

The Role of Digital Leadership in Fostering Organizational Commitment

Dr. Ranita Basu^{1*}

ABSTRACT

Digital technologies have revolutionized the way organizations operate, making the role of leadership in the age of digitalization increasingly complex and also challenging. The purpose of this research paper is to explore the concept of digital leadership and its impact on organizations, with a special reference to organizational commitment. The study begins by defining digital leadership and its characteristics, followed by an examination of the challenges and opportunities associated with it. The paper then explores the role of digital leaders in fostering the organizational commitment. For this study purposive sampling technique was followed and only primary data was used. The final sample size considered was 50. Further, mean, sd and product moment correlation were computed to analyse the data statistically. Finally, the study concludes with a discussion of the impact of digital leadership on organizational commitment in specific and skills and competencies that are necessary for effective digital leadership in general.

Keywords: Digital leadership, organizational commitment

Background: The advent of digital technologies has had a profound impact on the way organizations operate. From social media and mobile computing to cloud computing and the internet of things, digital technologies have revolutionized the way organizations communicate, collaborate, and compete. As a result, the role of leadership in the digital age has become increasingly complex and challenging. The digital age has transformed the way organizations operate, and as a result, the role of leadership has become increasingly complex and challenging. Digital leadership is critical for organizations to navigate the challenges and opportunities presented by digital technologies. This paper explores the area of digital leadership and its overall impact on different organizations.

Defining Digital Leadership:

Digital leadership, is the ability of leaders to effectively navigate the challenges and opportunities presented by digital technologies. It is characterized by a set of competencies and skills that enable leaders to leverage digital technologies to achieve strategic goals and drive organizational transformation. Digital leaders are expected to possess a deep and thorough understanding and insight of the digital landscape, including emerging technologies and their various impacts on business models and customer behaviors. Digital

¹Associate Professor

*Corresponding Author

The Role of Digital Leadership in Fostering Organizational Commitment

leaders are responsible for creating a culture of innovation that encourages experimentation and risk-taking (Murat Sağbaşı, 2021)

In today's digital age, organizations are witnessing significant changes in work processes and employee expectations. The rapid advancement of digital technologies has helped to the emergence of new leadership styles and practices. Digital leadership, characterized by the effective utilization of digital tools and the ability to navigate virtual work environments, plays a crucial role in fostering organizational commitment (B Bygstad, 2017). This study seeks to explore the dynamic relationship between digital leadership and their roles and organizational commitment to provide valuable insights for leaders in the digital era.

Fostering Innovation and Driving Transformation

Digital leaders play a crucial role in fostering innovation and driving organizational transformation. They are responsible for creating a culture of innovation that encourages experimentation and risk-taking. They also need to be able to identify and capitalize on emerging trends and technologies to stay ahead of the curve.

Digital leaders are also responsible for driving organizational transformation. They need to be able to create a vision for the future and inspire their teams to embrace change. They also need to be able to communicate the benefits of digital transformation to stakeholders and manage the risks associated with it. They also need to be able to manage the complexity that comes with the integration of multiple digital technologies.

Digital leaders need to be able to communicate the benefits and the process of digital transformation to various stakeholders and also to manage the risks associated with it. To stay ahead of the curve, they also need to be able to identify and capitalize on emerging trends and technologies.

Challenges and Opportunities

Digital leadership presents both challenges and opportunities for organizations. One of the key challenges is the need to stay current with rapidly evolving digital technologies. Organizations that fail to keep pace with digital trends risk falling behind their competitors and losing market share. Another challenge is the need to manage the complexity that comes with the integration of multiple digital technologies.

On the other hand, digital leadership presents numerous opportunities for organizations. Digital technologies enable organizations to improve operational efficiency, increase agility, and enhance customer engagement. Digital leaders who can effectively harness these opportunities can create a significant competitive advantage for their organizations. Digital leadership presents both challenges and opportunities for organizations. One of the key challenges is the need to stay current with rapidly evolving digital technologies.

Skills and Competencies

Effective digital leadership requires a range of skills and competencies. Digital leaders need to be able to think strategically and understand the implications of digital technologies for their organizations. They also need to be able to communicate effectively and build strong relationships with stakeholders.

Digital leaders need to be able to drive innovation and manage change effectively. They need the willingness to take risks and experiment with new approaches. It is also required

The Role of Digital Leadership in Fostering Organizational Commitment

for them to be able to manage the complexity that comes with the integration of multiple digital technologies.

Effective digital leadership requires a range of skills and competencies. Digital leaders need to be able to think strategically and understand the implications of digital technologies for their organizations. They also need to be able to communicate effectively and build strong relationships with stakeholders. Digital leaders need to be able to drive innovation and manage change effectively. This requires a willingness to take risks and experiment with new approaches. They also need to be able to manage the complexity that comes with the integration of multiple digital technologies. Digital leaders need to create a culture of innovation that encourages experimentation and risk-taking.

Organizational Commitment: This refers to an individual's loyalty and psychological attachment towards their organization. It encompasses three dimensions: normative commitment, continuance commitment, and affective commitment. Normative commitment reflects a sense of obligation and responsibility, continuance commitment relates to perceived costs of leaving the organization, and affective commitment represents an emotional connection of the employees with the organizations (Cascio 2016).

Digital Leadership: Digital leadership encompasses the skills, behaviors, and capabilities required to effectively lead in the digital age. It involves leveraging digital technologies, fostering digital literacy, promoting virtual collaboration, and creating a digital culture within the organization. Digital leaders excel in communication, adaptability, and leveraging technology to drive organizational performance.

Theoretical Framework: This study is grounded in the social exchange theory (Thibault & Kelly, 1959) which posits that individuals develop a reciprocal relationship with their organization based on perceived benefits and costs. It is expected that digital leaders who provide support, communication, and technological resources will enhance the exchange relationship, leading to higher levels of organizational commitment.

Relationship Between Organizational Commitment and Digital Leadership: Previous research has suggested a positive relationship between digital leadership and organizational commitment. Digital leaders who exhibit behaviors such as effective communication, providing digital resources, promoting autonomy, and fostering collaboration contribute to increased employee commitment and engagement (Haddud, 2018).

Problem Statement: As organizations increasingly adopt remote work arrangements and rely on digital platforms for collaboration, maintaining employee commitment becomes a critical challenge. The lack of face-to-face interactions and traditional leadership structures can diminish employee engagement and commitment levels. Therefore, understanding the importance of digital leadership in improving organizational commitment is essential for organizations to succeed in the digital era.

Research Objectives: The first and primary objective of this research is to examine the relationship between digital leadership and organizational commitment. Specific objectives include:

- Identifying the key digital leadership behaviors that contribute to organizational commitment.

The Role of Digital Leadership in Fostering Organizational Commitment

- Assessing the level of organizational commitment among employees in digital work environments.
- Analyzing the impact of digital leadership on organizational commitment.

Significance of the Study:

This study contributes to the existing literature on digital leadership and organizational commitment by providing existing evidence of their relationship. The findings offer valuable insights for leaders and practitioners seeking to enhance commitment levels in digital workplaces, ultimately leading to increased employee engagement and organizational success.

METHODOLOGY

Research Questions:

For achieving the research objectives, the following research questions would be addressed:

- What are the key digital leadership behaviors that positively influence organizational commitment?
- How does organizational commitment vary in digital work environments?
- What is the relationship between digital leadership and organizational commitment?

Research Design:

The present study adopts a quantitative research design to examine the relationship between digital leadership and organizational commitment.

Hypothesis testing:

There is a significant impact of Digital leadership on organizational commitment.

Sample and Data Collection: A purposive sampling method will be employed to select participants from different organizations. Standardised scales would be utilised to collect data.

Measurement Instruments:

- The questionnaire on digital leadership scale or DLS was developed by Tuğba Dikbaş and Tuba Büyükbeşe (2022). The reliability coefficient was .89 of this scale.
- The organizational commitment scale (OCS) used for this study, was developed by Dhar and Mishra (2022) and the reliability coefficient value was .91.

Data Analysis Techniques: Descriptive statistics will be utilized to analyze the demographic characteristics of the sample. Correlation analysis will examine the relationship between digital leadership behaviors and organizational commitment dimensions.

RESULTS AND ANALYSIS

Descriptive Statistics: Descriptive statistics will summarize the demographic traits of the participants, including age, gender, educational background, and work experience. Most of the respondent (70%) were from the age group from 35-55, 30% were from 25-35 yrs. Most of them were MBAs (65%), rest were graduates (35%). 45% were female whereas 55% were male employees.

The Role of Digital Leadership in Fostering Organizational Commitment

Table 1 shows the mean, SD and r value of digital leadership and organizational commitment:

Variables	mean	SD	r
Digital leadership	38.57	5.47	.38
Organizational commitment	32.53	3.24	

Significant at .01 level

The mean and SD value of digital leadership was 38.57 and 5.47 respectively and the mean and SD value for organizational commitment was 32.53 and 3.24 respectively.

Correlation Analysis:

The explanation is described as follows: The effect of digital leadership on organizational commitment is positive, the r value is .38 and significant at 0.01 level. Thus, it can be said that digital leadership has a direct positive impact on organizational commitment. So, the hypothesis stating that There is a positive impact of digital leadership on organizational commitment is accepted.

DISCUSSION

Overview of Findings:

The results of the data analysis highlight the key findings regarding the relationship between digital leadership behaviors and organizational commitment. The data reveals a positive correlation between the variables used for this study. Further, the scores states that there is an impact of digital leadership on organizational commitment. This provides insights into the specific digital leadership behaviors that have the most significant impact on each dimension of organizational commitment.

Implications for Digital Leadership:

The important strategies and behaviors that leaders can adopt to enhance employee commitment in digital work environments can be fostering effective communication, providing digital resources and training, promoting autonomy, and creating a supportive virtual work culture.

Limitations of the Study:

- Data could be collected from various sectors to identify the diversity related to these 2 variables. This was one limitation of the study.
- In future while collecting data, this could be addressed by the other researchers.

CONCLUSION

Summary of Findings: It can be concluded that digital leadership can actually foster the organizational commitment. It restates the relationship between digital leadership behaviors and organizational commitment dimensions.

Digital leadership is a critical competency for organizations in the digital age. Leaders who can effectively navigate the challenges and opportunities presented by digital technologies can create a significant competitive advantage for their organizations. However, effective digital leadership requires a range of skills and competencies, including the ability to think strategically, drive innovation, manage change, and build strong relationships with stakeholders. Organizations that invest in developing these skills and competencies will be well-positioned to succeed in the digital age (Ranita Basu, 2022).

The Role of Digital Leadership in Fostering Organizational Commitment

Practical Recommendations: it can be recommended that the leaders should work on their skills and abilities to enhance digital leadership capabilities and promote organizational commitment. Strategies may include leadership development programs, training in digital tools, and fostering a positive digital work culture.

Future Research Directions: Potential avenues for future research should focus on investigating the role of specific digital technologies in shaping organizational commitment and exploring the impact of digital leadership on other organizational outcomes.

By exploring the role of digital leadership in fostering organizational commitment, this research provides valuable insights for organizations aiming to navigate the challenges of the digital era and cultivate a committed workforce.

REFERENCES

- Basu, R. (2022). Impact of digital platform on e-leadership. *Journal of Positive School Psychology*, 6(2), 882-887. Retrieved from <http://journalppw.com>
- Bygstad, B., Aanby, H., & Iden, J. (2017). Leading digital transformation: the Scandinavian way. In *Proceedings of the 8th Scandinavian Conference on Information Systems, SCIS* (pp. 1-14). Halden, Lecture Notes in Business Information Processing.
- Büyükbese, T., Dikbaş, T., Klein, M., & Batuk Ünlü, S. (2022). A study on digital leadership scale (DLS) development. *Kahramanmaraş Sütçü İmam Üniversitesi Sosyal Bilimler Dergisi*, 19(2), 740-760.
- Cascio, W. F., & Montealegre, R. (2016). How technology is changing work and organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 349-375. <https://doi.org/10.1146/annurev-orgpsych-041015-062352>
- Dhar, U., & Mishra, P. et al. (2022). *Manual for organisational commitment scale*. Vedant Publications.
- Haddud, A., & McAllen, D. (2018). Digital workplace management: exploring aspects related to culture, innovation, and leadership. In *Proceedings of the Portland International Conference on Management of Engineering and Technology, PICMET 2018* (pp. 1-6). Honolulu, HI.
- Sağbaş, M. (2021). Digital leader and information technology applications. In İ. Karabıyık (Ed.), *The evaluations and researches in administrative and economic sciences* (Vol. 1, pp. 117-133). Lyon, Livre de Lyon.
- Skitalinski, M., Nikel, M., & Schmidt, S. (2022). Digital leadership: A systematic conceptual literature review. *ResearchGate*. Retrieved from https://www.researchgate.net/publication/358729671_Digital_Leadership_A_Systematic_Conceptual_Literature_Review
- Thibaut, J. W., & Kelley, H. H. (1959). *The social psychology of groups*. Routledge.

Acknowledgment

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Basu, R. (2024). The Role of Digital Leadership in Fostering Organizational Commitment. *International Journal of Indian Psychology*, 12(3), 2875-2880. DIP:18.01.278.20241203, DOI:10.25215/1203.278