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S C H O O L OF MANAGEMENT

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Strategic Leadership in the Transformation from Traditional Bathroom Manufacture to Smart and Healthy Living Solution Provider: A Case Study of Bolina Group

BY

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The undersigned certify that we have examined the thesis entitled Assessment of Strategic Leadership in the Transformation from Traditional Bathroom Manufacturing to Smart and Healthy Living Solution Provider: A Case Study of Bolina Group submitted by **Zheng Wenqin**, and hereby approve it for the fulfillment of the requirements for the degree of **Master of Business Administration (MBA).**

APPROVED BY A BOARD OF EXAMINE

Advisor	**Signature**	**Date**
Internal Examiner	**Signature**	**Date**
External Examiner	**Signature**	**Date**
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DECLARATION

I declare that this research proposal entitled "***Assessment on Strategic Leadership in the Transformation from Traditional Bathroom Manufacturing to Smart and Healthy Living Solution Provider: A Case Study of Bolina Group***" is my own original work, under the guidance of Dr.Yikaalo Welu, School of Business and Economics,Mekelle University. Further I declare that this has not previously formed the basis of award of any degree, diploma, associate-ship or other similar degrees or diplomas, and has not been submitted in Mekelle University or elsewhere.

Zheng Wenqin	_____	_____
Full Name	Signature	Date

CERTIFICATION

As the Research Adviser, I hereby certify that I have read and evaluated this thesis prepared under my guidance by **Zheng Wenqin**, entitled "**Assessment on Strategic Leadership in the Transformation from Traditional Bathroom Manufacturing to Smart and Healthy Living Solution Provider: A Case Study of Bolina Group**." I recommend that it be accepted as fulfilling the requirements for the **Master of Business Administration (MBA) degree**. I also assure that this thesis has not been submitted for any other degree or diploma at any other institution.

Advisor:Dr.Yikaalo Welu _____ _____

Full Name Signature Date

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ABSTRACT

This study investigates the role of strategic leadership in guiding the transformation of Bolina Group from a traditional bathroom manufacturer to a provider of smart and healthy living solutions. It focuses on understanding how leadership practices influence organizational strategy, structure, processes, technological adoption, employee engagement, and overall performance during this transformation.

A case study design was employed, collecting data through structured questionnaires distributed to 168 employees across key job categories, complemented by semi-structured interviews with management and technical staff. The study examined constructs including Transformational Leadership, Adaptive Leadership, Visionary/Entrepreneurial Leadership, Organizational Culture, Technological Readiness, Smart and Healthy Living Product Adoption, and Organizational Performance. Reliability tests using Cronbach's Alpha confirmed that all measurement scales were internally consistent and suitable for analysis.

Findings reveal that strategic leadership is a critical driver of organizational transformation. Transformational, adaptive, and visionary leadership practices significantly influence the adoption of smart and healthy living solutions, foster innovation, enhance employee engagement, and improve overall organizational performance. Additionally, a supportive organizational culture and strong technological readiness were identified as key enablers that amplify leadership effectiveness in driving change.

The study concludes that effective strategic leadership, supported by an enabling organizational environment, is essential for navigating complex transformations and sustaining long-term competitiveness. Recommendations include strengthening leadership development, enhancing organizational culture, investing in technological readiness, and continuously monitoring transformation initiatives to ensure alignment with strategic objectives.

Keywords: *Strategic Leadership, Organizational Transformation, Smart and Healthy Living Solutions, Adaptive Leadership, Innovation, Organizational Performance*

TABLE OF CONTENTS

List of Table

List of Figure

CHAPTER ONE

1. INTRODUCTION

This chapter provides an overview of the study by presenting the background of the research, the statement of the problem, the objectives, research questions, significance, limitations, definitions of key terms, and the overall organization of the dissertation. The bathroom manufacturing industry is experiencing a profound transformation driven by rapid technological advances, rising health awareness, demographic shifts such as an aging global population, and increasing consumer demand for personalized and intelligent living environments. Traditionally, bathroom manufacturers have concentrated on producing conventional hardware products, including fixtures, ceramics, and accessories. However, in recent years these firms have begun transitioning toward the development of smart, connected, and health-oriented home-living solutions.

Within this evolving industry landscape, strategic leadership has become a critical determinant of organizational success. Leaders are required to navigate ongoing technological disruptions, build new organizational capabilities, cultivate a culture of innovation, and realign business models to meet the demands of integrated smart-living ecosystems.

Accordingly, this research examines how strategic leadership enables the transformation of traditional bathroom manufacturing firms into smart and healthy living solution providers, using Bolina Group as the focal case study.

1.1 Background of the Study

The bathroom manufacturing industry has traditionally been product-centric, with firms focusing primarily on the production of ceramic fixtures, bathtubs, washbasins, faucets, and related accessories. For many years, competition in this sector was driven by product quality, cost efficiency, and aesthetic design, while innovation generally remained incremental centered on improving durability, water efficiency, and

traditional product designs (Porter & Heppelmann, 2024; Ulrich & Eppinger, 2021). However, global markets and consumer expectations are shifting rapidly due to accelerated technological development, evolving lifestyles, and rising demand for intelligent, health-focused living environments (Kim, Kim & Park, 2021).

The emergence of digital technologies such as the Internet of Things (IoT), artificial intelligence (AI), automation, big data analytics, and smart sensing systems has facilitated the rise of integrated smart-home ecosystems that are reshaping the functionality of residential spaces (Zhang, Li & Chen, 2023; Gubbi et al., 2023). Bathrooms once regarded merely as utilitarian spaces are increasingly being conceptualized as wellness-oriented environments that support comfort, health, and personalized living. Smart bathroom innovations such as automated showers, touchless faucets, water-quality monitoring systems, personalized wellness functions, and adaptive lighting are transforming the consumer experience by combining convenience, sustainability, and health benefits (Lee & Yang, 2022; Marikyan, Papagiannidis & Alamanos, 2019; Wilson, Hargreaves & Hauxwell-Baldwin, 2020).

The shift from traditional bathroom manufacturing to smart and healthy living solutions represents a complex form of strategic and organizational transformation. Such transformation extends beyond the adoption of advanced technologies; it involves redefining organizational strategy, transitioning from a product-based to a solution-oriented business model, and fostering a culture of innovation capable of sustaining technological and market evolution (Teece, 2021; Westerman, Bonnet & McAfee, 2024). To remain competitive, firms must develop digital capabilities, upskill their workforce, encourage cross-functional collaboration, and integrate consumer health and wellness needs into product and service offerings (Susanti et al., 2023; Bharadwaj et al., 2013). Nonetheless, many traditional manufacturers face significant challenges, including outdated production systems, technological capability gaps, resistance to change, and a lack of strategic clarity barriers that can hinder competitiveness in the emerging smart-living market (Kraus et al., 2021; Arribas, Alfaro & Pérez, 2023).

In this context, strategic leadership plays a pivotal role in guiding organizations through technological and organizational transformation. Strategic leaders must

articulate a compelling vision, mobilize resources, foster innovation, and cultivate a culture supportive of continuous learning and change (Hitt, Ireland & Hoskisson, 2020; Van Wart, 2023). They also guide strategic decision-making, promote cross-departmental collaboration, and ensure that technology adoption aligns with long-term business objectives (Ahearne, Lam & Kraus, 2024; Akpan, Udoh & Adebayo, 2022). Effective strategic leadership enables firms to overcome organizational inertia, accelerate innovation, and build sustainable competitive advantage in the rapidly evolving smart-living industry (Avolio & Yammarino, 2023).

Within the bathroom manufacturing sector, the role of strategic leadership is particularly critical due to the multidimensional nature of the transformation. Leaders must simultaneously manage technological integration, drive product and solution innovation, reposition the firm within the smart-living market, oversee organizational restructuring, and cultivate a forward-looking organizational culture (Bass & Riggio, 2006; Kotter, 2012). Through informed and visionary leadership, firms can transition from producing traditional bathroom hardware to becoming providers of integrated smart and healthy living solutions.

Despite increasing global interest in smart-home technologies and wellness-oriented solutions, empirical research remains limited regarding how strategic leadership supports the transformation of traditional bathroom manufacturers into smart and healthy living solution providers (Kraus et al., 2021; Marikyan et al., 2019). A deeper understanding of the leadership practices, competencies, and behaviors that facilitate this transformation is essential both for industry practitioners and for advancing academic discourse on strategic leadership and organizational change in technology-driven industries.

This study investigates how strategic leadership enables the transformation of traditional bathroom manufacturing firms into smart and healthy living solution providers, with particular emphasis on leadership influences on technological adoption, innovation capability, cultural transformation, and organizational restructuring. The insights from this research aim to contribute to strategic leadership literature and provide practical guidance for firms navigating the complexity of transitioning into the smart-living market.

1.2 Statement of the Problem

The bathroom manufacturing industry is undergoing a profound transition as firms shift from traditional hardware production toward smart, connected, and health-oriented living solutions. Consumers increasingly demand intelligent, personalized, and wellness-enhancing bathroom products that integrate digital technologies and promote healthier living (Lee & Yang, 2022; Zhang, Li & Chen, 2023). This shift presents significant opportunities but also introduces major challenges for long-established manufacturers such as Bolina Group, which must move beyond conventional production models and reconfigure their capabilities to compete in the emerging smart-living market.

Bolina Group, like many traditional bathroom manufacturers, faces systemic constraints including legacy production infrastructures, limited digital expertise, a weak innovation culture, and organizational structures designed for traditional manufacturing rather than integrated smart-living solutions (Susanti et al., 2023; Kraus et al., 2021). These constraints hinder the company's ability to adopt advanced technologies, redesign its business model, and deliver solutions that respond to evolving consumer expectations for smart and health-oriented living environments.

Despite the necessity for transformation, many manufacturers including Bolina Group struggle with unclear strategic direction, insufficient technological adoption strategies, workforce capability gaps, and resistance to organizational change (Arribas, Alfaro & Pérez, 2023). Without purposeful and coherent leadership, transformation efforts risk becoming fragmented, poorly coordinated, or unsuccessful. This can lead to operational inefficiencies, failed digital initiatives, weak market positioning, and erosion of competitive advantage in the rapidly evolving smart-living industry.

Strategic leadership has been widely recognized as a critical enabler of organizational transformation, particularly in contexts requiring technological innovation, business model reconfiguration, and cultural change (Hitt, Ireland & Hoskisson, 2017; Akpan, Udoh & Adebayo, 2022). However, there is a lack of empirical research examining how strategic leadership specifically facilitates the transformation of a traditional bathroom manufacturer like Bolina Group into a smart and healthy living solution

provider. Understanding the leadership practices, competencies, and behaviors that enable this transition remains an important gap in both academic literature and industry practice.

Therefore, the central problem addressed in this study is the limited understanding of how strategic leadership can effectively guide Bolina Group through the technological, organizational, and cultural transformation necessary to evolve from a traditional bathroom manufacturer into a smart and healthy living solution provider. Addressing this gap is essential for informing leadership strategies that promote sustainable innovation, competitive advantage, and long-term success in the smart-living industry.

1.3 Research Questions

1. How does strategic leadership facilitate the transformation of Bolina Group from a traditional bathroom manufacturer to a provider of smart and healthy living solutions?
2. In what ways does strategic leadership influence organizational transformation, including strategy, structure, and processes, during the shift toward smart and healthy living solutions?
3. What are the key challenges and barriers faced by Bolina Group in transitioning from traditional manufacturing to smart and health-oriented solutions, and how can strategic leadership address them?
4. Which leadership strategies and practices are most effective in promoting technological adoption, innovation, employee engagement, and positive customer perception during the transformation to smart and healthy living solution?

1.4 Research Objectives

1.4.1 General Objective

The general objective of this study is to examine the role of strategic leadership in enabling the transformation of Bolina Group from a traditional bathroom manufacturer into a provider of smart and healthy living solutions, focusing on how leadership guides technological adoption, innovation, organizational restructuring, and cultural change

1.4.2 Specific Objectives

- To analyze the influence of strategic leadership on Bolina Group's organizational transformation from traditional bathroom manufacturing to smart and healthy living solutions.
- To identify the key challenges and barriers encountered during the transformation process and evaluate how strategic leadership can address and overcome them.
- To examine the strategies and practices employed by leaders to integrate technology, innovation, and health-oriented solutions into bathroom products.
- To assess the impact of strategic leadership on employee engagement, organizational culture, and customer perception throughout the transition to smart and healthy living solutions.

1.5 Research Significance

The transformation of traditional bathroom manufacturing firms into providers of smart and healthy living solutions is a complex and multidimensional process that requires effective strategic leadership. This study is significant because it provides a comprehensive understanding of the role strategic leadership plays in guiding such transformational changes within the context of the bathroom manufacturing industry.

Firstly, the study contributes to academic knowledge by examining how strategic leadership influences organizational transformation in manufacturing industries, with a particular focus on bathroom manufacturing. While strategic leadership has been widely studied, limited research has explored its role in transitioning traditional product-focused companies into innovative, technology-driven solution providers. This study addresses this gap by linking leadership practices with technological adoption, innovation, organizational restructuring, and market competitiveness.

Secondly, the study holds practical significance for managers and organizational leaders. By identifying effective leadership strategies, behaviors, and approaches, the findings can guide leaders in managing the challenges and barriers associated with

transformation. Leaders can apply these insights to plan, implement, and sustain changes that align with organizational goals and meet evolving market demands.

Thirdly, the study is important for industry innovation and competitiveness. As customer expectations shift toward smart, health-oriented living solutions, understanding how leadership drives the adoption of new technologies and product innovations can help bathroom manufacturers remain relevant and competitive. The findings can assist firms in integrating smart and wellness-oriented solutions into their product portfolios, improving customer satisfaction, and strengthening brand reputation.

Finally, the research emphasizes the human and organizational dimensions of transformation. By investigating the impact of strategic leadership on employee engagement, organizational culture, and customer perception, the study highlights how leaders can foster a supportive environment for change. Effective leadership enhances employee willingness to embrace innovation and increases customer confidence and value perception.

This study is significant academically, practically, and strategically. Academically, it expands the understanding of strategic leadership in guiding organizational transformation in manufacturing industries. Practically, it provides actionable insights for leaders and managers navigating the transition from traditional bathroom manufacturing to smart and healthy living solution provision. Strategically, it offers approaches to enhance innovation, competitiveness, and customer satisfaction, providing a roadmap for sustainable growth in evolving markets.

1.6 Scope of the Study

1.6.1. Geographical Scope

Geographically, this research is focused on Cihana, where Bolina Group operates its traditional bathroom manufacturing facilities. The primary emphasis will be on the company’s local operations and how strategic leadership drives its transformation from a conventional bathroom manufacturer to a provider of smart and healthy living solutions.

While the study centers on Cihana, it will also consider the potential influence of strategic leadership on neighboring areas and markets where Bolina Group plans to expand its smart and health-oriented offerings. This broader perspective allows for a comprehensive understanding of how leadership strategies shape organizational transformation and the adoption of innovative solutions across different operational and market contexts within the region.

1.6.2 Theoretical Scope

This study is theoretically grounded in the field of strategic leadership, focusing on how it enables the transformation of Bolina Group from a traditional bathroom manufacturer into a provider of smart and healthy living solutions. The theoretical scope examines leadership principles, strategic decision-making, and change-oriented behaviors that guide organizations through technological, organizational, and market-driven transitions.

Central to this research are transformational and visionary leadership theories, which explain how leaders create compelling future-oriented visions, inspire innovation, and motivate employees to embrace new strategic directions. These theories provide insight into how Bolina Group's leaders can drive the shift from conventional manufacturing toward integrated, intelligent, and wellness-focused product solutions.

The study also draws on change management and organizational transformation theories, which offer conceptual tools for understanding how organizations restructure processes, redesign capabilities, and overcome internal resistance during major transitions. These theories are relevant to analyzing how strategic leadership can support Bolina Group in adopting digital technologies, modernizing production systems, and fostering a culture that accepts continuous improvement.

To further contextualize the technological dimension of the transformation, the research incorporates innovation management and technology adoption theories, particularly those addressing digitalization, smart product development, and IoT-enabled solutions. These perspectives help explain how leaders facilitate the integration of smart technologies, promote research and development initiatives, and

encourage cross-functional collaboration to deliver health-oriented and intelligent bathroom solutions.

The study applies market orientation and customer value theories to explore how strategic leadership ensures that Bolina Group's transformation aligns with evolving consumer expectations for smart, personalized, and health-enhancing living environments. These theories highlight the leadership role in shaping strategies that strengthen customer satisfaction, competitive advantage, and market relevance.

Overall, the theoretical scope emphasizes leadership, innovation, and strategic transformation rather than technical engineering aspects of smart bathroom technologies. It provides a structured framework for analyzing how strategic leadership enables Bolina Group to successfully transition from traditional bathroom manufacturing to becoming a leading smart and healthy living solution provider.

1.6.3 Methodological Scope

This study adopts a qualitative research methodology, designed to explore how strategic leadership shapes the transformation of Bolina Group from a traditional bathroom manufacturer into a smart and healthy living solution provider. The qualitative approach allows for an in-depth understanding of leadership behaviors, strategic decision-making processes, and organizational change dynamics within their real-world context.

Data collection focuses primarily on primary qualitative sources, including semi-structured interviews and discussions with Bolina Group's key leaders, managers, and employees who are directly involved in the transformation process. These interviews are intended to capture rich insights on leadership strategies, innovation practices, and the challenges encountered during the shift toward smart and health-oriented solutions.

To strengthen and validate the findings, the study also utilizes secondary data, such as company documents, strategic plans, internal reports, industry publications, and relevant academic literature. These sources provide contextual background and help triangulate the insights gathered from primary data.

The methodological scope is intentionally limited to examining strategic leadership and organizational transformation processes within Bolina Group. It does not include detailed technical analysis of smart product engineering, production line redesign, or financial performance assessments except where such elements directly intersect with leadership decisions or influence the transformation strategy.

Through this methodological approach, the study aims to provide a comprehensive and nuanced understanding of how strategic leadership drives Bolina Group's evolution toward smart and healthy living solutions, highlighting key leadership practices, transformation challenges, and the organizational outcomes that support successful change.

1.7 Limitation of the Study

This study presents several limitations that should be acknowledged. First, the research focuses exclusively on Bolina Group's transformation from a traditional bathroom manufacturer to a smart and healthy living solution provider. As a single case study, the findings may have limited generalizability to other companies, industries, or geographical contexts.

Second, the study is constrained by the availability and accessibility of data. Access to internal documents, strategic plans, and proprietary information was restricted, which may limit the depth of analysis. The qualitative nature of the study also relies heavily on participant perspectives, which may introduce subjectivity despite efforts to ensure accuracy and reduction of bias.

Third, the rapid pace of technological advancement in smart and healthy living solutions presents another limitation. As digital innovations and smart-home technologies evolve quickly, some findings may become less applicable over time.

Additionally, the study primarily examines internal strategic leadership factors, with limited exploration of external influences such as market competition, government regulations, or broader economic conditions that may also impact organizational transformation.

Lastly, the insights generated are shaped by Bolina Group's unique organizational culture, leadership style, and regional operating environment. These contextual factors may affect the transferability of the study's conclusions to other organizations undergoing similar transformations.

1.8 Operational definition of key terms

The following key terms are defined operationally to clarify their meaning and application within the context of this study:

Strategic Leadership: Refers to the ability of top executives and organizational leaders to develop a clear vision, set strategic direction, and guide the organization through transformational change. In this study, strategic leadership specifically involves decisions, behaviors, and practices that enable Bolina Group to transition from traditional bathroom manufacturing toward smart and healthy living solutions. This includes strategic planning, resource allocation, innovation support, and motivating employees to embrace new technologies and processes.

Transformation: Defined as the process of fundamentally changing an organization's structures, capabilities, and product offerings to meet emerging technological and market demands. In this study, transformation refers to Bolina Group's shift from producing conventional bathroom products to delivering integrated smart and health-oriented living solutions. This involves digitalization, organizational restructuring, new product development, and cultural shifts toward innovation.

Traditional Bathroom Manufacture: Refers to the production of standard bathroom fixtures and accessories such as ceramic sinks, faucets, toilets, and bathtubs that operate without advanced digital or health-enhancing features. In this research, the term describes Bolina Group's initial form of operation prior to adopting smart technologies and wellness-focused product innovations.

Smart and Healthy Living Solutions: Products and systems designed to enhance user well-being, comfort, and efficiency through the incorporation of intelligent technologies, health-monitoring functions, ergonomic design, and sustainable

materials. Examples in this study include smart toilets, sensor-based faucets, automated showers, and wellness-supporting bathroom features. This term represents the ultimate strategic direction of Bolina Group's transformation.

Organizational Culture: Refers to the shared values, norms, beliefs, and behavioral expectations that shape how employees perceive and respond to organizational change. In this study, organizational culture is examined to understand how supportive or resistant internal environments influence the success of Bolina Group's transformation toward smart and healthy living solutions.

Innovation Adoption: Represents the extent to which the organization embraces, implements, and integrates new technologies, processes, and ideas. In the context of this study, innovation adoption focuses on how Bolina Group accepts and applies digital technologies, smart systems, and health-oriented innovations within its product development and operations.

1.10. Organization of the study

This research is structured into five chapters, each addressing a key component of the investigation into strategic leadership and the transformation of Bolina Group from a traditional bathroom manufacturer to a smart and healthy living solution provider.

Chapter One presents the introduction to the study. It includes the background of the research, statement of the problem, research questions, objectives, significance, scope, operational definitions of key terms, and the organization of the study.

Chapter Two provides a comprehensive review of related literature. This chapter discusses theoretical and empirical studies on strategic leadership, organizational transformation, innovation and technology adoption, and the shift toward smart and healthy living solutions. It also presents the conceptual and theoretical frameworks guiding the study.

Chapter Three outlines the research methodology. It describes the research design, study area, population and sampling procedures, data collection methods, instruments,

data analysis techniques, and ethical considerations. This chapter explains how the study was conducted to address the research questions.

Chapter Four presents the results and discussion. The findings derived from the data are analyzed and interpreted in relation to the research objectives and the reviewed literature. This chapter highlights key insights on how strategic leadership influences Bolina Group's transformation process.

Chapter Five provides the summary, conclusions, and recommendations. The summary highlights the major findings of the study, while the conclusions address the research questions based on the results. The chapter also offers practical recommendations for Bolina Group and other similar organizations, as well as suggestions for future research.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

This chapter presents a focused and well-supported literature review on the topic "*Strategic Leadership in the Transformation from Traditional Bathroom Manufacture to Smart and Healthy Living Solution Provider*." The review synthesizes scholarly work, theoretical models, and empirical findings related to four core dimensions of the study: strategic leadership, organizational transformation, innovation and technology adoption, and the emerging field of smart and healthy living solutions. Through an examination of existing research, this chapter establishes the intellectual foundation for the study, highlights key debates and perspectives in the literature, and identifies gaps that justify the need for further investigation. The insights gained will support the development of the study's conceptual framework and guide the analysis of strategic leadership within Bolina Group's transformation journey.

2.2 Review of Theoretical Literature

The theoretical literature relevant to this study encompasses several foundational theories and conceptual frameworks that explain how strategic leadership drives organizational transformation, technological innovation, and the transition from traditional manufacturing to smart and healthy living solution provision. Understanding these theories is essential for analyzing how leadership practices shape Bolina Group's transformation process, influence employee behavior, and enable the adoption of smart and health-oriented technologies.

This section reviews the major theories that underpin the study, including Transformational Leadership Theory, Visionary Leadership Theory, Change Management Theory, Innovation and Technology Adoption Theories, Dynamic Capabilities Theory, and Organizational Culture Theory. Together, these frameworks provide the theoretical basis for examining how strategic leadership facilitates the

shift from conventional bathroom manufacturing to the development of integrated, intelligent, and wellness-focused living solutions.

2.2.1 Concept of Strategic Leadership

Strategic leadership is the capacity of leaders to influence and guide an organization toward achieving long-term objectives, often in complex and dynamic environments (Hitt et al., 2020). It extends beyond traditional management, which typically focuses on operational efficiency, cost control, and short-term goals. Strategic leadership combines vision, foresight, adaptability, and the ability to align organizational resources with emerging opportunities. It emphasizes anticipating environmental changes, understanding technological trends, and making proactive decisions that secure a sustainable competitive advantage(Teece, 2020). In the context of transforming a traditional bathroom manufacturer into a smart and healthy living solution provider, strategic leadership becomes critical because the company is not just introducing new products it is redefining its value proposition, business model, and organizational culture to meet modern consumer needs.

One of the central roles of strategic leadership in such a transformation is visionary direction and goal-setting. Leaders must articulate a clear and compelling vision that positions the company as a provider of smart, wellness-oriented, and technology-integrated living solutions, rather than simply a manufacturer of conventional bathroom products. This vision guides the organization in prioritizing innovation, technology adoption, and customer-centric design. Strategic leaders must also communicate this vision effectively to all stakeholders including employees, suppliers, and customers to ensure alignment and support throughout the transformation journey. Research shows that organizations with strong visionary leadership are more likely to successfully implement transformative initiatives and maintain employee engagement during periods of change(Yukl, 2020).

Another key function of strategic leadership in this transformation is resource alignment and capability development. Leaders must identify and allocate resources financial, human, technological, and operational toward initiatives that support smart and healthy living solutions. For example, investing in IoT-enabled faucets,

sensor-based showers, touchless systems, antimicrobial materials, and digital service platforms requires strategic foresight and careful prioritization. Beyond financial resources, strategic leaders must also cultivate organizational capabilities, such as cross-functional collaboration, innovation culture, and knowledge-sharing practices, to ensure that employees are prepared to develop, implement, and support these advanced solutions.

Strategic leadership also emphasizes market and customer orientation. Transforming from a traditional bathroom manufacturer to a smart living solutions provider requires deep understanding of consumer trends, including wellness, hygiene, sustainability, and the integration of technology into daily life(Kotler et al., 2021). Leaders must analyze market opportunities, anticipate shifts in consumer behavior, and position the company as a lifestyle partner that delivers value beyond physical products. This customer-centric approach ensures that the transformation meets real-world needs and differentiates the company in a competitive market.

Finally, strategic leadership is vital for sustaining long-term organizational growth and competitive advantage. By integrating vision, innovation, resource alignment, and market insight, strategic leaders drive the organization toward a future-ready model that is resilient, adaptable, and responsive to emerging opportunities(Yukl, 2020). In this way, strategic leadership serves as the primary driver of transformation, ensuring that the company evolves from a conventional product manufacturer into a dynamic, smart, and health-focused solution provider that is relevant in the modern marketplace.

2.2.3 Importance of Strategic Leadership

Strategic leadership is widely recognized as a critical driver of organizational transformation, especially in industries experiencing technological disruption and evolving consumer expectations. In the bathroom manufacturing sector, which has traditionally focused on hardware production, there is increasing pressure to shift toward smart, health-oriented solutions that integrate wellness, connectivity, and user-centric functionality (Lee & Yang, 2022; Zhang, Li & Chen, 2023). Within this context, strategic leadership provides the vision, guidance, and long-term direction

necessary to align organizational goals, resources, and processes with emerging market demands (House & Aditya, 2018; Bass, 2020). Without effective strategic leadership, organizations risk fragmented efforts, inconsistent strategies, and missed opportunities for competitive advantage.

A central role of strategic leadership lies in fostering innovation and facilitating technological adoption. Transforming into a smart and health-focused solution provider requires the integration of advanced technologies such as the Internet of Things (IoT), smart sensors, and connected home systems. Strategic leaders create an organizational environment that encourages experimentation, knowledge sharing, and continuous learning, enabling employees to engage effectively with new technologies and innovative practices (Shoemaker & Krupp, 2018; Susanti et al., 2023). By guiding technology adoption and innovation, leaders ensure that new solutions are successfully implemented and deliver meaningful value to customers.

Strategic leadership is also vital for managing organizational and cultural change. Transitioning from traditional manufacturing to a solution-oriented business model necessitates developing new workforce capabilities, redesigning internal processes, and cultivating an adaptive, innovation-driven culture (Hitt, Ireland & Hoskisson, 2019). Leaders facilitate this transformation by promoting collaboration, adaptability, and employee engagement, embedding principles of creativity, learning, and responsiveness throughout the organization. This cultural alignment is essential for enabling Bolina Group to internalize the mindset required for delivering smart, health-focused solutions effectively.

Moreover, strategic leaders play a critical role in resource alignment and stakeholder engagement. Successful transformation demands investment in technology, talent, and infrastructure, as well as coordination across departments and external partners (Arribas, Alfaro & Pérez, 2023). Leaders ensure that resources are efficiently allocated, strategic priorities are clearly communicated, and both internal and external stakeholders are aligned and supportive of the change process. This alignment reduces resistance, accelerates technology adoption, and increases the likelihood of sustainable transformation.

Strategic leadership further supports competitive advantage in dynamic and rapidly evolving markets. Leaders who combine visionary thinking with adaptive decision-making guide organizations to differentiate themselves through innovative, smart, and health-oriented solutions (Akpan, Udoh & Adebayo, 2022). They identify emerging opportunities, optimize processes, and continuously refine products and services, enabling firms like Bolina Group to remain relevant, resilient, and competitive as technological and market conditions evolve.

Finally, the importance of strategic leadership extends beyond operational performance to long-term sustainability and organizational resilience. Effective leaders embed ethical principles, human-centered values, and sustainability considerations into transformation initiatives, creating organizations that are innovative, socially responsible, and capable of responding to future disruptions (Shoemaker & Krupp, 2021; Susanti et al., 2023). In the context of Bolina Group, strategic leadership ensures holistic transformation integrating technology, culture, and market orientation to achieve sustainable value creation, competitive advantage, and alignment with both consumer expectations and broader societal needs.

2.2.4 Concept of Transformation

Transformation refers to a comprehensive and fundamental change in an organization's structure, processes, culture, and strategy, aimed at achieving significant improvements in performance, competitiveness, and adaptability (Burnes, 2020; Cameron & Green, 2021). Unlike incremental change, which involves small adjustments or gradual improvements, transformation represents a systemic shift in how an organization operates, often requiring a redefinition of its business model, technology, and value proposition. It is typically driven by external pressures such as evolving consumer expectations, technological advancements, market competition, and regulatory requirements.

In the context of traditional bathroom manufacturing, transformation is multidimensional, encompassing technological, operational, and cultural changes. Technological transformation involves integrating advanced systems, smart devices, and digital solutions such as IoT-enabled faucets, sensor-based showers, and

health-monitoring bathroom features to enhance efficiency, innovation, and customer experience (Westerman, Bonnet & McAfee, 2014). Operational transformation focuses on redesigning workflows, production processes, and resource allocation to improve responsiveness, agility, and overall organizational performance. Cultural transformation addresses mindset shifts, leadership behaviors, and employee engagement, fostering an adaptive, innovative, and resilient culture capable of sustaining change (Beer & Nohria, 2000).

Transformation in this context is strategically oriented. It is not merely reactive but requires visionary leadership, proactive planning, and deliberate alignment of organizational resources to navigate complex changes successfully (Kotter, 2012). Effective transformation ensures that technological adoption, operational restructuring, and cultural alignment collectively support the organization's long-term strategic objectives, delivering sustainable value and competitive advantage. Leaders play a pivotal role in articulating a clear vision, mobilizing stakeholders, and embedding a culture of innovation and adaptability throughout the organization.

In today's business environment, transformation is increasingly driven by digitalization and innovation. For bathroom manufacturers like Bolina Group, transforming into a provider of smart and healthy living solutions requires the integration of emerging technologies, including intelligent home systems, AI-enabled devices, and data-driven wellness solutions, to meet changing consumer expectations for convenience, health, sustainability, and comfort (Vial, 2019; Lee & Yang, 2022). The success of such transformational initiatives determines whether a firm can achieve sustainable growth, market relevance, and resilience in a rapidly evolving industry.

Transformation is a holistic and strategic process that reshapes an organization's capabilities, culture, and operations. For Bolina Group, it involves redefining its product offerings, adopting smart technologies, and fostering an innovation-driven culture, all guided by strategic leadership. This approach ensures the company can evolve from a traditional bathroom manufacturer into a competitive provider of smart and health-oriented living solutions.

2.2.5 Benefits of Transformation

Organizational transformation provides a wide range of strategic, operational, and cultural benefits that enable firms to remain competitive, innovative, and responsive in dynamic markets. For a traditional bathroom manufacturer like Bolina Group, transforming into a provider of smart and healthy living solutions unlocks several key advantages.

One primary benefit is enhanced competitiveness and market relevance. Transformation enables organizations to align their products, services, and business models with evolving customer expectations, technological advancements, and industry trends (Kotter, 2012; Vial, 2019). By adopting smart, health-oriented bathroom solutions, firms can differentiate themselves, capture emerging market opportunities, and maintain a sustainable competitive advantage.

Another significant benefit is improved operational efficiency and effectiveness. Transformation often involves redesigning processes, optimizing resource allocation, and integrating advanced technologies, which can increase productivity, reduce costs, and improve responsiveness (Westerman, Bonnet & McAfee, 2014). In the context of bathroom manufacturing, operational improvements can enhance production quality, reduce material waste, and ensure timely delivery of innovative, health-focused solutions, thereby improving customer satisfaction and profitability.

Innovation and technological advancement are also central benefits of transformation. Strategic initiatives encourage the adoption of smart systems, IoT-enabled devices, AI-assisted products, and other digital tools, fostering a culture of creativity, experimentation, and continuous improvement (Vial, 2019). Such innovation enables Bolina Group to develop advanced bathroom solutions that integrate wellness, hygiene, and connectivity, keeping the firm future-ready.

Transformation further enhances organizational agility and resilience. By reshaping structures, processes, and culture, organizations are better prepared to respond to market disruptions, competitive pressures, and technological change (Burnes, 2020).

Agile organizations can anticipate challenges, adapt strategies quickly, and maintain stability during periods of uncertainty a critical capability in the rapidly evolving smart-home and wellness-focused market.

Another key benefit is the strengthening of organizational culture and human capital. Transformation initiatives often require upskilling employees, promoting collaboration, and fostering a mindset of continuous learning and adaptability (Beer & Nohria, 2000). This cultural alignment enhances employee engagement, motivation, and retention, building a workforce capable of supporting ongoing innovation and sustaining transformation efforts.

Finally, transformation contributes to sustainable growth and long-term value creation. By integrating strategic leadership, technological adoption, operational improvements, and cultural change, organizations position themselves to generate lasting competitive advantages, deliver superior customer value, and achieve long-term organizational success (Cameron & Green, 2021). For Bolina Group, transformation is not only a mechanism for immediate improvement but also a strategic investment in becoming a leading provider of smart and health-oriented living solutions in a competitive and evolving marketplace.

2.2.6 Essential Strategic Leadership Tools

Transforming a traditional bathroom manufacturer into a smart and health-oriented living solution provider requires strategic leadership tools that guide the organization through technological, cultural, and operational changes. These tools enable leaders to make informed decisions, align resources, foster innovation, and ensure that the organization successfully adapts to evolving market demands.

a. **Strategic Planning and Environmental Analysis**:Leaders use tools such as SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis, and scenario planning to evaluate internal capabilities and external market conditions (Bryson, 2018). In the context of Bolina Group, these tools help identify opportunities for smart technologies, wellness-oriented solutions, and sustainable practices while anticipating market and operational challenges. They provide a strategic roadmap to

align the organization's vision, resources, and objectives with emerging consumer and industry trends.

b. **Innovation and Technology Management**:Adopting smart and health-focused technologies such as IoT-enabled fixtures, digital water management systems, sensor-based showers, and wellness-monitoring devices requires structured innovation processes. Tools like Design Thinking, Technology Roadmaps, Stage-Gate Product Development, and Open Innovation platforms enable leaders to manage product development, foster creativity, and ensure that innovations meet evolving customer expectations (Tidd & Bessant, 2020).

c. **Change Management Frameworks**:Transforming organizational processes, culture, and workforce skills is critical for success. Leaders can employ frameworks such as Kotter's 8-Step Model, Lewin's Change Model, and the ADKAR model (Awareness, Desire, Knowledge, Ability, Reinforcement) to implement change effectively (Kotter, 2019; Hiatt, 2022). These frameworks help engage employees, reduce resistance, and cultivate a culture that embraces innovation and smart technology adoption.

d. **Performance Monitoring and Decision-Support Tools**:Leaders require mechanisms to track progress and make data-driven decisions. Tools such as the Balanced Scorecard, Key Performance Indicators (KPIs), benchmarking, Decision Trees, and Risk Matrices enable monitoring of innovation outcomes, operational efficiency, and potential risks (Kaplan & Norton, 2021; Hillson, 20219). These tools ensure that transformation initiatives remain on track and deliver the intended results.

e. **Stakeholder Engagement and Communication**:Successful transformation depends on the support of employees, suppliers, partners, and customers. Tools like stakeholder mapping, influence diagrams, and communication plans help leaders identify critical stakeholders, understand their interests, and maintain engagement throughout the transition (Freeman, 2020). Effective communication ensures alignment, reduces resistance, and fosters collaborative adoption of smart and health-oriented solutions.

f. **Resource Alignment Tools:**Transformation initiatives require strategic allocation of resources, including finance, technology, and human capital. Tools such as resource allocation matrices, capability mapping, and portfolio management assist leaders in prioritizing investments and aligning resources with strategic goals (Ireland & Hitt, 2021). This ensures that innovation, technology adoption, and workforce development are effectively supported throughout the transformation.

Strategic leaders can leverage these tools to guide traditional bathroom manufacturers like Bolina Group through the complex transition to smart and health-focused solutions. By integrating strategic planning, innovation management, change management, performance monitoring, stakeholder engagement, and resource alignment, leaders can ensure that transformation initiatives are coordinated, sustainable, and positioned to deliver long-term competitive advantage and market relevance.

2.3 Review of Empirical Literature

Empirical research consistently underscores the critical role of strategic leadership in guiding organizations through complex transformations, particularly those involving technological adoption, innovation, and business model redesign. Strategic leadership has been shown to positively influence organizational performance by aligning resources, fostering innovation, and driving adaptive change (Hitt, Ireland & Hoskisson, 2017; Akpan, Udoh & Adebayo, 2022). Leaders who actively engage in strategic planning, change management, and stakeholder coordination enhance their organization's ability to respond effectively to dynamic market conditions and technological disruption.

In the manufacturing sector, empirical studies highlight the link between strategic leadership and successful digital and technological transformation. For instance, Susanti et al. (2023) found that firms with strong strategic leadership were better able to adopt smart technologies, optimize operational processes, and innovate products, resulting in improved efficiency and enhanced market competitiveness. Similarly, Kraus et al. (2021) demonstrated that organizations implementing leadership-driven innovation strategies achieve greater agility and resilience, enabling them to respond

effectively to evolving consumer demands and competitive pressures. These findings are particularly relevant for traditional bathroom manufacturers, such as Bolina Group, seeking to transition toward smart and health-oriented solutions.

Empirical evidence also highlights the importance of change management as a core component of strategic leadership. Studies by Kotter (2019) and Hiatt (2020) indicate that structured change management frameworks, when applied under strategic leadership, improve employee engagement, reduce resistance, and ensure smoother implementation of transformational initiatives. Leaders who combine a clear vision with effective communication and stakeholder involvement foster organizational cultures that are receptive to innovation and technological adoption. In the context of bathroom manufacturing, such practices are essential to shifting workforce mindsets from conventional production methods to wellness- and technology-oriented solutions.

Furthermore, research emphasizes the role of resource alignment and performance monitoring in transformation success. Tools such as Balanced Scorecards, KPIs, and technology roadmapping have been empirically linked to enhanced decision-making and achievement of strategic objectives (Kaplan & Norton, 2021; Tidd & Bessant, 2020). Organizations that actively monitor performance and strategically allocate resources demonstrate higher success rates in implementing smart, innovative, and customer-focused solutions. For bathroom manufacturers, these tools facilitate the efficient adoption of smart technologies, optimize operational processes, and support sustainable innovation.

Stakeholder engagement is another critical factor identified in empirical studies. Freeman (2019) and Arribas, Alfaro & Pérez (2023) found that strategic leaders who actively identify and engage key stakeholders including employees, suppliers, customers, and technology partners achieve greater buy-in and reduce resistance to change. Effective stakeholder management ensures that transformation initiatives, including the adoption of smart and health-oriented solutions, are coherent and supported across the organization and value chain.

In summary, empirical literature consistently confirms that strategic leadership is a key determinant of successful organizational transformation. By integrating strategic planning, innovation management, change management, performance monitoring, resource alignment, and stakeholder engagement, leaders enhance an organization's ability to implement complex changes, adopt emerging technologies, and achieve sustainable competitive advantage. For traditional bathroom manufacturers like Bolina Group, these insights underscore that effective strategic leadership is essential for successfully navigating the shift to smart and health-focused living solutions, ensuring long-term relevance and market competitiveness.

2.4 Research Gap

The existing literature on strategic leadership and organizational transformation reveals several gaps, particularly concerning how leaders guide traditional bathroom manufacturing firms through technological, market, and health-driven changes. While prior studies demonstrate that strategic leadership positively influences outcomes such as innovation adoption, operational efficiency, and market competitiveness, there is limited understanding of the mechanisms through which these effects occur in traditional manufacturing contexts. Specifically, little empirical evidence exists on how leaders facilitate the transformation of conventional bathroom manufacturing firms into providers of smart and healthy living solutions.

Many empirical studies in the broader manufacturing sector rely on general organizational or demographic variables as proxies for more complex mediating or moderating factors. This methodological approach has produced a superficial understanding of how strategic leadership can be optimized for transformative innovation. The nuances of guiding organizations through digitalization, IoT integration, smart home technologies, and health-focused product development remain underexplored, particularly in the context of traditional bathroom manufacturing.

Furthermore, most research on strategic leadership has focused on high-tech, service, or large-scale manufacturing sectors, leaving traditional industries like bathroom manufacturing largely unexamined. Consequently, there is a lack of sector-specific

insights into how leaders navigate the cultural, operational, and technological challenges inherent in transforming conventional firms into providers of smart, health-oriented solutions.

Existing studies also tend to overlook mediating and contextual factors that shape the relationship between leadership practices and transformation outcomes. Elements such as organizational culture, workforce readiness, employee engagement, and market dynamics are rarely integrated into research frameworks. This omission limits understanding of how strategic leadership can effectively drive innovation adoption, technological integration, and customer-centric product transformation in practice.

Addressing these gaps is essential for providing a comprehensive view of strategic leadership in traditional bathroom manufacturing firms. Investigating the processes, strategies, and leadership styles that facilitate the shift toward smart and healthy living solutions can contribute to both theory and practice. Such research offers actionable insights for leaders seeking to achieve sustainable transformation, competitive advantage, and long-term relevance in a technology-driven and consumer-focused market, as exemplified by the case of Bolina Group.

2.5 Conceptual Framework

The conceptual framework of this study explores how strategic leadership drives the transformation of traditional bathroom manufacturing firms, such as Bolina Group, into providers of smart and healthy living solutions. In this framework, strategic leadership serves as the independent variable, encompassing practices such as transformational leadership, adaptive leadership, and visionary leadership. These practices enable leaders to guide organizational change, foster innovation, and formulate long-term strategies that align with emerging market trends, technological advancements, and consumer expectations.

The framework incorporates several mediating and moderating factors that affect the effectiveness of strategic leadership in achieving successful organizational transformation, including organizational culture, technological readiness, employee skills, and market dynamics, which can either enhance or constrain leadership impact.

These factors clarify how and under what conditions strategic leadership facilitates the adoption of smart technologies, health-focused bathroom solutions, and innovative product designs. The successful transformation of the organization, as the dependent variable, is reflected in outcomes such as the adoption and integration of smart and health-oriented solutions, operational efficiency and process optimization, enhanced market competitiveness, improved customer satisfaction and experience, and long-term sustainability and resilience.

The conceptual framework proposes that strategic leadership positively influences transformation outcomes both directly and indirectly through the mediating factors. By illustrating the relationships between leadership practices, organizational capabilities, and transformation outcomes, the model provides a structured approach for understanding how strategic leadership drives innovation, competitiveness, and sustainable growth in the context of traditional bathroom manufacturing.

This framework guides the empirical investigation of Bolina Group, providing a lens to examine leadership strategies, organizational readiness, and transformation outcomes in transitioning from conventional manufacturing to smart and health-focused solutions.

Furthermore, the above-mentioned conceptual framework is presented in pictorial form to clearly illustrate the relationships among the key variables. This visual representation highlights how strategic leadership, encompassing transformational, adaptive, and visionary leadership practices, influences organizational transformation outcomes both directly and indirectly through mediating and moderating factors such as organizational culture, technological readiness, employee skills, and market dynamics. By providing a visual overview, the framework facilitates a better understanding of the mechanisms through which leadership drives the transition of traditional bathroom manufacturing firms, such as Bolina Group, toward smart and healthy living solutions, thereby supporting the empirical investigation presented in this study.

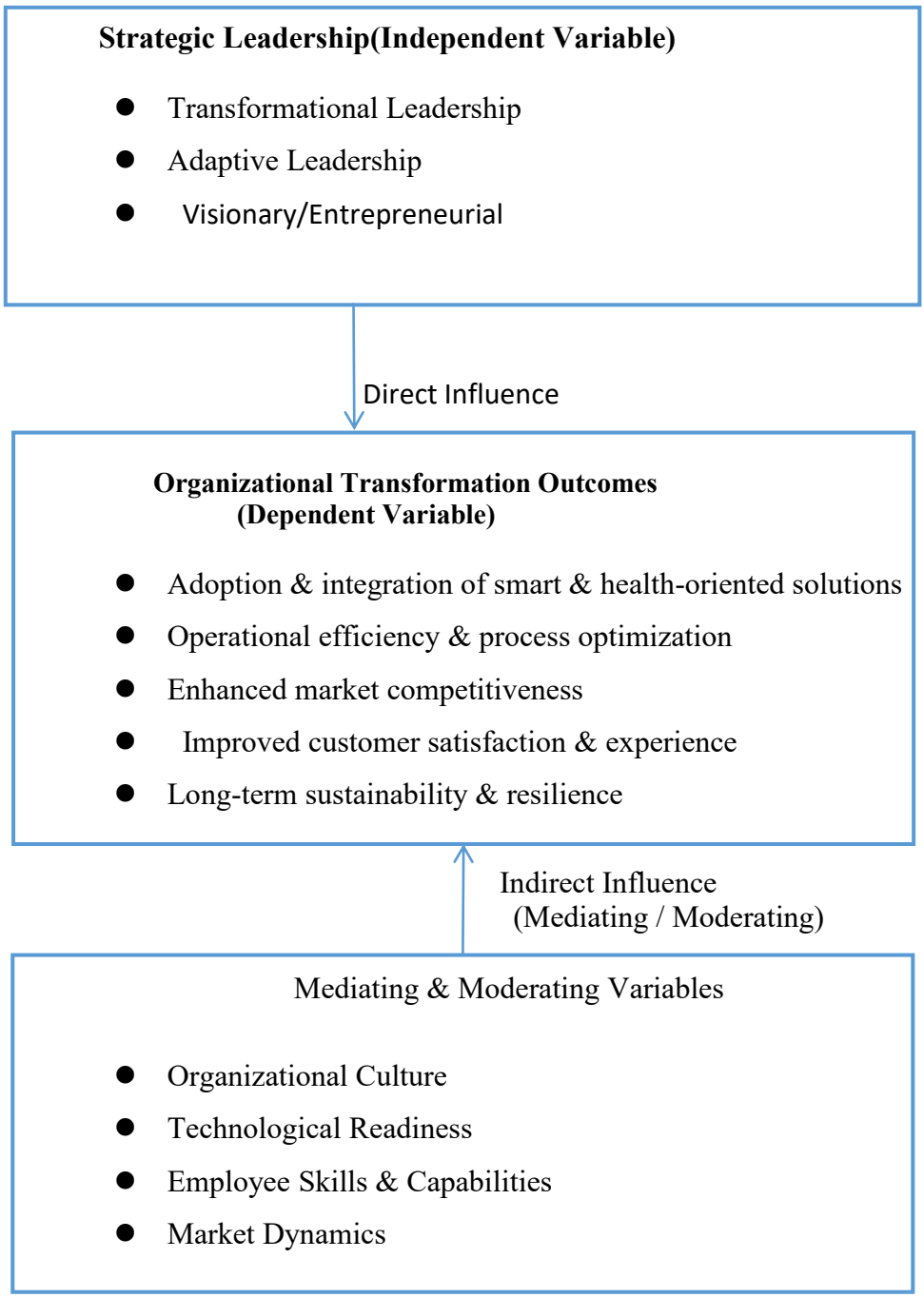


Figure 2.1 Conceptual framework

CHAPTER THREE

3.RESEARCH METHODOLOGY

This chapter presents the methodology adopted for the study, focusing on how strategic leadership influences the transformation of Bolina Group from a traditional bathroom manufacturer into a provider of smart and healthy living solutions. It outlines the research design, population and sampling methods, data sources, data collection tools, and data analysis techniques. The chapter also addresses ethical considerations relevant to the study.

The study employs a mixed-methods explanatory sequential design, combining quantitative surveys with qualitative interviews. This approach allows for a comprehensive examination of the role of strategic leadership in driving organizational transformation. The quantitative component captures measurable aspects of leadership practices, employee engagement, and transformation outcomes, while the qualitative component provides deeper insights into leadership strategies, organizational challenges, and contextual factors influencing the transition to smart and health-oriented solutions.

3.1 Research Design

This study adopts a mixed-methods explanatory sequential design to investigate the role of strategic leadership in transforming Bolina Group from a traditional bathroom manufacturer into a smart and healthy living solution provider. In this design, quantitative data is collected first through a descriptive survey to identify patterns in leadership practices, organizational readiness, and transformation outcomes. This approach allows for the documentation and analysis of existing phenomena without manipulating variables, making it suitable for understanding naturally occurring organizational processes (Kothari, 2004; Scribbr, 2023).

Following the survey, a qualitative phase involving in-depth interviews is conducted to explore the processes, challenges, and contextual factors that influence transformation. This phase provides richer insights into how strategic leadership fosters innovation, guides technological adoption, and shapes organizational culture. Combining both quantitative and qualitative methods allows for triangulation, enhancing the validity and depth of the findings (Saint Peters Pressbooks, 2023).

The mixed-methods design is particularly appropriate for this study because it addresses research questions that include both measurable outcomes, such as the adoption of smart and health-oriented solutions and employee perceptions, and complex processes, such as leadership decision-making and organizational change. By integrating these approaches, the study provides a comprehensive understanding of the mechanisms through which strategic leadership drives successful transformation, offering actionable insights for both theory and practice.

3.2. Research Approach

This study adopts a mixed-methods research approach, integrating both quantitative and qualitative methods to provide a comprehensive and nuanced understanding of how strategic leadership influences the transformation of Bolina Group from a traditional bathroom manufacturer to a smart and healthy living solution provider. Mixed-methods research has become a widely accepted approach for analyzing complex organizational phenomena because it allows researchers to combine the strengths of numerical measurement with detailed contextual explanations (Creswell & Creswell, 2023). This dual perspective is essential for examining transformation processes, where both measurable organizational trends and deep insights into leadership behavior, culture, and technological adoption are required.

The quantitative component is implemented first, following an explanatory sequential design. A structured survey is distributed to employees, supervisors, and managers across different departments within Bolina Group. This phase aims to measure variables such as strategic leadership practices, organizational culture, technological readiness, innovation adoption, and perceptions of transformation progress. Quantitative methods allow for the identification of patterns, correlations, and

organizational tendencies that help characterize the broader transformation landscape (Saunders, Lewis & Thornhill, 2019). To generate reliable and consistent data, the study employs a well-designed questionnaire containing both close-ended items useful for statistical analysis and open-ended items that allow respondents to elaborate on their experiences.

Following the quantitative phase, the qualitative component is conducted to provide deeper insight into why and how the patterns identified in the survey occur. Semi-structured interviews are carried out with selected leaders, managers, and key employees who directly participate in or influence the transformation process. This qualitative phase helps explain the mechanisms behind strategic leadership actions, the challenges encountered during the shift toward smart and healthy living solutions, and the contextual factors shaping employees' experiences. By capturing lived experiences, personal reflections, and detailed examples, the qualitative approach complements the quantitative findings and strengthens the overall validity of the study (Fetters & Molina-Azorin, 2020).

Overall, the mixed-methods approach enhances the rigor, depth, and credibility of the research by allowing the strengths of both methods to compensate for each other's limitations. The quantitative results offer a structured overview of the organizational transformation, while the qualitative results provide rich explanations that reveal the underlying leadership processes. Together, these approaches offer a holistic and reliable analysis of how strategic leadership supports Bolina Group's transition from traditional bathroom manufacturing to delivering smart, innovative, and health-oriented living solutions.

3.3 Target Population and Sampling Technique

3.2.1 Target Population

To calculate the sample size, the target population of this study comprised employees of Bolina Group across key job categories who are directly involved in or affected by the company's strategic transformation from traditional bathroom manufacturing to smart and healthy living solution provision. The population included 15-Senior

Management members, 35-Middle Management staff, 40-Supervisors, 90-Engineering Staff, 55-Production Staff, and 55 Marketing Staff, totaling **290** employees.

These groups were selected because they represent all hierarchical levels and functional areas that contribute to, or are influenced by, strategic leadership decisions, innovation initiatives, and organizational change processes. Senior Management members are responsible for defining the vision, formulating strategies, and making high-level decisions that guide the transformation. Middle Management staff translate strategic directives into actionable plans, coordinate departmental activities, and monitor progress toward transformation goals. Supervisors play a critical role in implementing changes on the operational level, ensuring that teams follow new procedures and adopt smart technologies effectively.

Engineering and Production Staff are directly involved in developing and integrating smart and health-oriented solutions into the company's products, including IoT-enabled fixtures, wellness monitoring systems, and sustainable designs. Their input is crucial for understanding the technological and operational challenges of the transformation process. Marketing Staff, on the other hand, are responsible for understanding customer needs, promoting new product offerings, and communicating the value of smart and healthy living solutions to the market. Including participants from these diverse functional areas ensures that the study captures comprehensive insights into how strategic leadership influences the transformation across all levels of Bolina Group.

By encompassing employees from multiple hierarchical levels and departments, this target population provides a holistic view of the organizational dynamics, leadership influence, and workforce readiness required for successfully transitioning from traditional bathroom manufacturing to a provider of smart and health-focused solutions.

3.2.2 Sampling techniques and sampling size

Sampling is the process of selecting a subset of individuals from a larger population to represent the characteristics of the entire population. In this study, purposive sampling

will be used, which is a non-probability sampling technique where participants are selected based on specific characteristics or expertise relevant to the research objectives. Specifically, the sample includes Senior Management, Middle Management, Supervisors, Engineering Staff, Production Staff, and Marketing Staff at Bolina Group, as these individuals are directly involved in strategic decision-making, operational activities, and the implementation of innovative and smart solutions.

These participants are well-positioned to provide insights into strategic leadership practices, innovation adoption, organizational transformation, and the development of smart and healthy living solutions, making them crucial for understanding how leadership drives the company's transformation from traditional bathroom manufacturing to a smart and health-oriented solution provider.

3.4.3 Sample Size

The sample size for this study was determined using Yamane's (1967) formula, which is appropriate for calculating sample sizes from finite populations with a specified level of precision. This method is suitable because the target population of Bolina Group is relatively large and requires proportional representation across different employee categories.

The formula is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where; **n**-Represented the computed sample size,

e-level of statistical significance set or margin of error (standard value is 0.05)

N-Represented the size of the population (290 employees)

This is preferred because the target population as such large and proportional.

Therefore;n = 290/1+290(0.5)2

n= 290/1+290(0.0025)

n= 290/1+0.725

n= 290/1.725

n=168.11 approximated to **168**

The calculated sample size is 168 to ensure proportional representation across all job categories, including Senior Management, Middle Management, Supervisors, Engineering Staff, Production Staff, and Marketing Staff. This approach ensures that the selected sample adequately reflects the population, providing reliable quantitative data for analyzing the role of strategic leadership in the transformation of Bolina Group from traditional bathroom manufacturing to smart and healthy living solution provision.

Population	Total Population	% age	Sample Size
Senior Management	15	5.17%	9
Middle Management	35	12.07%	20
Supervisors	40	13.79%	23
Engineering Staff	90	31.03%	52
Production Staff	55	18.97%	32
Marketing Staff	55	18.97%	32
Total Traget Population	***290***	100%	***168***

Table 3.1 Sample size distribution

Note *the sample size distribution is managed based on the total population size percentage.i.e, Percentage= Total Population /Total target population.Then, Sample Size = Percentage Share X Total Sample Size.*

This proportional allocation ensures that all hierarchical levels and functional areas are adequately represented, providing a reliable and balanced view of strategic leadership practices and their influence on Bolina Group's transformation to smart and healthy living solutions.

3.5. Tools of Data collection

To investigate the role of strategic leadership in the transformation of Bolina Group from a traditional bathroom manufacturer to a provider of smart and healthy living solutions, this study employs multiple data collection tools, combining both quantitative and qualitative approaches. Using multiple tools ensures a comprehensive understanding of leadership practices, organizational transformation, and innovation adoption.

a. **Questionnaires**:Structured questionnaires are administered to employees across key job categories, including Senior Management, Middle Management, Supervisors, Engineering Staff, Production Staff, and Marketing Staff. The questionnaires consist of **closed-ended questions** designed on a **5-point Likert scale**, where "1" represents "Strongly Disagree" and "5" represents "Strongly Agree." These questions measure variables such as leadership practices, organizational culture, innovation adoption, and perceptions of the company's transition toward smart and health-oriented solutions. In addition, open-ended questions are included to capture participants' perspectives on leadership effectiveness and the transformation process. This tool allows the study to identify patterns and relationships in how strategic leadership influences organizational change (Creswell & Creswell, 2023).
b. **Interviews:**Semi-structured interviews are conducted with selected Senior Management and Middle Management personnel who play a pivotal role in driving Bolina Group's strategic transformation. The interviews explore in-depth insights into leadership strategies, decision-making processes, challenges faced, and methods for integrating technology, innovation, and wellness-oriented solutions into products. This qualitative method provides a deeper understanding of how strategic leadership facilitates the transformation and complements the quantitative findings (Saunders, Lewis & Thornhill, 2019).
c. **Document Review:**Organizational documents, such as strategic plans, internal reports, project records, and performance reviews, are analyzed to provide additional evidence of leadership decisions, innovation initiatives, and progress toward implementing smart and healthy living solutions. This secondary data

source helps triangulate information obtained from questionnaires and interviews, enhancing the reliability and validity of the research findings (Yin, 2018).

By integrating these tools, the study captures both the breadth and depth of information required to examine the influence of strategic leadership on Bolina Group's transformation. This multi-tool approach ensures robust and credible insights into the organization's shift from traditional bathroom manufacturing to smart and health-focused solutions.

3.6. Methods of Data Analysis and Interpretation

The study employed descriptive and inferential statistical techniques to analyze the data and examine the role of strategic leadership in transforming Bolina Group from a traditional bathroom manufacturer to a smart and healthy living solution provider. Descriptive statistics, including frequency, percentage, mean, and standard deviation (SD), were used to summarize respondents' perceptions regarding leadership practices, technological adoption, innovation, and organizational transformation outcomes.

SPSS software was used to facilitate data entry, processing, and statistical computation. The combination of descriptive and inferential analyses allowed for a comprehensive understanding of how strategic leadership influences organizational performance, innovation adoption, and the successful transition toward smart and healthy living solutions. The results were interpreted in alignment with the research objectives and questions, providing insights into effective leadership strategies and practices for managing transformational change.

3.7. Reliability and validity

3.7.1 Validity

Validity refers to the extent to which a measurement accurately reflects the attributes of the phenomena being studied (Malhotra & Birks, 2007). It indicates how well the instrument measures what it is intended to measure and how clearly the concept is captured by the measure. Validity serves as a standard for evaluating the effectiveness

of the research design in collecting data that can answer the research questions (Kazi, 2010).

Accordingly, the questionnaire for this study was developed based on an extensive review of existing literature on strategic leadership, organizational transformation, and smart and healthy living solutions. The instrument was designed to capture key dimensions of strategic leadership and its role in transforming Bolina Group from traditional bathroom manufacturing to a provider of smart and health-oriented solutions.

To ensure the content and face validity of the instrument, the researcher consulted experts in strategic leadership, organizational change, and innovation. Additionally, the draft questionnaire was reviewed by the research advisor, who provided detailed feedback. Necessary corrections and refinements were made based on this feedback before the final questionnaire was administered to participants.

3.7.2 Reliability

Reliability refers to the consistency and stability of a measurement instrument in capturing the intended data over repeated trials or different contexts (Malhotra & Birks, 2007). A reliable instrument ensures that the responses obtained are dependable and free from random errors, thereby enhancing the credibility of the research findings.

In this study, reliability was ensured by pre-testing the questionnaire on a small group of employees from Bolina Group who were not part of the main study sample. This pilot testing helped identify ambiguous items, unclear wording, and other potential sources of response inconsistency. Based on the feedback from the pilot, necessary adjustments were made to improve clarity, coherence, and the overall structure of the questionnaire.

Furthermore, the internal consistency of the questionnaire was evaluated using Cronbach's alpha coefficient, a widely accepted statistical measure for assessing reliability (Sekaran & Bougie, 2016). A *Cronbach's alpha* value of 0.7 or higher was considered acceptable, indicating that the instrument reliably measures the constructs

of strategic leadership, organizational transformation, and the adoption of smart and healthy living solutions. These steps ensured that the data collected would be both reliable and suitable for subsequent statistical analysis.

The coefficient alpha is interpreted as the degree to which all of the items measure a common construct and the measure of internal consistency.

Cronbanch's alpha	Internal consistency
$0.9 \leq \alpha$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	un-acceptable

Table 3.2 Cronbanches alpha's for measuring reliability internal consistency

Source :Kuder-Richardson Formula 20 (K-20); Malhotra & Birks (2007).

3.8. Ethical consideration of the study

This study adhered to strict ethical principles to ensure the protection of participants and the integrity of the research. All participants were fully informed about the purpose, objectives, and scope of the study and provided their voluntary consent to participate. Confidentiality and anonymity were maintained by not recording personal identifiers, and responses were used solely for academic purposes. The study was designed to minimize any physical, psychological, or social harm, and questions were framed to be neutral, relevant, and non-intrusive.

Furthermore, the researcher ensured honesty and integrity throughout data collection, analysis, and reporting, accurately reflecting participants' responses without fabrication or bias. Permission to conduct the study was obtained from relevant authorities within Bolina Group, and all procedures followed accepted ethical guidelines for research involving human participants. By upholding these principles, the study safeguarded participants' rights, promoted trust, and enhanced the credibility and reliability of the findings.

CHAPTER FOUR

4.Result and Discussion

The preceding chapter described the research methodology employed for the case study. In this chapter, the data collected from Bolina Group are presented, analyzed, and discussed in alignment with the objectives of the study. A total of 168 questionnaires were distributed to employees across key job categories, including senior management, middle management, supervisors, engineering staff, production staff, and marketing personnel. The questionnaires were allocated proportionally across these groups to ensure adequate representation of individuals directly involved in or affected by the company's strategic transformation.

The collected data were organized, coded, and entered into SPSS version 27, where descriptive analyses were conducted to generate outputs on measures of central tendency and variability. Additional qualitative insights were obtained through document reviews and interview notes, which were analyzed using content analysis techniques to complement the quantitative findings.

The analysis focuses on seven major thematic areas derived from the study framework: Transformational Leadership, Adaptive Leadership, Visionary/Entrepreneurial Leadership, Organizational Culture, Technological Readiness, Smart and Healthy Living Product Adoption, and Organizational Performance. Each thematic area is examined through specific indicators that reflect leadership behavior, organizational capability, and transformation outcomes. The results are presented and discussed in relation to established theories of strategic leadership, organizational change, and innovation management. Through this analysis, the study demonstrates how various dimensions of strategic leadership ranging from vision communication and adaptability to cultural development and technological readiness contributed to Bolina Group's successful transition from a traditional bathroom manufacturer to a smart and healthy living solutions provider.

4.1 Presentation and Analysis of Quantitative Data

4.1.1. Demographic Data

The questionnaire was distributed to randomly selected employees of Bolina Group using a systematic random sampling technique. The data collected from the respondents were analyzed within each thematic subsection corresponding to the research questions, ensuring alignment with the study's objectives. Quantitative data obtained from the questionnaires were triangulated with qualitative insights gathered through open-ended and semi-structured interviews to enhance the validity and reliability of the findings. Table 4.1 presents a summary of the questionnaire distribution and response status.

No.	Type of Respondents	Distributed Questionnaire	Retrieved Data	Total Sample
1	Population from Bolina Group in China.	168	168	168
Total		168	168	

Source:Survey result, 2025

Table 4.1 questionnaire distribution and responses status

As shown in Table 4.1, the total target sample consisted of 168 respondents from Bolina Group in China. All distributed questionnaires (168) were successfully completed and returned, resulting in a 100% response rate. Consequently, data from all 168 respondents were entered into SPSS version 27 and Microsoft Excel for analysis. This chapter presents, analyzes, and interprets the data collected by the researcher through both questionnaires and semi-structured interviews.

4.2.2 General Characteristics of the respondents

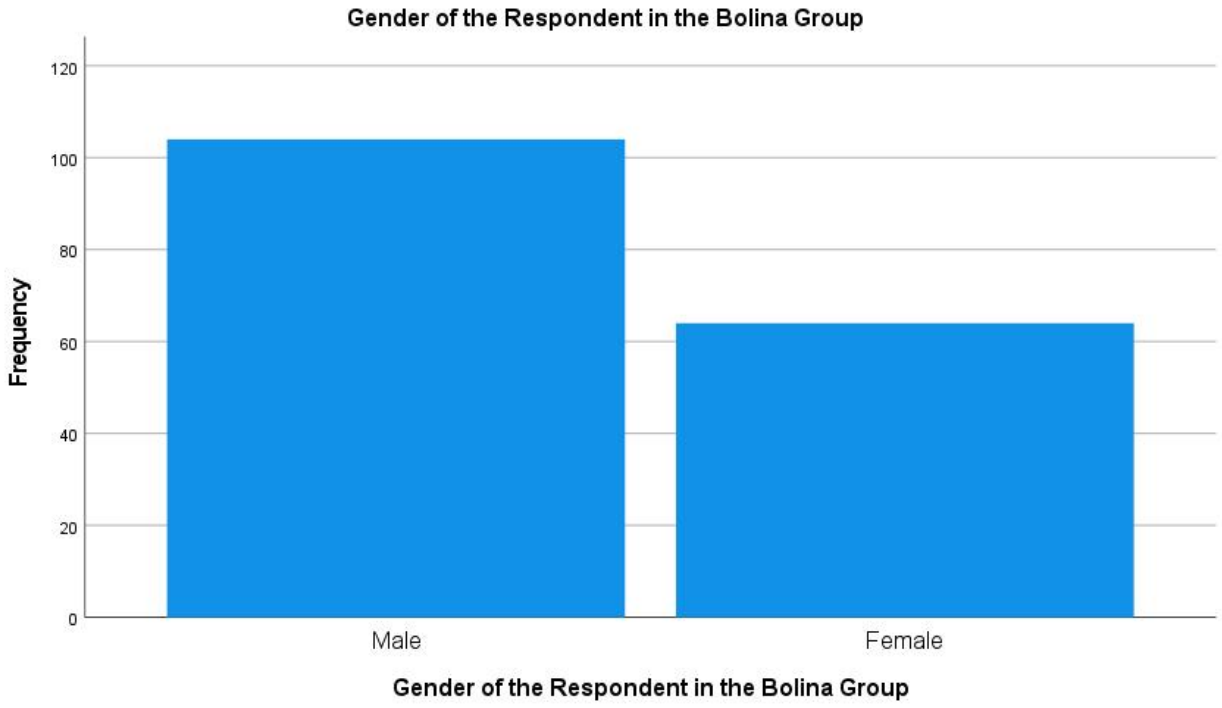
In this study I have used the variables of profession, job category, work experience, and educational qualification to describe the background characteristics of the respondents in this study. The data for this analysis were obtained from the SPSS output and the field survey conducted in 2025.

No.	Category	Options	Frequency	Percentage(%)	Cumulative percent
1	Gender	Male	104	61.9	61.9
		Female	64	38.1	100
2	Age	18–25	73	43.5	43.5
		26–35	51	30.4	73.8
		36–45	19	11.3	85.1
		46–55	20	11.9	97.0
		Above 55	5	3.0	100
3	Position in Bolina Group	Senior Management	14	8.3	8.3
		Middle Management	40	23.8	32.1
		Production Staff	36	21.4	72.6
		Supervisor	32	19	51.2
		Engineering Staff	10	6	78.6
		Marketing Staff	36	21.4	100
4	Educational Level	Master's Degree	43	25.6	25.6
		Bachelor's Degree	105	62.5	88.1
		Diploma	7	4.2	92.3
		Doctorate	13	7.7	100
5	Work Experience	< 1years	2	1.2	1.2
		1-5years	83	49.4	50.6
		6-10 years	68	40.5	91.1
		>10years	15	8.9	100

Source:own Survey result, 2025

Table 4.2 General characteristics of respondent.

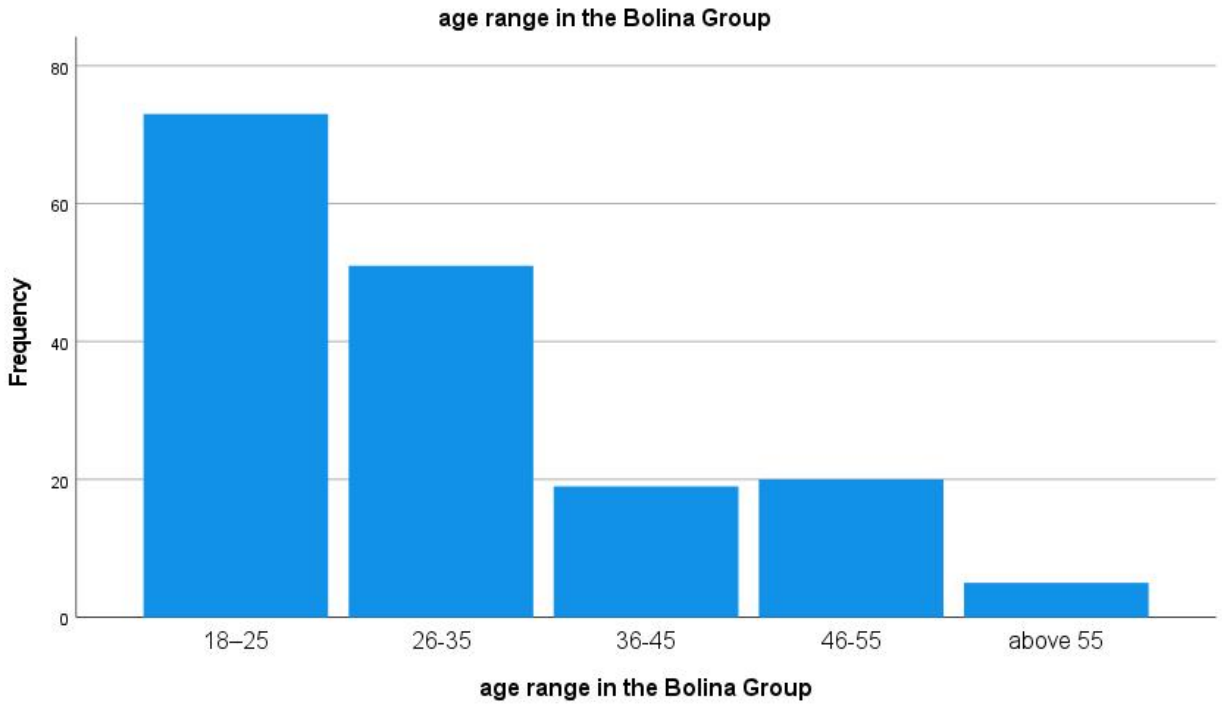
Among the systematically selected employees from Bolina Group, the interpretation and presentation of the demographic data are explained in detail below. As indicated in Table 4.2, the sample consisted of 64% male and 36% female respondents, indicating a higher representation of male employees in the organization. Additionally, a chart is provided below to visually illustrate the demographic distribution of the respondents across gender.



Source:own Survey result, 2025 and out Put from SPSS-27

Figure 4.1 Bar chart of General information of Male & Female

The data extracted from SPSS indicate that the largest proportion of respondents fall within the age bracket of 18 to 25 years, accounting for 43.5% (73 respondents) of the sample. This is followed by those aged 26 to 35 years, representing 30.4% (51 respondents). Respondents aged 36 to 45 years constitute 11.3% (19 respondents), those aged 46 to 55 years make up 11.9% (20 respondents), and respondents above 55 years account for 3% (5 respondents). This distribution shows that the workforce is predominantly young, which may positively influence Bolina Group's capacity for innovation and adaptability during its transformation from a traditional bathroom manufacturer to a smart and healthy living solutions provider.

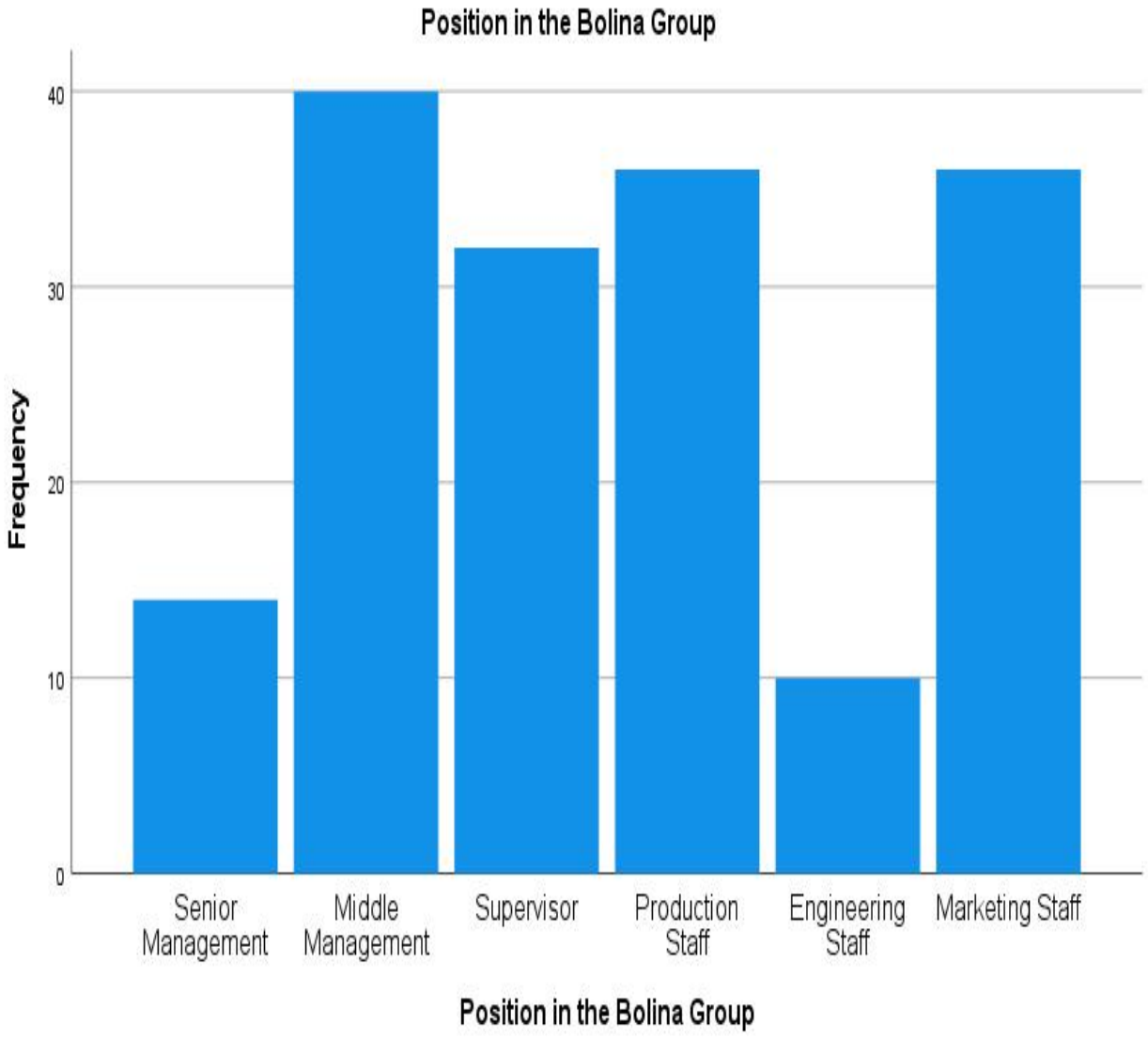


Source:own Survey result, 2025 and out Put from SPSS-27

Figure 4.2: Bar chart of General information of respondents age range

Table 4.2 presents the distribution of respondents by their positions in Bolina Group. As shown in the table, Middle Management staff constitute the largest proportion of respondents, accounting for 23.8% (40 respondents). This is followed by Production Staff and Marketing Staff, each representing 21.4% (36 respondents). Supervisors make up 19% (32 respondents), while Senior Management accounts for 8.3% (14 respondents). Engineering Staff represent 6% (10 respondents) of the sample.

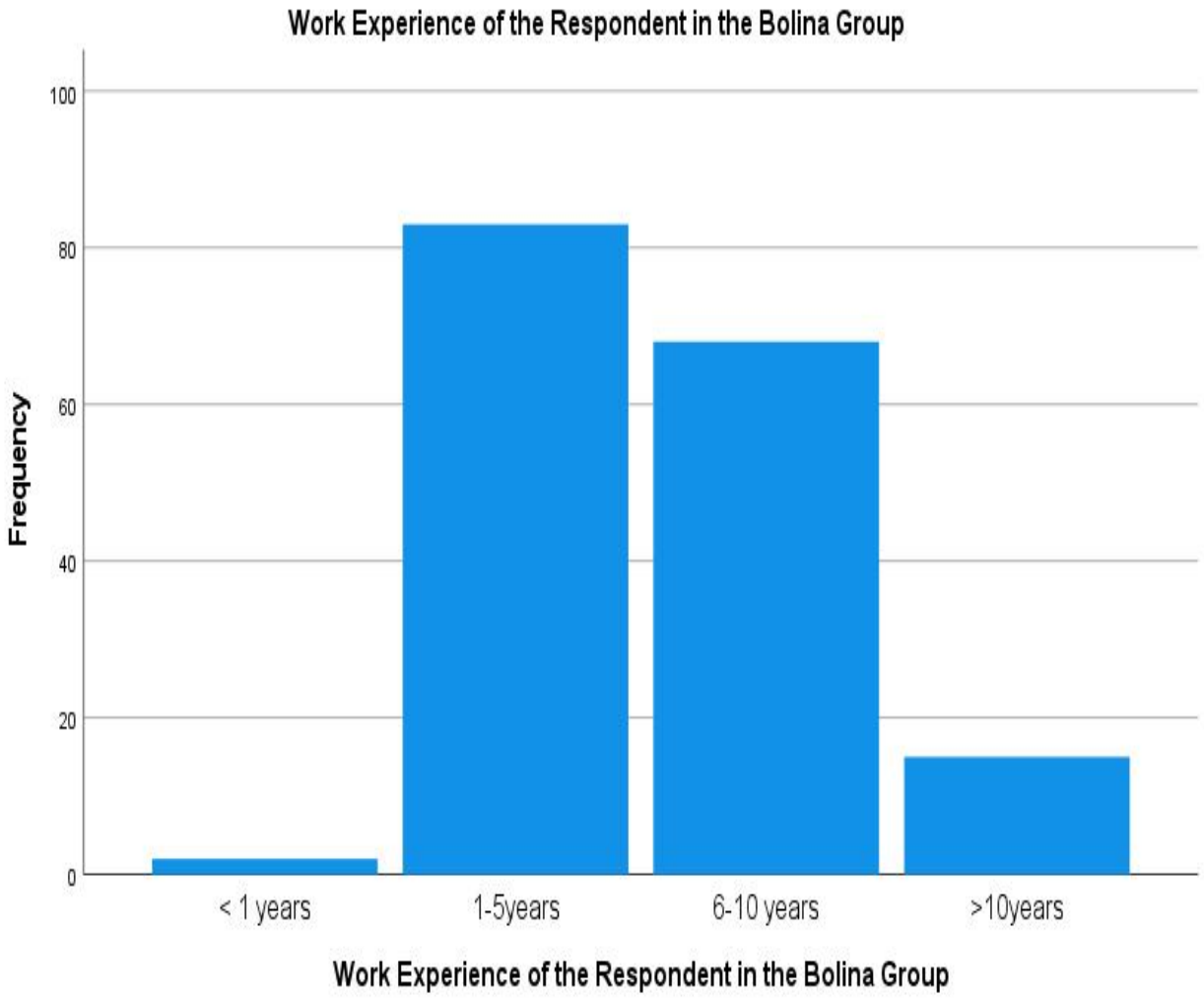
Overall, the composition of respondents includes a mix of managerial, supervisory, and operational staff, providing a comprehensive perspective for the study. The inclusion of employees from different hierarchical levels supports the reliability of the findings, as respondents are well-positioned to provide insights into organizational practices, decision-making processes, and the transformation initiatives undertaken by Bolina Group.



Source:own Survey result, 2025 and out Put from SPSS-27

Figure 4.3: Bar chart of Respondents Job title

According to Table 4.2, most of the respondents have relatively less than ten years of work experience. Specifically, 1.2% (2 respondents) have less than 1 year of experience, 49.4% (83 respondents) have 1–5 years of experience, and 40.5% (68 respondents) have 6–10 years of experience. Only 8.9% (15 respondents) have more than 10 years of experience. This indicates that the majority of respondents (over 90%) have up to 10 years of professional experience, suggesting a workforce that combines emerging talent with moderately experienced employees capable of supporting Bolina Group's strategic transformation initiatives.



Source:own Survey result, 2025 and out Put from SPSS-27

Figure 4.4:Bar Chart of respondents profession

4.2 Descriptive Analysis

Mean values were used as a measure of central tendency, while standard deviation values were employed to assess the dispersion of responses on the Likert scale and the relative importance index (RII) in analyzing strategic leadership within the context of Bolina Group's transformation from a traditional bathroom manufacturer to a smart and healthy living solutions provider. A five-point Likert scale was applied, with categories ranging from 5 (Strongly Agree) to 1 (Strongly Disagree). The mean values,

standard deviations, and relative importance indices for the key strategic leadership variables are presented and interpreted in the sections below.

4.2.1 Analysis of Transformational Leadership

Descriptive Statistics

1.Transformational Leadership	N	Minimum	Maximum	Mean	Std. Deviation
Leaders at Bolina communicate a compelling vision for smart and healthy living solutions.	168	1	5	3.45	1.392
Leaders inspire employees to embrace innovation and product transformation.	168	1	5	3.32	1.368
Leaders demonstrate strong support for employees during change initiatives.	168	1	5	3.49	1.137
Leaders encourage creativity and new ideas in product development.	168	1	5	3.40	1.277
Valid N (listwise)	168				

Source:own Survey result, 2025 and out Put from SPSS-27

Table 4.3: Mean, standard deviation and variance of Transformational Leadership

According to the descriptive results from SPSS version 27 presented in Table 4.3, the statement "Leaders demonstrate strong support for employees during change initiatives" has the highest mean value of 3.49, while "Leaders inspire employees to embrace innovation and product transformation" has the lowest mean score of 3.32. This suggests that employees perceive leadership support during the transformation process more positively than leaders' ability to inspire innovation and product transformation.

As shown in the table, "Leaders at Bolina communicate a compelling vision for smart and healthy living solutions" has the highest standard deviation of 1.392, indicating relatively higher variability in responses compared to the other items under the Transformational Leadership dimension. This suggests that employees' views on

leadership's communication of the organizational vision are more diverse than their perceptions of other transformational leadership practices.

4.2.2 Analysis of Adaptive Leadership

Descriptive Statistics

2.Adaptive Leadership

	N	Minimum	Maximum	Mean	Std. Deviation
Leaders respond effectively to technological advances in the smart bathroom industry.	168	1	5	3.30	1.421
Leadership adjusts strategies in response to rapid market and consumer trends.	168	1	5	3.27	1.303
Leaders promote flexibility and encourage employees to solve problems creatively.	168	1	5	3.32	1.381
Leaders make timely decisions when unexpected challenges arise.	168	1	5	3.42	1.404
Valid N (listwise)	168				

Source:own Survey result, 2025 and out Put from SPSS-27

Table 4.4: Mean, standard deviation and variance of Adaptive Leadership

As shown in Table 4.4, the mean scores for the Adaptive Leadership dimension range from 3.27 to 3.42, indicating moderate agreement among respondents. The statement "Leaders make timely decisions when unexpected challenges arise" received the highest mean value of 3.42, while "Leadership adjusts strategies in response to rapid market and consumer trends" had the lowest mean score of 3.27. This suggests slight variations in how employees perceive different aspects of adaptive leadership.

The standard deviations for all items fall between 1.303 and 1.421, indicating a moderate level of variability in responses. This implies that employees hold differing views regarding how effectively leaders respond to technological advances, promote flexibility, and make timely decisions in response to challenges. Overall, the results point to moderate effectiveness in adaptive leadership at Bolina Group, with strengths

in timely decision-making and flexibility, while areas such as strategic adjustments in response to market trends may require further attention.

In summary, the descriptive statistics provide insights into how adaptive leadership is practiced within the organization. The mean values reflect moderate performance, while the standard deviations highlight varying perceptions among employees. These findings can guide leadership in identifying aspects of adaptive practices that are effective and those that may need improvement to support Bolina Group's transformation into a smart and healthy living solutions provider.

4.2.3 Analysis of Visionary / Entrepreneurial Leadership

Descriptive Statistics

3.Visionary/Entrepreneurial Leadership	N	Minimum	Maximum	Mean	Std. Deviation
Leaders anticipate future customer demands related to smart and healthy bathrooms.	168	1	5	3.54	1.388
Leaders proactively explore new business opportunities and technologies.	168	1	5	3.52	1.380
Leadership encourages risk-taking to support innovation and transformation.	168	1	5	3.24	1.306
Leaders communicate long-term transformation goals clearly across departments.	168	1	5	3.58	1.245
Valid N (listwise)	168				

Source:own Survey result, 2025 and out Put from SPSS-27

Table 4.5: Mean, standard deviation and variance of Visionary/Entrepreneurial Leadership

As shown in Table 4.5, the mean scores for the Visionary/Entrepreneurial Leadership dimension range from 3.24 to 3.58, indicating moderate agreement among respondents. The statement "Leaders communicate long-term transformation goals

clearly across departments" received the highest mean value of 3.58, while "Leadership encourages risk-taking to support innovation and transformation" had the lowest mean score of 3.24. This suggests slight variations in how employees perceive different aspects of visionary and entrepreneurial leadership.

The standard deviations for all items fall between 1.245 and 1.388, indicating a moderate level of variability in responses. This implies that employees hold differing views regarding how effectively leaders anticipate future customer demands, explore new business opportunities, encourage risk-taking, and communicate long-term transformation goals. Overall, the results point to moderate effectiveness in visionary and entrepreneurial leadership at Bolina Group, with strengths in communicating transformation goals and anticipating customer needs, while encouraging risk-taking may require further attention.

In summary, the descriptive statistics provide insights into how visionary and entrepreneurial leadership is practiced within the organization. The mean values reflect moderate performance, while the standard deviations highlight varying perceptions among employees. These findings can guide leadership in identifying aspects of visionary practices that are effective and those that may need improvement to support Bolina Group's transformation into a smart and healthy living solutions provider.

4.2.4 Analysis of Organizational Culture

Descriptive Statistics

4.Organizational Culture	N	Minimum	Maximum	Mean	Std. Deviation
Bolina Group promotes a culture that values innovation and knowledge sharing.	168	1	5	3.46	1.426
Employees are open to adopting new smart and digital technologies.	168	1	5	3.40	1.337
Cross-departmental collaboration supports transformation initiatives.	168	1	5	3.30	1.379

The organizational environment supports continuous improvement and learning.	168	1	5	3.53	1.299
Valid N (listwise)	168				

Source:own Survey result, 2025 and out Put from SPSS-27

Table 4.6: Mean, standard deviation and variance of Organizational Culture

As shown in Table 4.6, the mean scores for the Organizational Culture dimension range from 3.30 to 3.53, indicating moderate agreement among respondents regarding the cultural attributes that support Bolina Group's transformation efforts. The statement "The organizational environment supports continuous improvement and learning" received the highest mean value of 3.53, suggesting that employees generally perceive the company as encouraging ongoing development. This is followed closely by "Bolina Group promotes a culture that values innovation and knowledge sharing," with a mean score of 3.46. The lowest mean score (3.30) was observed for "Cross-departmental collaboration supports transformation initiatives," indicating relatively weaker perceptions of collaborative practices across units.

The standard deviations for the items range from 1.299 to 1.426, reflecting a moderate level of variability in employee responses. These values imply that while some employees strongly affirm cultural support for innovation, learning, and technology adoption, others hold more neutral or divergent views. The highest variability occurs in perceptions of innovation and knowledge sharing (SD = 1.426), whereas the most consistent responses relate to continuous improvement and learning (SD = 1.299). Overall, the findings indicate that Bolina Group has a moderately supportive organizational culture, with strengths in fostering learning and innovation, while greater effort may be needed to enhance cross-departmental collaboration as the company transitions toward smart and healthy living solutions.

In summary, the descriptive statistics highlight that the organizational culture generally aligns with the company's transformation goals, though certain cultural elements particularly collaboration across departments may require further strengthening to fully support Bolina Group's strategic shift.

4.2.5 Analysis of Technological Readiness

Descriptive Statistics

5.Technological Readiness	N	Minimum	Maximum	Mean	Std. Deviation
Bolina Group has adequate technological infrastructure to support smart product development.	168	1	5	3.44	1.421
The company invests in advanced machinery and digital technologies.	168	1	5	3.39	1.389
Employees receive training related to smart technologies and health-focused innovations.	168	1	5	3.41	1.306
The organization is capable of integrating IoT and intelligent systems in product lines.	168	1	5	3.51	1.267
Valid N (listwise)	168				

Source:own Survey result, 2025 and out Put from SPSS-27

Table 4.7: Mean, standard deviation and variance of Technological Readiness

As shown in Table 4.7, the mean scores for the Technological Readiness dimension range from 3.39 to 3.51, indicating moderate agreement among respondents. The highest mean score of 3.51 was recorded for "The organization is capable of integrating IoT and intelligent systems in product lines," suggesting that employees perceive Bolina Group as relatively strong in adopting advanced technologies. This is followed by "Bolina Group has adequate technological infrastructure to support smart product development" (M = 3.44) and "Employees receive training related to smart technologies and health-focused innovations" (M = 3.41). The lowest mean value of 3.39 was for "The company invests in advanced machinery and digital technologies," suggesting that there may be room for improvement in terms of technological investments.

The standard deviations range from 1.267 to 1.421, indicating a moderate level of variability in responses. The highest variability was observed in the item related to technological infrastructure (SD = 1.421), implying differing opinions on the adequacy of current systems. In contrast, the least variability was noted for the integration of IoT technologies (SD = 1.267), indicating consistent agreement. Overall, the findings show that Bolina Group has a solid technological foundation, but further investment and more consistent infrastructure improvements are needed to fully support its transition to a smart and healthy living solutions provider.

4.2.6 Analysis of Smart & Healthy Living Product Adoption

Descriptive Statistics

6.Smart & Healthy Living Product Adoption	N	Minimum	Maximum	Mean	Std. Deviation
Bolina has successfully introduced smart bathroom products and innovations	168	1	5	3.44	1.421
Smart and health-oriented solutions are becoming increasingly significant in Bolina's portfolio.	168	1	5	3.39	1.389
The company's transformation strategies align with global smart living trends	168	1	5	3.41	1.306
Valid N (listwise)	168				

Source:own Survey result, 2025 and out Put from SPSS-27

Table 4.8: Mean, standard deviation and variance of Smart & Healthy Living Product Adoption

As shown in Table 4.8, the mean scores for the Smart and Healthy Living Product Adoption dimension range from 3.39 to 3.44, indicating moderate agreement among respondents. The highest mean score of 3.44 was recorded for the item "Bolina has successfully introduced smart bathroom products and innovations," suggesting that employees perceive noticeable progress in the company's shift toward smart product development. This is followed by "The company's transformation strategies align with global smart living trends" (M = 3.41), indicating a generally positive perception of strategic alignment with global market directions. The lowest mean score of 3.39 for "Smart and health-oriented solutions are becoming increasingly significant in

Bolina's portfolio" suggests slightly weaker views regarding the depth of product adoption across the company's offerings.

The standard deviations range from 1.306 to 1.421, reflecting moderate variability in responses. The highest variability (SD = 1.421) was observed for the item related to successful introduction of smart products, indicating differing employee perspectives on the extent of technological innovation already achieved. Meanwhile, the lowest variability (SD = 1.306) was found in perceptions of strategic alignment with global smart living trends, implying relatively consistent agreement among respondents. Overall, the findings suggest that while Bolina Group is making progress in incorporating smart and healthy living solutions, the degree of adoption and integration across the product portfolio may require further strengthening to fully support its transformation goals.

4.2.7 Analysis of Organizational Performance

Descriptive Statistics

7.Organizational Performance	N	Minimum	Maximum	Mean	Std. Deviation
The transformation has improved overall production efficiency.	168	1	5	3.44	1.421
Bolina Group has improved its competitiveness in the smart living industry.	168	1	5	3.39	1.389
Customer satisfaction has increased due to smart and healthy product offerings.	168	1	5	3.41	1.306
The company is experiencing sustained growth as a result of transformation initiatives.	168	1	5	3.51	1.267
Valid N (listwise)	168				

Source:own Survey result, 2025 and out Put from SPSS-27

Table 4.9: Mean, standard deviation and variance of Organizational Performance

As summarized in Table 4.9, the mean scores for the Organizational Performance dimension range from 3.39 to 3.51, indicating moderate agreement among respondents regarding Bolina Group's performance outcomes following its transformation efforts. The highest mean value of 3.51 was recorded for the item "The

company is experiencing sustained growth as a result of transformation initiatives," suggesting that employees recognize positive long-term growth linked to the shift toward smart and healthy living solutions. This is followed by "The transformation has improved overall production efficiency" (M = 3.44), indicating that operational improvements are also perceived as a benefit of the transformation. The lowest mean score of 3.39 for "Bolina Group has improved its competitiveness in the smart living industry" suggests slightly more cautious employee views on the company's competitive position within the broader market.

The standard deviations range between 1.267 and 1.421, showing moderate variability in respondents' perceptions of performance outcomes. The highest variability (SD = 1.421) appears in views related to production efficiency, reflecting differing opinions on whether internal processes have improved consistently across departments. Conversely, the lowest variability (SD = 1.267) is associated with the item on sustained growth, indicating more consistent agreement that the transformation is positively contributing to long-term organizational success. Overall, the descriptive results suggest that Bolina Group's transformation is perceived as yielding meaningful improvements in performance, though continued efforts may be needed to strengthen competitiveness and ensure consistent efficiency gains across the organization.

Descriptive Statistics

Overall	N	Minimum	Maximum	Mean	Std. Deviation
Transformational Leadership	168	1.75	5.00	3.4152	.78048
Adaptive Leadership	168	1.75	5.00	3.3274	.90819
Visionary / Entrepreneurial Leadership	168	1.75	5.00	3.4702	.84273
Organizational Culture	168	1.75	5.00	3.4256	.87700
Technological Readiness	168	1.75	5.00	3.4375	.84713
Smart & Healthy Living Product Adoption	168	1.33	5.00	3.4147	.84177
Organizational Performance	168	1.75	5.00	3.4375	.84713
Valid N (listwise)	168				

Source:own Survey result, 2025 and out Put from SPSS-27

Table 4.10: Over all average mean value,standard deviation of the variable

The overall descriptive statistics show that all seven dimensions measured in the study fall within a relatively narrow mean range from 3.33 to 3.47 indicating moderate agreement among respondents regarding Bolina Group's strategic leadership and transformation efforts. Visionary/Entrepreneurial Leadership recorded the highest mean score (M = 3.47), suggesting that employees perceive leaders as relatively strong in anticipating future customer needs, exploring new technologies, and communicating long-term transformation goals. Adaptive Leadership had the lowest mean score (M = 3.33), implying that while leaders demonstrate adaptability, respondents feel that strategic adjustments and responsiveness to market dynamics could be strengthened. Other constructs such as Transformational Leadership (M = 3.42), Organizational Culture (M = 3.43), Technological Readiness (M = 3.44), Smart and Healthy Living Product Adoption (M = 3.41), and Organizational Performance (M = 3.44) also showed moderate but positive evaluations, indicating overall support for Bolina Group's transition from traditional bathroom manufacturing toward smart and healthy living solutions.

Transformation Leadership showed the lowest variability (SD = 0.78), suggesting relatively consistent employee views regarding leadership's ability to communicate vision, inspire motivation, and foster innovation. Visionary/Entrepreneurial Leadership had an SD of 0.84, indicating moderately consistent perceptions of leaders' strategic foresight and entrepreneurial orientation. Smart and Healthy Living Product Adoption had an SD of 0.84, while Technological Readiness had an SD of 0.85, and Organizational Performance also recorded an SD of 0.85, reflecting moderate agreement among employees on these organizational outcomes and capabilities. Organizational Culture had a slightly higher SD of 0.88, suggesting some differences in perceptions regarding the supportiveness of organizational culture for change initiatives. Adaptive Leadership exhibited the highest variability (SD = 0.91), reflecting a wider range of employee opinions on leadership's flexibility, problem-solving capacity, and responsiveness to unexpected challenges. Overall, these results indicate that while Bolina Group is making steady progress in its transformation efforts, there remain opportunities to enhance consistency in adaptive

leadership and strengthen organizational culture to more effectively support the transition toward smart and healthy living product development.

4.3 Qualitative Analysis

A qualitative analysis of strategic leadership within Bolina Group provides deeper insight into how leadership practices support the company's transformation from a traditional bathroom manufacturer into a smart and healthy living solutions provider. Drawing from relevant strategic leadership frameworks and industry-specific transformation models, the analysis highlights how Bolina's leaders apply vision clarity, innovation-driven decision-making, entrepreneurial thinking, and organizational adaptability to navigate the rapid technological shifts in the smart living industry.

From the qualitative findings, several important themes emerge.

- ✧ Strategic leadership at Bolina Group is centered on creating a clear transformation vision, promoting innovation, enhancing technological readiness, and ensuring cross-departmental alignment. These elements are essential for integrating smart technologies, IoT systems, and health-focused product solutions into the company's traditional manufacturing processes.
- ✧ Bolina's leaders demonstrate a structured and forward-looking decision-making approach, adapting strategies to market trends, emerging consumer needs, and global shifts toward smart and healthy living environments. This aligns with leadership frameworks that emphasize opportunity-seeking, risk management, organizational support systems, and continuous improvement.
- ✧ Qualitative data were collected through semi-structured interviews with senior management, middle management, technical staff, and key employees, using thematic analysis to identify patterns related to leadership effectiveness, collaboration, technological adaptation, employee readiness, and alignment with the transformation strategy.
- ✧ The perceptions of employees and managers across various units production, engineering, marketing, and administration were examined, and their responses revealed shared views on leadership strengths, existing challenges, and areas

requiring improvement. The major summarized insights from participants are presented as follows:

Interview with Mr. Wong Mi.;

Background: Mr.Wong is a company Manager at Bolina Group and holds a Master's degree in Business Administration. He has over 10 years of leadership experience and has played a key role in guiding the company through its transformation from a traditional bathroom manufacturer to a smart and healthy living solutions provider. Mr.Wong emphasizes data-driven decision-making, leveraging market trends, customer feedback, and internal performance metrics to support strategic initiatives, drive innovation, and ensure that the transformation aligns with the company's long-term vision and organizational goals.

Question No.1:What major challenges does Bolina Group face in transforming into a smart and healthy living solution provider?

The response of the Bolina Group branch manager is presented below. The manager highlighted several strengths of strategic leadership in the company, which are as follows:

Bolina Group faces several significant challenges in transforming from a traditional bathroom manufacturer to a smart and healthy living solutions provider. One of the primary challenges is technological limitations, as the integration of smart and health-oriented features requires advanced machinery, IoT-enabled systems, and digital technologies, which can be costly and complex to implement. Additionally, skill gaps and employee readiness pose a challenge, since staff may lack the specialized knowledge required to design, develop, and maintain smart products effectively. Resistance to change among employees accustomed to traditional manufacturing practices can further hinder the adoption of new technologies and processes.

Other challenges include market adaptation and consumer awareness, as educating customers about smart and health-focused solutions is essential for successful adoption. Financial constraints also limit the company's ability to invest in research, development, and training at the scale required. Finally, cross-departmental coordination is critical for aligning production, engineering, marketing, and

management teams, and any gaps in collaboration can slow down transformation initiatives. Addressing these challenges requires strong strategic leadership that combines visionary planning, adaptive decision-making, and employee engagement to ensure the company successfully transitions into a smart and healthy living solutions provider.

Question No.2:What leadership actions are most important for supporting this transformation at Bolina Group?

According to Mr. Wong, successful transformation at Bolina Group requires leaders to articulate a clear and compelling vision for the company's shift from traditional bathroom manufacturing to smart and healthy living solutions. Leaders must inspire employees to embrace innovation and actively participate in the transformation process. He emphasized the importance of transformational leadership practices, including motivating staff, fostering creativity, supporting new ideas in product development, and ensuring alignment between departmental goals and the overall strategic direction of the company.

Mr. Wong also highlighted the need for adaptive and entrepreneurial leadership actions. Leaders should respond proactively to technological changes, explore emerging business opportunities, and make timely decisions when unexpected challenges arise. Providing continuous training, resources, and guidance to employees in adopting smart technologies is essential. He stressed that effective leadership involves promoting cross-departmental collaboration, encouraging calculated risk-taking, and creating a supportive organizational culture that enables innovation and continuous improvement. These leadership actions, according to Mr. Wong, are crucial for Bolina Group to successfully navigate its transformation and maintain competitive advantage in the smart and healthy living market.

Question No.3:What improvements do you believe are necessary for Bolina Group to achieve successful transformation?

Mr. Wong emphasized that for Bolina Group to achieve a successful transformation into a smart and healthy living solutions provider, several improvements are required

across leadership, organizational processes, and workforce capability. Firstly, enhancing employee skills and technical competencies through targeted training programs on smart technologies, IoT systems, and health-focused innovations is critical. Strengthening change management practices to reduce resistance and increase employee engagement was also highlighted as essential, ensuring that all staff are aligned with the company's strategic vision and transformation goals.

In addition, Mr. Wong pointed out the need to invest further in technological infrastructure and advanced machinery to support the development and integration of smart products. He also stressed the importance of fostering a collaborative organizational culture, where cross-departmental communication and teamwork are enhanced to accelerate innovation and problem-solving. Finally, continuous monitoring of market trends, customer feedback, and performance metrics was recommended to guide decision-making and ensure that transformation strategies remain relevant and effective. Collectively, these improvements would strengthen Bolina Group's capacity to successfully transition from traditional bathroom manufacturing to a leader in smart and healthy living solutions.

CHAPTER FIVE

5. SUMMARY OF MAJOR FINDINGS,CONCLUSION AND RECOMMENDATION

5.1 Summary of Major Findings

The findings of this study reveal that strategic leadership plays a critical role in the transformation from traditional bathroom manufacturing to smart and healthy living solution provision. The results show that Transformational Leadership, Adaptive Leadership, and Visionary/Entrepreneurial Leadership significantly contribute to motivating employees, enhancing innovation, and strengthening the organization's strategic direction. Adaptive Leadership demonstrated the strongest reliability, indicating that leaders' ability to respond to market changes, manage uncertainty, and promote learning is essential for successful transformation. The study also found that Organizational Culture and Technological Readiness are important enablers of change. A supportive, innovation-driven culture and strong technological capacity were associated with higher readiness for adopting smart and healthy living products.

Furthermore, the findings indicate that Smart and Healthy Living Product Adoption is positively influenced by strategic leadership practices, organizational culture, and technological readiness. Increased product adoption, in turn, contributes to improved Organizational Performance, demonstrating a clear link between leadership practices and overall business outcomes. The results confirm that all constructs measured were reliable, internally consistent, and meaningful for assessing organizational transformation. Overall, the study concludes that effective strategic leadership supported by an innovative culture and strong technological preparedness is a key driver of organizational success and long-term competitiveness in the transition toward smart and healthy living solutions.

5.2 Conclusion

This study concludes that strategic leadership plays a central and transformative role in guiding Bolina Group from a traditional bathroom manufacturer to a competitive provider of smart and healthy living solutions. The findings demonstrate that strategic leaders facilitate this transformation by articulating a clear vision, fostering innovation, and aligning organizational goals with emerging technological and market trends. Through transformational, adaptive, and visionary leadership practices, Bolina Group's leaders promote technological adoption, support product innovation, and steer the organization toward a future-oriented strategic direction. These leadership behaviors help reshape organizational strategy, introduce new production methods, and integrate smart technologies into product lines, thereby enabling Bolina Group to respond effectively to evolving customer expectations and industry dynamics.

The study further concludes that strategic leadership significantly influences the organization's structural and process-oriented transformation. Leaders play a key role in redesigning organizational processes, improving internal coordination, and establishing an innovation-friendly culture that supports experimentation, learning, and continuous improvement. Findings also highlight several challenges faced during the transformation such as technological gaps, resistance to change, skill shortages, and competing market pressures. Effective strategic leadership addresses these challenges by promoting employee engagement, investing in technological readiness, strengthening training and development, and enhancing customer perception through quality improvement and proactive communication. Overall, the study confirms that leadership strategies emphasizing adaptability, innovation, collaboration, and long-term vision are the most effective in supporting Bolina Group's successful transition toward smart and healthy living solution provision.

5.3 Recommendations

Based on the study's conclusions, the following recommendations are proposed to support Bolina Group's transformation from a traditional bathroom manufacturer to a provider of smart and healthy living solutions:

- ✧ Enhance Transformational and Visionary Leadership Practices: Bolina Group should invest in leadership development programs that strengthen transformational, adaptive, and visionary skills. Leaders should be trained to articulate a clear strategic vision, inspire innovation, and motivate employees to embrace change initiatives.
- ✧ Promote Organizational Adaptability and Process Innovation: The organization should review and redesign internal structures, workflows, and processes to support technological adoption and smart product development. Streamlined and flexible processes will enable faster decision-making and more effective implementation of innovation strategies.
- ✧ Strengthen Organizational Culture for Innovation: A culture that encourages experimentation, collaboration, continuous learning, and openness to change should be cultivated. Incentives, recognition programs, and cross-functional teamwork can foster employee engagement and commitment to the transformation.
- ✧ Invest in Technological Readiness: Bolina Group should prioritize upgrading technological infrastructure, introducing smart manufacturing systems, and providing employees with training on new tools and digital skills. High technological readiness is crucial for successful adoption of smart and healthy living solutions.
- ✧ Address Change Management and Employee Engagement: Leaders should implement structured change management initiatives to reduce resistance and increase participation in transformation efforts. Clear communication, training programs, and employee involvement in decision-making can enhance engagement and support for new initiatives.
- ✧ Enhance Customer-Focused Innovation: The company should actively seek customer feedback, conduct market research, and align product development with customer needs and preferences for smart and healthy living solutions. Leadership should prioritize innovation strategies that enhance customer satisfaction and market competitiveness.
- ✧ Monitor Performance and Continuous Improvement: Establish mechanisms to regularly evaluate the effectiveness of leadership practices, technological adoption, and organizational performance. Data-driven monitoring and

continuous improvement initiatives will ensure sustained success in the transformation process.

5.3.1 Recommendations for Further Research

Based on the scope and findings of this study, several areas are suggested for further research:

- Expanding to Other Organizations and Sectors:Future studies could investigate strategic leadership practices in multiple organizations or industries beyond bathroom manufacturing to examine whether the findings are generalizable to other contexts of smart and healthy living solutions.
- Longitudinal Research:Conducting longitudinal studies would help assess the long-term impact of strategic leadership on organizational transformation, technological adoption, and overall performance over time.
- Employee and Customer Perspectives:Future research could include a more detailed analysis of employee experiences and customer feedback to better understand the effectiveness of leadership strategies in driving engagement, innovation, and product adoption.
- Exploring Technological and Market Dynamics:Further studies could investigate how emerging technologies, market trends, and competitive pressures influence the role of strategic leadership in organizational transformation and innovation adoption.
- Comparative Studies:Comparative research between organizations that have successfully transformed and those facing challenges could provide deeper insights into best practices, barriers, and critical success factors in strategic leadership-driven transformation.

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APPENDICES

QUESTIONNAIRE

Request to Respond to a questionnaire for MBA thesis work.

Study Title: "Strategic Leadership in the Transformation from Traditional Bathroom Manufacture to Smart and Healthy Living Solution Provider: A Case Study of Bolina Group"

Dear Respondent;

You are kindly invited to participate in this research study conducted as part of the requirements for the **Master of Business Administration (MBA)** degree. The purpose of this questionnaire is to gather data for the study titled:**"***Strategic Leadership in the Transformation from Traditional Bathroom Manufacture to Smart and Healthy Living Solution Provider: A Case Study of Bolina Group***."**

Your honest and thoughtful responses are essential and will significantly contribute to understanding how strategic leadership influences organizational transformation within Bolina Group. Your participation will help provide insights that support both academic research and practical organizational improvement.

Please be assured that **your privacy and confidentiality are fully protected**.The data gathered will be used exclusively for academic purposes and will not be shared with any third party.This questionnaire is organized into two sections:

1. Demographic Information
2. Main Research Questions

Most questions are presented in **Likert-scale format** to facilitate efficient completion. Kindly select the option that best reflects your views or experiences.Your cooperation is highly valued, and your contribution is greatly appreciated.If you require additional information or clarification regarding this study, please do not hesitate to contact me using the details provided below.

Phone No:+86 18250319252

Email:494706420@qq.com

Name :**Zheng wenqin**

General Instruction

- Writing your name is not mandatory
- Please kindly indicate your answer by putting this mark (√)in the boxes provided

Part-1 Demographic Information

1. Gender of the Respondent? Please thick (√) only

Male ☐

Female ☐

2. What is your age range? Please thick (√) only

18–25 ☐ 26–35 ☐ 36–45 ☐ 46–55 ☐ above 55 ☐

3. What is your Educational Qualification? Please thick (√) only

Diploma ☐ Bachelor's Degree ☐

Master's Degree ☐ Doctorate ☐

4. What is your position/Job title in Bolina Group? Please thick (√) only

Senior Management ☐ Supervisor ☐

Middle Management ☐ Engineering Staff ☐

Production Staff ☐ Marketing Staff ☐

5.Years of Experience in the Bathroom Manufacturing Industry?Please thick (√) only

< 1 years ☐ 1-5years ☐ 6-10 years ☐ >10years ☐

Part-2: Main Questions of the Research

I would like to invite your feedback on the survey regarding ***Strategic Leadership in the Transformation from Traditional Bathroom Manufacture to Smart and Healthy Living Solution Provider: A Case Study of Bolina Group***. Please select the checkbox that best represents your opinion for each statement provided.

Instruction: For the close ended questions in table forms, Please use the following key words to answer and put this mark (√) on the corresponding table/boxes under

the appropriate scale where:[1] = Strongly Disagree, [2] =Disagree, [3] =Neutral ,[4] = Agree and [5] = Strongly Agree.

1.Transformational Leadership		1	2	3	4	5
1.1	Leaders at Bolina communicate a compelling vision for smart and healthy living solutions.					
1.2	Leaders inspire employees to embrace innovation and product transformation.					
1.3	Leaders demonstrate strong support for employees during change initiatives.					
1.4	Leaders encourage creativity and new ideas in product development.					
2. Adaptive Leadership		1	2	3	4	5
2.1	Leaders respond effectively to technological advances in the smart bathroom industry.					
2.2	Leadership adjusts strategies in response to rapid market and consumer trends.					
2.3	Leaders promote flexibility and encourage employees to solve problems creatively.					
2.4	Leaders make timely decisions when unexpected challenges arise.					
3.Visionary / Entrepreneurial Leadership						
3.1	Leaders anticipate future customer demands related to smart and healthy bathrooms.					
3.2	Leaders proactively explore new business opportunities and technologies.					
3.3	Leadership encourages risk-taking to support innovation and transformation.					
3.4	Leaders communicate long-term transformation goals clearly across departments.					
4. **Organizational Culture**						
4.1	Bolina Group promotes a culture that values innovation and					

	knowledge sharing.					
4.2	Employees are open to adopting new smart and digital technologies.					
4.3	Cross-departmental collaboration supports transformation initiatives.					
4.4	The organizational environment supports continuous improvement and learning.					
5. Technological Readiness						
5.1	Bolina Group has adequate technological infrastructure to support smart product development.					
5.2	The company invests in advanced machinery and digital technologies.					
5.3	Employees receive training related to smart technologies and health-focused innovations.					
5.4	The organization is capable of integrating IoT and intelligent systems in product lines.					
6. **Smart & Healthy Living Product Adoption**						
6.1	Bolina has successfully introduced smart bathroom products and innovations					
6.2	Smart and health-oriented solutions are becoming increasingly significant in Bolina's portfolio.					
6.3	The company's transformation strategies align with global smart living trends.					
7. **Organizational Performance**						
7.1	The transformation has improved overall production efficiency.					
7.2	Bolina Group has improved its competitiveness in the smart living industry.					
7.3	Customer satisfaction has increased due to smart and healthy product offerings.					
7.4	The company is experiencing sustained growth as a result					

	of transformation initiatives.					

8. Open-Ended Questions

8.1 What major challenges does Bolina Group face in transforming into a smart and healthy living solution provider?

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_____

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8.2 What leadership actions are most important for supporting this transformation at Bolina Group?

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8.3 What improvements do you believe are necessary for Bolina Group to achieve successful transformation?

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