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Sustaining an Innovative Culture for Competitive Advantage: Strategic Recommendations for Shopee

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ABSTRACT

Malaysia's digital economy is growing rapidly, and e-commerce platforms such as Shopee Malaysia must sustain continuous innovation to remain competitive. However, maintaining an innovative culture in a fast-changing environment remains challenging. This study examines how leadership support, employee collaboration and knowledge sharing contribute to sustaining innovation culture and strengthening Shopee's long-term competitiveness. Using secondary data from annual reports, credible online business sources and academic publications from 2020 to 2024, the study applies descriptive and content-based analysis to identify key patterns and insights. The findings show a steady increase in Shopee's disclosed indicators related to leadership support and employee collaboration between 2020 and 2024, highlighting a growing emphasis on strategic direction and cross-functional coordination. In contrast, the formal knowledge-sharing mechanisms seem limited, suggesting that knowledge exchange mainly relies on informal cooperation. Based on these insights, the study proposes strategic recommendations to enhance innovation capability and organizational resilience for Shopee and other e-commerce firms seeking lasting competitive advantage

Keywords: Competitive Advantage; E-commerce; Innovation; Organizational Culture; Shopee Malaysia

INTRODUCTION

Shopee Malaysia is one of the leading players in the e-commerce sector within Southeast Asia as well as the economy of Malaysia. As one of the fastest-growing e-commerce companies, Shopee operates in a competitive environment whereby innovation contributes to customer satisfaction, operational excellence and sustainability within the sector. Putting into consideration recent years, the company has considerably increased its footprint by providing several online shopping and e-payment solutions, which increases the significance of innovation for value delivery. With the rapid pace of technology and evolving customer needs, it is essential for companies to employ new strategies to stay ahead (Shehadeh, 2023). While overall industry digitalisation is beneficial, it remains that an innovation culture is essential for Shopee to manage service differentiation, user retention, and competitive pressures.

It could be said that a culture of innovation refers to an environment at the workplace, whereby employees are encouraged to help generate new ideas and implement them, as well as learn and improve upon new concepts (Donate & de Pablo, 2022). Innovative companies are adaptive and are able to compete successfully (Pu, 2024). With regard to Shopee company, promoting the culture of innovation among employees requires a good approach due to the competitive nature of the sector and the fact that digital commerce continues to evolve. If the culture of innovation is not managed internally, it can limit creativity and hinder the introduction of new innovative solutions and services to meet changing consumer needs.

Although the Shopee firm has achieved major success in the market, there are several management issues concerning the culture of innovation. Innovation strategy on a digital platform requires not only individual talents but also promoting shared leadership support, the interaction between employees, and knowledge transfer within an organization. Based on other studies, the lack of leadership support, collaboration between employees, or knowledge transfer mechanisms could hamper an organization’s ability to implement innovative ideas for continuous improvement (Nguyen & Pham, 2025; Rindyani, 2024).In a rapidly changing digital environment, a lack of coordination and internal consistency can slow an organization's responsiveness and hinder its long-term innovation capabilities. These challenges highlight the importance of examining the internal organizational mechanisms that support a culture of innovation, especially in large e-commerce companies like Shopee.

Against this background,this study aims to explore how Shopee maintains an innovative culture in the context of digital transformation, with a focus on how leadership support, employee collaboration, and knowledge sharing impact innovation performance and competitive advantage (Al-Beiati & Abualoush, 2024). By focusing on these key organizational factors, this study aims to gain a clearer understanding of how internal practices can support innovation in the context of digital transformation.This study employs descriptive and content analysis methods, utilizing secondary data such as annual reports from 2020 to 2024, sustainability reports, reliable online business resources, and academic publications to identify patterns and insights related to Shopee's internal innovation culture.This study contributes to the existing literature by providing a contextualized analysis of the innovation culture of leading e-commerce platforms in Malaysia, and also offers practical insights for managers seeking to strengthen their internal innovation support systems and maintain long-term competitiveness in the digital economy

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LITERATURE REVIEW

The previous academic studies on organizational culture, collaboration, leadership support, knowledge sharing, and innovation-driven competitive advantage in digital and e-commerce environments are reviewed in this section. The review explains how these elements interact to shape an organization's capacity for sustained innovation by synthesizing current theories and empirical data. Organizational culture and innovation, leadership support, employee collaboration and knowledge sharing, and innovation culture and competitive advantage are the three main topics covered. These themes help lay the theoretical groundwork for comprehending Shopee's innovation strategy and represent the study's main variable.

Organizational Culture & Innovation

Organizational culture is defined as the common values, beliefs, and assumptions that direct employee behaviors in an organization (Akpa et al., 2021). It influences the interaction between employees, decision making and the perception towards the goals of the organization. A powerful, supportive culture promotes openness, experimentation, and group learning that eventually fosters innovation. A culture of agility and creativity allows employees in digital-based companies like Shopee to adjust swiftly to market requirements and technological transformations (Mansor, 2022). Meanwhile, innovation culture, focuses on risk-taking, continuous improvement, and providing support to new ideas (Li et al., 2024). It is indicative of the environment in which employees are psychologically safe enough to confront and suggest new ideas. Businesses that practice innovation culture have greater level of adaptability, expedited product development and better receptiveness to customers that are essential factors of competitive performance in dynamic industries like e-commerce.

Leadership Support

Leadership support is a concept that indicates how much leaders promote innovation through the provision of resources, direction, motivation, and appreciation (Demircioglu and Van der Wal, 2022). Recent inquiries into organizational behavior have started looking beyond simple leadership styles to understand the internal psychological engines that actually drive creativity. For instance, Chen et al. (2025) offer a compelling look at how "responsible leadership" does more than just guide—it actively fuels employees' psychological empowerment, especially when leaders explicitly signal their support for new ideas. This focus on the employee's internal state is echoed by Qian and Kee (2023), whose work suggests that transformational leadership works best when paired with a learning orientation, effectively building up an employee's belief in their own creative potential (self-efficacy). Adeel et al. (2023) add a new point to this discussion. They suggest that when employees are really motivated and learning, a small amount of delay can help them to create new ideas.

Inspirational leaders provide an environment of safety to creativity, eliminate obstacles that impede innovation and keep innovation objectives and organizational strategy aligned. Leadership support plays a significant role in the motivation of employees and in dealing with issues of fast digital transformation in companies such as Shopee. Special style of leadership have special benefit for work behavior. Saif et al. (2024) explored the transformational leadership in Pakistani higher education institutions. A systematic review by Donate and de Pablo (2022) highlights that leadership support is a fundamental driver of innovation, as leaders influence employees' motivation, learning orientation, and willingness to engage in creative activities.Throughout the entire research, they found that this kind of leadership directly benefit both performance indicators. Interestingly, their study also found that knowledge sharing is acting the

mediating role of this relationship. According to the study, this effect was more pronounced for performance than for innovative work behavior. This shows the nuanced mode through which leadership influences work performance.

Employee Collaboration

Employee collaboration refers to the activity when people jointly work to share views, find solutions, and generate ideas (Moczulska et al., 2024). Soomro et al. (2024) explored how shared leadership influences innovation in construction project teams. Their work reveals the critical role employee collaboration plays in driving innovation. Their results showed that when paired with knowledge sharing and an open mindset, shared leadership gives team innovation a notable lift—highlighting the power of collaborative effort working in sync. Teamwork increases creativity since the employees are able to pool together in different knowledge and skills. In this sense, employee collaboration is an important practice in organizations where people from different roles come together to achieve common goals. This allows for sharing knowledge, solving problems together, and creating a synergy that enhances what the organization can do beyond individual efforts.

Knowledge Sharing

Knowledge sharing is the exchange of information, skills, and experiences among staff members to promote learning and creativity (Salehi et al., 2024). Peer discussion and digital communication system are examples of informal systems, while training and documentation are examples of formal systems. By enabling workers to build on past knowledge and avoid needless repetitions, knowledge sharing fosters innovation. However, methods of knowledge sharing methods can be weak, leading to fragmented and slow innovation. Yao et al. (2023) took a deep dive into the interplay between knowledge sharing and knowledge hiding, uncovering a more complex picture: while knowledge sharing usually boosts creativity, knowledge hiding can have either positive or negative moderating effects—depending on the specific context. This adds a new layer to how we understand team dynamics. Ju and Gao (2024) offer new insights into how a company's history shapes its innovation strategy. They found that firms can draw on their past to boost innovation, especially when combined with effective information sharing. This shows that understanding and using a company's history can be a strategic asset for fostering innovation.

Multiple studies have pinpointed knowledge sharing as a critical mediator in the link between leadership and innovation. For example, Khan et al. (2023) explored a moderated mediation model involving self-leadership and innovative work behavior, discovering that knowledge sharing strengthens the bond between these two factors. Similarly, Abdullah et al. (2020) showed that total quality management practices improved employee performance. And knowledge sharing playing a importance mediating role in it. These findings stress the importance of building a knowledge sharing culture to match various leadership and managenment.

Innovation Culture and Competitive Advantage

Competitive advantage is the ability of a firm to outperform its rivals through unique skills, new products, or better productivity (Tuan et al., 2022). The culture of innovation is closely tied to competitive advantage because it speeds up digital solutions, improves customer experience, and allows for continuous changes in business models. Innovation is essential for staying relevant and leading in competitive markets like e-commerce. A strong culture of innovation gives organizations the ability to respond quickly and set themselves apart in these markets. It helps companies remain competitive (Tuan et al., 2022). However, research has not clearly outlined how innovation culture boosts competitive advantage in fast-changing e-commerce companies. Shopee relies on

ongoing innovation to keep its market position, but academic studies on this relationship are scarce. While it is recognized that innovation culture enhances competitiveness, its effects on e-commerce platforms are not well studied. This study addresses this gap by examining how e-commerce like Shopee's innovation culture supports its long-term competitive advantage.

Review of Recent Studies

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Theoretical Foundations

This study is grounded on two major theories which:

Schein's Organizational Culture Model

Edgar Schein's Organizational Culture Model is among the top most acknowledged structures to get the idea of the culture of an organization. Schein considers culture as a consistent pattern of common basic assumptions which the group has learned in the process of solving the problem of external adaptation and internal integration. The model has three different levels which is Artifacts. These refer to the culturally visible aspects that include a typical work atmosphere. Next Espoused Values, these are the specified values, norms, and principles that regulate an organization's behavior, for instance, the mission statements and the strategies. They stand for what the company says it values; however, they may not always be the ones that are actually lived out. Furthermore, Basic Underlying Assumptions. According to Asare et al., (2025) it is profound, subconscious beliefs which influence the behavior of a company. They make up the core of culture and are hard to change since they are very deeply rooted and are often not visible. This model by Schein can be relevant to this research because it describes the positions of leadership support and internal values that influence the creation of the environment in which collaboration, knowledge sharing, and innovation can be supported. Employees tend to embrace the behaviors of creativity when the leaders associate innovative friendly assumptions and values.

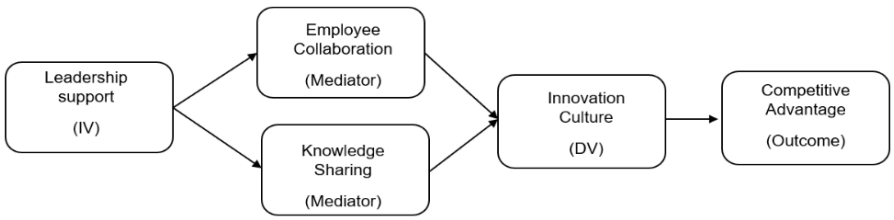
Amabile's Componential Theory of Creativity

Teresa Amabile's Componential Theory of Creativity depicts creative and innovation behavior as the outcome of the interplay of three key factors that could be either organizational or individual is Domain-Relevant Skills. Those are the knowledge, the technical skills, and the expertise that are highly relevant to the specific domain the person is working in. Next, Creative-Relevant Processes, these are cognitive styles, personality traits, and creative thinking skills that significantly influence the generation of new ideas such as risk-taking and divergent thinking. Moreover, Intrinsic Task Motivation, this is an essential feature for continual innovation which the internal drive and desire to delve into the process and take pleasure in it, especially when it is of a creative nature.Lastly, Social Environment, it is contextual factors including collaboration, trust and availability of resources. To wrap it all up, this model is used to describe how innovation culture is formed through collective activities of internal social and motivational forces, which eventually determines the performance of an organization

Conceptual Framework

The study framework model is depicted in Figure 1.

Figure 1. Research Framework



Explanation of the Framework Diagram

Leadership Support (IV) → Employee Collaboration & Knowledge Sharing (Mediators) Everything begins with the manager. Support from leadership acts as a catalyst, facilitating genuine interaction and communication among employees. Rather than just dictating tasks, supportive leaders set the tone by offering clear direction, necessary resources, and crucially psychological safety. When employees feel that their leaders genuinely value new ideas and open dialogue, they feel safe enough to step out of their silos. This trust encouraged them to collaborate across departments and enabled them to freely share their respective expertise. In this sense, leadership is not merely a background factor; rather, it is the intrinsic motivation that can inspire employees to connect with each other and learn from one another.

Employee Collaboration & Knowledge Sharing (Mediators) → Innovation Culture (DV) This is precisely where the foundation of innovation is laid. An innovative culture does not just fall into place out of thin air. Only when everyone breaks away from the isolated approach can such an atmosphere arise. Collaboration brings together employees from different backgrounds, enabling them to view old problems from a new perspective and thereby uncover creative solutions that a single department might easily overlook. Meanwhile, knowledge sharing ensures that those good ideas and valuable experiences are not confined to individuals' minds but can freely spread and be passed on to the places where they are most needed. When teamwork and open communication become the norm in the work, innovation is no longer an occasional "special task", but becomes an indispensable part of daily life and gradually becomes a habit; in such an environment, continuous improvement naturally becomes a part of the work.

Innovation Culture (DV) → Competitive Advantages (Outcome) This is where the true rewards lie. A strong culture of innovation often distinguishes market leaders from other companies. Once this culture takes hold, agility becomes second nature. It enables the firm to shift gears the moment the market changes, constantly refine its services, and hold its own against rivals. In a relentless industry like e-commerce, this level of responsiveness is not just an advantage; it is the absolute baseline for staying in business. Once innovation becomes woven into the daily fabric of the company, it creates a unique internal strength that rivals find almost impossible to copy, paving the way for lasting leadership.

To put it simply, the framework follows a natural progression. It starts with leaders who set the stage, giving employees the psychological safety to collaborate and speak up. This collective drive is what makes an innovative culture actually stick. As they grow, this way of thinking becomes the organization strongest tool something that gives it a clear advantage and helps it to be successful in the long-term, rather than just winning a quick victory.

RESEARCH METHOD

This study conducted by descriptive content analysis and quantitative secondary data analysis and explore how leadership support, employee collaboration and knowledge sharing can contribute to the sustainable development of Shopee's internal innovation culture even the building of its competitive advantage. Secondary data was chosen as the primary data source because this study aims to analyze organizational practices and strategic direction based on public available documents, rather than collecting first-hand employee feedback. The quantitative analysis portion of this study include a systematic quantitative analysis and comparison of keyword frequencies from multiple documents and time periods which are transforming textual information into numerical indicators to identify observable patterns and trends.

The research included the data from 2020-2024,mainly reason is Southeast Asia e-commerce developed quickly and Shopee got extremely changes in business extension,organizational structure and talent strategy which suitable to observe the trend of innovative culture in this period.We refer to three types of resources:Annual Reports provides company strategy,leadership direction and organization investment information that can help us to analyze the “leadership support”.Sustainability Reports includes employees training,cross department cooperation and knowledge sharing system information and benefit to analyze “employee cooperation” and “knowledge sharing”. Industry Report such as SEA report have the information in background trends and use to learn Shopee’s environment changing and skill develop situation.These documents are public and transparency which suitable to be secondary data resources for academic research.

Based on concept framework of literature review,this research adopted keywords context analysis method.Keywords selection according to organization culture and innovative research in the pass.Leadership support evaluate through leadership,strategy,investment and so on.Employee cooperation is described by cooperation,team cooperation,cross departmental cooperation.Knowledge sharing analysis with training,study or guidance.The keywords were consistently used in context.Then calculate the frequencies and performed them by graphs ar tables that use for annual comparative and trend analysis.Meanwhile,check the context to make sure keywords are reflecting organization praticals but not irrelavant content.

To further improving research result validity and reliability,this research use triangulation method to compare information from annual reports,sustainable reports and publicly journals which can ensure the data consistency.In addition,research team also adopted peer review that cross verify the keyword classifications and interpretations that can lower the subjective bias. These measures not only improving content analysis reliability but also strengthen the result overall robustness

RESULTS

Table 1. Table 1Frequency of Leadership-Related Keywords in Sea Group Annual Reports (2020–2024)

Year	Leadership	Strategy	Management	Commitment	Total
2020	32	41	28	19	120
2021	36	47	31	22	136
2022	45	53	34	27	159
2023	51	59	37	29	176
2024	57	66	41	33	197

Table 1 presents the frequency counts of leadership-related terms extracted from Sea Group’s Annual Reports (2020-2024) using keywords such as leadership, management, strategy, and commitment. The textual data reveal a generally increasing emphasis on leadership support for innovation across the five-year period. Matters pertaining to leadership showed an average frequency of 32 mentions in 2020, increased to 45 mentions in 2022, and reached 57 mentions in 2024. Strategic-orientation keywords increased from 41 mentions in 2020 to 66 mentions in 2024, suggesting sustained managerial commitment to long-term development of capabilities. The findings show that there is progressive increase in frequency counts for matters related to people development, investment in talent, and workforce capability enhancement, indicating a higher degree of importance assigned to supportive leadership activities. Overall, the quantitative results suggest that Shopee’s leadership has progressively placed higher

importance on strategic alignment, talent investment, and supportive organisational mechanisms for ensuring innovation culture, as evidence from the increasing frequency counts suggests.

Table 2. Collaboration related indicators based on (Sea Group/Shopee and industry)

Year	Number of Training Sessions	Total of Training Hours	Number of E-learning courses	Collaboration – related Programmed Reported
2020	>5,000 Sessions	330,000 hours	>200 courses	Cross-team workshops, functional training (Sea Sustainability Report 2020)
2022	>10,000 Sessions	330,000 hours	>200 courses	Technical, soft skills, communication, and cross-functional programmed (Sea Sustainability Report 2022)
2023	"Thousands of training sessions" (Sea Sustainability Report 2023)	Not reported	>200 courses	Technical sharing, leadership training, cross-team knowledge sessions (Sea Sustainability Report 2023)

Note: The values are based on the information disclosed in the Sea Group and Shopee sustainability reports.

The qualitative results shown a clear pattern of continuous collaboration-related activity within Shopee and Sea Group between 2020 until 2023. The 2020 sustainability report documents more than 5,000 employee training sessions, covering various teamwork and functional learning activities. By 2022, this number increased substantially to over 10,000 sessions, with a total of 330,000 training hours recorded across Shopee and other business divisions. Employees were also provided access to more than 200 e-learning courses that supported cross-team learning and operational coordination. Next, 2023 report continue describe "thousands of training sessions" offered to employes, with sustained availability of the same extensive e-learning library. Across all three years, the reports also highlight cross-functional training, onboarding programs and knowledge-sharing workshops that support collaboration between departments. These figures collectively indicates that Shopee maintained a high volume of collaboration focused activities throughout the period and structured effort to strengthen collaboration as its operation expanded.

Figure 3. Frequency of knowledge-sharing keywords in Sea sustainability reports (2020–2023) and Sea Limited annual report (Form 20-F) for FY2024.

Year	training	learning	mentorship
2020	18	5	0

2021	32	7	0
2022	27	11	0
2023	32	14	1
2024	4	1	0

This frequency analysis of knowledge-sharing related keywords used Sea Group's Sustainability Reports from 2020 to 2023 and Sea Limited's Annual Reports for FY2024 (Form 20-F). The analysis focused on three predefined keywords—training, learning, and mentoring which are typically associated with the organization's knowledge-sharing practices. Frequency represents the total number of times a keyword appears in each document in the corresponding year.

In the sustainability reports from 2020 to 2023, "training" remained the most frequently mentioned keyword, especially in 2021 and 2023. In every year of the analysis, the reports mentioned "learning", and the frequency increased from 2020 to 2023, showing that learning-related terms were used more often. In contrast, "mentoring" was rarely clear mentioned in the review period, and only once in 2023.

The keyword frequency data for 2024 is sourced from Sea Limited's annual report (Form 20-F). This document serves as the latest publicly available source for that year. Compared to previous years, the 2024 report mentions all three keywords less frequently. The terms "training" and "learning" appear less often. The word "mentoring" is not mentioned at all. Overall, the results indicate that the frequency of knowledge-sharing related terms varies depending on the reporting year and document type.

DISCUSSION

This section aims to explain the research findings and explore how leadership support, employee collaboration, and knowledge sharing collectively influence Shopee's innovation culture. Furthermore, the discussion section connects the empirical findings with existing literature to answer the research questions

Explaining research result

Leadership support

Following the analysis result, the frequency of keywords like leadership, strategy, investment, promise are continuously increasing from 2020 to 2024,especially after 2022.That indicates Shopee administrative increase their emphasize in pushing long term ability construction, organization development and innovative strategy.

The trend reflects the leadership team in Shopee not only strengthen strategic direction but also put more resources into employee development, organization ability improvement and innovation relative projects. Along with the extremely competition in Southeast Asia e-commerce, the leadership active input was benefit to improving organization toughness and also set a foundation to innovative culture.

Overall, increasing in leadership support showed that Shopee is turning the innovative oriented to systematic gradually and make leadership becomes the critical power in pushing innovative culture development sustainably.

Employee Collaboration
The collaboration index also performed stable increasing. Sustainable report shows Shopee provided over 5000 training courses and increased to over 10000 courses in 2020.The platform also keep over 200 e-learning courses in a long time which includes cross department communication, technology sharing, team cooperation and leadership skill training.

These data declare that Shopee will consistently provide chance of employee cross department communication and strengthen organization interval communication, complementary knowledge and team culture construction. Three consecutive years of extensive training indicated employee cooperation has become the company's systematic and long term organization behavior but not short-team act.
Employee cooperation has been important stable system in Shopee innovative culture.

Knowledge Sharing
Compared to leadership support and employee collaboration, knowledge sharing appears to be less clearly documented in Shopee's public reports. Keyword frequency analysis shows that although terms related to training and learning appeared over the years, mentions of mentoring were rare, appearing only once during the review period. This pattern suggests that knowledge-sharing activities are more often communicated through training- and learning-oriented initiatives rather than through formally named mentoring practices.

Importantly, this result does not imply the absence of knowledge-sharing practices within the organization. Then it reflects the extent that practices are obviously revealed in official reports. The findings suggest that Shopee's knowledge sharing may be integrated into collaborative activities such as training programs, workshops, and cross functional learning courses but not exist as a standalone or structured knowledge management system. As a result, knowledge sharing was function more implicitly alongside collaboration efforts and it is not as an independently formal organizational mechanism.

Integrated Discussion of Organizational Drivers

In summary, the research results indicate that Shopee's innovation culture primarily benefits from strong leadership and continuous employee collaboration which are reflected in increasing transparency in strategic direction, talent investment and cross functional activities. Leadership support provides the innovation with structural and strategic foundation. While collaboration is the main operational channel for the development and implementation. In contrast, knowledge sharing appears to play a more supportive and implicit role which is often inserted in collaboration and training related activities and not functioning as a standalone organizational system.

This structure suggests that Shopee's innovation culture is driven more by leadership-led coordination and team interaction, rather than informal knowledge management mechanisms. Overall, these three elements complement each other, but differ in their visibility and formality in public disclosure.

Link to literature
Leadership support and innovative culture
Existing literature unanimously agrees that leadership support is a key driver of an innovative culture. (Demircioglu & Van der Wal, 2022) indicates if leader provide resources and direction clearly, the organization innovative ability will be increase significantly. (Chen et al.,2025) also emphasized a responsible leader can improve

employee's psychological empowerment and promote creativity.

The increased disclosure of information related to Shopee's leadership is consistent with previous research findings and also aligns with Schein's organizational culture model, which posits that leadership is a key force in shaping an organization's core values and innovative atmosphere.

Employee cooperation and innovative performance
Employee cooperation performs strength and continuous increase in the result and it is thoroughly match to (Moczulska et al., 2024) which is team cooperation is benefit to improve the ability in solving problem together and innovative result.

In addition, Amabile innovative model emphasized cooperation environment can stimulate skill exchange and benefit to creative result. Shopee continuously input in cross team training and communication skill strengthen courses shows its cooperation culture and theories are same as innovative drive logic. Increasing in leadership support and cooperation event also can match to Soomro et al., (2024), leadership support can amplify the positive effect between team cooperation and innovation.

Answering the research questions
Research Question 1: How does Shopee sustain its innovative culture?
Shopee mainly stain its innovative culture through strengthen leadership support by improving yearly strategic direction investment and organization development measures and also highly systematic employee cooperation build study platform and open plenty of training courses and cross team communication project then informal knowledge sharing system. It is achieved by cooperation event but lack of systematic framework. These measures strengthen Shopee's organization adaptive capacity, creativity and interval integrate ability and make its innovative culture can sustain.

Research Question 2: Which factors contribute most to strengthening this culture?
Depending on data trend, leadership support is the most significant and continuously increase factor which provide foundation to the innovative culture. Employee cooperation highly active and contribute to cross team creativity power. While prior studies has highlighted the importance of formal knowledge-sharing mechanisms for innovation, the results of this study indicate that Shopee's public disclosures regarding such mechanisms are not sufficiently clear. Thus, leadership support and cooperation system is the most strong power and knowledge sharing still have to improve.

Overall discussion and inspiration
Overall, Shopee's innovative culture mainly push by leadership support and employee cooperation. This trend is match to pass innovative theories and this research model, emphasizing the form of innovative culture rely on organization leadership, team reaction and knowledge sharing. If Shopee can further strengthen knowledge sharing system that will be good for solidify its innovative culture and competitive advantages in long term.

CONCLUSION

This study explores how leadership support, employee collaboration, and knowledge sharing help Shopee, a leading e-commerce platform in Southeast Asia, maintain a culture of innovation and access competitive advantage. This study selects the secondary data of Shopee's publicly available annual report and sustainability report and industry publications (2020-2024) and by using content analysis, it was understood what internal organizational practices had helped a fairly dynamic digital forefront innovate.

The result shows that the support of leadership is the most core and basic element to promote the culture of innovation for Shopee. The more attention on the direction of strategic orientation, the sense of organization, and investment in human capital resources demonstrates that innovation has been treated as a long-term goal of the organization. Leadership support gives stability, legitimacy and consistency to provide innovation-oriented values into daily operations.

Employee collaboration serves as an important approach to convey the leader's wishes to the end. Continuous investment in training programs, cross-functional collaboration and learning platforms to cultivate team spirit, collective ability to solve problems and the fusion of knowledge and talents. These collaborative practices are better able to enhance adaptability and innovation becomes a continuous organizational norm rather than an isolated effort, while knowledge sharing is not talked about as much in publicly available documents. Although there is evidence of collaborative activities to share knowledge in the former, due to the absence of a complete and well-organized knowledge-sharing mechanism, it implies that there is no formal learning during the organizational learning process. This indicates a chance to improve the sustainability of innovation.

In terms of both theory and management, this paper is conducive to the understanding of the leading value and cooperative structure that drive innovation culture maintenance. For e-commerce enterprises such as Shopee Malaysia, maintain a clear commitment from the leadership, strengthen collaboration and formalize the knowledge sharing to enhance the innovation capabilities and competitive advantage in the rapid change of market.

LIMITATION

Although this study has made some contributions, some limitations should also be acknowledged. One major problem is only have secondary data, getting from public sources like annual reports, sustainability report and industry magazines. Although these documents are reliable and open, they are only public information, they are unable to fully reflect informal internal processes, the unregistered practices and employees' every day experiences under the leadership of support, collaboration and knowledge sharing.

There is also a problem with the approach. Content analysis and keyword frequency could help systematically determine what an organization's trends and priorities have been, but it wouldn't be able to gauge how good, how effective, or what the real-life results were from the practice described. There are a few some words which means there haven't implemented it widely, also haven't impressed significantly on workers. Therefore, the results should be understood as suggestions of organizational priorities rather than direct proof of innovation results.

And this study also has limitation in term of scope. Since it is centered on one company in the e-commerce field, the results are not easy to be widely applied to other companies or industries or cultural contexts. There may be different innovation dynamics due to differences in the organizational structure, competitive environment and maturity of the market that are not included in this analysis.

Moreover, although a five-year interval (2020-2024) is long enough to detect short- to medium-term changes, it might miss long-term changes in organizational culture or the delayed impact of leadership actions. In future research, in order to overcome the shortcomings of this research, we can add research methods such as surveys or interviews to collect primary data, lengthen the research period, or make comparative analysis of multiple digital organizations, and thus increase the applicability and breadth of the research results.

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