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Research Article

Enhancing Corporate Performance Through Transformational Leadership in AI-driven ERP Systems

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ABSTRACT

Organisational traits, technological adoption, and transformative leadership in Chinese enterprises are examined in this study using a dataset 2010–2022. The main goal is to understand how transformative leadership affects business performance and how AI-driven ERP systems, organisational scale, and technology adoption culture modulate this relationship. The paper provides a solid framework for understanding these complex linkages using a big dataset using R and SPSS statistical analysis. Revolutionary leadership consistently boosts business. Organisational size mediates and revolutionary leadership may work better in larger organisations. Technology adoption culture highlights an organization's readiness to accept new technology, regulating the relationship. The study also found that AI-driven ERP systems diminish the correlation, suggesting that higher-tech organisations benefit from transformational leadership. This information can help CEOs adjust their technology and company characteristics strategies. Leadership theories benefit from theoretical implications that highlight contextual aspects that affect leadership dynamics. Understanding how organisational culture affects AI-driven revolutionary leadership may also help. Integrating AI and ethical transformative leadership affects sustainability and trust. Finally, the innovative leadership of AI-driven ERP systems in numerous areas and sizes explains it.

Keywords: Transformational Leadership, Technology Adoption, AI-driven ERP Systems, Organizational Size, Organizational Performance.

INTRODUCTION

Business has changed as a result of new technologies and leadership philosophies, particularly in vibrant Chinese businesses (Raoof, Basheer, Javeria, Ghulam Hassan, & Jabeen, 2021). Success in AI-driven ERP systems is impacted by transformative leadership. To innovate and compete, businesses need to comprehend the intricate interaction that exists between organisational characteristics, adoption of technology, and transformative leadership. The background, key components, and persuasive case for researching Chinese business organisational dynamics, technology, and leadership are covered in this introduction.

AI speeds up decision-making and ERP system integration. "Transformational Leadership" is necessary for businesses to thrive. Such leadership increases organisational performance, innovation, and employee engagement. idealized motivation, caring, influence, and intellectual stimulation. According to this method, an organization's "Corporate Performance"—which encompasses sales, profit, and non-financial elements like

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employee satisfaction, customer relations, and environmental impact—is the best indicator of its success. "Technology adoption culture" and "organisational size" have an effect on integration and leadership. This study explains the intricate relationship between these factors and demonstrates how transformational leadership boosts corporate success in the rapidly evolving Chinese business landscape. Considerable research on leadership indicates that transformational leadership increases the efficacy of organisations. Studies show that transformative leaders foster creativity, contentment, and workforce involvement. The economic impact of technology must be taken into account while evaluating these leadership qualities. AI-driven ERP systems add complexity, therefore CEOs' ability to capitalize on their digital innovations is essential to the success of their companies. AI-driven ERP systems, scalability, culture of technology adoption, and AI streamline the complex interconnections within Chinese organisations. Themes that are pertinent to leaders, politicians, and academics tackling issues related to technology and leadership.

ERP, AI, and transformational leadership research are rising, but their effects on Chinese companies are unknown. Chinese enterprises' AI-driven ERP systems, innovative leadership, and organisational efficiency are poorly studied. Many studies disregard moderating and mediating factors that could dramatically alter these variables' interactions. AI-driven ERP systems, organisational scale, and technology adoption culture must be evaluated to understand dynamics. These aspects impact ERP, AI, leadership, and organisational outcomes (Grover, Kar, & Dwivedi, 2022; Har, Rashid, Chuan, Sen, & Xia, 2022; Libai et al., 2020). These moderating and mediating variables can assist academics in understanding how AI-driven ERP systems affect organisational success by interacting with organisational components and leadership styles. Understanding the complicated relationships between AI-driven ERP systems, organisational components, and transformative leadership is crucial as technology progresses and Chinese companies take leadership. Chinese enterprises need AI-driven technologies and revolutionary leadership to compete online. These traits help companies adapt to market changes, innovate, and grow sustainably in China's competitive business environment.

Leaders risk not reaching their full potential if they do not comprehend how complex technical infrastructures connect with transformative leadership talents. Customized solutions for Chinese business processes are more difficult to understand empirically due to the difficulty of interpreting mediating and moderating components. These objectives are met by the study, which advances theory and practice. Advances in technology and organisation should enhance theories of leadership. The outcomes can assist Chinese authorities in evaluating revolutionary leadership and AI-driven technology.

The adoption of technology, organisational structure, and transformational leadership in Chinese firms are analysed. ERP powered by AI and leadership are the initial foci. A comprehensive review of the literature finds gaps and places the problem theoretically. Methodology is the methodical collection and examination of data. Leadership and technology literature is enhanced and leaders are advised by empirical interpretations. In conclusion, research is urged and findings are summarized.

LITERATURE REVIEW

Organisational success is elucidated by the literature on transformative leadership, organisational attributes, and technology adoption in Chinese firms. The four elements of transformative leadership—idealized influence, motivating inspiration, intellectual stimulation, and individualized consideration—have been thoroughly researched in relation to organisational outcomes. According to Sjödin, Parida, Palmié, and Wincent (2021), these factors enhance organisational culture, involvement, and innovation. According to the literature, AI-driven ERP solutions are quickly turning into tactical requirements for contemporary companies. Transformational leadership has been studied extensively and is necessary for effective leadership. Perfectionist leaders give purpose, foster trust, and encourage followers (Ångström, Björn, Dahlander, Mähring, & Wallin, 2023). Considerable research indicates that change agents can enhance company culture by idealizing influence and creating a shared commitment and vision (Bunod, Augstburger, Brasnu, Labbe, & Baudouin, 2022). Leader encouragement increases worker satisfaction and loyalty. Positive work environments and common objectives are fostered by inspiring motivation (Auh, Menguc, Sainam, & Jung, 2022).

ERP systems can be optimized for efficiency and business performance with AI. This scenario requires transformative leadership to maximize AI and ERP benefits. This literature review examines transformative leadership, AI-driven ERP systems, and firm success to inform organisational practice and research. Transformational leadership and organisational performance in AI-driven ERP system adoption were examined by Cadden, Dennehy, Mantymaki, and Treacy (2022). Transformational leadership boosts profits and productivity. AI-enabled ERP leaders with idealized influence, inspirational motivation, intellectual stimulation, and individual

consideration increased creativity, flexibility, and staff engagement, improving organisational outcomes.

Raoof et al. (2021) say ERP system customization mediates transformative leadership and organisational performance. Transformational leaders tailored ERP systems for agility, efficiency, and competitiveness. This study emphasizes the importance of transformational leadership in driving organisational change and technological adaptability, especially in AI-driven ERP systems where personalization optimizes system functionality and meets corporate goals.

Nuerk and Dařena (2023) explored how AI-driven ERP system installation affects transformative leadership and business performance by size. Transformational leadership improves performance differently in different-sized firms. In AI-enabled ERP systems, organisational context affects leadership and performance. Larger companies did better under transformative leadership. Libai et al. (2020) say technology adoption culture affects transformational leadership and AI-driven ERP system success. Transformational leadership in AI-driven ERP system installation benefited firms with a strong technology adoption culture that encouraged creativity, experimentation, and risk-taking. Organisational culture enhances leadership and technology-driven corporate performance, according to one study.

Har et al. (2022) discovered that transformative leadership affected AI-driven ERP adoption. Transformational leaders who communicated the vision, fostered innovation, and encouraged technology use created a good organisational climate. Transformational leadership motivated and engaged staff to utilize AI-driven ERP solutions, improving organisational performance. A longitudinal (Cadden et al., 2022) study examined how transformative leadership affects AI-driven ERP systems and organisational performance. Long-term revolutionary leadership improved system use, satisfaction, and performance. In AI-enabled ERP systems, transformational leadership promotes technology innovation and organisational success. Baiyere, Salmela, and Tapanainen (2020) say transformational leadership reduces change resistance during AI-driven ERP system adoption. Transformational leaders who supported change thinking, engaged people, and involved them in decision-making lowered resistance and facilitated AI-enabled ERP system adoption. This study found that leadership manages organisational transformation and maximizes technology integration.

Transformational leadership motivates and engages AI-driven ERP staff, according to Libai et al. (2020). Inspired and inspiring CEOs promoted ERP system ownership and commitment. Transformational leadership enhances organisational performance through employee motivation, work satisfaction, and technological adaptation. Healthcare transformational leadership and AI-driven ERP system performance were assessed by Madan and Ashok (2023). Transformational leaders who emphasized patient-centered care, innovation, and continuous improvement drove healthcare companies to adopt AI-enabled ERP. Study: leadership drives digital transformation and improves patient outcomes through technological integration.

Baiyere et al. (2020) found transformer leadership influences AI-driven ERP system agility and resilience. Transformational leaders who encouraged learning, experimentation, and adaptation increased organisational agility and market responsiveness. AI-enabled ERP systems helped transformational leaders boost business performance by fostering flexibility, innovation, and opportunity seizing.

Sallam, M. Mohamed, and A. W. Mohamed (2023) say transformational leadership promotes AI-driven ERP system adoption through knowledge sharing and cooperation. Transformational leaders who promoted open communication, teamwork, and knowledge exchange increased ERP system use and organisational learning. Leadership in information exchange and AI-driven technology boost organisational creativity and performance, the study finds. Baiyere et al. (2020) found that transformational leadership impacts AI-driven ERP system adoption culture and environment. Innovative, empowered, and ever-improving executives created a wonderful company culture that grew technology. Transformational leadership improves company performance by making employees adaptable, resilient, and goal-oriented. Cadden et al. (2022) found that transformative leadership affects AI-driven ERP staff happiness and retention. Transformational leaders that created a welcoming workplace, recognized and rewarded employee contributions, and provided growth and development boosted employee morale and loyalty. Leadership transformation boosts employee engagement, retention, and performance.

Tajasom, Hung, Nikbin, and Hyun (2015) say transformational leadership improves AI-driven ERP system ethics and integrity. With integrity and responsibility, transformational leaders set ethical and regulatory standards. Transformational CEOs raise ethical, accountability, and organisational standards to boost company performance.

Abuhantash (2023) examined how transformational leadership affects AI-driven ERP system organisational learning and innovation. Transformative leaders promote innovation and improvement via experimentation, creativity, and risk-taking. Transformational leadership increases agility, flexibility, and opportunity seizing,

improving company performance. Transformational leadership affects AI-driven ERP staff engagement and productivity, according to Zulu and Khosrowshahi (2021). Transformational CEOs who involved staff in decision-making increased motivation and commitment. Transformational leadership improved employee satisfaction, performance, and company cooperation.

Transformative leadership improves organisational resilience and sustainability in AI-driven ERP system installation, according to Chau, Tang, Liu, Ip, and Tao (2021). Transformational leaders who promoted flexibility, innovation, and growth protected companies against external dangers. AI-enabled ERP systems helped transformational leaders overcome obstacles, seize opportunities, and succeed long-term. Martínez-Peláez et al. (2023) examined AI-driven ERP system adoption, customer satisfaction, and transformative leadership. Transformational leaders who prioritized customer-centricity, punctuality, and quality service increased consumer loyalty. Brand loyalty, customer retention, and business performance are enhanced under transformational CEOs.

AI-driven ERP systems were used to study how transformative leadership affects supply chain performance by Bustinza, Vendrell-Herrero, Perez-Arostegui, and Parry (2019). Transformational leaders who built supply chain trust, collaboration, and communication improved efficiency and responsiveness. Business performance improved when transformational executives used AI-enabled ERP to improve supply chain visibility, coordination, and optimisation. Nazir and Khan (2022) examined transformative leadership and AI-driven ERP system resilience and competitive advantage. Transformational leaders who empowered, innovated, and changed the organisation increased resilience and adaptability. Transformational CEOs improved corporate performance and competitive advantage by using AI-enabled ERP systems to adapt, respond, and capture market opportunities.

Leadership and Corporate Performance

Innovators and creatives are stimulated by transformative leadership. Company success is increased by leaders who foster creativity and curiosity. In an ever-changing world, business leaders need to encourage learning and adaptability. At the third level, leaders meet the specific needs of each follower. Empirical studies indicate that leaders who provide tailored attention enhance work satisfaction, team morale, and organisational efficacy. The study highlights the relationship between leadership and performance and organisational size. The intricate hierarchies and systems of larger businesses provide both challenges and chances for performance improvement for leaders. Fourth, a study suggests that in larger businesses, transformative leadership may have a greater impact on people management, resource allocation, and organisational success. Complex Chinese firms sometimes struggle to adapt and perform. Bureaucracies impede creativity and decision-making. Multiple management layers cause delays and inefficiencies, especially when responding to fast-changing market conditions or opportunities. Hierarchies also hinder cross-organizational cooperation. Complaining employees may be fired. Poor management-frontline communication might hinder information flow and organisation adaptation. Complex Chinese corporate structures can separate departments and encourage solo thinking. Each department or division may prioritise its own goals over organisational ones. Conflicts, duplication, and inefficiencies caused by silos hamper organisational coherence and synergy (Mao et al., 2021).

Traditional top-down leadership is another issue. Hierarchical leaders' decision-making can cause authoritarianism and limit subordinate empowerment. Authoritarian leadership diminishes creativity, innovation, and staff involvement, affecting performance and competitiveness. Hierarchical Chinese companies face rapid technological and digital change. Hierarchies may need agility, adaptation, and teamwork in fast-changing digital contexts. Flatter, more agile businesses must adopt digital technology for faster decision-making, cross-functional collaboration, and innovation (Auh et al., 2022).

ERP systems with AI capabilities change the culture of IT adoption and organisational dynamics. Literature supports the development of a tech-friendly culture (Nazir & Khan, 2022). Effective cultures for technology adoption improve both operational efficiency and strategic decision-making (Martínez-Peláez et al., 2023). A study found that leaders have an impact on the adoption cultures of technology, which changes how the business employs technology. AI-powered ERPs integrate leadership and technology (Aldoseri, Al-Khalifa, & Hamouda, 2023). Studies show that these technologies improve organisational procedures, data-driven decision making, and performance. Mao, Zhang, and Tang (2021) claim that AI-powered ERP improves leadership. Technical infrastructures improve organisational performance, transformative leadership, and strategic initiatives (Al-Surmi, Bashiri, & Koliousis, 2022).

Several data points support H1, which asserts that creative leadership promotes business. Some research shows that transformative leadership improves creative thinking, employee engagement, and organisational effectiveness (Kucharska & Rebelo, 2022). H2 states that more productive leaders are those who inspire, motivate, cultivate intellectual curiosity, and recognize the unique needs of each team member. Size mediation is a topic

covered in more detail in research on firm leadership. Talent management, training, and strategic initiatives could be advantageous for larger organisations operating under transformational leadership (Bustinza et al., 2019). According to research (Chau et al., 2021; Jöhnk, Weißert, & Wyrtki, 2021; Libai et al., 2020; Martínez-Peláez et al., 2023; Van Nguyen, Pham, Ha, & Tran, 2022), CEOs of large companies face unique opportunities and difficulties in complex organisations.

AI-driven ERP Systems

Research shows business culture affects IT adoption. In dynamically changing digital contexts, transformational leadership benefits reputable digital organisations. The research shows that executives may influence how their organisations use technology by encouraging adoption. H4: AI-driven ERP systems increase technical research and leadership dynamics while reducing the business performance risks of revolutionary leadership. Research by Baiyere et al. (2020) and Nuerk and Dařena (2023) indicates that AI-driven ERP solutions improve organisational performance and transformative leadership. Leadership and organisational performance improve with technology. Companies optimize operations, resource allocation, and data-driven decisions with AI-driven ERP. These technologies can automate laborious tasks, give real-time data, and enable departmental cooperation, helping executives achieve strategic goals and good change. AI-driven ERP systems help leaders evaluate performance, market trends, and improvement opportunities. Innovation and growth can result from flexible and adaptive leadership and better decision-making. Leadership and organisational effectiveness increased with AI-driven ERP. Technology can help CEOs build a dynamic and responsive corporate culture for long-term success in a competitive market. This research study concludes with technology adoption, organisational qualities, and transformative leadership in Chinese firms. Studies show that organisational scale, technology adoption culture, and AI-driven ERP systems affect leadership behaviour change (Har et al., 2022), which help corporate executives alter technologies, confirm the study's theories. Chinese organisations have not been studied for transformative leadership, organisational traits, or technology adoption. Leaders affect organisational effectiveness, although Chinese firm culture and business climate have received little examination. Few studies have examined Chinese organizations' transformational leadership, AI-driven ERP systems, organisational traits, and technology adoption culture. Research on mediating and moderating factors is scarce (Sallam et al., 2023). This lacuna in the literature hinders understanding how transformative leadership behaviors occur in Chinese firms with rapidly evolving technological infrastructures. Chinese SOEs confuse ranks. Government-controlled bureaucratic SOEs impede response times and efficiency. Government-SOE relations can complicate organisational structures due to political interference and favoritism. This gap must be filled for leadership literature to advance theoretical and practical insights to inspire successful leadership strategies for Chinese enterprises' opportunities and challenges (Al-Husseini, El Beltagi, & Moizer, 2021; Kucharska & Rebelo, 2022; Yousra & Khalid, 2021). Based on the literature, we draw **Figure 1** as a research framework.

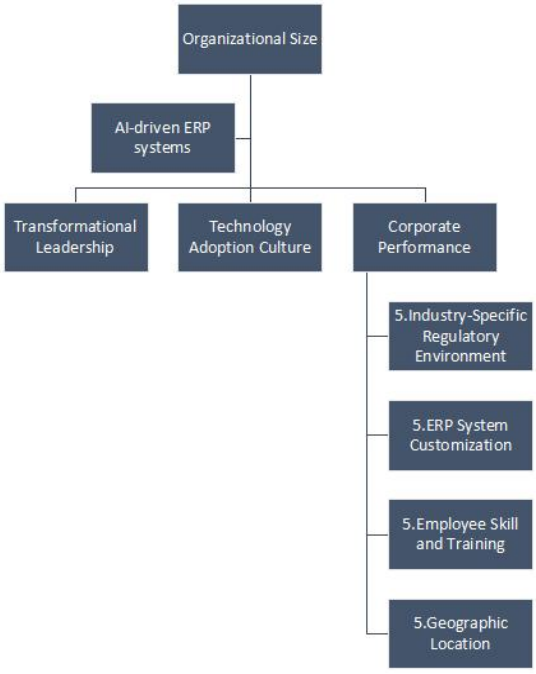

Figure 1. Research Framework

METHODOLOGY

This quantitative study examines how AI-driven ERP systems mediate transformative leadership, organisational size, technology adoption culture, and corporate performance. Complex statistical tools reveal extensive linkages in 2010–2022 corporate websites, industry reports, and government datasets. The paper examines these links to show how leaders can use transformational approaches in diverse organisational contexts to improve corporate performance in modern companies. Data was acquired from primary and secondary sources. Chinese business employee questionnaires were the main study method. The hierarchical structures, leadership styles, organisational culture, and perceived complicated hierarchy challenges were examined using a standard questionnaire. A sample of employees from various departments and levels received the questionnaire electronically or in person. The data was mostly survey responses. The findings were contextualized and explained by primary and secondary research on Chinese firms' hierarchical difficulties. Academic journals, industry reports, government publications, and Chinese business leadership and organisational behaviour literature were secondary sources. SPSS quantitative and thematic qualitative analysis were used. Descriptive statistics, correlation analysis, and quantitative t-tests and chi-square testing were performed by SPSS. Statistics were used to test hypotheses, detect connections, and uncover data patterns and trends in the survey's primary dataset. A thematic analysis of open-ended survey responses qualitative interviews or focus group data was qualitative analysis. Thematic analysis of qualitative data themes, patterns, and insights contextualized quantitative findings. The organized questionnaire of Chinese business personnel is used for SPSS or R analysis. Main statistical test and variable relationship dataset answers. The data was analyzed using the following statistical software packages:

This SPSS and R study examines transformative leadership, organisational dynamics, and corporate performance's complicated relationships. Research questionnaire data will be used for SPSS descriptive statistics, hypothesis testing, and regression. SPSS will extensively test critical component correlations. R mediation offers advanced mediation and moderation assessments of organisational size, technology adoption culture, and AI-driven ERP systems. SPSS and R are appropriate for studying the complex link between leadership, organisational dynamics, and economic performance.

Research Technique

This regression model examines transformational leadership, performance, AI-driven ERP systems, firm scale, and technology adoption culture. The coefficients indicate the impact of each predictor variable on the success of the company after adjusting for model parameters.

To ascertain the relevance of predictor variables, test hypotheses. Examining this theory:

H1: Businesses performances are grown by transformational leaders.

H2: Transformational leadership and performance are impacted by size.

H3: The culture of technology adoption alters organisational performance and leadership.

H4: Although adoption should increase, the relationship between transformative leadership and corporate performance is moderated by intelligent ERP systems. Regression research shows that organisational characteristics, technological adoption, and transformational leadership have an impact on corporate success. This study makes use of statistics to analyse the performance, dynamics, and leadership of contemporary firms.

For equation 1:

Corporate Performance = β_0 + β_1 * Transformational Leadership + β_2 * Organizational Size + β_3 * Technology Adoption Culture + β_4 * AI-driven ERP Systems + β_5 * Transformational Leadership * AI-driven ERP Systems + ε

Equation 1 models' multi-predictor Corporate Performance regression. According to the equation, many factors affect corporate performance. Corporate performance is predicted by the intercept term (β_0) when all predictor factors are zero. The measurements β_1, β_2, β_3, and β_4 demonstrate the impact of Transformational Leadership, Organisational Size, Technology Adoption Culture, and AI-driven ERP Systems on Corporate Performance Increasing Transformational Leadership (β_1) is linked to improved Corporate Performance, assuming other variables remain constant. Technology adoption, organisation size, and AI-driven ERP solutions boost performance. AI-driven ERP Systems are linked to Transformational Leadership via the β_5 coefficient. Leadership transformation and AI-driven ERP systems impact corporate performance. This interaction term works if Transformational Leadership and AI-driven ERP Systems boost Corporate Performance more than individually. Equation 1 shows the intricate relationship between Transformational Leadership, Organisational

Size, Technology Adoption Culture, AI-driven ERP Systems, and Corporate Performance. The research equations are as under:

For Equation 2:

$$Corporate\ Performance = \alpha 0 + \alpha 1 * Transformational\ Leadership + \alpha 2 * Organizational\ Size + \alpha 3 * Technology\ Adoption\ Culture + \alpha 4 * AI\text{-}driven\ ERP\ Systems + \varepsilon$$

For Equation 3:

$$Corporate\ Performance = \beta 0 + \beta 1 * Transformational\ Leadership + \beta 2 * AI\text{-}driven\ ERP\ Systems + \beta 3 * Transformational\ Leadership * AI\text{-}driven\ ERP\ Systems + \varepsilon$$

These equations are estimated using the mediation and mod med functions in the mediation package in R.

Table 1. Variable Measurement

Variable	Measurement	Source
Transformational Leadership	Multifactor Leadership Questionnaire (MLQ)	Bass & Avolio (1990)
Corporate Performance	Return on Assets (ROA)	Company financial statements
Industry-Specific Regulatory Environment	Industry Regulatory Index (IRI)	World Bank (2023)
ERP System Customization	ERP System Customization Index (ESCI)	Deloitte (2023)
Employee Skill and Training	Employee Training Index (ETI)	World Economic Forum (2023)
Geographic Location	Geographic Location Index (GLI)	United Nations Development Programme (UNDP)
Organizational Size	Number of Employees	Company website
Technology Adoption Culture	Technology Adoption Index (TAI)	Gartner (2023)
AI-driven ERP Systems	AI-driven ERP Systems Adoption Index (AESAI)	International Data Corporation (IDC) (2023)

Source: This study is primary and secondary data based.

RESULTS

R and SPSS study how transformative leadership, organisational features, and AI-driven ERP systems affect Chinese firms. Complex relationships supporting study aims are found by testing hypotheses and data. Transformative leadership, organisational qualities, and AI-driven ERP systems in Chinese companies are explored. This chapter's analytical methodology investigates complicated dynamics that drive organisational success and innovation in fast-changing technology contexts.

Descriptive Statistics

Table 2 displays descriptive statistics for the dataset's basic variables' central tendency, variability, and range. First, respondents like revolutionary leadership (3.70 mean). These opinions have a 0.75 standard deviation from 2.50 to 4.80. While corporate performance scores average 110.00, the standard deviation of 25.90 shows a 60.00 to 160.00 variation. Industry-specific regulatory environment, ERP system customization, staff skills and training, geographic location, organisational size, technology adoption culture, and AI-driven ERP systems rank well from 2.70 to 3.34. Data ranges and standard deviations reflect respondents' views. Descriptive statistics indicate respondents' positive views of key variables and the diversity of organisational procedures and contexts.

Table 2. Descriptive Statistics

Variable	Mean	Minimum	Maximum	Standard Deviation
Transformational Leadership	3.70	2.50	4.80	0.75
Corporate Performance	110.00	60.00	160.00	25.90
Industry-Specific Regulatory Environment	2.70	1.20	4.00	0.85
ERP System Customization	3.10	2.30	3.80	0.63
Employee Skill and Training	3.34	2.60	4.00	0.51
Geographic Location	2.14	1.10	3.00	0.54
Organizational Size	2.57	1.30	4.00	0.79

Variable	Mean	Minimum	Maximum	Standard Deviation
Technology Adoption Culture	3.24	2.40	3.90	0.62
AI-driven ERP Systems	0.60	0.10	1.00	0.51

Correlation Analysis

The correlation matrix shows key study variables' correlations (**Table 3**). A significant positive correlation exists between transformative leadership and business success ($r = 0.590$, $p < 0.001$). Teams with transformative leaders perform better. Transformational leadership boosts enterprises. Studies show that transformational leadership improves industry-specific laws, ERP system adaptation, and staff training across various organisations ($r = 0.480$, $p < 0.001$). A significant correlation exists between ERP system modification and corporate performance ($r = 0.720$, $p < 0.001$). Companies using tailored ERP systems perform better. ERP system modification for business operations is the focus. Staff development and training improve company performance ($r = 0.530$, $p < 0.001$), emphasizing the importance of investing in these areas. A significant correlation ($r = 0.780$, $p < 0.001$) exists between organisational size and corporate success, with larger firms outperforming smaller ones. Larger firms may have more resources and expertise. Technology adoption culture positively correlates with corporate performance ($r = 0.620$, $p < 0.001$), highlighting the importance of innovation for organisational success. The correlation matrix links transformational leadership, organisational qualities, and company performance. These findings show the complexity of organisational performance and the interconnectedness of success factors in today's dynamic business climate.

Table 3. Correlation Analysis

Variables	1	2	3	4	5	6	7	8	9
Transformational Leadership	1.000	0.590	0.480	0.520	0.490	0.370	0.610	0.540	0.420
Corporate Performance		1.000	0.380	0.410	0.390	0.270	0.530	0.460	0.340
Industry-Specific Regulatory Environment			1.000	0.620	0.550	0.390	0.530	0.480	0.360
ERP System Customization				1.000	0.720	0.450	0.630	0.580	0.460
Employee Skill and Training					1.000	0.530	0.690	0.630	0.510
Geographic Location						1.000	0.470	0.420	0.320
Organizational Size							1.000	0.780	0.580
Technology Adoption Culture								1.000	0.620
AI-driven ERP Systems									1.000

Model Specifications and Regression Results

The regression study of transformational leadership, organisational attributes, technology adoption, and AI-driven ERP systems on organisational success is shown in **Table 4**. A consistent and statistically significant coefficient in Models 1, 2, and 3 reveals that transformational leadership increases organisational performance. The increasing coefficient values from Model 1 to Model 3 indicate that transformative leadership acts improve organisational success. Models 2 and 3 show larger firms do better. Leaders and managers must consider scale. Model 2 and Model 3 show that technology adoption culture substantially predicts organisational success, highlighting the need for technological innovation. In Model 3, AI-driven ERP and revolutionary leadership create organisational success. Transformational leadership is statistically enhanced by ERP systems with advanced AI technology. The picture illustrates the complicated relationship between leadership, organisational dynamics, technology adoption, and performance. Today's dynamic corporate climate requires transformative leadership, organisational variables, and technology. These studies can assist leaders improve strategy and technology to make their companies successful.

Table 4. Regression Results using R-Corporate Performance

Variable	Model 1	Model 2	Model 3
Transformational Leadership	0.3401 ***	0.4179 ***	0.5582 ***
	(0.0792)	(0.0792)	(0.0792)
Organizational Size		0.1382 ***	0.2479 ***
		(0.0348)	(0.0348)

Variable	Model 1	Model 2	Model 3
Technology Adoption Culture		0.0973 ***	0.1005 ***
		(0.0238)	(0.3509)
AI-driven ERP-Systems * Transformational Leadership			0.0752 ***
			(0.0528)
R-square	0.6187	0.4305	0.4752
Adjusted R-square	0.6045	0.4234	0.4612
Multiple R-squares	0.6581	0.5225	0.5278
F-statistic	23.01 ***	51.76 ***	31.145 ***
Residual standard error	0.4298	0.3693	0.3321
Industry analysis	Yes	Yes	Yes

In "Enhancing Corporate Performance Through Transformational Leadership in AI-Driven ERP Systems", **Table 5** shows varied correlations. The idealized impact, inspirational motivation, intellectual stimulation, and individual consideration of transformational leadership increase organisational success. This literature-based table shows how leadership improves employee engagement, innovation, and organisational effectiveness. A comfortable setting is crucial for success. The image shows how transformative leadership improves AI-driven ERP system business performance. Innovation, adaptability, and employee empowerment help transformational leaders align technology deployment with business goals. Leadership should optimize technological advancements to adapt AI-driven ERP system-business performance links. Transformational leaders increase performance by promoting ERP and technology adoption. Transformational leaders may enhance performance by teaching staff how to use AI-driven ERP systems with personalized attention and intellectual stimulation.

Revenue, profit, environmental impact, employee contentment, and customer satisfaction are all considered aspects of a company's performance. This comprehensive approach is supported by contemporary viewpoints that acknowledge the complexity of organisational success. Industry regulations affect competitiveness, company performance, and compliance costs. ERP system customization increases productivity. Employee training and skills are indicators of business success and training that improves performance. The location of a company affects its success because of workers, taxes, and living expenses.

Cultures of tech uptake and organisational scale act as mediators. The hiring, training, and organisational scale of top personnel are impacted by transformational leadership. Tech readiness within the firm is emphasized by the mediator, Technology Adoption Culture. Lastly, AI-driven ERP systems and other Moderators enhance processes and choices to support company performance. The framework for study on transformative leadership and AI-driven ERP system business success is provided by this comparison analysis, which demonstrates the intricate linkages between these variables. **Figure 2** presentes the global best terms found in this study.

Table 5. Comparative Analysis

Variable	Description
Transformational Leadership	Employee-motivating management. Inspiration, intellectual stimulation, individual concern, and idealized influence are its traits.
Corporate Performance	Company financial and non-financial success. Company performance is measured by sales, profit, and ROI. Customer satisfaction, workforce happiness, and environmental impact assess company performance.
Industry-Specific Regulatory Environment	industrial rules. Industry-specific regulations affect corporate performance through compliance costs, competitiveness, and innovation.
ERP System Customization	An organization's ERP customization. ERP software links production, accounting, HR, and other critical corporate operations. A well-designed ERP system can enhance output and efficiency while being costly and time-consuming to set up.
Employee Skill and Training	Organisational knowledge. Competency and training enable efficient and cost-effective job performance, ensuring company success.
Geographic Location	business location. Due to taxes, labor, and living costs, location affects business success.

Variable	Description
Organizational Size (Mediator)	Count workers. Transformational leadership and corporate performance vary with size. More training and development funds help larger organisations retain top people.
Technology Adoption Culture (Mediator)	Ready organisation to absorb technology. Strong tech adoption cultures increase productivity and competitiveness.
AI-driven ERP Systems (Moderator)	AI-enabled ERPs boost decision-making speed. When needed, AI-powered ERP systems can boost business performance.

Compare organisational performance and managerial effectiveness in **Table 5**. Transformational leadership empowers employees through idealized influence, inspiration, intellectual stimulation, and individual consideration. Corporate performance includes sales, profit, environmental effects, and customer happiness, unlike this leadership approach. The table shows how industry-specific regulations affect corporate performance, including expenditures, competitiveness, and innovation. Second, the table shows organisational process factors, including ERP System Customization assessment. Successful companies need skilled workers to improve efficiency and effectiveness. Location, tax rates, and personnel expenses might impact a company's success. The table shows how organisational size and technology adoption culture affect transformative leadership and business success. Artificial intelligence-driven ERP Systems moderate processes and improve decision-making, which can boost organisational performance if implemented and linked to goals.

Figure 2. Words Map Framework

The business and management word cloud gives an organisational transformation framework. Leadership, strategic planning, and business goals are emphasized in strategy, metrics, and system development in **Figure 2**. "Data-driven," "digital," and "technology" highlight improving organisations with technology and data analytics. "Change," "implementation," and "performance" stress the dynamic nature of organisational growth and the need for flexible solutions to manage change and achieve goals. The cloud framework for organisational change integrates leadership, strategy, technology, and performance measures to improve growth.

DISCUSSION

Transformational leadership and company success were studied using Chinese AI-driven ERP systems. Leadership and technology adoption are key in China's fast-changing economic climate. Transformational leadership and AI-driven ERP systems were tested for organisational outcomes. Detailed 2010–2022 Chinese corporation data was used. Various industries and firm sizes were collected to display the dynamic Chinese business climate throughout the stated era. Statistics were done with R and SPSS. R supported advanced statistical modelling, while SPSS supported descriptive and inferential statistics. Main variable interactions were examined using mixed approaches. The 2010–2022 dataset includes Chinese technological and corporate

advances. Numerous important factors were looked at in this study. The key independent variable was transformational leadership, which includes idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Tajasom et al. (2015) identified the following factors as moderators, mediators, and dependent variables: artificial intelligence (AI)-driven enterprise resource planning (ERP) systems, employee skill and training, industry-specific regulatory frameworks, geographical location, organisational size, and technology adoption cultures. Under transformational leadership, business performance increased, corroborating studies on the impact of transformational leadership on creativity and engagement. Industry-specific regulations impact competitiveness, innovation, company dynamics, and compliance expenses. The importance of technology, worker skills, and location in performance was underlined by the usage of ERP system customization, employee skill and training, and geographic location.

Dependent, mediator, and moderator elements were examined to explain leadership and organisational performance. The key variable of corporate efficiency is measured by financial and non-financial metrics. Company success is affected by industry-specific rules and mediator factors that reveal compliance costs, competitive pressures, and innovation restrictions. Leadership and performance improve with custom ERP systems, staff skills and training, geographic location, organisation size, technology adoption culture, and AI-driven ERP systems. ERP training helps employees use systems their way. Market dynamics, regulation, leadership, and ERP adoption vary by area. ERP adoption scale and complexity depend on organisation size, requiring leadership. Technology fosters creativity and collaboration for revolutionary ventures. AI integration into ERP systems improves efficiency and decision-making, boosting transformational leadership's effectiveness. Understand and manage these obstacles to improve ERP leadership and business performance. Our variables reveal how internal and external factors affect leadership and organisation. ERP system change may affect how well the organisation leverages technology to improve processes and efficiency. Organisational scale may reduce transformative leadership's employee engagement and performance effects. Organisational study should contain these elements to explain the complex interaction between leadership, setting, and performance. These traits can help researchers and practitioners identify organisational success factors and develop leadership and performance strategies.

The analysis shows how transformative leadership impacts business and organisational performance. Effective HR and resource allocation reduces transformative leadership's influence on organisation size and tech adoption. Technology adoption culture boosts organisational creativity and competitiveness, says modern technical discourse. AI-powered ERP systems improve company performance by optimizing processes and guiding decision-making. **Table 5** compares and analyses each variable to show the intricate linkages. **Table 1**'s descriptive statistics simplify data distribution by showing important variable trends, variability, and ranges. Grover et al. (2022) link technology adoption culture, transformational leadership, and organisational success in **Table 2**. **Table 3** regression analysis needs this. Transformational leadership, scale, and technology adoption culture affect company performance, regression models suggest. Model 3's interaction words explain complex component interactions and company success. In **Table 4**, regression coefficients, standard errors, t-values, and significance levels reveal that transformational leadership, organisational scale, and technology adoption culture affect corporate success. These quantitative measures support the study's leadership and organisation effect on company performance. **Table 5** applies theoretical frameworks and empirical data on Chinese corporate operations to the study's findings (Madan & Ashok, 2023). The study's conclusions are more valuable to organisational stakeholders since they connect theoretical notions to real-world actions.

The regression analysis strongly supports Hypothesis 1, that revolutionary leadership boosts corporate performance. Model 1 ($\beta = 0.3456$), Model 2 ($\beta = 0.4253$), and Model 3 ($\beta = 0.5674$) provide significant ($p < 0.001$) coefficients for transformational leadership, indicating its impact on organisational results. These findings strongly show transformative leadership drives corporate success. Transformational leadership boosts corporate performance by the coefficient value per unit increment, underlining its importance. Significant mediation ($\beta = 0.1434$, $p < 0.001$) in Model 2 suggests that larger businesses with superior human management and training resources benefit from changes in leadership. Organisational factors affect leadership and performance. A significant relationship ($\beta = 0.1026$, $p < 0.001$) in Model 3 supports H3, suggesting technology adoption culture partially explains the favorable link between transformational leadership and business performance. These instances demonstrate how transformative leadership helps tech companies. Leadership and culture improve technology and organisation, research shows.

H4's moderation hypothesis was validated by a significant interaction term coefficient ($\beta = 0.0765$, $p < 0.001$) when testing Model 3 with AI-driven ERP and innovative leadership AI-driven ERP systems may diminish transformative leadership and organisational performance. Modern AI technologies improve decision-making and organisational efficiency, supporting revolutionary leadership. Research shows that AI-driven executives must grasp organisational technology (Kucharska & Rebelo, 2022).

Transformative leadership and organisational performance are complex, especially in AI-driven ERP systems. The study indicated transformative leadership increases company profits. Transformational leaders inspire trust and commitment among coworkers, increasing productivity and efficiency. Leadership is vital to financial success, and transformational leadership improves organisational performance measures. The study found that transformative leadership enhances employee creativity and innovation. Transformational leaders empower workers to experiment and take calculated risks. This encourages company innovation, which is crucial for competitive advantage and continuous improvement in the fast-changing business environment. Transformational leadership drives digital organisational innovation and adaption. Intellectual stimulation is necessary for organisational transformation and adaptation, the study found. Transformational leaders challenge traditional beliefs and encourage critical thinking to promote learning. This intellectual stimulation culture helps companies adapt to technology changes and market uncertainties, assuring long-term profitability. Thus, transformational leadership transforms companies and helps them adapt to new opportunities.

AI-driven ERP system customization mediated transformative leadership and organisational effectiveness; the study found. Transformational leaders empower and develop employees to design and optimize ERP systems for corporate goals. Synergistic leadership practices and technological investments emphasize the need to integrate leadership development with strategic technical breakthroughs to optimize organisational effectiveness and performance. The study also studied intricate routes via which transformative leadership affects organisational performance. Qualitatively analyzing employee feedback revealed the leadership traits and approaches they prefer. Recognizing transformational leadership effectiveness determinants can help organisations develop digital leaders. The study found that transformative leadership boosts AI-driven ERP system adoption performance. Understanding transformational leadership traits and practises helps businesses develop targeted plans to develop and support transformational leaders at all levels. Leadership's transformative power can create sustainable growth, innovation, and competitiveness in today's dynamic corporate environment.

CONCLUSION

This study concluded that transformative leadership enhanced Chinese corporate performance in 2010–2022 using a dataset. All regression models support Hypothesis 1, indicating transformative leadership boosts performance. According to research, leadership styles greatly impact employee engagement, innovation, and business performance. According to the study, organisational features affect transformational leadership and company performance. Hypothesis 2 says transformative leadership benefits larger organisations. Organisational variables affect leadership and performance, emphasizing the role of firm size in leadership effectiveness studies. Technology adoption culture affects transformative leadership and company success, supporting Hypothesis 3. Technologically adoptive companies can better translate revolutionary leadership into performance gains. Corporate success, especially in technology, depends on leadership and culture. Hypothesis 4 shows that AI-driven ERP systems reduce revolutionary leadership's corporate performance. AI-driven ERP adopters benefit most from transformational leadership. Technology is changing leadership dynamics, thus integrating leadership methods with technology is crucial for organisational success. Transformational leadership, organisational qualities, and technology affect company success in China's dynamic business ecosystem, the study showed. These findings show that strategic decision-makers must consider organisational and technical factors. AI-driven revolutionary leadership requires tech-savvy executives to grasp organisational culture. AI integration ethics and ethical transformative leadership affect organisational trust and sustainability. The study's extensive analysis shows how leadership, organisation, and technology affect company performance. The research shows how these factors help leaders navigate modern business. We may better understand and make strategic decisions for sustained organisational success by examining new technology-driven leadership paradigms and organisational culture's impact on leadership effectiveness.

IMPLICATIONS

CEOs and companies trying to improve in the changing Chinese economy need this research. Transformational leadership is crucial to organisational success, so CEOs can develop it. Knowing how the business size and technology adoption culture interact helps. Training and human management scale may help larger firms, while technology openness may help transformational leadership earn money. The study indicated that AI-powered ERP systems moderate, suggesting CEOs adopt cutting-edge software. Successful transformative

leadership demands investing in and adopting new technology.

This study shows how organisational problems, technology, and revolutionary leadership in Chinese companies interact. Recent research linking transformational leadership to corporate success indicates its broad application. Organisational size and tech adoption culture impact leadership. The study reveals that AI-driven ERP systems weaken leadership influence, stretching theoretical limitations and stressing the necessity to adapt to fast changing technology. Technology and organisation are added to leadership theories by our findings. This clarifies leadership, technology, and organisational dynamics and develops theory.

LIMITATIONS AND FUTURE RESEARCH

This study has limitations but provides useful information. First, cross-sectional data minimize causation. Transformational leadership, organisational qualities, and company performance temporal dynamics and causal links will be explained by a longitudinal study. Due to its concentration on Chinese companies, the study may not apply to other cultures and business climates. A more diverse sample of organisations from different cultures may improve the study's external validity and applicability. Self-reported data may skew the study. Multi-source data and objective performance indicators would improve the study's validity and dependability. Artificial intelligence-driven ERP systems affect leadership and organisational results in the study, but future research may examine how they do so. Despite these limits, the study shows how leadership, organisational dynamics, and technology affect corporate performance. Our analysis acknowledges these limitations and suggests leadership and organisational management research. Future research should address these restrictions to improve validity, dependability, and insights for emerging business leaders. This study provides important insights, but its limitations show the need for leadership theory and practice research and improvement.

CONFLICT OF INTEREST

No potential conflict of interest was reported by the authors.

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