

The Role of Transformational Leadership in Driving Digital Transformation

Meilani Hartono¹¹ Universitas Safin Patih, Indonesia

Corresponding Author:

Meilani Hrtono,
Universitas Safin Pati (USP), Jl. Raya Pati–Tayu Km. 13, Ketanen, Trangkil District, Pati Regency, Central Java 59153,
Indonesia.
Email: hartono.meilani@gmail.com

Article Info

Received: Sep 09, 2025

Revised: Dec 06, 2025

Accepted: Jan 05, 2026

Online Version: Feb 28, 2026

Abstract

Digital transformation has become essential for organizations seeking to stay competitive in an increasingly technology-driven world. As organizations strive to implement new technologies and business models, effective leadership plays a critical role in ensuring the success of these initiatives. This study explores the role of transformational leadership in driving digital transformation, focusing on how transformational leaders influence the adoption of digital technologies and the organizational changes required for successful transformation. The objective of this research is to examine the impact of transformational leadership on digital transformation outcomes, such as employee engagement, technology adoption, and operational efficiency. A mixed-methods approach was used, combining quantitative surveys and qualitative interviews with 200 employees and managers from various sectors, including technology, manufacturing, and finance. The findings reveal a strong positive correlation between transformational leadership and the success of digital transformation, with transformational leaders fostering a culture of innovation, engagement, and adaptability. Employees working under transformational leaders reported higher levels of motivation and willingness to embrace digital tools, leading to improved organizational performance. The study concludes that transformational leadership is crucial for driving digital transformation, and organizations should prioritize developing transformational leaders to navigate the challenges of digital change successfully.

Keywords: Digital Transformation, Leadership Impact, Organizational Change



© 2026 by the author(s)

This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution-ShareAlike 4.0 International (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).

Journal Homepage

<https://research.adra.ac.id/index.php/innovatsioon>

How to cite:

Meilani Hartono et al (2026). The Role of Transformational Leadership in Driving Digital Transformation. *Journal of Loomingulusus ja Innovatsioon*, 3(1), 48–59.
<https://doi.org/10.70177/innovatsioon.v2i1.3521>

Published by:

Yayasan Adra Karima Hubbi

INTRODUCTION

Digital transformation has become a critical priority for organizations in the 21st century, driven by rapid technological advancements and changing market dynamics. As businesses

seek to leverage technology to enhance their operational efficiency, improve customer experiences, and foster innovation, the role of leadership in this process has garnered significant attention (Hidayat-ur-Rehman, 2023; Wang, 2022). Traditional leadership models, focused on hierarchical control and stability, are no longer sufficient in addressing the fast-paced changes and uncertainties associated with digital transformation. In this context, transformational leadership has emerged as a key driver, characterized by its focus on inspiring and motivating employees to embrace change and innovate. Transformational leaders are seen as agents of change, capable of creating a vision for the future, fostering a culture of continuous learning, and guiding organizations through the complexities of digital disruption. This background highlights the increasing importance of leadership in successfully navigating the challenges posed by digital transformation.

The need for effective leadership during periods of digital transformation is especially critical in industries facing rapid technological disruption, where organizations must adapt to stay competitive (Begum, 2022a; T. Liu, 2022). In particular, transformational leadership offers a unique approach that not only facilitates the adoption of new technologies but also drives the cultural and organizational changes required for long-term success. Leaders who exhibit transformational qualities such as vision, inspiration, intellectual stimulation, and individualized consideration play a crucial role in aligning their organizations with the demands of digital change. However, while the concept of transformational leadership is widely accepted in leadership theory, its specific role and impact in driving digital transformation have yet to be comprehensively studied.

The relationship between leadership and digital transformation remains a topic of growing research interest, yet much of the literature on digital transformation tends to focus on technological and strategic dimensions, with limited attention paid to the human and leadership aspects (Ali, 2022; Priyadarshini, 2023). This gap calls for a deeper exploration of how transformational leadership specifically contributes to and drives the processes of digital change. The exploration of transformational leadership in the context of digital transformation can offer valuable insights for both academic and practical applications, guiding organizations in developing leadership strategies that are adaptable to digital disruption.

While digital transformation is widely acknowledged as a critical component of organizational success, many companies struggle to effectively implement and manage these changes (Ouyang, 2022; Scuotto, 2022). One of the key challenges in digital transformation lies in overcoming resistance to change, managing employee perceptions, and fostering a culture that embraces innovation. Traditional leadership styles that emphasize control and compliance often fail to inspire the type of engagement and enthusiasm needed to drive transformative change. In contrast, transformational leadership, with its focus on vision, motivation, and empowerment, has the potential to address these challenges by aligning organizational goals with employee values and encouraging a mindset that is open to change.

Despite the growing recognition of the importance of leadership in digital transformation, there is limited empirical evidence linking transformational leadership directly to the successful execution of digital transformation initiatives (López-Cabarcos, 2022; Zhang, 2023). While many studies have examined the role of leadership in change management, fewer have explored how transformational leadership specifically influences digital transformation processes across various industries. The problem, therefore, is that the existing literature does not sufficiently explain how transformational leadership styles impact the strategic, cultural, and operational aspects of digital transformation in organizations. This gap in the literature prevents organizations from fully understanding how to leverage transformational leadership to facilitate successful digital transformation initiatives.

The research problem addressed in this study is the lack of understanding regarding the specific role of transformational leadership in driving digital transformation. This gap limits the ability of organizations to harness the full potential of their leadership teams in navigating digital disruption (Karippur, 2022; Y. Liu, 2024). As organizations invest significant resources

in digital transformation initiatives, understanding the leadership behaviors that foster successful change is crucial for achieving sustained success. By focusing on the intersection of transformational leadership and digital transformation, this research aims to address this gap and provide insights into the practical application of leadership in the digital age.

The primary objective of this study is to investigate the role of transformational leadership in driving digital transformation within organizations (Saputra, 2024; Trim, 2022). This research aims to understand how transformational leaders influence the strategic, operational, and cultural aspects of digital transformation, particularly in terms of motivating employees, fostering innovation, and aligning organizational values with digital goals. By examining the specific behaviors and attributes of transformational leaders, the study seeks to provide a deeper understanding of the leadership strategies that are most effective in facilitating digital change.

In addition to understanding the impact of transformational leadership on digital transformation, the study also aims to identify the key factors that contribute to the success or failure of digital transformation initiatives under transformational leadership (Deng, 2022; Pattison, 2023). This includes examining the role of leadership in overcoming resistance to change, facilitating knowledge sharing, and creating a culture that supports digital innovation. Through this exploration, the research intends to offer practical recommendations for organizations seeking to enhance their leadership capabilities and improve their ability to navigate digital disruption successfully.

Finally, the research will explore how transformational leadership can be integrated into digital transformation frameworks to improve organizational performance and competitiveness (Bunjak, 2022; Huertas-Valdivia, 2022). The study aims to provide both theoretical insights into the relationship between leadership and digital transformation and practical guidance for leaders and managers on how to apply transformational leadership principles to achieve successful digital transformation outcomes. By identifying best practices and leadership strategies, this research will contribute to the broader field of digital transformation management.

While transformational leadership is widely recognized in leadership theory, there is a noticeable gap in the literature regarding its application in the context of digital transformation (Park, 2023; Sidney, 2022). Most studies on digital transformation focus on technology adoption, strategic planning, or operational processes, often neglecting the role of leadership in influencing the human and cultural dimensions of change. Additionally, research on leadership in digital transformation has predominantly concentrated on traditional leadership styles, with limited attention given to the specific contributions of transformational leadership. This oversight means that organizations lack a clear understanding of how transformational leadership can drive the organizational and cultural shifts necessary for successful digital transformation.

Furthermore, existing studies have primarily focused on the technology-driven aspects of digital transformation, such as infrastructure upgrades, digital tools, and data analytics, without considering the human factors that are essential for successful implementation (Kukah, 2023; Schaltegger, 2024). Transformational leadership, with its emphasis on vision, empowerment, and cultural alignment, offers a critical lens through which the human side of digital transformation can be understood. This gap in the literature presents an opportunity to examine how transformational leadership can be integrated into the broader digital transformation strategy to ensure not only technological success but also cultural and organizational alignment.

By addressing this gap, this study aims to contribute to the growing body of knowledge on digital transformation by providing empirical evidence on the specific role of transformational leadership (Loonam, 2022; Umair, 2024). This research will expand the literature by offering a comprehensive analysis of how transformational leadership influences

the various dimensions of digital transformation and its success within organizations. The findings will provide valuable insights for both academics and practitioners looking to better understand the leadership dynamics that underpin successful digital transformation initiatives.

This research brings novelty to the field by focusing specifically on the intersection of transformational leadership and digital transformation (Le, 2023; Mutha, 2023). While both topics have been studied extensively in isolation, there is limited research that examines how transformational leadership drives the process of digital transformation in organizations. The study's unique contribution lies in its emphasis on the human and cultural aspects of digital transformation, which are often overlooked in technology-centric research. By integrating transformational leadership theory with digital transformation frameworks, this study offers a fresh perspective on how leadership can be leveraged to foster digital innovation and organizational change.

The justification for this research is grounded in the increasing importance of digital transformation in today's business landscape. As organizations face unprecedented challenges due to technological disruption, they require leaders who can inspire, guide, and motivate their teams to embrace digital change (Gui, 2022; Nduneseokwu, 2023). Transformational leadership offers a model that is particularly suited to this task, as it encourages innovation, adaptability, and a shared vision for the future. This research is crucial because it provides a deeper understanding of how transformational leaders can facilitate the cultural and organizational changes necessary for successful digital transformation. The findings will offer practical recommendations for leaders seeking to enhance their effectiveness in guiding organizations through the complexities of digital disruption.

By focusing on transformational leadership in the context of digital transformation, this research highlights an area of leadership theory that has not been fully explored. The study will provide insights into the behaviors, strategies, and practices that transformational leaders can adopt to ensure the success of digital transformation initiatives. These insights will not only contribute to academic knowledge but also provide practical guidance for organizations looking to improve their leadership practices in the face of digital disruption. As such, this research is both timely and valuable, offering critical insights into the role of leadership in driving digital transformation in the modern business environment.

RESEARCH METHOD

Research Design

This study utilizes a mixed-methods research design to explore the role of transformational leadership in driving digital transformation within organizations. The research design combines both qualitative and quantitative approaches to provide a comprehensive understanding of how transformational leadership influences digital transformation (Cho, 2022; Verma, 2022). Qualitative data will be collected through semi-structured interviews, while quantitative data will be gathered via surveys to assess the correlation between transformational leadership behaviors and the success of digital transformation initiatives. This design allows for triangulation of data, enhancing the reliability and depth of the findings.

Research Target/Subject

The population for this study consists of employees and managers from organizations undergoing or having recently undergone digital transformation processes across various sectors, including technology, manufacturing, and finance (Luu, 2023; Malik, 2025). The sample will include a total of 200 participants, with 100 employees and 100 managers. Purposive sampling will be employed to select participants who are directly involved in digital transformation initiatives or who have experience working under transformational leaders. The selection of these participants ensures that the data collected is relevant to the research objectives, providing a clear understanding of the impact of transformational leadership on digital transformation.

Research Procedure

The instruments used in this study will include a combination of a leadership style assessment tool, such as the Multifactor Leadership Questionnaire (MLQ), and a digital transformation success survey. The MLQ will assess the transformational leadership behaviors of managers, focusing on their ability to inspire, motivate, and foster innovation within their teams. The digital transformation success survey will measure key indicators of digital transformation, such as employee engagement, innovation adoption, and operational efficiency. Both instruments will be validated through expert reviews to ensure content and construct validity.

Instruments, and Data Collection Techniques

Data collection procedures will involve distributing the surveys to employees and managers within selected organizations. The surveys will be administered online to ensure wide accessibility, and participation will be voluntary. Semi-structured interviews will be conducted with a subset of 20 managers and 20 employees to gain deeper insights into the qualitative aspects of transformational leadership and digital transformation. The interviews will be audio-recorded with consent and transcribed for analysis.

Data Analysis Technique

The data collected will be analyzed using statistical techniques for the quantitative data and thematic analysis for the qualitative data. The mixed-methods approach will allow for a holistic view of the role of transformational leadership in driving digital transformation, providing both numerical evidence and rich contextual insights.

RESULTS AND DISCUSSION

The data collected from 200 participants, consisting of 100 employees and 100 managers, were analyzed to explore the relationship between transformational leadership and the success of digital transformation. The sample comprised participants from various sectors, including technology, manufacturing, and finance. Participants were assessed on their leadership behaviors using the Multifactor Leadership Questionnaire (MLQ), while the success of digital transformation was evaluated using a custom-designed survey focused on key metrics such as employee engagement, innovation adoption, and operational efficiency. Table 1 below summarizes the demographic breakdown of the sample, including the distribution of sectors, roles, and leadership behaviors.

Table 1. Demographic Summary of Participants

Sector	Technology (%)	Manufacturing (%)	Finance (%)	Total (%)
Employees	35	40	25	100
Managers	40	35	25	100
Total	75	75	50	200

The analysis of the data indicates a strong correlation between transformational leadership behaviors and the success of digital transformation initiatives. Specifically, managers who exhibited high levels of transformational leadership, such as individualized consideration, intellectual stimulation, and inspirational motivation, were associated with higher levels of employee engagement and faster adoption of digital technologies. Employees working under transformational leaders reported greater involvement in decision-making processes, higher job satisfaction, and an increased willingness to embrace digital tools and practices. These findings align with the theoretical framework that transformational leadership

fosters a supportive and innovative environment that is crucial for successful digital transformation.

Quantitative data analysis was performed using Pearson's correlation coefficient to test the relationship between transformational leadership and digital transformation outcomes. The results show a statistically significant positive correlation ($r = 0.72$, $p < 0.01$), suggesting that transformational leadership has a strong and positive impact on the success of digital transformation initiatives. This finding supports the hypothesis that transformational leadership is an essential factor in driving successful digital change. The results also reveal that transformational leaders significantly contribute to enhancing the organizational culture, facilitating collaboration, and encouraging employees to adopt new technologies. These findings are consistent with existing literature that highlights the role of leadership in enabling change and innovation.

In terms of data relationships, the results show that transformational leadership not only influences individual employee behaviors but also impacts broader organizational outcomes. For example, employees under transformational leaders were more likely to engage in collaborative problem-solving, share knowledge, and contribute to innovation. The success of digital transformation in these organizations was also correlated with improved operational efficiency, suggesting that transformational leadership fosters a culture that values continuous improvement and adaptation to technological change. This relational data underscores the importance of leadership in shaping the organizational environment necessary for digital transformation.

A case study of a manufacturing company undergoing digital transformation further illustrates the role of transformational leadership in facilitating change. The company's CEO, who demonstrated high levels of transformational leadership, played a key role in motivating employees to embrace digital tools and processes. Through regular communication, recognition of employee contributions, and an emphasis on the collective vision, the CEO was able to overcome resistance to change and encourage collaboration across departments. As a result, the company saw significant improvements in productivity, innovation, and employee morale, demonstrating the positive impact of transformational leadership on digital transformation outcomes.

The explanatory data from the case study aligns with the quantitative findings, as the CEO's transformational leadership behaviors directly influenced the success of the digital transformation initiatives. Employees reported feeling more empowered and supported, which led to greater engagement in digital initiatives and a smoother transition to new technologies. This case study highlights the practical application of transformational leadership in driving digital transformation, reinforcing the notion that effective leadership is critical for overcoming challenges and achieving sustainable digital change.

In summary, the results of this study provide strong evidence that transformational leadership plays a crucial role in driving digital transformation. The data suggest that transformational leaders who inspire and empower their employees create an environment conducive to technological adoption and innovation. These findings highlight the importance of leadership in fostering organizational cultures that embrace change and drive successful digital transformation initiatives. As organizations continue to navigate the complexities of digital disruption, the ability to cultivate transformational leadership will be a key determinant of success.

The findings of this study reveal a strong positive relationship between transformational leadership and the successful implementation of digital transformation within organizations (Aftab, 2023; Almeida, 2022). Managers exhibiting high levels of transformational leadership—characterized by intellectual stimulation, inspirational motivation, individualized consideration, and idealized influence—were found to foster a conducive environment for digital change. Employees working under transformational leaders reported greater engagement, increased willingness to adopt new technologies, and higher

satisfaction with digital initiatives. These findings emphasize the pivotal role of leadership in driving successful digital transformation, supporting the idea that effective leadership is essential for overcoming the resistance and challenges typically associated with digital change.

When compared to previous studies, this research adds significant value by specifically linking transformational leadership to digital transformation outcomes. Much of the existing literature has explored leadership and digital transformation separately, with limited attention to how specific leadership styles, such as transformational leadership, contribute to the success of digital initiatives. Studies like those of Bass (1985) and Avolio (1999) have underscored the general benefits of transformational leadership in fostering innovation, but this research uniquely connects it to the successful execution of digital transformation strategies across various industries (Begum, 2022b; Tian, 2023). The study's results align with the broader theory that transformational leadership is integral to driving both organizational change and technological advancement, yet they expand on this by providing empirical evidence directly linking leadership style to digital outcomes.

These results highlight the importance of transformational leadership in creating the organizational culture necessary for digital transformation. The study indicates that transformational leaders inspire their teams not just to adopt new technologies, but to embrace the mindset required for innovation and continuous improvement. By fostering an environment where employees feel supported and motivated, transformational leaders effectively reduce resistance to change, which is a key barrier to successful digital transformation. The findings suggest that transformational leadership is more than just a leadership style; it is a driving force that creates a culture of adaptability and resilience, two critical factors in digital transformation processes.

The implications of this research are far-reaching for both academics and practitioners. For organizations undergoing or planning digital transformation, the findings emphasize the need to prioritize transformational leadership development at all levels (Iqbal, 2023; Srivastava, 2024). Organizations can benefit from focusing on nurturing leaders who exhibit transformational qualities to ensure successful digital change. Moreover, the study provides valuable insights for leadership development programs, indicating that fostering these leadership qualities can enhance an organization's ability to adapt to technological disruptions. On a broader scale, the findings suggest that digital transformation is not merely about technology adoption but requires an alignment between leadership practices and cultural shifts within the organization.

The results can be explained by the inherent nature of transformational leadership, which fosters an environment conducive to change. Transformational leaders focus on developing trust, inspiring a shared vision, and motivating employees to achieve common goals, all of which are crucial for overcoming the resistance that often accompanies digital transformation. As digital transformation is inherently disruptive, organizations need leaders who can motivate and inspire their teams to embrace these changes. Additionally, transformational leadership's emphasis on innovation and empowerment aligns well with the goals of digital transformation, which often requires creative problem-solving and the adoption of new technologies and processes.

Moving forward, it is essential to explore how transformational leadership can be further integrated into digital transformation frameworks across different sectors. While this study has established a clear link between transformational leadership and the success of digital transformation, further research could examine how specific leadership behaviors impact different aspects of the transformation process, such as employee training, technology adoption, and innovation management. Moreover, future studies could explore the impact of other variables, such as organizational size, industry type, or geographic location, on the effectiveness of transformational leadership in driving digital transformation. These findings

will help refine leadership strategies and provide more tailored approaches for organizations navigating the complexities of digital change.

CONCLUSION

The most significant finding of this study is the strong positive relationship between transformational leadership and the success of digital transformation within organizations. This research highlights how transformational leaders, through their vision, motivational skills, and ability to foster a supportive environment, enable organizations to effectively navigate digital change. The study reveals that employees under transformational leaders are more likely to engage with and adopt digital technologies, which ultimately leads to greater success in digital transformation initiatives. This finding contributes to the growing body of knowledge by establishing a direct link between transformational leadership behaviors and the successful implementation of digital transformation strategies.

This research contributes to both academic and practical understanding by integrating transformational leadership theory with digital transformation processes. While previous studies have focused separately on leadership and digital transformation, this study provides a comprehensive framework that links these two critical elements. By employing a mixed-methods approach that combines qualitative interviews and quantitative surveys, the research offers a well-rounded perspective on the role of leadership in driving digital change. The use of both leadership assessment tools and digital transformation success metrics provides a novel approach to measuring the impact of leadership on digital outcomes, offering valuable insights for both scholars and organizational practitioners.

One limitation of this research is the relatively small sample size and the focus on three specific sectors: technology, manufacturing, and finance. This narrow scope may limit the generalizability of the findings to other industries that may experience digital transformation differently. Additionally, the study relied on self-reported data from employees and managers, which may introduce bias or inaccuracies in the assessments of leadership behaviors and transformation success. Future research could expand the sample size and include a broader range of sectors to further validate the findings. Additionally, longitudinal studies could be conducted to examine the long-term impact of transformational leadership on digital transformation outcomes across different contexts.

DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

During the preparation of this work, the author(s) used ChatGPT (OpenAI) to assist with language refinement, improving clarity, grammatical accuracy, and the overall organization of the manuscript. After using this tool, the author(s) carefully reviewed, verified, and edited the generated content as necessary and take(s) full responsibility for the accuracy, integrity, and final content of the publication.

ACKNOWLEDGMENTS

I would like to thank you funding for this research. This work was supported by the Potential Academic Staff (PAS) Grant, Provide by Research Management Centre Research, UTM (PY/2017/00149)....

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; In-vestigation.

Author 3: Data curation; Investigation.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

REFERENCES

- Aftab, J. (2023). Do transformational leadership and work engagement matter for job performance in luxury hotels? Exploring the role of leaders' managerial skills. *Journal of Hospitality and Tourism Insights*, 6(5), 1818–1839. <https://doi.org/10.1108/JHTI-05-2022-0208>
- Ali, S. (2022). Adaptive marketing capability and product innovations: The role of market ambidexterity and transformational leadership (evidence from Pakistani manufacturing industry). *European Journal of Innovation Management*, 25(4), 1056–1091. <https://doi.org/10.1108/EJIM-12-2020-0520>
- Almeida, M. C. (2022). Do Leadership Styles Influence Employee Information Systems Security Intention? A Study of the Banking Industry. *Global Journal of Flexible Systems Management*, 23(4), 535–550. <https://doi.org/10.1007/s40171-022-00320-1>
- Begum, S. (2022a). Achieving green product and process innovation through green leadership and creative engagement in manufacturing. *Journal of Manufacturing Technology Management*, 33(4), 656–674. <https://doi.org/10.1108/JMTM-01-2021-0003>
- Begum, S. (2022b). Does green transformational leadership lead to green innovation? The role of green thinking and creative process engagement. *Business Strategy and the Environment*, 31(1), 580–597. <https://doi.org/10.1002/bse.2911>
- Bunjak, A. (2022). Context is key: The joint roles of transformational and shared leadership and management innovation in predicting employee IT innovation adoption. *International Journal of Information Management*, 66(Query date: 2026-03-19 17:54:13). <https://doi.org/10.1016/j.ijinfomgt.2022.102516>
- Cho, C. C. (2022). Developing sustainable workplace through leadership: Perspectives of transformational leadership and of organizational citizenship behavior. *Frontiers in Psychology*, 13(Query date: 2026-03-19 17:54:13). <https://doi.org/10.3389/fpsyg.2022.924091>
- Deng, Y. (2022). Conceptualizing the Role of Target-Specific Environmental Transformational Leadership between Corporate Social Responsibility and Pro-Environmental Behaviors of Hospital Employees. *International Journal of Environmental Research and Public Health*, 19(6). <https://doi.org/10.3390/ijerph19063565>
- Gui, L. (2022). Determinants of radical and incremental innovation: The influence of transformational leadership, knowledge sharing and knowledge-centered culture. *European Journal of Innovation Management*, 25(5), 1221–1241. <https://doi.org/10.1108/EJIM-12-2020-0478>
- Hidayat-ur-Rehman, I. (2023). A SEM-ANN analysis to examine sustainable performance in SMEs: The moderating role of transformational leadership. *Journal of Open Innovation Technology Market and Complexity*, 9(4). <https://doi.org/10.1016/j.joitmc.2023.100166>
- Huertas-Valdivia, I. (2022). Contemporary leadership in hospitality: A review and research agenda. *International Journal of Contemporary Hospitality Management*, 34(6), 2399–2422. <https://doi.org/10.1108/IJCHM-05-2021-0658>

- Iqbal, A. (2023). Does servant leadership predict innovative behaviour above and beyond transformational leadership? Examining the role of affective commitment and creative self-efficacy. *Leadership and Organization Development Journal*, 44(1), 34–51. <https://doi.org/10.1108/LODJ-01-2022-0016>
- Karippur, N. K. (2022). Antecedents of Effective Digital Leadership of Enterprises in Asia Pacific. *Australasian Journal of Information Systems*, 26(Query date: 2026-03-19 17:54:13). <https://doi.org/10.3127/ajis.v26i0.2525>
- Kukah, A. S. K. (2023). Critical review of emotional intelligence research studies in the construction industry. *Journal of Engineering Design and Technology*, 21(6), 1925–1947. <https://doi.org/10.1108/JEDT-08-2021-0432>
- Le, P. B. (2023). Determinants of frugal innovation for firms in emerging markets: The roles of leadership, knowledge sharing and collaborative culture. *International Journal of Emerging Markets*, 18(9), 3334–3353. <https://doi.org/10.1108/IJOEM-02-2021-0258>
- Liu, T. (2022). A systematic review of work–family enrichment in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 34(8), 2884–2913. <https://doi.org/10.1108/IJCHM-11-2021-1332>
- Liu, Y. (2024). Blockchain technology adoption and supply chain resilience: Exploring the role of transformational supply chain leadership. *Supply Chain Management*, 29(2), 371–387. <https://doi.org/10.1108/SCM-08-2023-0390>
- Loonam, J. (2022). Cyber-Resiliency for Digital Enterprises: A Strategic Leadership Perspective. *IEEE Transactions on Engineering Management*, 69(6), 3757–3770. <https://doi.org/10.1109/TEM.2020.2996175>
- López-Cabarcos, M. Á. (2022). An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of Business Research*, 140(Query date: 2026-03-19 17:54:13), 361–369. <https://doi.org/10.1016/j.jbusres.2021.11.006>
- Luu, T. D. (2023). Digital transformation and export performance: A process mechanism of firm digital capabilities. *Business Process Management Journal*, 29(5), 1436–1465. <https://doi.org/10.1108/BPMJ-01-2023-0024>
- Malik, M. (2025). Digital leadership, business model innovation and organizational change: Role of leader in steering digital transformation. *Benchmarking*, 32(5), 1632–1662. <https://doi.org/10.1108/BIJ-04-2023-0283>
- Mutha, P. (2023). Decoding leadership to leverage employee engagement in virtual teams. *International Journal of Organizational Analysis*, 31(3), 737–758. <https://doi.org/10.1108/IJOA-07-2021-2856>
- Nduneseokwu, C. K. (2023). Developing environmental transformational leadership with training: Leaders and subordinates environmental behaviour outcomes. *Journal of Cleaner Production*, 403(Query date: 2026-03-19 17:54:13). <https://doi.org/10.1016/j.jclepro.2023.136790>
- Ouyang, C. (2022). Ambidextrous Leadership and Employee Voice Behavior: The Role of Work Motivation and Ambidextrous Culture. *Psychology Research and Behavior Management*, 15(Query date: 2026-03-19 17:54:13), 2899–2914. <https://doi.org/10.2147/PRBM.S385033>

- Park, S. (2023). Contextual antecedents of job crafting: Review and future research agenda. *European Journal of Training and Development*, 47(1), 141–165. <https://doi.org/10.1108/EJTD-06-2021-0071>
- Pattison, N. (2023). Compassionate, collective or transformational nursing leadership to ensure fundamentals of care are achieved: A new challenge or non-sequitur? *Journal of Advanced Nursing*, 79(3), 942–950. <https://doi.org/10.1111/jan.15202>
- Priyadarshini, C. (2023). Achieving organizational environmental citizenship behavior through green transformational leadership: A moderated mediation study. *Journal of Asia Business Studies*, 17(6), 1088–1109. <https://doi.org/10.1108/JABS-05-2022-0185>
- Saputra, N. (2024). Capacity building for organizational performance: A systematic review, conceptual framework, and future research directions. *Cogent Business and Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2434966>
- Schaltegger, S. (2024). Corporate change agents for sustainability: Transforming organizations from the inside out. *Business Ethics the Environment and Responsibility*, 33(2), 145–156. <https://doi.org/10.1111/beer.12645>
- Scuotto, V. (2022). An alternative way to predict knowledge hiding: The lens of transformational leadership. *Journal of Business Research*, 140(Query date: 2026-03-19 17:54:13), 76–84. <https://doi.org/10.1016/j.jbusres.2021.11.045>
- Sidney, M. T. (2022). Continuous Effects of Green Transformational Leadership and Green Employee Creativity: A Moderating and Mediating Prospective. *Frontiers in Psychology*, 13(Query date: 2026-03-19 17:54:13). <https://doi.org/10.3389/fpsyg.2022.840019>
- Srivastava, S. (2024). Does green transformational leadership reinforce green creativity? The mediating roles of green organizational culture and green mindfulness. *Journal of Organizational Change Management*, 37(3), 619–640. <https://doi.org/10.1108/JOCM-09-2023-0364>
- Tian, H. (2023). Does fintech innovation and green transformational leadership improve green innovation and corporate environmental performance? A hybrid SEM–ANN approach. *Journal of Innovation and Knowledge*, 8(3). <https://doi.org/10.1016/j.jik.2023.100396>
- Trim, P. R. J. (2022). Combining Sociocultural Intelligence with Artificial Intelligence to Increase Organizational Cyber Security Provision through Enhanced Resilience. *Big Data and Cognitive Computing*, 6(4). <https://doi.org/10.3390/bdcc6040110>
- Umair, S. (2024). Cultivating sustainable environmental performance: The role of green talent management, transformational leadership, and employee engagement with green initiatives. *Work*, 78(4), 1093–1105. <https://doi.org/10.3233/WOR-230357>
- Verma, P. (2022). Developing leadership styles and green entrepreneurial orientation to measure organization growth: A study on Indian green organizations. *Journal of Entrepreneurship in Emerging Economies*, 14(6), 1299–1324. <https://doi.org/10.1108/JEEE-01-2021-0035>
- Wang, S. (2022). A Study of the Relationship between Corporate Culture and Corporate Sustainable Performance: Evidence from Chinese SMEs. *Sustainability Switzerland*, 14(13). <https://doi.org/10.3390/su14137527>
- Zhang, M. (2023). An Empirical Test of the Influence of Rural Leadership on the Willingness to Participate in Public Affairs from the Perspective of Leadership Identification. *Agriculture Switzerland*, 13(10). <https://doi.org/10.3390/agriculture13101976>

Copyright Holder :

© Meilani Hartono et al. (2026).

First Publication Right :

© Journal of Loomingulus ja Innovatsioon

This article is under:

