

## Digital Leadership and its Relationships with Empowerment, Commitment, Employee and Organizational Performance, Innovation Performance, and Digital Transformation

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### Abstract

Digital technologies are transforming entirely the business environment and the way organizations operate. In this process of change, leadership is essential and is becoming increasingly difficult and complex. In the current digital revolution, a new style of leadership known as "digital leadership" is emerging and is crucial to an organization's success.

This study aims to investigate the relationships between Psychological Empowerment (PSYCHEMP), Organizational Performance (OP), Innovation Performance (INNP), Employee Performance (Task Performance, Contextual Performance), Digital Leadership (DL), and Digital Transformation (DT). In the relationships between Digital Leadership and Organizational Performance on the one hand, and Digital Leadership and Organizational Performance on the other, we will also look at the mediating role of Digital Transformation. We'll also look at how organizational commitment mediates the relationship between Task and Contextual Performances and Digital Leadership.

Lastly, we will look into whether employee performance is affected similarly or differently by Digital Leadership depending on factors including age, gender, experience, and educational level.

A sample of 180 employees, from various organizations, operating diverse business sectors in Poland, will be used for this purpose.

**Design / Methodology / Approach:** The study is based on an online survey conducted in Poland in more than 20 organizations operating in Poland, in various business sectors. Data were collected from 220 employees, with a few incomplete questionnaires resulting in 180 good and complete responses. Data will be analyzed using SPSS, and AMOS Versions 21, as well as the Plug-in software for SPSS, PROCESS MACRO Version 4.1, developed by Andrew F. Hayes, and Plug-in software "Master Validity Tool" for AMOS, by Gaskin, J. & Lim, J. (2016).

**Findings:** Using multiple linear regression, we discovered that Innovation Performance, Contextual Performance, and Education have all a positive impact on Digital Leadership. The R<sup>2</sup> value is close to 0.60, indicating a moderate relationship between Digital Leadership with these variables. Simple linear regressions were used to assess the relationships of Digital Leadership with Psychological empowerment, Digital transformation, Task Performance, and Organizational Commitment. All these relationships were significant,

**Practical Implications:** The findings of this study suggest that Innovation Performance, Contextual Performance, and Education of employees have a positive influence on digital leadership. Our results showed as well that Digital Leadership is a significant predictor of Psychological Empowerment, Organizational Commitment, Task Performance, and Contextual Performance, and can be used to improve employee empowerment, Organizational Commitment, thereby contributing to increased individual and organizational performance.

**Originality / Value:** Some results confirm past work by other researchers, while others are fresh and original to my knowledge. Overall, this study makes valuable theoretical, empirical, and practical contributions to the field of digital leadership research, that will benefit managers, policymakers, and future academic research.

### Keywords

Digital leadership, digital transformation; task performance, contextual performance, organizational performance; innovation performance, organizational commitment, psychological empowerment.