

Research Article

The Role of Leadership Styles in Digital Integration and Organizational Growth

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Abstract

This study investigates how leadership styles influence digital integration and contribute to organizational growth. It specifically examines how transformational and transactional leadership styles facilitate the adoption of digital technologies and promote innovation, profitability, and long-term strategic success. Using a mixed-method approach that combines descriptive statistics and ordinary least squares (OLS) regression analysis, the research explores the relationship between leadership behaviour, digital transformation efforts, and organizational performance outcomes. The findings reveal that both transformational and transactional leadership styles have a positive impact on strategic goal attainment during digital integration, with transformational leadership emerging as more effective in motivating employees and fostering an innovative culture. The study highlights the pivotal role of leadership in steering organizations through digital transformation and driving sustainable growth and competitive advantage. Based on these results, the study recommends that leaders adopt transformational leadership practices to accelerate digital assimilation and align leadership behaviour with evolving technological demands. Leaders should cultivate innovation and employee engagement while ensuring that digital transformation initiatives are strategically aligned with organizational objectives. Future research is encouraged to examine other leadership styles across different sectors to understand contextual differences in the digital transformation process.

Keywords: Digital Transformation, Digital Integration, Leadership Styles, Transformational Leadership, Transactional Leadership, Organizational Growth.

Introduction

In the 21st-century fast-paced, technology-driven environment, increased adoption of digital technologies enables organizations to increasingly enhance operational performance, generate innovations, and meet the desired strategic growth over the long term. Multiple technologies integrate the toolset of artificial intelligence (AI), cloud computing, big data analytics, and automation to keep any business agile, focused on customers, and responsive to changes in the market (Bharadwaj *et al.*, 2013; Davenport, 2018). However, the digital connection cannot realize its purpose only by technology; rather, it depends in some measure on the impact such leadership styles have on action around strategy and culture change. Digital transformations have initiated other key changes in business models and processes through the use of digital technologies; these therefore affect not only the IT systems but also the structure, culture, and leadership behaviour of the organization (Westerman *et al.*, 2011). This makes effective leadership very important as a strategic resource that enables and promotes digital adoption and innovation while channeling the organizational efforts toward sustainable growth. The strategic vision under which digital tools are integrated into core functions is defined through leadership, and employees' behaviours toward these changes are encouraged.

Durably transformative leadership has been prioritized among other uses of typologies of leadership in the case of digital integration. Transformational leaders encourage employees to willingly disregard and move beyond normal daily activities to explore new innovations and engage more with the broader digital vision of an organization (Bass and Riggio, 2006; Avolio, 2011). These leaders develop a vision for the digital future, build a culture of ongoing learning, and foster cross-functional collaboration that helps the organization

sustain its long-term viability. Whereas transactional leadership qualities include detailed structuring, reward for performance, and following preexisting procedures, it is highly predictable, yet falls short of flexibility in such dynamic digital environments (Bass, 1985; Northouse, 2018). Transactional approaches may enhance efficiency on a brief time scale, but may be subject to the failure of negligence in developing innovation and adaptability required for the digital transformation.

Noteworthy are the outcomes from leadership in terms of innovation, profitability, and sustainability by organizations (Yukl, 2013). The transformational leader develops cultures of creativity, experimentation, and responsiveness to change in the company that aligns digital initiatives with the organization's long-term strategic objectives (Bass and Avolio, 1993). However, such alignment becomes critical when speed is needed in the face of digital disruption, where traditional strategic objectives must redefine their meaning to include new business models, customer expectations, and performance metrics (Bharadwaj *et al.*, 2013; Kane *et al.*, 2015). This digital transformation brings traditional vertical structures into turmoil, thus establishing a leadership that is collaborative, futuristic, and able to guide technological as well as human change (Kraus *et al.*, 2021). Such people must act as advocates of digital initiatives and take them toward the organization's core values and long-term objectives.

Out of the ever-growing interest in leadership with business transformation, there has been little empirical attention paid to the effects of specific leadership styles (particularly transformational versus transactional) on successful digital integration per strategy growth outcomes (Vial, 2019; Hensellek, 2020). Most of the studies done exist as though leadership and digital transformation were separate phenomena, ignoring the interactive nature of leadership behaviour, cultural adaptation, and measurable business outcomes. Therefore, critical issues such as how leadership styles can enable or constrain digital integration, the role leaders play in translating digital adoption into innovation, profitability, and sustainable performance, and whether certain leadership approaches are better than others in the allying of technological change with long-term organizational aims.

The present study will seek to explore these questions by investigating the role of leadership styles in digital integration and organizational growth. It plans to contribute to the evolving literature by integrating insights from leadership theory and digital transformation research within one conceptual framework and thus give practical advice to organizations aligning their leadership strategies with digital imperatives to achieve competitive advantage and long-term success. This paper builds on a previously written thesis regarding the wider implications of digital transformation for leadership and achieving strategic goals, and examines more closely the role of leadership styles in the processes and outcomes of digital integration and organizational growth.

Statement of the Problem

The rapid evolution of digital technologies is fundamentally reshaping how organizations operate, compete, and grow. Beyond the adoption of tools such as artificial intelligence, cloud computing, and big data analytics, digital transformation demands a comprehensive shift in business models, operational structures, and organizational cultures (Westerman *et al.*, 2011; Bharadwaj *et al.*, 2013). Central to navigating this transformation is effective leadership, yet there remains a limited understanding of how different leadership styles, particularly transformational and transactional, impact digital integration and influence long-term organizational growth. While transformational leadership is recognized for its ability to motivate employees, foster innovation, and align people with a shared vision (Avolio and Bass, 2004; Bass and Riggio, 2006), empirical studies that connect this leadership style to strategic outcomes such as innovation, profitability, and sustainable performance during digital transformation are still sparse and fragmented. Traditional leadership models such as transactional leadership, which focus on structure, control, and performance-based rewards, may contribute to operational clarity but often lack the flexibility and forward-thinking mindset needed in a dynamic digital environment (Schein, 2010; Northouse, 2018).

A growing challenge for organizations is the misalignment between leadership behaviour and evolving strategic goals driven by digital integration. As digital transformation accelerates, many organizations find themselves struggling to adapt their leadership styles to match the speed and scope of change (Kane *et al.*, 2015). This lack of adaptive leadership can hinder the effective integration of digital tools and lead to missed opportunities for innovation and competitive advantage. Moreover, while existing research tends to examine leadership and digital transformation as separate constructs, there is a lack of integrated frameworks that explore their intersection and combined impact on strategic goal achievement (Vial, 2019; Hensellek, 2020). This gap includes insufficient attention to the contextual variables, such as organizational culture and

employee readiness, that may mediate or moderate the relationship between leadership styles and successful digital transformation outcomes. Without a clear understanding of how leadership behaviour directly influences the outcomes of digital integration, organizations risk implementing digital strategies that are technologically sound but strategically ineffective.

This article responds to the urgent need for empirical insight into the interplay between leadership styles and digital transformation outcomes, with a particular focus on how these styles affect innovation, profitability, and long-term organizational growth. By examining this dynamic, the study aims to provide actionable knowledge for leaders seeking to align their leadership approach with digital goals in a way that ensures strategic success.

Research Questions

- 1) To what extent do different leadership styles, particularly transformational and transactional, impact the achievement of strategic goals during digital transformation?
- 2) How do leaders facilitate the integration of digital technologies to support organizational objectives such as innovation, profitability, and long-term growth?

Research Objectives

- 1) To assess the extent to which transformational and transactional leadership styles affect the achievement of strategic goals during digital transformation.
- 2) To evaluate the role of leadership in facilitating the integration of digital technologies to support organizational objectives such as innovation, profitability, and long-term growth.

Research Hypotheses

- ★ **H₀1:** There is no significant difference between transformational and transactional leadership styles in their impact on the achievement of strategic goals during digital transformation.
- ★ **H₀2:** Leadership plays no significant role in facilitating the integration of digital technologies to support innovation, profitability, and growth.

Conceptual Review

Leadership Styles

Leadership styles refer to the distinctive approaches leaders use to direct, motivate, and manage people. These styles significantly influence employee performance, organizational culture, and the ability to achieve strategic goals. Two widely recognized styles in the context of organizational transformation are transformational and transactional leadership. Transformational leaders inspire innovation, challenge existing norms, and align employees with a shared vision through intellectual stimulation and individualized support (Bass and Riggio, 2006). In contrast, transactional leaders maintain structure and efficiency by rewarding performance and enforcing rules, making this style more suited to stable environments (Burns, 1978; Judge and Piccolo, 2004). Other styles, such as servant, democratic, and autocratic leadership, also shape employee engagement and organizational outcomes (Lewin *et al.*, 1939; Greenleaf, 1977). The effectiveness of a leadership style often depends on the organizational context, the pace of change, and the strategic goals being pursued.

Digital Transformation

Digital transformation (DT) refers to the deep integration of digital technologies into all areas of an organization, leading to fundamental changes in operations, business models, and value delivery (Westerman *et al.*, 2011; Paul *et al.*, 2024). It involves leveraging technologies such as cloud computing, artificial intelligence, data analytics, and process automation to enhance agility, efficiency, and customer satisfaction. Successful digital transformation also requires a cultural shift, where innovation, adaptability, and continuous learning become central organizational values (Hess *et al.*, 2020). Far from being a one-time project, DT is a multi-phase process that includes digital adoption, system integration, process optimization, and eventually digital innovation (Ford *et al.*, 2021). The driving forces behind DT include market pressures, evolving customer expectations, technological advances, and regulatory demands (Bughin *et al.*, 2018; Kraus *et al.*, 2021).

Organizational Growth and Strategic Goals

Organizational growth refers to the sustained increase in a company's size, capabilities, and market reach. Strategic goals serve as roadmaps for achieving this growth, encompassing dimensions such as innovation, profitability, customer satisfaction, and operational efficiency (Hitt *et al.*, 2023). These goals not only reflect

the organization's vision but also drive performance metrics and resource allocation. Growth objectives may include expanding into new markets, increasing revenue, or enhancing digital capabilities. Innovation goals foster the development of new products or services, while operational goals focus on cost reduction and efficiency (Araújo *et al.*, 2022; Porter, 2023). Leadership plays a vital role in aligning teams with these strategic objectives, ensuring consistent progress and adaptability in the face of digital disruption.

The Interaction Between Digital Transformation and Leadership Styles

The interaction between leadership styles and digital transformation is critical in guiding organizations through technological and cultural change. As digital transformation reshapes how businesses operate, leaders must evolve to manage uncertainty, promote innovation, and maintain engagement. Transformational leadership is particularly effective in this context, as it fosters a vision-driven culture and empowers employees to embrace change (Müller *et al.*, 2024; Schiuma *et al.*, 2024). Adaptive leadership also gains relevance by equipping leaders with the flexibility to respond to rapid shifts and complex challenges (Heifetz *et al.*, 2009; Oluwatosin *et al.*, 2024). Leaders must simultaneously address technical implementation and human factors such as resistance to change, skill gaps, and cultural inertia (Hai *et al.*, 2021; Weber *et al.*, 2022). Ultimately, the synergy between leadership style and digital transformation directly influences the achievement of strategic goals and sustainable organizational growth.

Theoretical Review

Technology Acceptance Model (TAM)

The technology acceptance model (TAM), originally formulated by Davis (1985), explains how individuals come to accept and use technology, emphasizing perceived usefulness (PU) and perceived ease of use (PEOU) as key determinants of behavioural intention and actual system utilization. These constructs influence whether users believe a digital tool enhances their performance and whether it is easy to operate. Derived from the theory of reasoned action (Ajzen and Fishbein, 1980), TAM has since undergone several refinements, including TAM2 (Venkatesh and Davis, 2000), which integrated social and cognitive factors, and TAM3 (Venkatesh and Bala, 2008), which introduced determinants of ease of use. The later Unified Theory of Acceptance and Use of Technology (UTAUT) by Venkatesh *et al.*, (2003) further synthesized TAM and related frameworks, incorporating variables such as performance expectancy, effort expectancy, social influence, and facilitating conditions to enhance predictive power. Within the context of digital transformation, TAM provides a valuable lens to understand how leadership perceptions of technology influence organizational adoption. Leaders play a pivotal role not only in implementing new systems but also in shaping employee attitudes toward them. When leaders perceive digital tools as useful and intuitive, their endorsement can accelerate organizational buy-in, foster innovation, and minimize resistance to change. This leadership-driven acceptance process is crucial for aligning digital initiatives with strategic goals and promoting sustainable digital integration. Thus, TAM serves not only as a model for individual technology acceptance but also as a conceptual bridge linking leadership behaviour and organizational digital adoption (Venkatesh and Davis, 2000; Müller *et al.*, 2024).

Digital Leadership Theory

Digital leadership theory emerges from the need to reimagine leadership in an era defined by technological disruption. While not attributed to a single originator, scholars such as Westerman *et al.*, (2011) and Vial (2019) have shaped the concept by emphasizing leadership capabilities that drive digital transformation. Unlike traditional leadership models, digital leadership emphasizes visionary thinking, technological awareness, agility, and customer-centricity. Leaders must champion digital innovation not merely by investing in tools, but by fostering a culture of experimentation, collaboration, and continuous learning.

A central tenet of digital leadership is the ability to align technological capabilities with strategic organizational goals. This includes not only understanding emerging technologies, such as AI, IoT, and data analytics, but also guiding ethical, data-driven decision-making and ensuring inclusive digital access. Effective digital leaders dismantle silos, empower teams across functions, and model adaptive behaviours to manage uncertainty. In strategic terms, digital leadership is essential for navigating the complexities of transformation. It bridges the technical and human aspects of change, making it highly relevant for evaluating how modern leaders affect digital strategy execution, employee engagement, and long-term organizational growth (Vial, 2019).

Empirical Review

Schiuma *et al.*, (2024) provide a foundational empirical framework that explores the leadership competencies essential for successful digital transformation in small and medium-sized enterprises (SMEs).

Based on interviews with 64 leaders across digitally evolving sectors, their study identifies six critical transformative leadership traits-visioning, enabling, innovating, coaching, inspiring, and transforming. These competencies reflect the importance of human-centric leadership approaches in driving digital change. The authors argue that transformative leaders must not only facilitate technological adoption but also create a work culture that motivates employees, fosters collaboration, and embraces innovation. This work fills a notable gap in digital transformation literature by underscoring the significance of interpersonal, strategic, and emotional intelligence in navigating digital transitions, thus offering both practical and scholarly relevance for organizational leadership development.

Müller *et al.*, (2024) build upon this leadership-centered perspective by employing the competing values framework (CVF) to conceptualize digital leadership competencies. Through their empirical research, they introduce archetypical leadership profiles such as the challenger, organizer, and bricoleur, each aligned with different digital transformation goals. Their findings reveal that effective digital leadership is contingent upon the strategic alignment between a leader's competency portfolio and the specific demands of a digital initiative. The study emphasizes the need for leaders to adapt their approach depending on organizational context, digital maturity, and the complexity of the transformation. It offers valuable insights into how organizations can select and train leaders who are best suited to specific transformation challenges, reinforcing the idea that there is no one-size-fits-all leadership model in the digital era.

AlNuaimi *et al.*, (2022) extend the discourse by empirically examining the interplay between digital transformational leadership, organizational agility, and digital strategy. Utilizing a quantitative model grounded in institutional theory, the study finds that both digital leadership and organizational agility significantly influence the success of digital transformation efforts. Notably, organizational agility mediates the relationship between leadership and transformation, indicating that leaders who foster flexibility, responsiveness, and continuous learning can better manage complex digital shifts. This research underscores the importance of leadership styles that are not only strategic but also adaptive, especially in environments characterized by rapid technological change.

Similarly, Boikanyo (2025) investigates the role of adaptive leadership in guiding organizations through digital disruption. Drawing on qualitative case studies across various industries, the study highlights how adaptive, situational, and complexity-based leadership approaches enable leaders to manage uncertainty brought about by emerging technologies such as AI, blockchain, and IoT. The findings suggest that successful digital leaders are those who can dynamically recalibrate their strategies, engage in collaborative decision-making, and anticipate future disruptions. The study contributes to the growing recognition that digital transformation requires not only technical solutions but also profound shifts in leadership behavior and organizational mindset.

Fernandez-Vidal *et al.*, (2022) focus specifically on the evolving roles of senior executives during digital transformation, with an emphasis on talent management. Based on 23 in-depth interviews with top managers involved in digital change initiatives, the study identifies four central executive roles: driving business change, mastering fluid organizational structures, handling complex talent dynamics, and prioritizing continuous learning. The research illustrates how digital transformation reshapes managerial responsibilities, demanding greater flexibility, emotional intelligence, and a commitment to workforce development. It offers a practical framework for executives navigating the challenges of talent management in increasingly digital and decentralized organizational settings.

Kaganer *et al.*, (2023) offer a compelling case study of Asia Bank, a traditional financial institution undergoing digital transformation. Their analysis highlights how various forms of organizational inertia-psychological, sociotechnical, and political-can obstruct transformation. The study identifies four strategic mechanisms that leaders can use to overcome inertia: consumerization of digital tools, appropriation of digital practices, distributed organizing, and modernization of IT infrastructure. The research contributes to the understanding of leadership agency in dismantling structural and cultural barriers, thereby enabling digital change. It emphasizes that digital transformation is not solely about implementing new technologies, but also about reshaping organizational norms and decision-making processes.

Lastly, Sow and Aborbie (2018) examine the impact of leadership style on digital transformation within the healthcare sector. Through qualitative interviews with IT leaders in U.S.-based healthcare institutions, the study finds that transformational leadership-characterized by vision, innovation, and motivational capacity-plays a pivotal role in successful digital initiatives. In contrast, transactional leadership approaches were

found to be less effective in dynamic, technology-driven environments. The study also highlights the importance of employee involvement and trust in leadership, asserting that digital transformation requires not only technical acumen but also a people-focused leadership strategy. This aligns with broader themes in the literature that emphasize leadership adaptability, communication, and strategic foresight.

Methodology

This study adopted a quantitative, correlational research design to examine the relationship between leadership styles, digital integration, and organizational growth. A cross-sectional survey method was utilized to collect data at a single point in time from a diverse range of industries, including manufacturing, finance, healthcare, and technology. The target population consisted of individuals directly involved in digital transformation initiatives, such as employees, middle managers, and senior executives.

A stratified random sampling technique was employed to ensure fair representation across organizational levels, senior leadership, middle management, and employees, thereby enabling comparison of their perspectives. A sample size of 337 was determined based on statistical parameters (95% confidence level and $\pm 5\%$ margin of error), drawn from a population of 350 professionals from organizations undergoing digital transformation. The sample included participants from both Nigerian and international organizations to provide a global perspective.

Data was collected using a structured, self-administered online questionnaire distributed via Google Forms through email and WhatsApp. The instrument measured digital transformation, leadership styles (transformational, transactional, and laissez-faire), and organizational growth. Likert-scale items were used alongside demographic questions to enable subgroup analysis.

Statistical tools such as descriptive statistics, Pearson's correlation, and regression analysis were employed to assess the direction, strength, and predictive power of the relationships among variables. Ethical standards were upheld through informed consent, anonymity, and secure data storage. To ensure validity and reliability, the survey underwent expert review, pilot testing, and was evaluated using Cronbach's alpha and test-retest reliability.

While the cross-sectional design limits causal inference and self-reported data introduces potential bias, the methodology provides a robust framework for understanding how leadership styles and digital transformation jointly influence the realization of organizational growth.

Presentation and Analysis of Results

This section presents the analysis of data collected from 337 respondents through a structured questionnaire, focusing on how digital integration influences leadership styles and their subsequent effect on achieving organizational growth. The analysis was carried out using SPSS, employing descriptive statistics such as frequencies and percentages, along with regression analysis to identify relationships among variables.

The socio-demographic characteristics of respondents were first analyzed to provide context. The gender distribution showed a majority of male participants (64.4%) compared to females (35.6%). Age distribution indicated that the majority of respondents (37.4%) were aged 45–54, followed by those aged 35–44 (30.6%), which suggests the sample largely consisted of experienced professionals.

In terms of educational background, most participants held advanced degrees, with 43.3% having a master's degree and 20.2% holding doctorates or professional degrees, reflecting a highly educated respondent pool. The industry distribution revealed that while some respondents worked in technology, healthcare, manufacturing, retail, and education, the majority (75.1%) came from industries not specifically listed in the study, suggesting a broad cross-sectoral representation.

Regarding work experience, the data showed that a significant proportion of respondents (67.4%) had more than seven years of professional experience, indicating a knowledgeable and seasoned group of participants. The organizational positions of respondents were predominantly middle management (56.4%), followed by operational employees (25.2%) and executives (13.1%). Overall, the section effectively sets the stage for more in-depth statistical analysis by providing a clear demographic profile of the respondents. This context enhances the credibility of the findings by demonstrating that the participants were largely experienced, well-educated professionals from diverse organizational backgrounds and sectors.

Descriptive Statistics

Table 1. Analysis of the respondents' views on the effects of different leadership styles on the success of organizational strategic goals during the digital transformation process.

Questions	SD	D	A	SA	Total
Transactional leadership in my organization has positively influenced the achievement of short-term digital transformation goals	-	32 (9.5%)	223 (66.2%)	82 (24.3%)	337 (100%)
A balance between transformational and transactional leadership is essential for achieving long-term success during digital transformation in my organization	-	10 (3%)	212 (62.9%)	115 (34.1%)	337 (100%)
My organization's leadership style adapts to the changing demands of digital transformation and contributes to the achievement of strategic goals	-	18 (5.3%)	199 (59.1%)	120 (35.6%)	337 (100%)
The leadership style in my organization fosters a culture of continuous improvement, which is key to meeting strategic goals during digital transformation	-	12 (3.6%)	179 (53.1%)	146 (43.3%)	337 (100%)
My organization's leadership effectively manages employee performance during digital transformation to ensure the achievement of strategic goals	2 (0.6%)	20 (5.9%)	197 (58.5%)	118 (35%)	337 (100%)
Source: Research survey (2025)					

Table 1 revealed the effects of different leadership styles on the success of organizational growth during the digital transformation process. From the Table, 223(66.2%) and 82(24.3%) of the respondents agreed and strongly agreed that transactional leadership in their organization has positively influenced the achievement of short-term digital transformation goals, while 32(9.5%) of the respondents disagreed. Similarly, 199(59.1%) and 120(35.6%) of the respondents agreed and strongly agreed that leadership style adapts to the changing demands of digital transformation and contributes to the achievement of strategic growth, while 18(5.3%) disagreed. Moreover, 197(58.5%) and 118(35%) of the respondents agreed and strongly agreed that the organization's leadership effectively manages employee performance during digital transformation to ensure the achievement of organizational growth, while 20(5.9%) disagreed. It implies that different leadership styles influence the success of organizational growth.

Table 2. Analysis of the respondents' views on the role of leadership in guiding digital transformation initiatives and achieving organizational objectives like growth, innovation, and profitability.

Questions	SD	D	A	SA	Total
Leadership in my organization plays a crucial role in guiding the digital transformation initiatives necessary for achieving growth	-	11 (3.3%)	200 (59.3%)	126 (37.4%)	337 (100%)
My organization's leadership provides clear direction and support for digital transformation efforts aimed at improving profitability	1 (0.3%)	12 (3.6%)	201 (59.6%)	123 (36.5%)	337 (100%)
Leaders in my organization actively promote innovation and encourage new digital tools to drive growth and competitive advantage	-	11 (3.3%)	191 (56.7%)	135 (40.1%)	337 (100%)
Leadership is committed to fostering a culture that supports the integration of digital technologies to enhance organizational performance	-	6 (1.8%)	202 (59.9%)	129 (38.3%)	337 (100%)
My organization's leadership ensures that digital transformation initiatives are aligned with the overall strategic goals of innovation and profitability	-	32 (9.5%)	165 (49.0%)	140 (41.5%)	337 (100%)
Source: Research survey (2025)					

Table 2 shows leadership in guiding digital transformation initiatives and achieving organizational objectives like growth, innovation, and profitability. 200(59.3%) and 126(37.4%) of the respondents agreed and strongly agreed that leadership in their organization plays a crucial role in guiding the digital transformation initiatives necessary for achieving growth, while 11(3.3%) of the respondents disagreed.

Similarly, 201(59.6%) and 123(36.5%) of the respondents agreed and strongly agreed that the organization's leadership provides clear direction and support for digital transformation efforts aimed at improving profitability, while 12(3.6%) disagreed. Moreover, 191(56.7%) and 135(40.1%) of the respondents agreed and strongly agreed that leaders in their organization actively promote innovation and encourage new digital tools to drive growth and competitive advantage, while 11(3.3%) disagreed. It implies that leadership plays a key role in guiding digital transformation initiatives and achieving organizational objectives.

Regression Analysis

Table 3. Regression table.

Coefficients^a						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Standard error	Beta		
1	(Constant)	1.202	.284	-	4.227	.000
	Leadership style	2.235	.061	1.002	36.874	.000
	Digital integration	.841	.095	.240	8.814	.000
a. Dependent variable: Organisational growth						

Table 3 presents the regression results showing the role of leadership styles in digital integration and organizational growth. The unstandardized coefficients indicate that both independent variables have positive influences on organisational growth. Specifically, a one-unit increase in leadership style leads to a 2.235-unit increase in organisational growth, while a one-unit increase in digital integration results in a 0.841-unit increase in organisational growth. The corresponding p-values (0.000) for both predictors are below the 0.05 significance threshold, indicating that the effects are statistically significant. This implies that both leadership style and digital integration contribute meaningfully to predicting organisational growth. In summary, the model suggests that effective leadership style and strong digital integration are significant positive drivers of organisational growth.

Discussions of Findings

This study made use of descriptive and ordinary least squares regression analysis to examine the role of leadership styles in digital integration and organizational growth. Thus, the aims and objectives of the study are analyzed below:

OB1: Assess the Extent to Which Transformational and Transactional Leadership Styles Affect the Achievement of Organizational Growth During Digital Transformation

The extent to which transformational and transactional leadership styles affect the achievement of organizational strategic goals during digital transformation is shown in Tables 1 and 2. Table 1 reveals the degree of relationship between the above variables. It can be deduced from the table that leadership style has a positive and significant impact on the achievement of organizational growth during digital transformation. Statistically, a unit change in transformational and transactional leadership style and digital transformation will bring about (2.235), which is a 223% increase in achievement of organizational growth during digital transformation. The P-value (0.000), which is less than the 0.05 significance level, suggests that the relationship is statistically significant. This finding implies that transformational leaders can successfully support digital transformation projects, which help the company reach its strategic objectives. In addition to influencing the use of digital tools, leadership also contributes to the development of an innovative and adaptable corporate culture, which guarantees that digital transformation is successfully used to achieve strategic goals.

OB2: Evaluate the Role of Leadership in Facilitating the Integration of Digital Technologies to Support Organizational Objectives Such as Innovation, Profitability, and Long-Term Growth

The role of leadership in guiding digital transformation initiatives and achieving organizational objectives like growth, innovation, and profitability is depicted in Table 2. From the Table, 200(59.3%) and 126(37.4%) of the respondents agreed and strongly agreed that leadership in their organization plays a crucial role in guiding the digital transformation initiatives necessary for achieving growth, while 11(3.3%) of the respondents disagreed. Similarly, 201(59.6%) and 123(36.5%) of the respondents agreed and strongly agreed that the organization's leadership provides clear direction and support for digital transformation efforts aimed at improving profitability, while 12(3.6%) disagreed. Moreover, 191(56.7%) and 135(40.1%) of the respondents agreed and strongly agreed that leaders in their organization actively promote innovation

and encourage new digital tools to drive growth and competitive advantage, while 11(3.3%) disagreed. All the responses suggest that leadership plays a key role in guiding digital transformation initiatives and achieving organizational objectives.

The study corroborates the findings presented by quite a few empirical reviews, which assert that leadership styles act as crucial facilitators in digital transformation and organizational growth. Transformational leadership emphasizes implementation strategies with vision, innovation, and promoting collaborative culture with transformational initiatives, in line with the present conclusion that transformational leaders steer digital changes with purpose and efficacy. Digital transformational leadership, along with organizational agility, strongly influences the success of digital undertakings, as shown by AlNuaimi *et al.*, (2022); this strengthens the conclusion of this study that adaptive and strategic leadership positively impact growth. The place of transformational leadership on digital transformation is next supported by Sow and Aborbie (2018), whereby motivating employees and creating an innovative culture is a key measurement of its impact on digital transformation in line with the study's position on leadership styles impacting organizational outcomes. In addition, Boikanyo (2025) stresses that adaptive and situational leadership are equally imperative for maneuvering through uncertainties such as digital disruption, wherein the study points out that leadership promotes an innovative and flexible organizational culture. Finally, the focus of Fernandez-Vidal *et al.* (2022) is the changing roles of executives, stressing flexibility, emotional intelligence, and talent management; this does align with the perception of the present study that leadership provides direction in the integration of digital technologies, which helps in fulfilling long-term goals of the organization. Together, these empirical reviews validate the study's finding that, indeed, leadership styles positively empower the processes of digital transformation and organizational growth.

Conclusion, Recommendations, and Suggestions for Further Studies

Conclusion

This study provides organizational leaders with important practical insights. It is critical to comprehend how leadership approaches should change as the digital revolution reshapes sectors worldwide. Transformational leadership, with its emphasis on innovation, motivation, and alignment with corporate vision, can more effectively facilitate the adoption of digital tools and the accomplishment of strategic objectives like profitability, growth, and innovation. Thus, it can be concluded that digital transformation has a significant impact on leadership style and organizational growth.

Recommendation

This study can be instrumental in the formulation of policies to improve organizational leadership style and digital transformation. In specific terms, the following recommendations are made:

- ☞ Organizational leaders should ensure that digital tools and processes are adopted and used efficiently, as digital transformation influences leadership behaviour and promotes innovative leadership styles.
- ☞ Leaders should embrace transformational leadership to motivate staff, promote creativity, and cultivate an adaptable culture that supports organizational strategic goals.
- ☞ Leaders must adapt their leadership styles to the changes posed by technology and embrace new strategies within the organization.
- ☞ Leadership should facilitate the integration of digital technologies to support objectives such as innovation, profitability, and long-term growth.
- ☞ Organizational leaders should encourage innovation, motivate employees to welcome change, and align corporate goals with digital transformation initiatives to enhance competitiveness and adaptability.
- ☞ Leaders should integrate digital technology to enhance business operations and increase the capacity to achieve strategic objectives.

Suggestions for Further Study

Future studies could explore the effect of digital transformation on leadership style by comparing leadership styles among different sectors or industries.

Declarations

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Author Contributions: BSA: Provided overall supervision of the study, defined the intellectual content, guided the design and implementation of the study protocol, and critically reviewed and revised the manuscript for important intellectual content; OSO: Conceived and designed the study, conducted the

literature review, collected and analyzed the data, performed statistical analysis and interpretation, and took primary responsibility for drafting, editing, and revising the manuscript.

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