

## Chapter 9

# The Nature of Digital Leadership in Managing Employees Through Organizational Culture

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### ABSTRACT

*Thinking, decision-making, and visions have changed with digitalization, which transforms the climate and culture of the corporations and enables the emergence of new institutional behaviors and organizational environments. Should leaders and PR professionals change their current strategies to adapt themselves to the new digital environments? What strategies can the digital leaders utilize to connect with the employees of the future? One of the organizations that have been influenced the most by the digital transformation is the start-ups companies. The managers of the future will need all the flexibility, emotional intelligence, and creative thinking. Thus, the purpose of this study is to determine the influence of digital leadership on start-up companies regarding technological and social influences of the digital age across different demographics. Thus, a short questionnaire was implemented through semi-structured in-depth interviews in order to find out the influences over organizational culture. In this context, the leaders of eight start-up companies from Turkey were interviewed.*

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## **INTRODUCTION**

There is a strong relationship between the leadership of the digital age and the corporate culture that accords with it. Digital leaders have not only created blogs to communicate interactively with their thousands of employees but also use a more personalised and simplified communication language. In addition, they have introduced variety by recruiting people from different views, ages, sexes and socio-economic backgrounds. Many company owners have got closely acquainted with the digital world by appointing employees in their twenties even as their mentors. The impressions about the leaders who are supposed to be “insincere” have immediately been shared. This situation, in return, affected the management of corporate reputation. Through the advent of digitalisation, the *modus operandi*, ways of communication and new business models have created a new culture. Thus, digital culture has brought about new behaviours and habits in workplaces. Traditional corporate culture has led to the emergence of the traits and abilities indigenous to the leaders who can be successful by 2023. Hence, entrepreneurship, digital abilities, establishing powerful networks, requiring cooperation, having a strategic vision along with the ability to provide participatory loyalty are imperative for the new corporate culture. Corporate culture of the digital age encompasses having information about the others, bringing them together while giving importance to their requirements not as a group but as individuals and also enabling them to show their powerful aspects. In this sense, if leaders build their philosophy and culture on trust and open communication, they can bring the people around themselves together more easily and guide them through. Participatory loyalty, global management ability, creativity, trust, thinking fast, problem solving as well as digital abilities are *sine qua non* for the new corporate culture.

Hardly ever has there been such a startling transformation as in digitalization on an unprecedented scale in history. It is quite clear that as a consequence of enormous improvements in communication and information technologies, the world is rapidly getting more and more interconnected, which can simply be described by expanded versatility and on timely access to data. There seems to be practically no field which has, more or less, not been influenced by digitalization and leadership is no exception. In this digital era, companies have to face a new challenge as the progress to the new computerized organizations set down considerably more demanding requirements. It should be noted that thinking, decision-making and visions have changed with digitalization. Leaders now have a very important role in effectively internalizing this change in corporations. Digitalization also transforms the climate and culture of the corporations and gives way to the emergence of new institutional behaviours. Digitalization also transforms the climate and culture of the corporates and enables the emergence of new institutional behaviours. In this context, the institutional behaviours of the new generation employees are inevitably affected by this situation.

Much of the available literature on digital deals with the questions of the expectations and hopes of the new generation when they start working are and more importantly, if leaders and PR professionals should change their current strategies.

Despite the growing number of the new generation, talent supply does seem to meet the demand effectively. Especially in countries with low birth rates, the demand for Y generation is increasing. But what exactly is the difference between generation Y and others? What kind of communication techniques can be used to guide this generation? What strategies can the digital leaders utilize to connect with the employees of the future?

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