

IMPACT OF TRANSFORMATIONAL LEADERSHIP BEHAVIORS ORGANIZATIONAL EFFECTIVENESS IN THE MANUFACTURING INDUSTRY OF SHENZHEN, CHINA: MEDIATING ROLE OF KNOWLEDGE SHARING

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Abstract: *In the dynamic and competitive industrial landscape of Shenzhen, China, where technological advancements and rapid developments are the norm, effective leadership becomes instrumental in driving organizational success. This paper investigates the influence of transformational leadership behaviors on organizational performance within the manufacturing sector of Shenzhen. Drawing upon the framework, which delineates four core components of transformational leadership—Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration—this study aims to unravel their implications in the context of Shenzhen's manufacturing industry. Through a comprehensive analysis of these leadership attributes, we seek to provide insights into how leaders can effectively navigate the challenges and opportunities inherent in this dynamic environment. Additionally, this research explores the role of knowledge sharing as a potential mediator in the relationship between transformational leadership and organizational performance. By examining the intricate interplay between leadership behaviors and organizational outcomes, this study contributes to the existing literature on leadership in industrial settings and offers practical implications for enhancing organizational effectiveness in Shenzhen's manufacturing sector.*

Keywords: *Transformational Leadership; Organizational Performance; Manufacturing Sector; Knowledge Sharing*

Background of Study

The industrial sector in Shenzhen plays a crucial role in China's impressive economic expansion (Cheng et al., 2023). Over time, Shenzhen has transformed into a dominant force in global manufacturing, serving as the headquarters for renowned technological firms and industrial behemoths. The essential centre for industry and innovation has emerged due to its strategic position, access to a trained workforce, and government backing.

In this flourishing industrial environment, the significance of leadership in determining the future of organisations and the industry as a whole cannot be underestimated (Cheng et al., 2023). Transformational leadership is a leadership style that is known for its ability to inspire and motivate employees, stimulate their minds, consider their individual needs, and lead by setting a positive example. It has gained recognition for its potential to improve organisational effectiveness. The industrial industry in Shenzhen needs transformational leadership due to the crucial role of innovation, adaptation, and keeping ahead of technical advancements for survival and success. Leaders who demonstrate these transformative behaviours may have an essential impact on guiding their organisations towards increased efficiency, productivity, and creativity. They can motivate personnel to enthusiastically accept change, challenge limits, and pursue greatness in a swiftly changing sector.

This study aims to address the increasing need for a comprehensive knowledge of the functioning of transformative leadership behaviours within the distinctive setting of Shenzhen's manufacturing expertise. Although transformational leadership has been extensively researched in other contexts, its implementation in the unique dynamics of this industrial powerhouse poses particular problems and possibilities. Hence, it is crucial to investigate how these leadership behaviours might enhance the effectiveness and innovative capacities of the industrial sector in Shenzhen. This study aims to explore the complexities of transformational leadership within the specific context of Shenzhen's manufacturing sector (Aslam & Sahibzada, 2023). Its objective is to provide valuable insights that may guide leaders and organisations in this industry. These insights have the potential to enhance leadership effectiveness and promote organisational excellence while also fostering creativity. The ultimate objective is to illuminate the ways in which transformational leadership may effectively use the vast potential of Shenzhen's manufacturing sector, guaranteeing its ongoing expansion and international competitiveness.

Problem Statement

The issue statement identifies two crucial deficiencies in the present understanding of leadership and organisational efficacy in Shenzhen's industrial sector (Khan & Liu, 2023). There is a scarcity of empirical research that investigates the precise behaviours linked to transformative leadership and their influence on the success of the organisation in this specific environment. Although the significance of transformative leadership is generally recognised, it is crucial to identify and examine the particular leadership behaviours that are most relevant and efficient in the distinctive dynamics of Shenzhen's industrial sector. These behaviours may vary from those found in other contexts, due to the fast rate of technology advancements and competitive pressures in this particular business.

The link between transformative leadership and organisational success is not well understood in terms of the mediating function of knowledge sharing (Khan & Liu, 2023). Sharing knowledge is crucial for achieving success in technology-driven marketplaces such as Shenzhen, where innovation and keeping up with industry trends are essential. Further

investigation is needed to understand how transformational leaders either enable or impede knowledge sharing inside their organisations, as well as the impact of this sharing on effectiveness. Comprehensive understanding and implementation of information inside the organisation are essential for achieving effective leadership.

Thus, the objective of this study is to fill these voids by conducting empirical research within the framework of Shenzhen's manufacturing sector. The aim is to provide precise insights into the transformative leadership behaviours that have the most significant impact on organisational success in this particular context. Furthermore, its objective is to elucidate the complex correlation between leadership, information exchange, and organisational efficiency. Gaining insight into how transformational leaders may foster a culture of information sharing and how this subsequently influences the organisation's capacity to adapt, develop, and succeed will be very beneficial in directing leadership strategies in Shenzhen's swiftly changing industrial environment (Candra et al., 2024). This study enhances the comprehension of leadership in Shenzhen's manufacturing industry by addressing the existing gaps in empirical research (Begum et al., 2022). It provides practical insights that can be used to inform leadership development and organisational strategies in this fiercely competitive and ever-changing environment.

Research Objectives

- RO 1:** To examine the influence of Idealised Influence on organisational effectiveness in the manufacturing industry of Shenzhen, China.
- RO 2:** To determine the influence of Inspirational Motivation on organisational effectiveness in the same context.
- RO 3:** To identify the influence of Intellectual Stimulation on organisational effectiveness in Shenzhen's manufacturing sector.
- RO 4:** To examine the influence of Individual Consideration on organisational effectiveness within the manufacturing industry of Shenzhen, China.
- RO5:** To examine the mediating role of knowledge sharing in the relationship between transformational leadership behaviours (Idealised Influence, Inspirational Motivation, Intellectual Stimulation, Individual Consideration) and organisational effectiveness in Shenzhen's manufacturing sector.

Significance of Study

The study's theoretical value stems from its addition to the subject of transformative leadership, specifically within the distinctive setting of Shenzhen's industrial industry in China (Huang, 2020). This study contributes to the current knowledge of transformational leadership by giving empirical data that is relevant to the manufacturing sector in Shenzhen. The importance of contextual uniqueness lies in the fact that leadership dynamics may differ significantly depending on the unique features of the industry. In the case of Shenzhen's industrial scene it is marked by fast-paced technical breakthroughs and fierce rivalry.

This research provides a detailed analysis of the specific effects of transformational leadership behaviours, both on individuals and on the organisation as a whole (Huang, 2020). It aims to enhance our comprehension of how these behaviours contribute to the success of the organisation. Conventional theoretical frameworks often highlight transformational leadership as a comprehensive idea but fail to explore the particular elements that contribute to its efficacy (Jing & Loang, 2024). The objective of this study is to address the existing void by analysing the four fundamental aspects of transformational leadership—Idealised Influence, Inspirational

Motivation, Intellectual Stimulation, and Individual Consideration—both individually and collectively. This technique enables a more detailed comprehension of the behaviours that have the most significant influence on organisational results in the manufacturing sector of Shenzhen.

In addition, the study's examination of information sharing as a mediating component enhances the intricacy and profundity of our theoretical comprehension of leadership (Huang, 2020). This text delves into the processes by which leadership behaviours impact organisational results, going beyond mere recognition of the significance of transformative leadership. Knowledge sharing is an essential element in technology-driven sectors such as Shenzhen's manufacturing industry. Understanding how it influences the connection between leadership and organisational success offers valuable theoretical insights.

The management importance of this research is significant for practitioners in Shenzhen's manufacturing sector, as it offers practical insights that may directly influence leadership strategies and organisational performance in this fiercely competitive and continuously changing environment (Zhang et al., 2023). The study's results on transformational leadership behaviours provide practical assistance to managers and leaders in the industrial sector of Shenzhen. Through the analysis of the several elements of transformational leadership, including idealised influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration, managers may determine which behaviours have the most influence on the performance of the organisation (Loang, 2023). Equipped with this understanding, individuals may customise their leadership strategies to correspond with the distinct requirements and obstacles faced by their teams and organisations.

Managers may find that placing a strong emphasis on Inspirational Motivation is especially useful in pushing staff to thrive in a competitive market (Zhang et al., 2023). Subsequently, they may integrate motivational communication and tactics into their leadership approach to enhance team morale and cultivate a sense of direction. If Individual Consideration is deemed essential, managers might prioritise delivering tailored assistance and mentoring to each team member to augment work happiness and performance. Furthermore, the study's examination of information sharing as a mediating element has practical implications for managers seeking to improve their organisations' creative capacities. In the current technology-centric market, the act of sharing information is of utmost importance in order to remain at the forefront of industry trends and to cultivate a culture of ongoing improvement (Liu and Loang, 2023). Comprehending the impact of transformational leadership on knowledge sharing empowers managers to strategically create policies and procedures that encourage the unrestricted exchange of information and ideas.

Managers may adopt tactics to foster knowledge and experience sharing among staff, such as establishing cross-functional teams, scheduling frequent knowledge-sharing meetings, and offering incentives for cooperation. Additionally, they can create an organisational culture that places importance on acquiring knowledge and sharing information, eventually resulting in enhanced creativity and flexibility.

Literature Review

The literature review for this study explores two main research areas: the aspects of transformational leadership and their correlation with organisational performance and the importance of knowledge sharing in organisational environments.

Firstly, various research has explored the specific elements that make up the dimensions of transformative leadership (Strasser et al., 2020). The first component, Idealised Influence, pertains to leaders who act as exemplary figures and inspire trust and admiration among their followers. Studies have shown that leaders who demonstrate this behaviour tend to cultivate a feeling of allegiance and dedication among their staff. Within industrial environments, this may result in elevated levels of staff engagement and motivation, eventually leading to enhanced organisational success.

Inspirational motivation, a facet of transformational leadership, entails leaders motivating and inspiring their people to achieve extraordinary outcomes (Strasser et al., 2020). Multiple studies have shown that leaders who have exceptional proficiency in this aspect can improve organisational performance by motivating staff to establish ambitious objectives and pursue them with great passion. This is especially pertinent in the manufacturing industry, where establishing and attaining output goals is essential for maintaining competitiveness and efficiency.

The third factor, Intellectual Stimulation, highlights leaders' capacity to question established norms, foster originality, and cultivate an environment that values ongoing education and inventive thinking. In the manufacturing industry, where there are continuous technical improvements, leaders who encourage intellectual development and critical thinking among workers may enhance their ability to adapt and boost the organisation's capacity to innovate and maintain a competitive edge. The fourth component, Individual Consideration, is upon leaders displaying genuine care for the welfare and growth of every team member (Loang, 2023). Research regularly demonstrates that leaders who provide individualised assistance and advice may improve work satisfaction and staff retention. In the specific context of Shenzhen's manufacturing sector, where the ability to recruit and keep competent employees is crucial, this aspect of transformational leadership may have a substantial influence on the performance of an organisation.

The literature study examines both the characteristics of transformative leadership and the function of knowledge sharing in organisational contexts. Knowledge dissemination is crucial for fostering innovation, facilitating problem-solving, and promoting organisational learning as a whole (Ooi, 2024). Research has shown that organisations that place a high priority on facilitating the exchange of information among their staff are more likely to be flexible and have a competitive advantage. The capacity to disseminate and use information may significantly impact the operational efficiency of organisations in Shenzhen's technology-driven manufacturing sector. The literature review offers a thorough and inclusive summary of current research on transformational leadership and knowledge sharing, specifically emphasising their significance in the manufacturing industry. The study aims to investigate the link between transformational leadership aspects, knowledge sharing, and organisational efficiency in the specific context of Shenzhen, China, providing a solid framework for the research.

Underpinning Theory 1: Social Cognitive Theory

Social Cognitive Theory, sometimes referred to as Social Learning Theory, is a psychology theory developed by Albert Bandura that highlights the significance of social interactions in the acquisition of knowledge and modification of behaviour (Abdullah et al., 2020). According to this hypothesis, people gain new information, skills, and behaviours by seeing and emulating others in their social context. The Social Cognitive Theory posits that learning is not confined

to direct personal experiences but may also take place via vicarious learning, whereby people acquire knowledge from seeing and emulating the experiences and behaviours of others.

Within the scope of this research, Social Cognitive Theory offers a beneficial structure for comprehending how workers in Shenzhen's manufacturing sector might acquire knowledge and be impacted by the transformative actions of their leaders. Leaders often demonstrate transformational leadership behaviours, such as Idealised Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration, while engaging with their people and organisation. Workers in the industrial industry are prone to encountering these leadership behaviours often. According to Social Cognitive Theory, workers can acquire knowledge by witnessing and imitating the transformative behaviours shown by their leaders. When employees observe their leaders establishing elevated ethical benchmarks (Idealised Influence), inspiring and propelling their teams towards exceptional performance (Inspirational Motivation), fostering critical thinking and innovation (Intellectual Stimulation), and displaying authentic care for individual welfare and growth (Individual Consideration), they can internalise these behaviours and integrate them into their conduct and mindset.

The learning process may have substantial ramifications for the organisational culture and efficiency within Shenzhen's manufacturing sector. If leaders continuously demonstrate transformational leadership behaviours and workers repeatedly see them, these behaviours may become deeply embedded in the organisational culture. Employees are prone to displaying attributes like enthusiasm, inventiveness, and a feeling of shared purpose, which may improve the performance of the organisation. In addition, Social Cognitive Theory emphasises the significance of role modelling in the process of developing leadership skills. Leaders who exhibit transformational behaviours operate as exemplary figures for their teams, and their actions have the power to influence the behaviours and beliefs of their subordinates. Organisations in Shenzhen's manufacturing industry can strategically choose and train leaders who possess the desired transformational leadership qualities based on an understanding of the impact of Social Cognitive Theory. These leaders will directly influence the learning and behaviour of their employees.

Social Cognitive Theory offers a convincing rationale for understanding how workers in Shenzhen's industrial sector might acquire knowledge and be impacted by the transformative actions of their supervisors (Abdullah et al., 2020). This theory emphasises the significance of role modelling and observational learning in the realm of leadership development and organisational efficiency, emphasising the influential role that leaders have in creating the culture and behaviours of their teams and organisations.

Underpinning Theory 2: Organisational Learning Theory

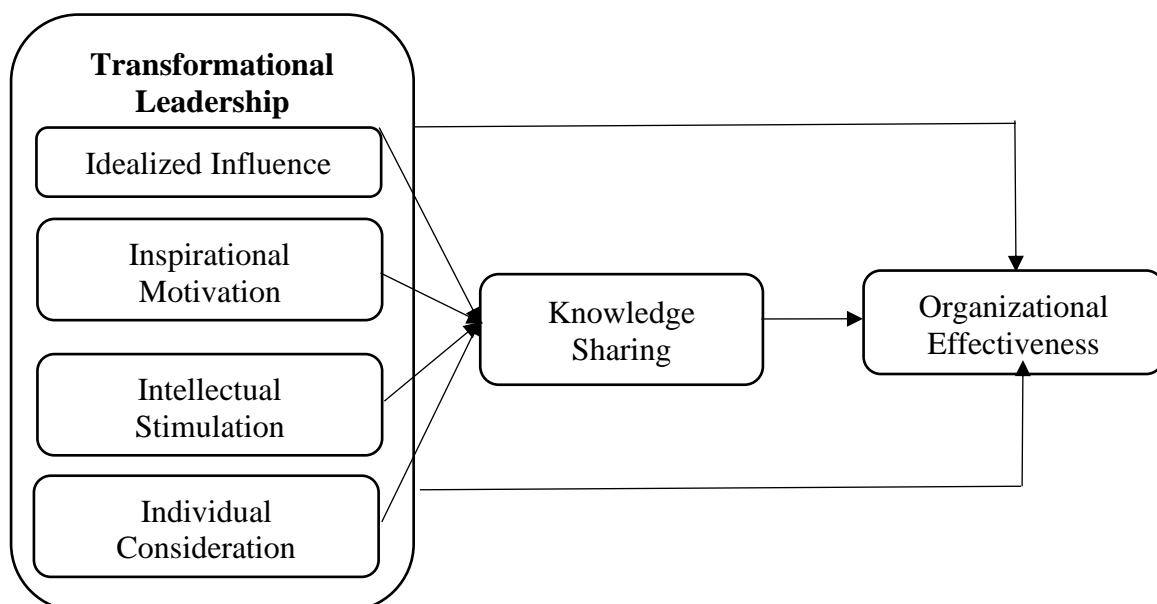
The Organisational Learning Theory is a conceptual framework that suggests that organisations, similar to humans, can acquire knowledge, adjust to new circumstances, and enhance their effectiveness over time (Alerasoul et al., 2022). This idea highlights the importance of organisations acquiring knowledge and expertise via many processes, which they can then use to make well-informed choices, address challenges, and improve their efficiency. The concept of Organisational Learning Theory emphasises that organisations are not fixed entities but rather dynamic systems that progress and grow by acquiring, spreading, and applying knowledge.

Within the study's framework, Organisational Learning Theory functions as a fundamental concept that substantiates the idea that the exchange of information plays a vital intermediary role between leadership behaviours and the performance of the organisation (Alerasoul et al., 2022). It offers a conceptual structure for comprehending the process of transferring and assimilating knowledge, skills, and insights inside an organisation. Transformational leadership behaviours, such as Idealised Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration, may significantly influence the organisation's learning processes. Leaders who demonstrate these behaviours can establish an atmosphere that is favourable for the exchange of information and the development of organisational learning.

An example of this is when leaders possess the ability to inspire and motivate their teams, which is known as Inspirational Motivation. This skill enables leaders to cultivate a strong feeling of passion and dedication among workers, resulting in their active participation in sharing their knowledge and experiences. Leaders who promote critical thinking and creativity among their team members may foster creative thinking and problem-solving, hence encouraging the creation of new knowledge inside the organisation.

Knowledge sharing serves as the means by which leadership behaviours are transformed into organisational learning and, ultimately, organisational performance. By exchanging their experience, ideas, and lessons learned, workers contribute to a shared reservoir of knowledge inside the organisation. This information can then be used to make well-informed choices, adapt to evolving conditions, and consistently enhance the organisation's performance. The theory of Organisational Learning emphasises the significance of establishing a culture that appreciates and facilitates the exchange of information. Leaders who demonstrate Individual Consideration by displaying genuine interest in individual growth may create a workplace atmosphere in which people feel motivated and secure to share their expertise without fear of retaliation or criticism freely. An organisational culture of this kind is crucial for facilitating efficient information dissemination and fostering learning.

Conceptual Framework



This study is rooted in the field of organizational leadership and management, focusing on the transformational leadership style and its impact on organizational effectiveness through the lens of knowledge sharing (Pellegrini et al., 2020). Transformational leadership is a prominent leadership theory that emphasizes the leader's ability to inspire and motivate followers to achieve exceptional performance and organizational success. It is comprised of four key components, which serve as the independent variables in this framework.

This component reflects the leader's ability to serve as a role model and gain the trust and respect of followers (Pellegrini et al., 2020). Leaders with idealized influence are admired and emulated by their followers, and they exhibit high ethical and moral standards. In this study, idealized influence is examined as a potential driver of knowledge sharing and, subsequently, organizational effectiveness. Inspirational motivation involves leaders motivating and inspiring their followers to exceed their own expectations and performance levels (Fu et al., 2023). Leaders who provide a clear vision and inspire commitment are expected to foster an environment conducive to knowledge sharing and enhanced organizational effectiveness.

Intellectual stimulation refers to the leader's ability to stimulate creativity, critical thinking, and innovation among followers. Leaders who encourage intellectual stimulation are likely to facilitate knowledge sharing and contribute to improved organizational effectiveness through enhanced problem-solving and adaptability (Loang & Lei, 2023). Individual consideration emphasizes the leader's focus on the individual needs, aspirations, and development of each follower. Leaders who provide individual consideration are expected to create a supportive environment for knowledge sharing and to enhance organizational effectiveness by recognizing and nurturing the unique talents of their team members.

Knowledge sharing represents the mediating variable in this framework. It serves as the mechanism through which transformational leadership (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration) influences organizational effectiveness. Knowledge sharing encompasses the transfer of information, expertise, and best practices among employees within an organization. Effective knowledge sharing is considered crucial for enhancing organizational learning, innovation, and adaptability. Organizational effectiveness serves as the dependent variable in this framework. It is a comprehensive measure of an organization's ability to achieve its goals and objectives. Organizational effectiveness includes various dimensions, such as financial performance, customer satisfaction, employee morale, and adaptability to change. In this study, organizational effectiveness is the ultimate outcome that is influenced by transformational leadership through the mediating role of knowledge sharing.

This research framework is underpinned by the transformational leadership theory, which posits that leaders who exhibit the aforementioned components can significantly influence the attitudes and behaviors of their followers (Pellegrini et al., 2020). Through their leadership behaviors, transformational leaders are believed to promote knowledge sharing among employees, leading to increased organizational effectiveness.

Quantitative Methodology

The research methodology adopted for this study involves the creation of a structured questionnaire (Bag et al., 2021). This questionnaire is carefully designed to assess the participants' perceptions, attitudes, and opinions regarding the key variables of interest. It begins with an introductory section that serves to provide context, explain the study's purpose,

assure participants of confidentiality, and secure informed consent. This step is essential to maintain ethical standards in data collection.

Subsequently, the questionnaire is divided into several sections, each aligned with one of the study's primary constructs (Vidergor, 2021). The independent variables, which encompass Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration, are evaluated in the first section. Here, participants are presented with a series of statements or questions, each pertaining to a specific aspect of transformational leadership. Respondents are then prompted to use the Likert scale, which ranges from 1 (Strongly Disagree) to 5 (Strongly Agree), to indicate their level of agreement or disagreement with these statements. This structured approach allows for the quantification of participants' perceptions regarding the presence and impact of transformational leadership behaviors within their organizational context.

The second section of the questionnaire is dedicated to assessing the mediating variable of Knowledge Sharing (Vidergor, 2021). Participants are asked to provide their observations and perceptions regarding the frequency and effectiveness of knowledge sharing activities within their organization. Again, the Likert scale is employed to measure the degree to which participants endorse these knowledge sharing practices. Lastly, the dependent variable, Organizational Effectiveness, is examined in the final section of the questionnaire. Participants are invited to rate their organization's overall effectiveness in achieving its objectives and goals. This section allows for the quantification of participants' assessments of their organization's performance.

To ensure the validity and reliability of the questionnaire, a rigorous validation process is conducted. Expert reviews are employed to evaluate the clarity, relevance, and comprehensibility of the questionnaire items. This step is essential in guaranteeing that the questions effectively capture the intended constructs without introducing confusion or ambiguity. Additionally, pilot testing involving a small subset of potential respondents is carried out. This pilot test helps identify any potential issues with the questionnaire's wording, structure, or flow. The feedback gathered from this phase is invaluable in refining the questionnaire to ensure it elicits accurate and meaningful responses.

Once the data collection phase is complete, the gathered responses from the Likert scale questionnaire are subjected to rigorous data analysis. Descriptive statistics, such as means and standard deviations, are computed to summarize participants' responses. These statistics provide a comprehensive overview of participants' perceptions, attitudes, and opinions regarding the variables of interest. Regression analysis, among other statistical techniques, is then employed to investigate the relationships among the independent variables (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration), the mediating variable (Knowledge Sharing), and the dependent variable (Organizational Effectiveness). Regression analysis allows for the examination of how changes in the independent variables are associated with changes in the mediating and dependent variables. This analytical approach enables the exploration of the extent to which transformational leadership behaviors impact knowledge sharing and, subsequently, organizational effectiveness.

Conclusion

The study's results show the critical role that transformational leadership behaviours and information sharing play in improving organisational performance in Shenzhen's manufacturing sector. By conducting a quantitative study of data collected from workers across different roles and departments, some significant conclusions have been identified.

Firstly, the research has presented empirical data that supports the beneficial influence of transformational leadership behaviours on organisational success. More specifically, research has emphasised that leaders who demonstrate Idealised Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration tend to create work environments where people are highly engaged, driven, and content. The correlation between these transformative behaviours and heightened levels of employee performance, flexibility, and creativity has been shown. These traits are crucial for achieving success in Shenzhen's swiftly changing manufacturing industry. Furthermore, the research has recognised knowledge sharing as a crucial intermediary factor in the correlation between transformative leadership and organisational efficiency. Research has shown that when transformative leaders provide a favourable environment for knowledge sharing, workers are more inclined to engage in the exchange of information, ideas, and experiences. Sharing information has a beneficial influence on organisational learning, problem-solving, and creativity, eventually leading to increased organisational success.

The results have significant consequences for managers, leaders, and policymakers in Shenzhen's manufacturing economy. Leaders may use the findings of this research to enhance and improve their leadership strategies. They might give priority to the cultivation of transformative leadership behaviours and provide conducive conditions that foster knowledge sharing among workers. Through this approach, executives may augment their organisations' capacity to accommodate changing market circumstances, maintain competitiveness, and cultivate a culture of ongoing improvement. Managers and practitioners may get advantages from these results by adopting measures to foster knowledge exchange inside their organisations. Given the crucial importance of knowledge in Shenzhen's technology-driven manufacturing sector, it would be beneficial for them to allocate resources towards programmes that promote the sharing of information, cooperation across different functions, and chances for learning. These acts have the potential to result in organisations that are more flexible, inventive, and efficient.

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