0 transformed behavior and working methods by bringing about the development of information system technology, which affected all spheres of human activity. With the advent of digital computers, manual labor is being replaced by the use of intelligent machines (artificial intelligence) that can be trusted to execute and complete work with a more demonstrable level of performance (Iansiti & Lakhani, 2014). Since the Covid 19 pandemic outbreak in early 2020, this condition has become more prevalent, and technology is being used more extensively across all job sectors. Government regulations place constraints on working from home, learning from home, and all activities that used to be done in person now have to be done online (through the internet).

In other words, the impact of the Covid 19 pandemic and the existence of technology in the era of the industrial revolution 4.0 have altered and taken over the majority of human behaviour in all spheres of work and living. In other words, the availability of this technology will make individuals more productive by maximizing performance, as well as ensuring that company processes operate more smoothly and that people will still need to work together side by side.

The Padang City Regional Secretariat is a body tasked with supporting regional heads in the administration of law, organization, management of regional products, finances, general staffing, and providing administrative services to regional apparatus. Meanwhile, in

carrying out other tasks delegated by the regional head which are the responsibilities and functions, its role is to coordinate the formulation of regional government policies, regional apparatus, personnel administration, law, organization and management, finance, and regional and general goods. In general, the primary responsibilities and operations of this agency have a significant impact on how successfully regional governments carry out their mandates and achieve employee performance, (*Tugas Pokok Dan Fungsi Bagian Organisasi Setda Kota Padang*, 2020).

Performance is a type of work that is performed by employees throughout the course of a given length of time, both in terms of quantity and quality. In other words, performance is the work that an employee produces or is the manifestation of the work that employees produce, and it is typically the basis for evaluating either individuals inside an organization or outside parties. The Covid-19 pandemic's occurrence also had an effect on the performance decrease or performance in a number of service institutions in the relevant Government. According to Table 1, this information was provided by the Ombudsman regarding the assessment of public services during the Pandemic through the Kompas Research and Development Survey, which was conducted for the community from April 22–24, 2020.

According to Table 1 statistics, the State Civil Apparatus (ASN) became less professional by 9.2%, the community did not obtain high-quality healthcare services (23%), the community could not handle letters and per-

**Table 1.** Evaluation of Public Services During a Pandemic

| No | Description  | Information |
|----|--|-------------|
| 1. | Decrease in the professionalism of the State Civil Apparatus (ASN)   | 9.2%        |
| 2. | Not getting quality health services                                  | 23%         |
| 3. | Unable to handle correspondence and permits that impact the business | 8.0%        |
| 4. | Not getting a job  | 7.3%        |

Source: Onbudsman in Kompas Research and Development (Kanisius, 2020)

**Table 2.** Preliminary Survey of Regional Secretariat Employee Performance in the City of Padang

| No            | Statement  | Number of Observations | Agree      | Disagree    |
|---------------|--|------------------------|------------|-------------|
| 1             | My thoroughness in work exceeds the average of other employees             | 20                     | 8<br>(40%) | 12<br>(60%) |
| 2             | I am skilled in carrying out tasks according to duties and functions       | 20                     | 7<br>(35%) | 13<br>(65%) |
| 3             | Achievement of my work target exceeds the target given                     | 20                     | 5<br>(25%) | 15<br>(75%) |
| 4             | My work output is in accordance with the expected amount                   | 20                     | 7<br>(35%) | 13<br>(65%) |
| 5             | The order of my work is in accordance with the target achievement schedule | 20                     | 5<br>(25%) | 15<br>(75%) |
| Average value |  |                        | (32%)      | (68%)       |

Source: Initial Employee Performance Survey at the Padang City Secretariat (2022)

mits that affected businesses (8%), and people did not find employment (7.3%). On the basis of this fact, it may be concluded that the Covid 19 Pandemic's effects had hindered public service productivity, which tended to lower the level of performance of government services to the general population.

Table 2 displays the findings of the author's initial observations of the Padang City Regional Secretary's staff in relation to the initial evaluation of employee performance made of 20 respondents using a mini-questionnaire to acquire an overview of employee performance.

According to Table 2 about initial survey results, 68% of respondents generally disagreed with the statements made, showing that employees' performance at work was still far from ideal. If we examined the degree of precision in the work, we discover that, on average, only approximately 40% worked meticulously and the remaining 60% worked less thoroughly. An average of about 35% of respondents indicated they were less skilled at performing duties and functions, and the remaining 65% indicated the same.

Then, when it came to exceeding work targets above the average target, it was discovered that only 25% of people could do so, while the other 75% worked in accordance

with work targets. Furthermore, when viewed from the amount of work output produced, only about 35% said the amount of work was in accordance with the expected amount, 65% said the amount of work was not in accordance with what had been determined in accordance with the work. It was also noted that employees were only able to complete about 25% of the work schedule sequentially, while the remaining 75% reported that the work plan was still not being followed. Based on this, the Regional Secretariat of Padang City can prepare and empower human resources that are strong and able to adapt to changes that continue to occur in order to realize the intended performance.

Previous studies that saw organizational structure as a factor influencing employee performance still yielded conflicting results. For example Hao et al. (2012), Farhanghi et al. (2013), Cetinkaya & Rashid, (2018), found that organizational structure had a significant effect on employee performance. However, according to the research findings of Bibi & Saeed Akhtar, (2020), Kanten et al (2015) organizational structure had little or no impact on employee performance. In addition, previous research on the relationship between employee performance and knowledge-oriented leadership factors, such as that conducted by



Novitasari et al. (2021), Yang et al. (2014) revealed no evidence that knowledge-oriented leadership affected performance. Research by Rehman (2020), Almatrooshi et al. (2020); Hermastho (2021), Sahibzada (2021), Latif et al. (2020) how that knowledge-oriented leadership had a direct and beneficial impact on organizational and employee performance.

Researchers are interested in conducting studies to fill gaps in the research literature that have not been explored because the research results of these researchers are inconsistent. By offering renewal and addition of intervening variables, in this case the variables of organization compatibility and learning & innovation, which in turn can strengthen the influence of organizational structure and knowledge-oriented leadership variables in maximizing performance achievement for employees of the Padang City Regional Secretariat Office. According to Kasmir (2016) various factors that can affect employee performance include knowledge, leadership style, organizational structure, and work environment have an impact on employee performance.

The organizational structure serves as a yardstick to measure how well employees are performing. Distribution of authority between administrative positions, creation of roles and role relationships, and formal communication networks are components of the organizational structure, (Sedarmayanti, 2017:410). To provide stability and continuity that can guarantee the survival of the company through the achievement of employee performance, a strong organizational structure functions as a regulatory tool and can impact the behavior of both people and groups within the organization. Furthermore, according to Robbins & Judge (2013) organizational structure is one of the tools used by management to achieve its goals. In other words, the organizational structure is created in a way that allows the various sections or functions to communicate effectively and in a way that supports the expected performance.

Furthermore, the leadership factor is a crucial component that every organization

must possess; without it, the management of the organization will not function well. In other words, leadership is a factor that can manage all the potential resources that are available in achieving objectives or carrying out the organization's vision and mission. Leadership plays a vital role in the Industrial Revolution 4.0 and the transition to Society 5.0 because of its capacity for change and use of information system technologies in operational implementation. According to Sumarsih et al. (2022) adaptive organizational performance and constant anticipation of changes in the future call for visionary leadership. Such leadership is defined as someone who is always able to impart new knowledge to its subordinates through a learning process, both formed through positive cooperation contained in the organizational structure and through periodic and ongoing training. This type of leadership is known as knowledge-oriented leadership.

Leadership that is knowledge-oriented involves the development, transfer, storage, and application of knowledge (Alavi & Leidner, 2001). Every quality, characteristic, and leadership style requires knowledge, and knowledge-oriented leadership is one of the most significant and critical leadership techniques in administration (Gharama et al., 2020). Knowledge-oriented leadership (KOL) is defined as an attitude or activity that promotes the creation, sharing, and use of new knowledge in a way that is perceived to lead to changes in thinking and collective outcomes (Mabey et al., 2012). The dedication and performance of a company are positively impacted by several leadership philosophies, such as transformational and transactional leadership (Trung & Khalifa, 2019). Studies have shown a clear correlation between organizational effectiveness and leadership, (Alkathiri et al., 2019a; Mohamed et al., 2019).

Learning and innovation are two activities that combine the learning process to acquire knowledge and skills in support of the competencies needed for a specific purpose. Innovation, on the other hand, is the end product or outcome of the learning pro-

cess in the form of new methods or approaches that can support the implementation of tasks and activities. Learning orientation is the organization's or company's capacity to gather information from the market regarding what the public want in order to meet their demands, which will then be transformed to all areas of the business so that all employees have the same knowledge and understanding (Anshori, 2010).

The success of Industry 4.0 depends on the company's capacity to innovate (Lasi et al., 2014). Smart workers, smart organizational structures, workflow configurations, environments that encourage learning and innovation, and knowledge-oriented leadership are all required for organizations to identify the best solutions. According to Sutarno et al. (2012), innovation is the result of knowledge applied to new goods, procedures and services, where this results in modifications to conventional practices that were previously used. thus, learning and innovation can be interpreted as skills that support the implementation of tasks and jobs that can maximize employee performance. These skills include problem solving, communication, and collaboration. Creativity is also a key component of learning and innovation.

According to the description above, the focus of this research question is: (1) Does

the Organizational Structure affect the Learning & Innovation of Padang City Secretariat Employees in the Industrial 4.0 era?; (2) Does Knowledge-oriented leadership affect the Learning & innovation of Padang City Secretariat Employees in the Industrial 4.0 era?; (3) Does the Organizational Structure affect the Performance of Padang City Secretariat Employees in the Industrial 4.0 era?; (4) Does knowledge-oriented leadership affect the performance of Padang City Secretariat Employees in the Industrial 4.0 era?; (5) Does Learning & Innovation affect the Performance of Padang City Secretariat Employees in the Industrial 4.0 era?; (6) Does Learning & Innovation have an effect on mediating Organizational structure on the Performance of Padang City Secretariat Employees in the Industrial 4.0 era?; And (7) Does Learning & Innovation have an effect on mediating Knowledge-oriented leadership on the Performance of Padang City Secretariat Employees in the Industrial 4.0 era?

## METHODS

This type of research was qualitative, describing the quality relationship between certain exogenous variables and a certain set of endogenous variables either directly or indirectly. A total of 222 employees of the Padang Regional Secretariat became the study

Figure 1 is the design framework for this study:

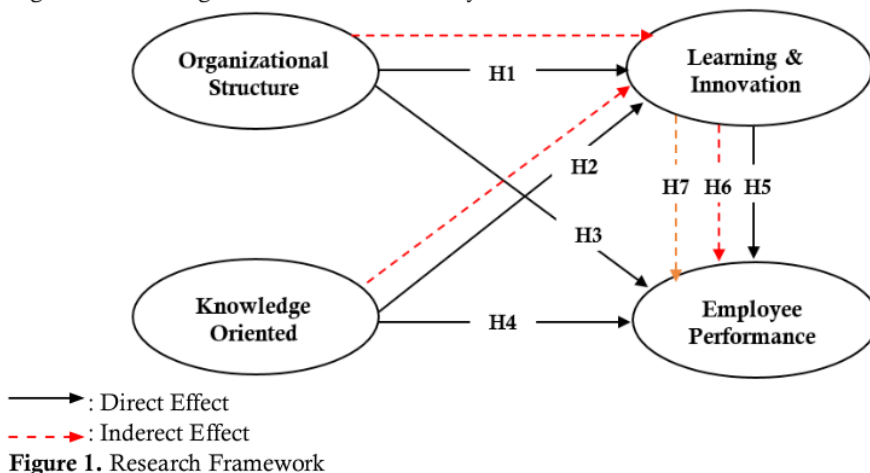


Figure 1. Research Framework

population. When using the Census method as the sampling approach, the current complete population was used as the sample. The variables of this study consisted of endogenous employee performance characteristics, learning & innovation intervening variables, and two exogenous variables, namely organizational structure and knowledge-oriented leadership. The Structural Equation Model (SEM) is a research model, and SmartPLS 3 is a data processing tool. Because Smartpls is a robust application that can be used for all forms of research data, including ordinal, nominal, interval, and ratio data, and does not use rigid testing criteria such as Amos and lisrel, Smartpls was chosen for this study. However, it still needs to be supported by solid theoretical research.

With SmartPLS 3, testing happens in stages. For example, the outer model test, which evaluates the instrument's validity and reliability for all indicators that make up all variables. Additionally, the findings of the Inner model test were used to measure how well

the study hypothesis is doing. Where is the study hypothesis' significance test, accounting for the P-Value at the 0.05 (5%), error rate of rejecting the data (Ghozali & Latan, 2015):

The hypothesis is rejected or not supported if the P-Value exceeds 0.05 (5%)

The hypothesis is accepted or verified if the P-Value is 0.05 (5%)

## RESULT AND DISCUSSION

Figure 2 is the output of SmartPLS, which describes the estimated output for testing the structural model.

As seen in the entire model image in Figure 2, there is a relationship between exogenous factors such as organizational structure and knowledge-oriented leadership factors and learning & innovation factors on employee performance, both directly and indirectly. In addition, Table 3 test results of the inner model or structural model which presents the results of the hypothesis evaluation.

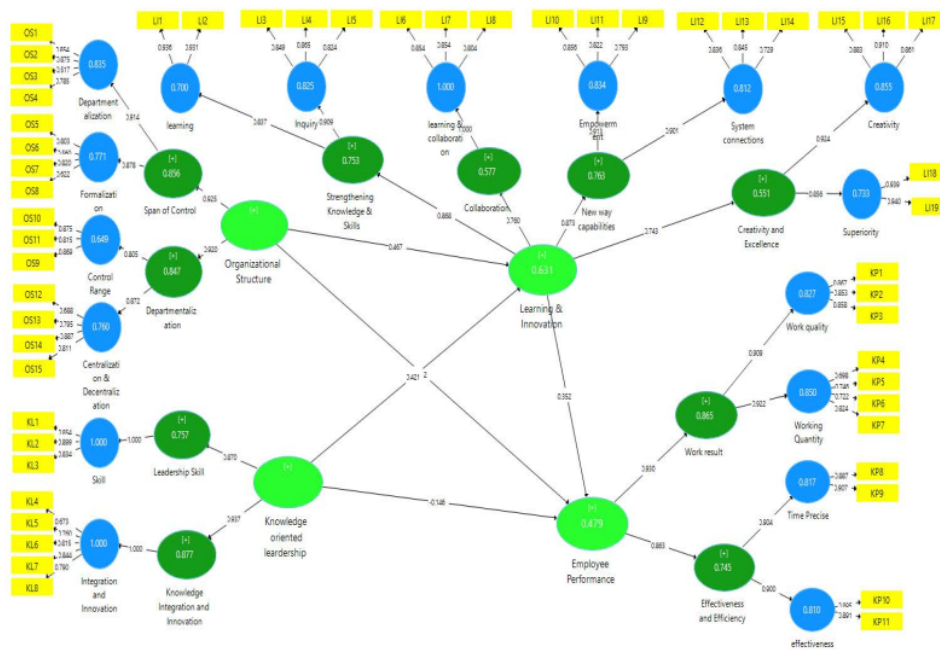


Figure 2. Full Models



**Table 3.** Result for Inner Weights

| Hypo | Description  | Original Sample (O) | T. Statistic | P - Value | Information         |
|------|--|---------------------|--------------|-----------|---------------------|
| 1    | Organizational Structure -> Learning & Innovation                              | 0.467               | 10.796       | 0.000     | Hypothesis Accepted |
| 2    | Knowledge oriented leadership -> Learning & Innovation                         | 0.421               | 9.269        | 0.000     | Hypothesis Accepted |
| 3    | Organizational Structure -> Employee Performance                               | 0.492               | 6.689        | 0.000     | Hypothesis Accepted |
| 4    | Knowledge oriented leadership -> Employee Performance                          | -0.146              | 0.098        | 1.499     | Hypothesis Rejected |
| 5    | Learning & Innovation -> Employee Performance                                  | 0.352               | 3.900        | 0.000     | Hypothesis Accepted |
| 6    | Organizational Structure -> Learning & Innovation -> Employee Performance      | 0.165               | 3.525        | 0.000     | Hypothesis Accepted |
| 7    | Knowledge oriented leadership -> Learning & Innovation -> Employee Performance | 0.148               | 3.533        | 0.000     | Hypothesis Accepted |

Source: Inner Model Test Results (2022)

**The Effect of Organizational Structure on Learning & Innovation**

The summary results data testing with SmartPLS 3 in Table 1.3, showed that there was a significant positive effect of Organizational structure (X1) on Learning & innovation (Y1) of Padang City Regional Secretariat Employees. Where the regression coefficient value was 0.467 with a significant level of 0.000, if this significant value was compared with the error in rejecting the data of 0.05 (5%), then this value was lower or  $0.000 < 0.05$  so that  $H_0$  was rejected and  $H_a$  was accepted. Thus it can be concluded that the proposed hypothesis can be accepted or proven. These results explained that organizational structure is essentially an organizational policy that regulates the division of tasks and functions between a unit and other units that are mutually integrated with each other in order to achieve overall organizational goals. Through this clear division of tasks and authority, it is possible for the organization's implementation and operations to be regulated and communicated between lines, so that the communicati-

on that is formed can also influence the development of learning and innovation between individuals, especially in the industrial era 4.0.

Abouzeedan et al. (2012), showed that the effects of e-globalization can be seen in changes to organizational structures that can serve as media for innovation, offer convenience and benefits, and produce more productive outcomes while trying to accomplish organizational goals. Other studies implied that the relationship between organizational structure and innovation can create strategic relationships that result in organizational and personnel performances (P. Chen et al., 2011; Marín-Idárraga & Cuartas, 2016; Menguc & Auh, 2010).

The results supported the research of Hao et al. (2012), who found that organizational structure influenced the determination of organizational innovation and learning in Austria and China, as well as research by Waruwu et al. (2020), who found that teacher innovation in private school learning in Indonesia was influenced by organizational structure. A complete examination of the problem



of invention was also revealed by research findings Damanpour (1991) which showed that organic structure had a beneficial impact on innovation. In addition Lee et al (2016) found in their research that organizational structure played a role in determining and driving successful learning and innovation in business.

#### **The Effect of Knowledge Oriented Leadership on Learning & Innovation**

Based on the results of the summary of the findings of the data test with SmartPLS 3 in Table 3, knowledge-oriented learning (X2) had a beneficial, significant effect on learning & innovation (Y1) of Padang City Regional Secretariat Employees. If the regression coefficient value was 0.421 with a significance level of 0.000 compared to an error value of 0.05 (5%) used to reject the data, then this significance value was lower or 0.05 so that H<sub>0</sub> was rejected and H<sub>a</sub> was accepted. Thus, it can be said that the proposed hypothesis can be proven or accepted. The findings of this hypothesis indicated that knowledge-oriented leadership already exists at the City Regional Secretariat and is able to assist in carrying out the tasks and work of employees. Leaders regularly disseminate information and practical skills to their workforce through workshops and training sessions as well as by enhancing education.

The findings of this hypothesis were also in line with the theoretical studies that knowledge-oriented leadership fosters a learning environment, facilitates knowledge activities among employees by influencing their affective commitment, creative self-efficacy and work involvement, and inspire them to generate, share and implement new ideas stated (Shamim, 2019; Naqshbandi, 2018).

Then the findings of Rehman (2020), supports the results of this hypothesis, which revealed that knowledge-oriented leadership had a direct effect on improving the motivation and learning of its employees in the sense that knowledge-oriented leadership plays an important role in shaping and managing the learning process and knowledge from emp-

loyees in innovating. Research Naqshbandi (2018), stated that in some conditions knowledge-oriented leadership was found to fail to build a significant relationship between leadership and innovation. This was also expressed by Mehmoo (2017), stated that in some conditions knowledge-oriented leadership was found to fail to build a significant relationship between leadership and innovation. This was also expressed by Hermastho (2021) which showed a contradiction in research results in the relationship between knowledge-oriented leadership and innovation.

#### **The Effect of Organizational Structure on Employee Performance**

According to Table 3 test results using SmartPLS 3, there was a substantial positive relationship between organizational structure (X1) and performance (Z) of the Padang City Regional Secretariat Employees. In the case where the regression coefficient value was 0.492 and the significant level was 0.000, if this significant value was compared to the error value of 0.05 (5%), then H<sub>0</sub> was rejected and H<sub>a</sub> was accepted because the resulting significant value was lower than the error value of 0.05 (5%). It followed that the given hypothesis can be confirmed or accepted. These findings also suggested that the organizational structure is a factor in explaining how roles and responsibilities are distributed and grouped for each section or organizational unit, with modifications to the competency traits necessary for each organizational unit to support the accomplishment of organizational goals. Each organizational unit may operate efficiently through this transparent and independent delegation of roles, responsibilities, and work, which will directly affect employee performance.

Theoretical studies Castelijns et al. (2013) & Santa (2015) claimed that the type of organization that is able to create a culture and structure that is open to change and innovation are believed to be able to increase organizational performance also corroborate these findings.

<sup>12</sup> This claim is supported by research findings Hao et al. (2012), which showed that organizational structure in China was a crucial factor affecting employee performance at work. Changes in organizational form immediately affect performance and have a considerable impact on service delivery and investment (Farhanghi et al., 2013). Research by Cetinkaya & Rashid (2018), their research findings concluded that organizational structure had an influence in improving employee performance. Likewise with the research results of Bibi & Saeed Akhtar, (2020), their research findings also showed that organizational structure had a weak influence on employee performance.

#### <sup>7</sup> The Effect of Knowledge Oriented Leadership on Employee Performance

According to the results of evaluating the data with SmartPLS 3 in Table 3, Knowledge Oriented Leadership (X2) did not significantly improve employee performance (Z) of the Padang City Regional Secretariat Employees. When the regression coefficient was -0.146 and the significance level was 0,135, this significant value was more than the error value of 0.05 (5%) for rejecting the data, or  $0,135 > 0,05$ , leading to the acceptance of H0 and the rejection of Ha. As a result, it can be said that the presented hypothesis can be disproven or rejected. These findings showed that knowledge-oriented leadership was still not able to have a major impact on employee performance at the Regional Secretariat of Padang City. In other words, the current models of leadership were still unable to create and inspire a rise in employee knowledge that would support the execution of tasks and work by employees.

According to theory, knowledge-oriented leadership is "an attitude or action of a leader who adopts knowledge in motivating and developing employees to encourage the creation of a work culture, sharing and utilization of new knowledge to bring about changes in thinking between individuals and groups (Naqshbandi, 2018).

<sup>17</sup> The results of this hypothesis were in line with research Novitasari et al. (2021) which found that knowledge-oriented leadership did not increase staff innovation performance. Research findings Yang et al. (2014) on project-based businesses in Taiwan showed that employee performance was not heavily influenced by cooperation and trust, which were signs of knowledge-oriented leadership.

#### <sup>7</sup> The Effect of Learning & Innovation on Employee Performance

Based on the results of data processing in Table 3 using SmartPLS 3, learning and innovation (Y1) had a sizable beneficial impact on employee performance (Z) at the Padang City Regional Secretariat. where the regression coefficient had a value of 0.352 and a significance level of 0.000. This finding indicated that the significant value was less than the value of 0.05 (5%) which was an error in rejecting the data. Thus, it can be said that the research hypothesis could be accepted.

These results suggested that continuous collaborative and individual learning activities will allow workers to innovate in the way they carry out their tasks, which will ultimately improve employee performance and help the company achieve its goals. Employees who are used to learning new things throughout their working day, whether in the form of knowledge, skills, or working methods, will be able to change their mindset and become more productive in implementing work innovations that improve both individual and organizational performance.

The results of this hypothesis were in accordance with the theory which states that business can foster employee creativity at work, if the organization consistently provides regular and continuous learning or training to each employee. Innovation, ways of working, or decision-making by staff members as they carry out their duties and responsibilities within the business can all be examples of creativity.

Rehman (2020) who claimed that learning and innovation have a good impact on organizational and employee performance

was in line with the findings of this hypothesis. According to previous research, learning and innovation were also important determinants that impact employee performance (Nurchahyo & Wikaningrum, 2020; Sari & Sukmasari, 2018). Improvements in company operations, product and service offerings, and organizational performance are all positively correlated with knowledge sharing and learning behavior (Law & Ngai, 2008). In addition, according to research Haq et al. (2020), direct learning promotes increased employee performance at work. In addition, research showed that learning orientation did not directly affect innovation performance (Kumar et al., 2020).

#### **The Effect of Learning & Innovation in Mediating Organizational Structure on Employee Performance**

Based on the results of data processing in Table 3 using SmartPLS 3, learning and innovation had a sizable positive effect on employee performance at the Padang City Regional Secretariat through organizational structure mediation, where the regression coefficient had a value of 0.165 and a significance level of 0.000. This finding indicated that the significant value was less than the value of 0.05 (5%) or 0.05 which was an error in rejecting the data. Consequently, it can be said that the research hypothesis could be validated or approved.

The results of this hypothesis explain that by creating a formal organizational structure within the company with the division and grouping of tasks and functions (tupoksi) of each unit or division as well as showing the flow of communication and control, this forum can indirectly play a role in Growing and enhancing enthusiasm for learning and innovate, namely a useful learning activity to add insight, knowledge, and work ability, which in the end becomes important. In addition, it will undoubtedly increase capacity of workers to give their best work in the long run.

The results of this study were supported by research results Hao et al. (2012) finding

that organizational structure had an effect on organizational learning rather than innovation, and had a direct effect on performance. In addition, he further said that in industries that applied high technology or intensive knowledge, organizational structure affected organizational performance, especially through innovation and organizational learning. In addition, the findings also suggested that for younger firms, learning is important in the relationship between organizational structure and performance, but in older firms, innovation is a mediator for structure on performance. Only one supporting article was found to support this hypothesis because this research is still relatively new and is still in the research development stage.

#### **The Effect of Learning & Innovation in Mediating Knowledge Oriented Leadership on Employee Performance**

Based on the results of data processing in Table 3 using SmartPLS 3, learning and innovation had a sizable positive effect on employee performance at the Padang City Regional Secretariat through the mediation of knowledge-oriented leadership and employee performance. Where the regression coefficient had a value of 0.148 and a significance level of 0.000. This finding indicated that the significant value was less than the value of 0.05 (5%) or which was an error in rejecting the data. Thus, it can be said that the research hypothesis was confirmed or accepted. These findings also showed how knowledge-oriented leadership, such as that used by leaders to support employees' job execution, influenced employees' willingness to learn, seek, and improve knowledge, work skills, which in turn affected their capacity for originality and creativity at work. their work methods and approaches worked successfully, productively, and efficiently the first time. Of course, these circumstances will also affect how well employees perform at work and how well the company performs as a whole.

Theoretical studies that define knowledge-oriented leadership as "the attitude or



actions of a leader who adopts knowledge in motivating and developing employees to encourage the creation of a work culture, sharing and utilizing new knowledge to bring about changes in thinking” between individuals and groups, as well as empirical studies, also supported this conclusion (Naqshbandi, 2018). Re<sup>31</sup>an (2020) which showed that knowledge-oriented leadership had a direct and beneficial effect on or<sup>3</sup>ganizational and employee performance, was previous research related to the<sup>3</sup> conclusion of this hypothesis. Furthermore, the role of innovation in improving organizational performance can reduce this aspect. Furthermore<sup>39</sup> according to research findings Almatroos<sup>20</sup>t al. (2020), knowledge-oriented leadership had a positive effect on organizational performance. The results also show<sup>4</sup>ed that knowledge management mechanisms and innovation reduced the effect of knowledge-oriented leadership on organizational performance.

## CONCLUSION

The findings of this study indicated that organizational structure and knowledge-oriented leadership traits had an effect<sup>1</sup> on learning and innovation processes. Meanwhile, knowledge-oriented leadership had no significant effect on employee performance at the Regional Secretariat of the City of Padang. While the organizational structure<sup>7</sup> was the component that most influenced employee performance. The results of this study also revealed that learning and innovation were elements that could strengthen or reduce the effect of organizational structure and knowledge-oriented leadership on employ<sup>32</sup> performance. As a result, organizational leaders must pay attention to the effectiveness of the organizational structure and always focus on implementing leadership that transmits knowledge or competency values to employees to support the implementation of work in order to improve employee performance at the Padang City Regional Secretariat. In addition,

leaders must activate planned and unplanned employee learning, because this can inspire and motivate employees to innovate in carrying out their duties and work.

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