

# The Effect of Transformational Leadership on Organizational Culture and Marketing Team Performance

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**Abstract.** This study aims to analyze the effect of transformational leadership on organizational culture and marketing team performance using a Systematic Literature Review approach. The literature sources used come from Scopus, DOAJ, and Google Scholar indexers, with the selection criteria published between 2010 and 2020. Based on the analysis of existing literature, transformational leadership has a significant positive impact on the formation of an organizational culture that supports innovation, collaboration, and marketing team performance. This leadership style plays a role in enhancing creativity, problem solving, and organizational citizenship behavior, which contribute to the development of high-performing teams. In addition, transformational leadership has also been shown to increase employee motivation, commitment, and engagement. Nonetheless, the effectiveness of transformational leadership may vary depending on contextual factors, such as organizational culture and industry sector. In some contexts, such as sales management, transactional leadership is more effective. These findings emphasize the importance of tailoring leadership styles to the needs and characteristics of each organization to achieve optimal results. This research provides important insights into the relationship between leadership, organizational culture, and marketing team performance that can be applied in managerial practice.

**Keywords:** Transformational Leadership, Organizational Culture, Marketing Team Performance, Employee Motivation

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## 1. Introduction

In a competitive business environment, leadership is a key factor in determining team strategy and performance [1]. In addition to being decision-makers, leaders also serve as change agents who shape organizational culture and steer teams toward common goals [2]. In marketing, rapid market dynamics demand adaptive, innovative and results-oriented teams. Effective leadership is needed to create a work environment that supports collaboration and innovation. One approach that has been shown to contribute positively to organizational culture and marketing team performance is transformational leadership [3]. Transformational leadership emphasizes inspiration, motivation, and empowerment of individuals in the organization [4]. Transformational leaders direct a long-term vision, instill positive work values, and build personal relationships with the team [5]. Burns (1978) and Bass (1985) identified four main components of this leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. With this approach, leaders can increase commitment, innovation, and a conducive work environment. In marketing, transformational leadership encourages creativity, flexibility, and higher team engagement to achieve company goals [6].

Organizational culture consists of values, norms, and practices that shape the mindset and behavior of individuals in the company [7]. Transformational leadership acts as a catalyst for cultural change by instilling the values of innovation, collaboration and high performance [8]. Through motivation and inspiration, transformational leaders support organizational sustainability and improve competitiveness [9]. In marketing, a strong, customer-oriented organizational culture can strengthen marketing strategies and team competitiveness. Therefore, the relationship between transformational leadership and organizational culture needs to be studied further to understand its impact on marketing team performance. Organizational culture plays an important role in improving marketing team performance by encouraging collaboration, innovation, and customer orientation. Clan culture strengthens employee cooperation and commitment, adhocratic culture encourages creativity and responsiveness, and market culture emphasizes results and competitiveness [10]. A supportive work environment

also increases motivation and the effectiveness of marketing strategies [11]. In addition, a performance-oriented culture strengthens the marketing team's success measurement system [12], while an overly rigid culture can inhibit creativity and collaboration, thus confirming the need for flexibility in organizations.

Marketing team performance is influenced by leadership and organizational culture, where transformational leadership encourages collaboration and innovation to deal with market changes. Leaders as change agents also create an adaptive culture that supports learning [13]. Organizational culture alignment strengthens team goal achievement and improves business outcomes [14], while an open team culture has been shown to enhance creative performance [15]. However, external factors such as market competition also affect the success of marketing teams. Organizational factors have a significant effect on employee performance, where organizational culture improves performance and commitment [16];[17], while transformational leadership drives organizational citizenship behavior and employee performance [18];[17]. Job satisfaction and organizational commitment act as mediators in the relationship between leadership and employee outcomes [16];[18], while the work environment also affects performance [17]. [19] emphasized the need for further research on organizational ambidexterity in marketing to understand its impact on firm performance.

Previous research shows the important role of transformational leadership and organizational culture in improving marketing team performance, but there has been no in-depth study of how transformational leadership shapes organizational culture that supports innovation and collaboration in the marketing context. In addition, the interaction between job satisfaction, organizational commitment, and organizational culture in influencing marketing team performance has also not been widely studied. This study aims to fill the gap and analyze the impact of transformational leadership on marketing team culture and performance.

## 2. Research Methods

The purpose of this study is to systematically analyze the effect of transformational leadership on organizational culture and marketing team performance by reviewing relevant literature. This research aims to identify key findings, trends, and gaps in the existing literature regarding the relationship between transformational leadership, organizational culture, and marketing team performance. A literature search was conducted through leading academic databases such as Scopus, DOAJ, and Google Scholar with keywords that included terms such as "transformational leadership," "organizational culture," "marketing team performance," and "impact of leadership on marketing." The search focused on articles published between 2010 and 2020 in English and Indonesian.

Inclusion criteria included articles that addressed the relationship between transformational leadership, organizational culture, and marketing team performance published in peer-reviewed journals and used relevant research methods. Articles that were not relevant to the topic, not published in academic journals, or did not contain data that could be used for analysis were excluded. Data selection and extraction was done by reading the title, abstract, and conclusion of each article to ensure relevance. Relevant data was then extracted, including methodology, key findings, and conclusions, for further analysis to identify patterns and gaps in existing research. The research procedure can be seen in figure 1.



Figure 1: Research procedure

Based on Figure 1, the research procedure began with the identification of research objectives to analyze the effect of transformational leadership on organizational culture and marketing team performance. Next, inclusion and exclusion criteria were determined to select relevant literature, followed by a literature search through academic databases. After that, article selection based on relevance was conducted, and data extraction to collect important information from the selected articles. Critical analysis was conducted to identify patterns and gaps in the literature, and synthesis of the findings to formulate a more comprehensive conclusion. Finally, the research report writing stage presents the research results and recommendations.

### 3. Results and Discussion

There are several key themes that can be identified, including the influence of transformational leadership on organizational culture, the influence of leadership on marketing team performance, the relationship between leadership and employee motivation or commitment, and differences in the application of leadership in different sectors. The following table summarizes the research results based on these foci and provides insight into the variables measured in each study.

**Table 1. Focus and Insight into Research Outcomes according to Eligibility Criteria**

| No | Field or Focus                                                      | Author Name                                                             | Research Insights or Variables                                                                 |
|----|---------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| 1  | The Effect of Transformational Leadership on Organizational Culture | Muchtar & Qamariah (2014), Stevanovic (2015), Phipps et al. (2012)      | The influence of transformational leadership in enhancing creativity and collaboration.        |
| 2  | The Effect of Leadership on Marketing Team Performance              | Pico & Yagual (2018), Ayodele & Kehinde (2020), Darawong (2020).        | The effect of transformational leadership on team performance, new product development         |
| 3  | Transformational Leadership and Employee Motivation                 | Bojović & Jovanović (2020), Putra & Sudibya (2019), Herminingsih (2020) | Increase employee motivation, job satisfaction, and commitment within the marketing team       |
| 4  | Transformational Leadership and Product Innovation                  | Sattayaraksa & Boon-itt (2017), Khalili (2016), Hu et al. (2013)        | The influence of transformational leadership on product innovation and organizational learning |
| 5  | Differences in Leadership Styles in Different Sectors               | Dubinsky et al. (2013), Islami & Mulolli (2020), Saleem et al. (2019)   | Contextual influences, leadership effectiveness in different sectors, style customization      |
| 6  | Leadership and Organizational Performance                           | Sani & Maharani (2012), Awanti et al. (2018), Verawati (2016)           | The effect of transformational leadership on organizational performance and OCB                |

Based on table 1, it can be concluded that the main focus of the research is the influence of transformational leadership in various aspects of the organization, especially in organizational culture, marketing team performance, and product innovation. The results show that transformational leadership has a significant impact on increasing employee creativity, motivation, and commitment, and contributes to the development of high-performing teams and product innovation. However, there are differences in the effectiveness of transformational leadership in different sectors, where in sales management, transactional leadership is more effective. This emphasizes the importance of contextualizing leadership styles in implementing strategies to achieve optimal results in each different work environment.

#### **Transformational leadership influences the formation of an organizational culture that supports innovation and collaboration in marketing teams**

Transformational leadership plays an important role in shaping an organizational culture that supports innovation and collaboration within marketing teams. This leadership style enhances creativity and problem solving, with a culture that supports learning and psychological safety encouraging creative problem solving [20];[21];[22].Transformational leadership also positively affects employee creativity and innovation [23]; [24], and an innovative climate further amplifies these effects [23]. In marketing teams, this leadership enhances collaboration and competitiveness, although in some organizational contexts, other leadership styles may be more effective.

Transformational leadership has a positive impact on organizational outcomes, especially in fostering innovation and collaboration. Research shows that this leadership style increases organizational citizenship behavior [18] and is associated with employee creativity and innovation [23]. Compared to transactional leadership, transformational leadership is more supportive of organizational culture [25]. CEOs who apply this leadership improve product innovation performance by building a culture of innovation and organizational learning [26]. Its effectiveness is even stronger when employees experience a climate that supports innovation [23] especially in marketing teams that require creativity and cooperation.

Research shows that transformational leadership plays a major role in shaping an organizational culture that supports innovation and collaboration, especially in marketing teams. This leadership style increases creativity, problem-solving, and organizational citizenship behavior, and is more effective than transactional leadership in supporting organizational culture. However, its effectiveness may vary depending on the organizational context, where in some situations other leadership styles may be more suitable. Innovative climate also amplifies the impact of transformational leadership on marketing team performance, confirming the importance of contextual factors in its application.

### **The Relationship Between Transformational Leadership Style And Improved Marketing Team Performance Across Industry Sectors**

Transformational leadership influences an organizational culture that fosters innovation and collaboration in marketing teams by improving communication, trust, and creativity [27]. This style contributes to the development of high-performing teams [28] and increases innovative work behaviors and accelerates new product development in innovative contexts [29];[30] . However, over-reliance on transformational leadership without transactional elements can hinder balance and some aspects of innovation and collaboration.

Transformational leadership is influential in various contexts, such as education, sales, and tourism. In education, this style increases work motivation [31], while in sales, a transactional approach is more effective [32]. In other sectors, this leadership improves employee performance through relationships with superiors and self-efficacy [33], and has a positive effect on organizational culture and employee performance in tourism [34]. The effectiveness of transformational leadership varies across sectors, with organizational culture playing an important role in performance improvement.

The results show that transformational leadership plays an important role in shaping an organizational culture that supports innovation and collaboration, particularly in marketing teams, by improving communication, trust and creativity. While it contributes to the development of high-performing teams and the acceleration of innovation, its effectiveness can be hampered if not balanced with elements of transactional leadership. Research also shows that the impact of transformational leadership varies across sectors, such as education, sales and tourism, with organizational culture playing a key role in improving performance. This suggests the importance of balance and context in the application of transformational leadership.

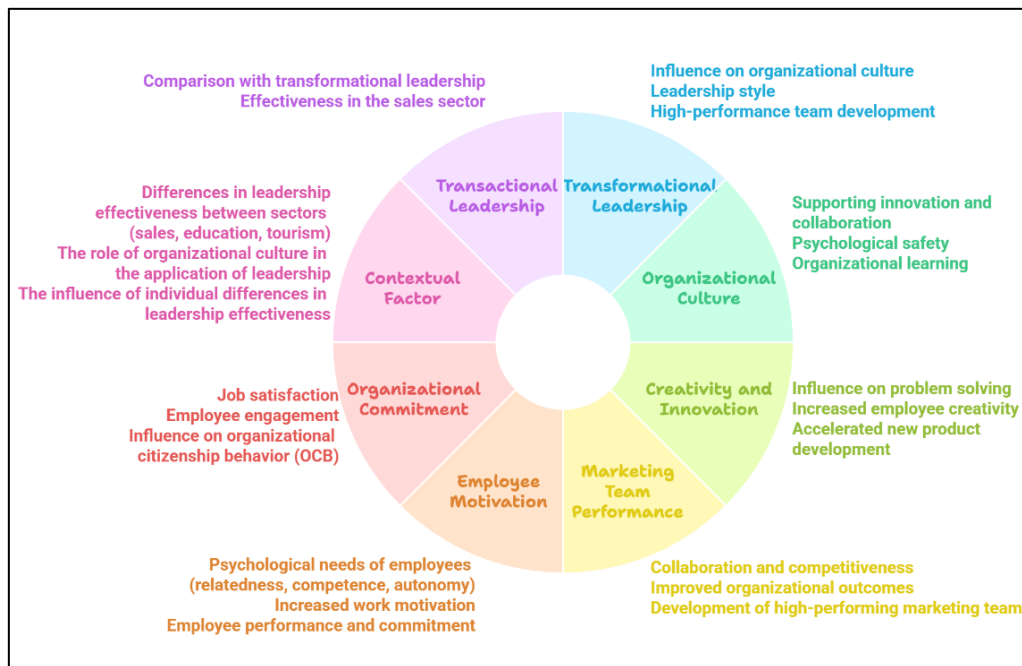
### **The Role of Transformational Leadership in Increasing Commitment and Motivation of Marketing Team Members, and its Impact on Team Performance**

Transformational leadership improves motivation, commitment, and performance of marketing teams by meeting the psychological needs of employees [35]. Research shows that this leadership improves work motivation and performance [36], as well as strengthens job satisfaction and employee engagement, which increases organizational commitment [37]. In addition, transformational leadership is directly related to improved team performance [38]; [39], although its effectiveness may vary depending on organizational culture and individual differences.

Research shows that transformational leadership has a positive effect on employee performance, OCB, and organizational commitment [40];[18], and plays an important role in increasing motivation and performance [41]. Organizational commitment and job satisfaction also increase OCB [18]. However, in sales management, transactional leadership is more effective than transformational in improving salesperson responsiveness [32]. These findings highlight the importance of contextual factors in the application of leadership strategies to improve team performance and commitment.

Research shows transformational leadership positively influences marketing team motivation, commitment, and performance by increasing job satisfaction, engagement, and organizational commitment. This leadership

style also contributes to improved team performance and organizational citizenship behavior. However, its effectiveness depends on contextual factors such as organizational culture and individual differences. On the other hand, in sales management, transactional leadership is more effective in improving salesperson responsiveness, which emphasizes the importance of tailoring the leadership style to the organizational context.



**Figure 2: Development of Research Variables**

Figure 2 illustrates the relationship between various aspects of transformational leadership and its effect on the organization and the marketing team. In the center of the figure are two types of leadership: Transformational Leadership and Transactional Leadership, with each having an effect on various factors. Transformational leadership shows great influence on organizational culture, with a focus on support for innovation and collaboration, organizational learning, and the development of high-performing teams. In addition, contextual factors and differences in leadership effectiveness across sectors (such as education, sales, and tourism) are considered. This figure also links employee motivation, organizational commitment, and marketing team performance as leadership-influenced outcomes, with an emphasis on the importance of meeting employees' psychological needs and enhancing creativity and productivity. Overall, this figure shows the complex relationship between transformational leadership, organizational culture, team performance, and contextual factors that need to be considered to achieve optimal results.

#### 4. Conclusions and Suggestions

Based on the results of the research evaluation, it can be concluded that transformational leadership has a significant impact on shaping an organizational culture that supports innovation, collaboration, and marketing team performance, as well as enhancing employee creativity, motivation, and commitment. Nonetheless, the effectiveness of transformational leadership may vary depending on contextual factors such as organizational culture and industry sector. Research also shows that transactional leadership is more effective in some contexts, such as sales management. The gap found is the lack of deeper understanding of the combined influence of both leadership styles in achieving optimal results, as well as the role of organizational culture in determining the effectiveness of these leadership styles. Therefore, urgent research topics to investigate are "Integration of Transformational and Transactional Leadership in Improving Organizational Performance in Various Industry Sectors" and "The Role of Organizational Culture in Determining the Success of Leadership Styles in Achieving Sustainable Team Performance", which will provide deeper insights into the application of effective leadership in various organizational contexts.

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