Digital Leadership Strategies: Impacting Employee Performance in the Evolving Landscape of India

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ARTICLE INFO	ABSTRACT
	The global digital transformation is underway, and in order for organisations to remain competitive and successful, they must adapt and facilitate the smooth integration of digital transformation into their daily operations. This presents opportunity to implement digital tools that can enhance worker productivity. The objective of this study is to investigate the relationship of digital leadership on employee performance in Indian Organisations, as well as to explore how employee performance can be improved through digital literacy, digital governance, internal collaboration, transparency, a global perspective and curiosity. A sample size of 324 workers was obtained through the distribution of structured questionnaires to staff members, and the proposed model aims to statistically determine the influence of various aspects of digital leadership on employee performance. The findings reveal a strong correlation between the dependent variable and the predictive factors. Therefore, this study implies that all organisations that aim to boost the overall performance of their workers may reach their aims and goals by adopting and emphasising digital governance and other listed factors via effective digital leadership. **Keywords:** Digital Leaderships, Digital Literacy, Digital Governance, Internal Cooperation, Transparency, Global Visionary, Inquisitive, Employee Performance

Introduction

Currently and in the future, the continuous digital revolution will have an influence on society, customers, markets, employment, and business [24]. As a result of this shift, businesses now operate in volatile, unpredictable, complex, and ambiguous environments [23], [6] and must invest in order to be innovative and compete in the market. As a result, it is a challenge for digital leaders to support people through this change and their learning processes [36].

Being capable to lead a company towards achieving its goals without sacrificing long-term competitive advantages is known as leadership. Businesses need software's, tools and systems that speed up and improve communication, reducing expenses, and manufacturing in order maintain a persistent competitive edge [34]. Digital leaders are required to play a crucial role in bringing about the shift, since they are flexible, open to change, clear vision for transformation and forward-looking approach, which are crucial for commitment to transition and fostering change in cultural under difficult conditions. To sell the vision of digitization to internal and external stakeholders and for complete corporate transformation the role of leaders in this sphere is vital. Choosing right team combination or performing digital organisational makeover is also essential. A digital artefact, generally a platform, is how digital leaders conduct their business most of the time [7].

According to [12], digital leaders are visionaries and have the ability to bring together ideas from across the organisation for various projects and to forge new connections by virtue of collaborating jointly, strategically outsourcing, project-based partnerships, and various other available forms of collaborating.

Literature Review

2.1 Digital Leadership and its components
The leader's position is essential in the context of the digital shift for enabling quick decision-making and driving the change [18]. The utilisation of digital technology and the transformative leadership style are combined in digital leadership. [26] Digital leadership concept is derived from the leader's cultural background combining with their expertise in maximising the use of these technologies to create business value. Numerous studies have identified multiple elements of digital leadership, however in this study we are just focusing on a handful of them: Digital literacy, digital governance, internal cooperation, transparency, global vision, inquisitiveness.

2.2 Digital Literacy
Considering the "busy constraints" of modern life, digital technology allows people to stay in touch with family and friends on a daily basis, [25]. According to [1], In its literal sense, "digital literacy" refers to a set of skills needed to participate in a knowledge-based society. It entails knowledge, skills and practices connected to the efficient use of digital devices, including laptops, smartphones, tablets, and desktop computers, for advocacy, cooperation, and communication. The emphasis now is on data link-up devices, such as the Internet and social media, rather than standalone PCs. Digital literacy was defined briefly by Gilster, P. (1998) in his book, he discusses how to use and comprehend information in the digital period, emphasising the value of digital technology as an "essential life skill."
The Digital world is driven by internet, software's and cloud based digital technologies. As a result, a leader must be capable of inquisitive learning, extensive knowledge, and an in-depth awareness of learning and change, as mentioned by [5].
So, we refer to digital literacy as the component of Digital leadership in Digital Age. Companies may help promote digital literacy both within and outside of the workplace, according to [18].

2.3 Digital Governance
The set of rules, processes and structures that organisations put in place to manage and regulate their digital assets and activities is referred to as digital governance. It entails developing rules and procedures to guarantee that digital activities and technologies are planned, executed and monitored properly.
The overall amount of data is rapidly increasing. The right strategies for protecting generated data in businesses do have strategic importance, and hence this process is important for digital leadership. Companies must specify guidelines for data privacy, security and big data management as part of their digital governance. As a result, digital governance is second component of digital leadership knowledge for digital era [16].

2.4 Internal Cooperation
[16] in his research paper mentioned that, in the current network economy, internal cooperation covers inside business boundaries. The management of knowledge is crucial in an environment of volatile, uncertainty and complexity. Employee, executives, and stakeholders must exchange and disseminate knowledge in a proper and straightforward manner [22]. Internal cooperation, which we consider to be third component of digital age leadership understanding for digital age, is crucially dependent on knowledge exchange. Additionally, effective internal collaboration calls for properly defined and assigned duties as well as for all workers to have clear targets and responsibilities [23].

2.5 Transparency
Developing in the field of digital leadership, transparency is essential. Huge increase in businesses is a result of the rising number of data available and powerful new technology, which also has a significant impact on leadership [10].
The increasing amount of personnel data available presents issues for executives from an ethical standpoint. While openness may be utilised to empower workers and make internal processes accessible, highlighting the beneficial consequences of transparency, leaders must manage new control mechanism [37], [15]. However, looking at the relationship between digitalisation and transparency from a different angle reveals that transparency is a crucial premise for the application of digital technology.
The culture and strategy of a company are impacted by transparency. Transparency may develop into a company's primary value proposition and strategic strength at the level of business models. In a digital environment, a transparency strategy aids in making information a crucial element of competitiveness [13]. Transparency fosters employee performance and builds a culture of trust at the level of collaboration [2].

2.6 Global Visionary
The Global Visionary Leader is responsible for leading the digital transformation [3]. A person who has shown remarkable vision, creativity, and experience in using digital technology to create transformative change and lead organisations in the digital era is referred to as a global visionary in the field of digital leadership. They have a thorough awareness of new technologies, digital trends, and their potential effects on global economies, society, and sectors.

In order for a leader to have a positive impact on an institution, they must exhibit visionary leadership behaviour as well as other personal qualities [27]. Successful principal exhibits the capacity for vision. Leaders want to have a vision for the future rather than only for the present [33].

Overall, in order to influence the future of organisations and industries in the digital era, a global visionary in digital leadership combines strategic thinking, technological competence, innovation, and efficient change management. In an increasingly digitised environment, they are essential in directing organisations towards sustainable growth and competitive advantage.

2.7 Inquisitive

Being inquisitive in digital leadership means possessing a strong curiosity and eagerness to explore, learn, and stay ahead of the rapidly evolving digital landscape. Inquisitive leaders actively seek knowledge, ask critical questions, and embrace a continuous learning mindset to effectively navigate the complexities of digital transformation.

The information repository is powered by internet and cloud based digital technologies. A leader must, therefore, be capable of inquisitive learning, comprehensive knowledge, and a thorough comprehension of learning and change. For sustaining, an organization must trust its digital leadership for decisions on investment in technology front. According to recent research on the topic by [26], Technology is a tool for achieving the goals, but developing digital leaders to lead the transformation into a digital organisation through investments in digital technology to open up a new market and boost business performance was crucial.

2.8 Relationship between Digital Leadership and Performance of Employees

In his research, [1] explores the connection between employee performance in Malaysia's oil and gas business and their level of digital literacy. The technical, organisational, and environmental contexts were utilised to quantify the contributing components, and correlational analysis and multiple regression techniques were employed to examine the data. According to the findings, there is a link between digital literacy and employee performance in terms of technology context, organisational context, and environmental context. It is claimed that in order to improve digital literacy among employees, a solid organisational and technological base is required, and managerial preparedness to embrace digital literacy should be developed.

The findings of UrsJäckli's study on the 10 characteristics of leadership knowledge for the digital era indicate that while Swiss businesses have made progress, there are still problems that need to be solved. Companies place a higher priority on digitisation from a strategic standpoint than their own digital growth, indicating that there is still more to be done in this area. This could have been impacted by the media being more sensitive to the issue of digitalization and raising people's awareness of its significance. It is also noted that firms with a high degree of digital literacy have more digital projects and foster a digital culture, and that digital literacy is a key factor in perceived digital development. [23]

In his research, [3] aims to find out how digital communication and leadership influence worker performance. According to the research's descriptive analysis, there is a strong correlation between employee performance, communication, and digital leadership. It shows that the performance of employees is significantly impacted concurrently and in part by digital leadership and communication. For improved the organization's communication flow, offer level management for the communications. Regular staged evaluation and tracking is required.

Digital leadership was described by [5] as an amalgamation of various context of leadership, including technology for improving performance of employees. [21] Asserts an important effect of digital leadership which has on staff performance, which has a direct bearing on their performance. [14] Emphasised that a new pattern of digital leadership opens up new options, for example to communicate directly with employees, suppliers, and clients through specific digital communication for maximising performance by leveraging technology. Additionally, [4] claims that study's findings support the idea that a leader may build a strong team inside an organisation if they use the right leadership style.

Sl. No	TITLE	AUTHOR & YEAR	FINDINGS
1	Digital workplace and organization performance: Moderating role of digital leadership capability. [8]	(Chatterjee et. al., 2023)	This study investigates the influence of the digital workplace on organizational performance and the moderating role of digital leadership capability. By developing DCV theory (Dynamic Capability View) from the prior literature, this study used PLS-SEM method, and validated using PLS-SEM technique on 335 respondents from various organizations. The study found that organizations' dynamic capabilities significantly influence the digital workplace, improving employees' work-life balance and resulting in better employee performance and superior organizational performance.
2	Leading Teams in the Digital Age: Four Perspectives on Technology and What They Mean for Leading Teams. [10]	(Cortellazzo et. al., 2019)	Digital technologies are transforming teamwork and leadership, with four perspectives: context, socio material, creation medium, and teammate. These perspectives outline how technologies affect teams and leadership needs. It was concluded after the study that there are mainly 12 implications of leadership. The study explores various leadership perspectives. Suggestion and direction for further research was also exhibited.
3	Connectivism and leadership: harnessing a learning theory for the digital age to redefine leadership in the twenty-first century. [9]	(Corbett et. al., 2020)	This manuscript reviews connectivism, a learning theory applied to leadership, focusing on its potential to redefine leadership in the 21st century. It aims to bridge the gap between digital learning in education and leadership theory, stimulating debate on new forms of leadership
4	Digital Leadership, Leadership Paradigm of the DigitalAge: A Conceptual Framework. [11]	(Eryeşil, K. 2020)	The digital age has significantly impacted companies and organizational structures, driving digital transformation and driving future success. Classical leadership styles struggle to show the challenges and opportunities, which arises from digitization. Digital leadership emerges as a new leadership style that can make effective decisions and increase the success of digitalization strategies. This study presents a conceptual framework for understanding digital leadership, providing resources for research and identifying the characteristics of digital leaders.
5	Digital Transformation Leadership Characteristics: A Literature Analysis. [20]	(McCarthy et. al., 2021)	This research explores Digital Transformation Leadership (DTL) characteristics through a review of 87 research papers, identifying eight key roles. Total eight characteristics of DTL

|			are ascertained after analysis. The taxonomy is presented, raising awareness among leaders and decision-making authority.
6	The Role of Leadership in a Digitalized World: A Review. [10]	(Cortellazzo et. al., 2019)	This paper provides a comprehensive analysis of leadership digitalization studies, identifying the thought patterns management and psychology. It clarifies key definitions, theories, and findings, and groups papers according to macro and micro levels. The main findings show the contribution of leaders in developing digital culture, nurturing relation with all stakeholders, developing joint methods in complex environment and solving the concerns which are ethically correct. In order to advance the knowledge related to this domain this particular study contributes theoretical insights and debate on the digital transition and the stake of its leader.
7	Leadership in the digital age –A study on the effects of digitalisation on top management leadership. [17]	(Khan, S. 2016)	Digitalization is rapidly changing businesses and organizations, making leadership a challenge for leaders. This study aims to understand how digitalization affects top management leadership by outlining six characteristics of digitalization and analysing their impact on three contemporary forms of leadership: values-based, transformational, and authentic leadership. The study found that these characteristics change leadership styles and manifest themselves through digital tools, methods, and processes. Additionally, three complementary perspectives were found: holism, virtuality, and networked-based hubs, which are essential for contemporary leaders in complex organizations.
8	The effect of digital leadership and innovation management for incumbent telecommunication company in the digital disruptive era. [35]	(Wasano et. al., 2018)	The study investigates the impact of digital leadership and innovation management on Indonesian incumbent telecommunication companies, focusing on transformation into digital telcos. Results show that both have a sustainable competitive advantage, with digital leadership having a greater influence on innovation management. This research has implications for Indonesian incumbent telecommunication companies in their efforts to transform into digital telcos and increase their sustainable competitive advantage in the disruptive era. Study analyses 100 Indonesian telecommunication companies using quantitative methods. The statistical test used is Partial Least Square (PLS).
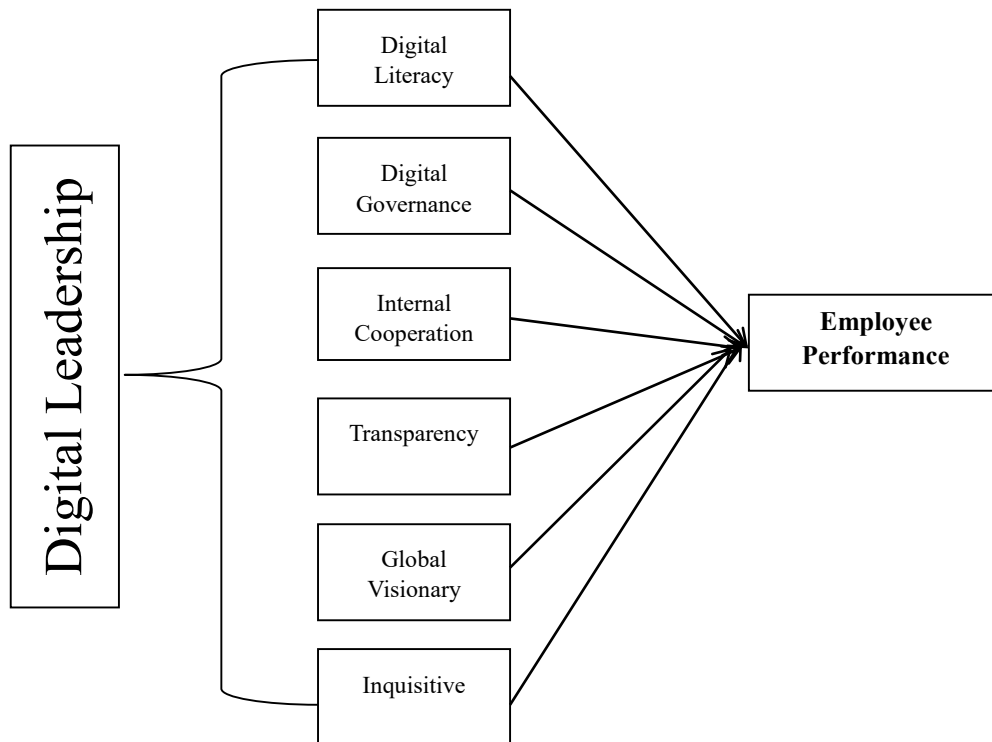
Figure 1: Conceptual Design

Based on the extensive review of literature, it was found that there exists some sort of linkage between digital leadership and employee performance and based on it the following hypothesis was generated:

H_1: Digital Literacy significantly affects the employee performance in Indian Organizations
H_2: Digital Governance positively affects the employee performance in Indian Organizations
H_3: Internal Cooperation in Digital Leadership increases the employee performance in Indian Organizations
H_4: Transparency in Digital leadership significantly affects the employee performance in Indian Organizations
H_5: Digital leadership with Global Vision impacts the employee performance in Indian Organizations
H_6: Inquisitive impacts the employee performance in Indian Organizations

Methods
3.1 Procedures and Measure
The study is based on data collected from primary source. A survey of 324 employees from Indian Organizations was conducted for this research. The target employee, who were involved in management activity from top, middle, and lower management were selected. Convenience sampling was used because of the high probability of getting responses. 5 points Likert scale was used for deriving responses. Multiple statistical tests were performed to ascertain and analyse the variation in employee performance caused by independent variables.

3.2 Sample
Table 2 shows the details of the sample.

Variables		Frequency	Percentage
Gender	Male	278	85.80
	Female	46	14.20
Age	30-40	89	27.47
	41-50	135	41.67
	51-60	100	30.86
Level of Job	Top Management	22	6.79
	Middle Management	257	79.32
	Lower Management	45	13.89
Qualification	Graduation	257	79.32
	Masters	45	13.88
	Higher	22	6.80
Tenure (in years)	5-15	181	55.86
	16-25	110	33.96
	26-35	33	10.18

Table 1: Description of samples

3.3. Data Collection

When data is collected by distributing a set of questions to probable respondents, it is known as questionnaire. The filled in questionnaire is used for analysis purpose Cooperation, Transparency, Global Visionary, Inquisitive and Employee Performance, which provided a comprehensive picture about the Digital Leadership and Employee Performance in each organization. The management cadre of every organization were targeted since they were involved in some sort of decision-making process. Questions for the interview were conceptualised based on the research objectives via email. Feedback forms received from the customers regarding their experiences with the organization was also collected. Our questionnaire comprised of personal data and list of queries on Digital Literacy, Digital Governance, Internal Cooperation, Transparency, Global Visionary, Inquisitive and Employee Performance.

Results & Discussion

Data was analysed statistically with the help of SPSS software.

4.1 Numerical Results

(Cronbach's Alpha)	(α) Values
Digital Literacy (DL)	(α) = .706
Digital Governance (DG)	(α)= .721
Internal Cooperation (IC)	(α) = .741
Transparency (TP)	(α) = .708
Global Visionary (GV)	(α) = .762
Inquisitive (IQ)	(α) = .731
Employee Performance (EP)	(α) = .826

Table 2: Reliability Analysis

Based on the analysis as per Table 3 the Inter item consistency reliability or Cronbach's alpha reliability coefficients of six independent and one dependent variable were obtained, they all were above the accepted level (α = .70). The data is accepted to be reliable if the value of α is closer to 1.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.818	.272		3.007	.003
	DL	.698	.205	.660	3.399	.001
	DG	.251	.117	.233	2.149	.034
	IC	-.018	.117	-.018	-.152	.879
	TP	-.318	.186	-.323	-1.712	.090
	GV	.163	.058	.128	2.813	.005
	IQ	.205	.037	.382	5.509	.000
a. Dependent Variable: Employee Performance (EP)						

Table 3: Coefficient

Since the t count for Digital Leadership is 3.007 with p value .001, hence it can be confirmed that it is significantly related to Employee Performance. Similarly with t count of 2.149 and p value of .034, Digital Governance is also strongly related to Employee Performance. Conclusion can also be drawn from the above table that Global Visionary and Inquisitive with p value of less than .005 is related to the dependent variable.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.175	5	6.035	41.152	.000[b]
	Residual	14.518	99	.147		
	Total	44.693	104			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), DL, DG, IC, TP, IQ, GV						

Table 4: ANNOVA

The value of F as per ANNOVA table is 41.152 with p value of .000, which is less than .005, so it can be assumed that there is significant relationship between them.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822a	.675	.659	.38295
a. Predictors: (Constant), DL, DG, IC, TP, IQ, GV				

Table 5: Regression

The result as per Table 6 exhibits that the R square value of .675 proves that the independent variables are affecting Employee Performance.

Conclusions

Technological developments in society have compelled stakeholdersto improvise their theories and approaches towards.The quick adaption of emerging technological requirements is the only way forward. At the end of this study, it can be concluded statistically that Digital Leadership is affecting Employee performance in Indian Organization. Digital Leadership with its components Digital Literacy, Digital Governance, Global Visionary and Inquisitiveis predicting 67.5% of Employee Performance.The results indicated that a critical role is played by Digital Leadership in implementing digitization and managing performance. It is our belief that the result from this study will contribute towards the literature repository for this domain. Our results are in sync with outcomes from prior studies by [10].

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