Chapter 2
Leadership Styles During the Digital Transformation Era

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ABSTRACT

This chapter examines leadership styles during digital transformation and digital technologies in organizations. Such transformation and technologies have transfigured leadership and organizations. The various digital tools and applications have modified different aspects related to organisational functions and processes, leadership traits, actions, behaviours, and styles. Hence, cultures are to reform illustrating new values of openness and creativity. The research is based on qualitative methodology. In-depth interview is the method used to collect information from participants to this research. The conclusions of this research uphold the literature review in relation to the impacts of digital transformation and technologies on leadership styles, and on the cultural values.

INTRODUCTION

Digital transformation has spread across businesses. Digital technologies and transformation have initiated changes in Organizations. Such changes are related to leadership, employees, customers and all other stakeholders. This instigates changes in organizational culture. The cultural changes are assumed to enhance productivity, effectiveness and efficiency. This chapter consists of seven sections. The first section discusses the definition of leadership based on the literature of organizational behaviour. The second section then elaborates on theories related to organizational leadership. The definitions of digital transformation and technologies, are explored in section three. Definitions of leadership and theories

concerning leadership in digital era are investigated in section four. Section five presents the methodology employed in this research and analysis of collected information . Section six addresses the findings and conclusions of this chapter. Finally, section seven explores subjects for future researches.

DEFINITION OF LEADERSHIP IN ORGANIZATIONS:

Leadership as a term was highlighted in 1700s (King, 1990). He adds that researches on leadership were started In the 20th century, He also expound that the definition of leadership varies. The variations reflect the perspectives through which the phenomenon of leadership is examined. This justifies the claim of Tosi and Jackson (1999) that there are more than 350 definitions of organizational leadership. Creto and Creto (2019) state the leadership aims to achieve influence. The influence is to motivate employees to accomplish visions, strategies and targets developed by leaders. Henderikx & Stoffers (2022) examine leadership and management in the organisations . They state that management is required to perform functions related to planning, decision making, organising and controlling. They also elaborate that leadership is needed to relate organizations to future. Their definition of leadership is argued to be in congruent to that of Creto and Creto (2019) stating that leadership is about creating influence .

The earlier definitions refer to the phenomenon of leadership in Organizations. Digital leadership refers to leaders working in the segment of digitalisation (Goethals et al., 2002). This research however investigates the impacts of digital transformation and technologies on leadership in Organizations rather than digital leadership.

LEADERSHIP THEORIES

Literature Review

Ebert & Griffin (2019) and Kinicki & Williams (2020) classify leadership theories based on their focus. Their classifications may insignificantly vary. This research however adopts Ebert and Griffin (2019) ' categorization as it is compatible to the classifications of leadership theories explored by Griffin & Moorhead, (2014); Creto & Creto (2019) ; and Kinicki & Williams (2020). Ebert & Griffin (2019) discuss three major perspectives of leadership theories based on their focuses.

The first is named universal Leadership theories. It consists of two sub types. The first type is the trait approach for leadership. The trait approach assumes that leaders possess physical, psychological and mental traits that non leaders do not have .

The second sub type is behavioural approach. This approach postulates that leaders exhibit two kinds of behaviours. The first is task-oriented behaviour. The task-oriented behaviour indicates that leaders focus on employees ' performance to achieve organizational targets. The second kind is employees-focus. The employee-focus implies that leaders motivate, attain well being and maintain satisfaction for employees.

The second perspective of leadership is called situational approach. Ebert & Griffin (2019) examine three kinds of theories in relation to the situational approach. The first kind is Path-Goals theory. The path-Goal theory states that a leader' job is to make rewards desired by employees available in the

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