



Transformational Leadership and Organizational Culture in Digital Marketing Teams: Impacts on E-Commerce and Ad Agencies in the Digital Age

Abu Bakar*, Huaqiang Wang

School of Economics & Management, Yangtze University, Jingzhou, China

Email: *abubakar1995k@gmail.com

How to cite this paper: Abu Bakar and Wang, H.Q. (2025) Transformational Leadership and Organizational Culture in Digital Marketing Teams: Impacts on E-Commerce and Ad Agencies in the Digital Age. *Open Access Library Journal*, 12: e14183.

<https://doi.org/10.4236/oalib.1114183>

Received: August 28, 2025

Accepted: October 12, 2025

Published: October 15, 2025

Copyright © 2025 by author(s) and Open Access Library Inc.

This work is licensed under the Creative Commons Attribution International License (CC BY 4.0).

<http://creativecommons.org/licenses/by/4.0/>



Open Access

Abstract

This research investigates the interplay between transformational leadership and organizational culture within digital marketing teams, e-commerce platforms, and advertising agencies. Employing a thematic qualitative methodology, the study analyzes existing literature to identify recurring themes and patterns. Findings suggest that transformational leadership fosters a culture of innovation, adaptability, and collaboration, which are crucial for success in the digital landscape. The paper concludes by discussing the implications of these findings for leadership practices and organizational development in the digital age.

Subject Areas

Transformational Leadership, Organizational Culture

Keywords

Transformational Leadership, Organizational Culture, E-Commerce, Digitalization, Advertising Agencies

1. Introduction

The digital transformation has significantly reshaped business operations, particularly within digital marketing teams, e-commerce platforms, and advertising agencies. In this context, leadership styles and organizational culture have become central to navigating the complexities of technological innovation. Transformational leadership, which emphasizes vision, inspiration, and intellectual stimulation, plays

a pivotal role in fostering a culture that embraces change and promotes continuous adaptation [1]. It has been shown that transformational leadership can empower employees, enhance creativity, and drive innovation, all crucial components for success in today's fast-paced digital environment. However, while transformational leadership is widely recognized for its positive influence on organizational culture, particularly in traditional business settings, its impact in the digital marketing and e-commerce sectors remains underexplored [2].

Although there is a body of research linking leadership style to organizational performance, the mediating role of organizational culture in these dynamic digital domains has not been sufficiently investigated [3]. Most existing studies focus on conventional industries, leaving a gap in understanding how transformational leadership specifically interacts with the organizational culture within digital contexts. As e-commerce and digital marketing platforms evolve at an unprecedented rate, there is an urgent need for research that addresses how leadership can cultivate an organizational culture that thrives amidst constant technological change. The rapid integration of new technologies and shifting market dynamics in digital platforms demands leadership that not only adapts but also actively shapes the culture to foster innovation and responsiveness [4]. Organizational culture in these digital spaces determines how effectively employees collaborate, embrace new technologies, and engage with consumers. However, little research has delved into the role of transformational leadership in shaping such a culture in digital sectors, especially as companies face challenges in maintaining agility and flexibility in the face of technological advancements [5].

Furthermore, despite growing recognition of the importance of leadership in digital transformation, the relationship between transformational leadership and organizational culture in digital marketing teams remains understudied, leaving a critical gap in both academic literature and practical application [6]. The problem lies in the insufficient exploration of how transformational leadership can effectively influence and align organizational culture with the demands of the digital age, particularly in the context of e-commerce and digital marketing platforms. While transformational leadership is known for its ability to drive change and promote a forward-thinking culture, its specific role in enhancing organizational culture within these rapidly evolving digital industries requires deeper investigation. This study, therefore, aims to bridge this gap by examining the influence of transformational leadership on organizational culture in digital marketing teams, e-commerce platforms, and advertising agencies. Thematic qualitative approach will be followed through integrating knowledge gained in recent literature on how transformational leadership facilitates culture of change, creativity and innovations in these digital media [7]. The research will have a significant value in terms of imparting practical knowledge on how leadership practices could be customized to promote sanitization of an organizational culture, so that companies continue to remain competitive and versatile in a digital-centric world.

2. Literature Review

The impact of transformational leadership on organizational culture, especially focusing on digital marketing teams, e-commerce sites, advertisement companies, etc., became a topic of great significance in recent past, and empirical evidence on the importance of transformational leadership has been reported. It is the capacity to inspire and motivate followers, align and communicate a common vision and stimulate innovation that are crucial aspects of transformational leadership aimed at instigating change and flexibility in organizations [8]. This study has focused on how transformational leadership can influence reengineering of marketing strategies in organizations and especially the role it can play in inculcating a culture of innovation and responsiveness in dynamically fluctuating market trends. This is consistent with the theory of Transformational Leadership, which proposes that individuals who exercise transformational leadership skills of intellectual stimulation and inspirational motivation can bestow tremendous influence on the organizational climate that will introduce creativity and empower the employees [9]. What is more, the Social Learning Theory [10] can be applied to explain how transformational leaders can influence the organizational culture by demonstrating the behavior that subordinates would follow. This modeling process is also crucial in the digital sectors since organizations have to embrace a continuous learning and adaptability culture due to the high rate of technological change.

Additional empirical data indicate that transformational leadership has the capacity to impact not only organizational culture but also employee empowerment, which is also a major factor in creating dynamic and innovative organizational culture in digital marketing and e-commerce context. Transformational leadership has a direct implication on organizational culture, as it imparts confidence in its employees to share their ideas and participate in making organizational decisions. Such empowerment, in its turn, will promote the corporate culture of teamwork and knowledge-sharing, which remains the key to the success of any kind of digital platform that depends on high-velocity innovation and immediate responses to the market trends [11]. Upon review, the researchers in the paper find that the mediating role of organizational culture in transformational leadership and the success of Enterprise Resource Planning (ERP) systems highlights the much-needed role of an undertaking culture in order to be successful in the implementation of digital technologies. The authors postulate that organizational culture, as defined by transformational leadership, has a key role in ensuring optimal use of technology, especially in e-commerce and digital marketing, where the change brought about by advancements of technology is both an opportunity and a challenge.

The Resource-Based View (RBV) theory is also helpful to define the relationship between the leadership, culture, and the performance in digital sectors. It should be noted that as per [12], organizational culture can be regarded as a rich resource that lends an edge in the competitive game business. In the digital domain, a strong culture driven by transformational leadership can become a unique

asset that enables organizations to respond swiftly to technological disruptions and competitive pressures. [13] explores how organizational culture, influenced by leadership, mediates employee job satisfaction and turnover intentions, suggesting that a positive organizational culture not only boosts employee morale but also ensures organizational stability, especially in environments characterized by high turnover and intense competition, such as in digital marketing and e-commerce sectors.

The Theory of Organizational Learning further strengthens the connection between transformational leadership and organizational culture by emphasizing how leaders facilitate learning and knowledge sharing, which is critical for adapting to new digital tools and strategies. [14] demonstrates that in Small and Medium Enterprises (SMEs) in Thailand, transformational leadership, through its positive influence on organizational culture, enhances performance by fostering a learning-oriented culture that supports continuous improvement. These findings are particularly relevant in the digital age, where e-commerce platforms and digital marketing teams must constantly evolve to remain competitive. The empirical literature consistently highlights the significant role of transformational leadership in shaping organizational culture, particularly in digital sectors, by fostering an environment of innovation, collaboration, and continuous learning. This combination of leadership and culture is vital for organizations seeking to thrive in the fast-evolving digital landscape, where agility and adaptability are essential for success.

3. Methodology

This study adopts a thematic qualitative methodology to explore the influence of transformational leadership on organizational culture in digital marketing teams, e-commerce platforms, and advertising agencies. Thematic analysis, a widely used method in qualitative research, provides a systematic approach for identifying, analyzing, and reporting patterns (themes) within qualitative data. In the context of this study, thematic analysis will be employed to extract key themes from a thorough review of literature published after 2020, focusing on empirical studies, theoretical perspectives, and conceptual frameworks related to transformational leadership and organizational culture in digital sectors. The first step in the thematic analysis will involve comprehensive data collection through a rigorous literature review process. This will include sourcing peer-reviewed articles, books, and conference papers from reputable academic databases such as Google Scholar, Scopus, and Web of Science, specifically selecting works published after 2020 to ensure the relevance of findings to the current digital age. Articles will be selected based on their focus on transformational leadership, organizational culture, and digital marketing/e-commerce sectors.

Once the relevant literature is gathered, the analysis will begin with familiarization with the data by reading and re-reading the selected articles to identify preliminary themes and patterns. Proper inclusion and exclusion criteria were set for data analysis.

3.1. Inclusion Criteria

The studies released since 2020 were considered relevant, hence included in the study. Peer-reviewed articles, books and conference papers that discuss transformational leadership, organizational culture and their effects on digital marketing, e-commerce, or advertising sectors will be considered only. The studies should use qualitative or mixed-methodology to give in-depth information regarding leadership and culture in the digital environment.

3.2. Exclusion Criteria

The studies that were not included were those published earlier than 2020, non-peer-reviewed materials, and those that do not concern transformational leadership or organizational culture within the digital industry. Also, only articles published in the English language and applying exclusively quantitative research were not included since they do not fit the thematic qualitative approach that this study will apply.

The next step involves coding the literature, where key phrases and passages that reflect concepts of transformational leadership, organizational culture, and their intersections will be systematically labeled. These codes will then be reviewed and clustered into broader themes that encapsulate recurring patterns across the literature. For example, themes such as “leadership-driven innovation”, “employee empowerment through leadership”, and “digital transformation and culture” may emerge. After identifying the themes, the final stage involves refining and interpreting them in the context of the study’s research questions. The analysis will offer some information about the influence of transformational leadership on the organizational culture in digital marketing teams and e-commerce platforms and will help promote the better understanding of these processes in the age of digital marketing.

3.3. Database Search and Sampling

In order to promote the transparency of the thematic review, the following search terms were employed: transformational leadership, organizational culture, digital marketing, e-commerce, and advertising agencies. These were searched with Boolean operators like AND and OR in order to come up with a list of all the relevant articles. A preliminary search through Google Scholar, Scopus and Web of Science resulted in 200 articles in total. The inclusion and exclusion criteria were used to narrow down the articles to 120 that were to be subjected to additional screening. The selected sample of 25 articles was used in the thematic analysis, and thus it was necessary to eliminate repetitions and irrelevant articles to have a specific and easy-to-handle sample to be reviewed.

3.4. Code Generation and Inter-Coder Agreement

The process of coding was carried out through the careful examination of important phrases and passages that were representative of the themes of transformational

leadership and organizational culture within the digital industry. Words, phrases, and concepts that occurred repeatedly during the process of reading the chosen articles were used to create codes. In this procedure, several coders were used to guarantee the coding reliability. Inter-coder agreement was developed through initial discussion of the codes and consensus resolution of discrepancies. Differences in the interpretation were resolved in order to make the findings consistent and increase their validity.

3.5. Limitations

The research offered some important information, but some limitations were taken into account. It was possible that there was a publication bias because only peer-reviewed studies were included and this may have omitted certain relevant unpublished or grey literature. The restriction to quantitative papers could have restricted the analysis since it omitted data-rich information that could have supplemented the qualitative results. Besides, the study was limited to the articles published within the past 2 years, and this may have omitted some of the historical events that could have provided more background. These limitations should be taken into account when describing the findings of the present research.

3.6. Thematic Analysis

The second step was the coding of the literature, where the primary phrases and passages with the ideas on transformational leadership, organizational culture and their intersections were highlighted. The codes were then deliberated and divided into bigger themes, which required summing up some patterns that repeated in the literature. The themes leadership-driven innovation, employee empowerment through leadership, and digital transformation and culture came out. Once the themes were identified, the last step was to refine and place them within the framework of the research questions in the study. The analysis provided data on how transformational leadership affects organizational culture in digital marketing teams and e-commerce sites and contributed to popularizing knowledge on the processes in digital marketing. The qualitative methodology is thematic and therefore the findings of the study are based on it. With a focus on the recent literature and empirical data, the study has attempted to fill the existing gaps in the literature on the topic of transformational leadership in influencing the organizational culture in the context of digital marketing, e-commerce, and advertising. Leadership Styles and Cultural Transformation are the identified themes that directly relate to the previously proposed research questions that were set at the beginning of this work. Those themes provide a comprehensive image of how transformational leadership can be used to foster innovation, agility, and collaboration in the digital realms and alleviate the disruptions that businesses may face when the latter should adapt to the constantly changing technological context. The findings indicate the need to have competitive and adaptable businesses in the digital world through the use of leadership that enhances the culture of responsiveness to the emerging

digital world.

4. Results and Discussion

The topics discussed in this section were chosen as a result of an extensive study of the recent literature on transformational leadership and institutional culture within digital marketing teams, e-commerce, and advertising companies. The three themes, namely Leadership Styles and Cultural Transformation, the Organizational Culture as a Driver of Digital Success, and the Challenges in the Digital Landscape, were identified as the most important aspects of integration of leadership with culture as driving forces of digital transformation in modern business scenarios. Comprising empirical evidence and theoretical ideas of several studies, these themes demonstrate the complexity of relationships between leadership and organizational culture and their interaction in the situation of the digital age.

4.1. Leadership Styles and Cultural Transformation

Transformational leadership has been associated with positive cultural performance at all times in digital environments. Leaders with an appealing vision and with skills to inspire others embrace the use of Intellectual stimulation and this facilitates an environment that favors creativity, teamwork, and flexibility. Transformational leaders, according to [15], are essential in reengineering marketing strategies in organizations as well as bringing innovations and promoting cultural change. Such leaders are able to develop a culture of continuous improvement by delegating employees to think and contribute to change in the organization. This is well supported by Theory of Transformational Leadership, which illustrates that transformational leadership theory stimulates organizational culture through the focus on shared values and goals; this has elevated employee engagement and performance of the organization. In the digital field, this is a crucial type of leadership because it assists a team in coping with the continual technological changes and the dynamics in the market [16]. The cultural outcomes that include increased organizational agility and responsiveness as the result of the ability of transformational leaders to inspire innovation, foster collaboration, and engage employees are the factors that determine their role as cultural outcomes. The theme is a direct answer to the research question, that is, how such a transformational leadership will contribute to the establishment of a flexible and innovation-oriented organizational culture in the digital realms [17]. This section elaborates on the importance of the leadership in culture change, and provides some insight into how the transformational leadership style results in flexibility and nimbleness in the digital marketing teams, which agrees with the purpose of knowing how the aspect of leadership helps in achieving the digital success.

Shared values and goals promoted with the intention of leadership were of importance to the culture of an organization [18]. This coincides with the conclusions of this paper because the role of transformational leadership in the organizational culture of digital spaces is instrumental in promoting innovations and

incessant improvement.

4.2. Organizational Culture as a Driver of Digital Success

Organizational culture is a significant aspect in organizational changes to transform towards the digital arena, especially in various aspects of digital marketing and e-commerce. A value culture, *i.e.*, the culture which focuses on teamwork, flexibility and customer orientation, is required to succeed in the digital market [19]. Based on [20], companies with good, healthy cultures are also in a better position to be innovative and adjust to the changes brought in by technologies. Such convergence of leadership and culture is critical, as it makes it a more productive environment where digital innovation is enabled. Transformational leaders shape a culture that promotes embracing of emerging technologies and changing trends in the markets due to their emphasis on intellectual stimulation and empowerment of individuals. In addition, [21] points out that the learning culture presented by transformational leadership contributes to the digital transformation of businesses in the sense of continuous learning and knowledge-sharing. In the world of the digital age, a combined culture of agile responsiveness and collaboration allows organizations to be competitive and responsive to market changes and creative in what they offer. This theme examines how the digital success and competitiveness can be led by the organizational culture influenced by the transformational leadership. It is linked to the research question of the role of leadership in the organizational culture to enable a digital transformation of e-commerce platforms and digital marketing teams. The future of businesses going through the digital transformation process is heavily dependent on transformational leadership and organizational culture, in particular, the emphasis on knowledge-sharing [22]. This correlates with findings of this report, where the focus on collaborative and agile culture is considered as a gateway to the success in the realm of the digital marketing and e-commerce.

4.3. Challenges in the Digital Landscape

Although transformational leadership and favorable organizational cultures present numerous benefits, how they relate to the goals of the digital transformation process still has a long way to go. One of the greatest obstacles that companies encounter is resistance to change, especially in digital industries, whereby technical upgrading necessitates tremendous cultural and business transformations [23]. Also, the digital competencies of employees could also hold organizations back since they might not be able to utilize emerging technologies without access to the associated skills. A misalignment of leadership practices with the cultural values may also inhibit the digital change, as claimed in [24], who notes that such disengagement between organizational culture and leadership might block the ability of the business to leverage the full value of digital. To overcome these difficulties, the combination of building leadership skills and establishing a culture of change, appreciation of innovations, and the focus on dynamic learning are needed. As it

was stated by [25], an effective leadership should fall into the organizational culture and establish the environment in which digital transformation can thrive. This should inform the alignment to overcome the hurdles and ensure that organizations are in a position to traverse the maze of the digital landscape.

The theme is a reaction to the research question concerning the problems of digital businesses' alignment of leadership and culture with digital transformation. It reinforces the importance of the resistance to altering and the role of the leadership in bridging the digital competencies gaps and intercultural misunderstandings. Lack of digital competencies would continue to leave organizations behind in the exploitation of the emerging technologies [26]. This is in line with the challenges expressed in this research study, it is discovered that leadership in this context is crucial in bridging the digital skills gap and offering the alignment between leadership practices and organizational culture to make a difference in the achievement of digital success.

5. Conclusion and Recommendations

This study has debated the decisive interaction between transformational leadership and organizational culture in fostering digital performance in digital marketing teams, e-commerce sites and advertising agencies. The findings demonstrate the crucial importance of transformational leadership in development of a culture, which would engage change, promote innovations and also facilitate employee engagement, specifically in digital contexts, where adaptability is essential. As demonstrated in the literature, leadership styles that adhere to concepts of vision, intellectual stimulation, and empowerment play key roles in establishing organizational cultures that are favorable to respectively continuous improvement and digital transformation. Furthermore, a supportive organizational culture—characterized by collaboration, agility, and a customer-centric approach—emerges as a key enabler of digital success, with leadership alignment proving crucial in nurturing such cultures. However, challenges persist, particularly in the form of resistance to change, lack of digital competencies, and misalignment between leadership practices and organizational values, which can hinder progress in digital transformation efforts. The implications of this research are significant for both academia and industry, offering valuable insights for organizations seeking to navigate the complexities of the digital age. It highlights the importance of developing leadership capabilities that align with organizational culture to foster environments where digital innovation can thrive. For future research, there is a need to explore the longitudinal effects of transformational leadership on organizational culture, particularly in rapidly evolving digital sectors. Further studies could investigate the role of specific leadership behaviors, such as individualized consideration and inspirational motivation, in shaping cultural outcomes in digital contexts. Additionally, research should focus on the role of leadership in addressing digital competencies gaps within organizations and how leadership can drive employee development in these areas. These findings provide a foundation for enhancing leadership

strategies and organizational practices in the digital landscape, contributing to more effective, agile, and innovative business operations.

Conflicts of Interest

The authors declare no conflicts of interest.

References

- [1] Abi, J. and Arief, M.T.S. (2017) Examining the Relationship between Transformational Leadership and Dynamic Capability to the Adoption of Digital Marketing in Consumer Shopping Good Firms. *International Journal of Economics & Management*, **11**, 487-504.
- [2] Akram, H., Mahmood, A., Kanwal, R., Malik, M.A. and Rasheed, T. (2023) Exploring the Interrelationship among Transformational Leadership, Digital Advertising Adoption, E-Commerce Adoption, Environmental Performance, Financial Performance, and Green Marketing Innovation: An Investigation in the Post-Covid Era. *Journal Multicultural Education*, **2**, 112-127.
- [3] Al Issa, H.E. and Mahmood, R. (2016) Emotional Intelligence and Transformational Leadership: The Moderating Effect of Organizational Culture. *The International Journal of Business & Management*, **4**, 212-221.
- [4] Asif, M., Yang, L. and Hashim, M. (2024) The Role of Digital Transformation, Corporate Culture, and Leadership in Enhancing Corporate Sustainable Performance in the Manufacturing Sector of China. *Sustainability*, **16**, Article 2651. <https://doi.org/10.3390/su16072651>
- [5] Bindel Sibassaha, J.L., Pea-Assounga, J.B.B. and Bambi, P.D.R. (2025) Influence of Digital Transformation on Employee Innovative Behavior: Roles of Challenging Appraisal, Organizational Culture Support, and Transformational Leadership Style. *Frontiers in Psychology*, **16**, Article 1532977. <https://doi.org/10.3389/fpsyg.2025.1532977>
- [6] Freihat, S. (2020) The Role of Transformational Leadership in Reengineering of Marketing Strategies within Organizations. *Problems and Perspectives in Management*, **18**, 364-375. [https://doi.org/10.21511/ppm.18\(4\).2020.29](https://doi.org/10.21511/ppm.18(4).2020.29)
- [7] Giberson, T.R., Resick, C.J., Dickson, M.W., Mitchelson, J.K., Randall, K.R. and Clark, M.A. (2009) Leadership and Organizational Culture: Linking CEO Characteristics to Cultural Values. *Journal of Business and Psychology*, **24**, 123-137. <https://doi.org/10.1007/s10869-009-9109-1>
- [8] Bass, B.M. and Bass Bernard, M. (1985) *Leadership and Performance beyond Expectations*. The Free Press.
- [9] Bass, B.M. and Avolio, B.J. (1990) The Implications of Transactional and Transformational Leadership for Individual, Team, and Organizational Development. *Research in Organizational Change and Development*, **4**, 231-272.
- [10] Hashmi, M.A., Jalees, T., Qabool, S. and Aziz, A. (2020) Consequences of Organizational Culture and the Mediating Role of Job Satisfaction and Turnover Intentions. *Abasyn University Journal of Social Sciences*, **13**, 303-317.
- [11] Irnawati, J.E. and Prasetyo, J.H. (2020) The Influence over the Transformational Leadership Style, the Organizational Culture, and Employee Empowerment towards Achievement of Organizational Strategies in One the Central Government Organization. *International Journal of Innovative Science*, **5**, 917-927.
- [12] Rusindiyanto, Judijanto, L., Siahaan, F.S., Naim, S. and Diawati, P. (2024) Improving the Performance of Worker in the E-Commerce Industry through Leadership Role,

- Creativity and Learning Culture. *Revista de Gestão Social e Ambiental*, **18**, e05641. <https://doi.org/10.24857/rgsa.v18n5-095>
- [13] Khattak, A. (2022) Hegemony of Digital Platforms, Innovation Culture, and E-Commerce Marketing Capabilities: The Innovation Performance Perspective. *Sustainability*, **14**, Article 463. <https://doi.org/10.3390/su14010463>
- [14] Kusuma, A.R., Syarief, R., Sukmawati, A. and Ekananta, A. (2024) Factors Influencing the Digital Transformation of Sales Organizations in Indonesia. *Heliyon*, **10**, e27017. <https://doi.org/10.1016/j.heliyon.2024.e27017>
- [15] Ly, B. (2023) The Interplay of Digital Transformational Leadership, Organizational Agility, and Digital Transformation. *Journal of the Knowledge Economy*, **15**, 4408-4427. <https://doi.org/10.1007/s13132-023-01377-8>
- [16] Pawar, V., Kale, S., Vhatkar, A., Raje, H. and Kole, I. (2022) Impact of Transformational Leadership Style on Organisational Culture: A Case of Indian Pharmaceutical Companies. *Journal of Pharmaceutical Negative Results*, **13**, 3842-3846.
- [17] Philip, J. (2021) Viewing Digital Transformation through the Lens of Transformational Leadership. *Journal of Organizational Computing and Electronic Commerce*, **31**, 114-129. <https://doi.org/10.1080/10919392.2021.1911573>
- [18] Rifia, T.N.I. and Saefullah, A. (2024) Transformational Leadership and Employee Performance in the Digital Age: The Mediating Role of Organizational Culture. *Ganesha International Proceeding of Multidisciplinary*, **1**, 1-6.
- [19] Sakulkijkarn, W. and Khanthong, J. (2022) Transformational Leadership Model: The Mediating Role of Organizational Culture and High Performance Work System on SME Performance in Thailand. *Res Militaris*, **12**, 7989-8004.
- [20] Saleh, S.S. and Auso, K.A. (2023) The Role of Transformational Leadership in Enhancing Competitive Advantage for E-Business Analysis in Organisational Practices. *Expert Systems*, **42**, e13307. <https://doi.org/10.1111/exsy.13307>
- [21] Salim, A.M. (2022) The Moderating Roles of Digital Marketing and E-Commerce on the Relationship between It Business Alignment Factors and SMEs Performance in Baghdad City of Iraq. Master's Thesis, University Tun Hussein Onn Malaysia.
- [22] Shao, Z., Feng, Y. and Liu, L. (2012) The Mediating Effect of Organizational Culture and Knowledge Sharing on Transformational Leadership and Enterprise Resource Planning Systems Success: An Empirical Study in China. *Computers in Human Behavior*, **28**, 2400-2413. <https://doi.org/10.1016/j.chb.2012.07.011>
- [23] Shih-Kun Liu, W. (2024) The Decision Behaviour Evaluation of Interrelationships among Personality, Transformational Leadership, Leadership Self-Efficacy, and Commitment for E-Commerce Administrative Managers. *Economics*, **18**, Article ID: 20220069. <https://doi.org/10.1515/econ-2022-0069>
- [24] Udin, U. (2023) Linking Transformational Leadership to Organizational Learning Culture and Employee Performance: The Mediation-Moderation Model. *International Journal of Professional Business Review*, **8**, e01229. <https://doi.org/10.26668/businessreview/2023.v8i3.1229>
- [25] Veeraya, S., Raman, M., Gopinathan, S. and Singh, J. (2024) Digital Business Transformation of Malaysian Small and Medium-Sized Enterprises: A Review on Digital Leadership and Digital Culture. *International Journal of Organizational Leadership*, **13**, 703-721. <https://doi.org/10.33844/ijol.2024.60439>
- [26] Yao, G., Dato'Mansor, Z., Ghazali, H.B. and Yan, Z. (2024) A Comprehensive Mixed-Methods Study on Cross-Border E-Commerce SMEs, Digital Transformation and Dynamic Managerial Capabilities. *Environment and Social Psychology*, **9**, Article 2255. <https://doi.org/10.54517/esp.v9i4.2255>