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<b>Skaitmeninės lyderystės įtaka darbuotojų gerovei</b>	<b>The Influence of Digital Leadership on Employee well-being</b>
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## INTRODUCTION

This thesis explores the relationship between digital leadership and employee well-being in the digital age. It focuses on the role of digital leaders in driving technological advancements and fostering a supportive work environment (Bloom, et al., 2010). The study uses literature, theoretical frameworks, and empirical research to understand how digital leadership influences employee well-being, including work-life balance, stress reduction, and a sense of belonging. It also explores moderating factors and contextual nuances that shape the effectiveness of digital leadership interventions (Mayer et al., 2012). Thus, the research enhances the knowledge of sustainable leadership and human-centric approaches to organizational management to empower leaders and managers to contemplate the multifaceted digital leadership.

The research methods used in this thesis use quantitative method to assess the impact of digital leadership on employee health. An online structured questionnaire is used to collect the data from the employees having different profiles in different sectors in terms of key dimensions such as... This study also applies stratified random sampling to achieve diversity in the sample population, whereas validated scales assess digital leadership practices and well-being dimensions. A regression and moderation approach is applied in order to determine relationships between variables. Some of the bows applied to ensure the qualities of research integrity before the exercise are strictly adhered to and may include Informed consent and Confidentiality (Tarafdar et al. 2007).

**Relevance of the Topic.** It explains how digital leadership influences the well-being of employees in the current digitally oriented workplaces. Job characteristics such as job demands, job quantity, decision latitude and supervisor support for work-related demands have the potential to harm employee health thereby calling for more research (Tarafdar et al. 2007). Furthermore, the recent influx in the working from home and virtual teaming due to the COVID-19 crisis has continued a tendency that has made it difficult to separate the home from workplace, which may lead to increased stress levels among employees. In this respect, digital leadership remains central in the formation of organizational landscape and experience of employees at the workplace. Technology managers stand in the middle of the bull s-eye and support other managers for technology with a view of enhancing communication, cooperation, and staff learning. Leaders can also garner work adjusted flexibility, carve out support for employees to work from home or achieve better work life balance, which positive impacts employee well-being (Mayer et al., 2012).

The Specked framework needs organization's support and it is evident that such practices as clear communication, emotional intelligence, and psychological safety have a positive effect on employee involvement, organizational commitment and staff's well-being. It is important to know these effects in order to design effective means of building long-lasting work environments and finding relevant solutions. In addition, the promotion of the health of the employees leads to organizational benefits of increased employee satisfaction, reduced turnover, and improved corporate output (Bloom, et al., 2010). Hence, it would be both theoretically interesting and practical to look into the correlation between digital leadership and the employees' well-being as it is significant to organizational effectiveness in the digital age (Mayer et al., 2012).

In the tenet of "The Influence of Digital Leadership on Employee Well-Being" the study targets major's explorations of the relationship in today's works settings. The type of research design that it will adopt in the study of contextual factors, individual lived experiences, organizational interventions and mediating factors will a look for effectiveness of digital leadership initiatives (Bloom, et al., 2010). Thus, the following research questions will also be explored: Social support, perceived psychological safety, occupation autonomy, and perception towards the acceptance of technology. With a focus on both research and practice, the project aims to advance scholarly discussion on well-being, technology and leadership in the present-day context. The research will help in enhancing a clear understanding of the relationship between employees' satisfaction and digital leadership (Mayer et al., 2012).

Cultivating a positive work-life perspective in the role of digital leadership in the modern work environments is investigated in the thesis entitled "The effect of digital leadership on employee well-being". It brings to light such a concept as digital leadership and its impact on the relatively unnoticed aspects of workers' satisfaction, load distribution between work and personal life, and mental state (Bloom, et al., 2010). By looking at how digital leaders use technology to improve employee well-being, the research addresses the gap in the literature. By fusing knowledge from many fields, it also advances the theoretical understanding of well-being, technology, and leadership. The thesis gives practitioners and organizational leaders useful insights into the complex interaction between technology and leadership in the digital age by presenting new viewpoints and empirical data (Bakker and Demerouti, 2016).

**Problem Statement.** The study emphasizes how little is known about how digital leadership affects workers' well-being in modern workplaces (Bakker and Demerouti, 2016). Although digitalisation is transforming organisations, little is known about how digital leadership

techniques affect workers' well-being. The research has two main issues: insufficient empirical evidence and a lack of a thorough understanding. According to the report, for organisations to continue to be competitive in the knowledge-based economy, attract and retain talent, and increase productivity, they must comprehend the relationship between digital leadership and employee well-being.

**Aim and objectives of the study.** This thesis aimed to investigate the influence of digital leadership on employee well-being in contemporary work environments. Specifically, the study seeks to achieve the following objectives:

- i) To theoretically evaluate the concepts of digital leadership practices and employee wellbeing as employed by organizational leaders.
- ii) To explore the impact of digital leadership on employee well-being.
- iii) To identify the moderating mechanisms through which digital leadership influences employee well-being, such as organizational culture.
- iv) To explore possible mediators to explain the interaction between digital leadership and employee well-being within the context of job autonomy and social support.
- v) To provide evidence-based recommendations for organizational leaders and practitioners to enhance employee well-being through effective digital leadership practices.

**Methods Applied.** This research adopted a quantitative research methodological approach in providing a comprehensive analysis on the effects of digital leadership on employee well-being in today's workplaces. The quantitative technique was used in this research to seek for a complex understanding of the nature, the composition and the interconnections between digital leadership practices and worker well-being (Bloom, et al., 2010).

**Structure of the thesis.** This thesis consists of three main parts, inclusive of conclusions and recommendations. The first part of the thesis evaluates the theoretical aspects of digital leadership practices, employee wellbeing, job autonomy, organizational culture, and social support. The second part of this thesis is the research methodology whereby the research model, aims, objectives and hypotheses, sampling strategy, and data collection and analysis methods are discussed. The third part contains data analysis, results and discussion of the findings. The study conclusions, recommendations, summary, and appendices are presented at the end of the thesis.



# **1. THEORETICAL EXPLORATION OF DIGITAL LEADERSHIP AND EMPLOYEE WELL-BEING**

## **1.1 Digital leadership practices**

The considered behaviours and actions performed by organizational leaders concerning the employees' well-being enhancement and the maximization of the use of digital technologies are referred to as "Digital Leadership Practices". Such skills include among others; Flexible working-schedule advocacy, virtual team management, and communication strategies (Bakker and Demerouti, 2016).

People communication is a sub-process of digital leadership as it enables the leaders to engage people, share information about their goals and missions, as well as foster collaboration. In the world where information is the key asset leaders utilize various approaches and media to achieve effective, immediate, and detailed communication influencing the well-being and engagement of employees. Many forms of digital communications and technology platforms are employed by the digital leaders with the intention of enhancing their leadership efficiency. Waterman et al. (2014) identified the following technologies; social media networks, e-mail, instant messaging programs, video-conferencing tools, and project management tools. Managers may assure that information share is always possible inside the business, teamwork in real-time is possible, and geographical barriers are easy to be conquered using such technologies.

Leaders could also tailor their communication strategies in the use of digital communication technologies for delivering messages according to the needs and wants of the various workers (Waterman et al., 2014). Managers can establish a positive and personal communication with their employees by creating lively online discussion post some personalized videos and relevant emails. This is good for rapport, trust and makes them feel at home if they were missing it. The results reveal that technologies of digital communications affect both relationships and wellbeing of the shareholders and employees. In the case of analyzing work performance, motivation, and employees' happiness, high efficiency has always been seen in cases of effective communication (Men & Stacks, 2013). Leadership communication increases a feeling of staff member 'power,' 'powerlessness,' 'knowledge,' 'worth' and work satisfaction as well as psychological safety among employees.

They can also be in contact with the staff frequently through using technological means of communication offering help, negative feedback, and recognition at the same time

(Waterman et al., 2014). Availability and frequency of communication makes workers feel collectively involved, reduces incidences of loneliness and enhances the well-being of workers. Besides, through use of the information technologies in communicating helps the staff members to work together, share information, ideas, and encourages everyone to learn and innovating (Waterman et al., 2014). Managers may tap on their teams' creativity and intelligence through appointment of virtual conferences and recorder sessions as well as cooperation projects. This enhances people's involvement and enhances the quality of work being delivered.

The adoption of technology in the communication process has great implications on staff productivity and morale in the present-day leadership. By adopting the said technologies, it is possible for leaders to establish effective and efficient methods of communication that are mostly transparent and inclined to openness that may in a long-run foster trust and belongingness among the work-place teams. Both managing virtual teams is full of special possibilities and difficulties. Leadership in virtual context requires the utilization of some strategies to maintain group integration, foster participation, and support wellbeing/redirection proportion in workplace (Bakker and Demerouti, 2016).

Digital leaders schedule regular check-ins with virtual team members to provide guidance, offer support, and address any concerns or challenges. These check-ins help maintain alignment, clarify expectations, and build rapport among team members (Mortensen & Hinds, 2001). Clearly defining team goals, roles, and responsibilities is crucial for virtual team success. Digital leaders articulate expectations, establish deadlines, and monitor progress to ensure that team members remain focused and accountable (Powell, Piccoli, & Ives, 2004).

Promoting teamwork and sharing information together is a key part of making virtual teams work well together. Leaders set up virtual meetings, planning sessions, and online groups so that team members can work together, share knowledge, and learn from each other (Gibson & Cohen, 2003). Getting to know each other and building trust is important for virtual teams to work. For digital leaders to build trust, they need to be honest, dependable, and open in how they communicate and make decisions (Kirkman, Rosen, Gibson, B., Tesluk, E., & McPherson, 2002). Setting up clear ways for people to talk to each other is essential for managing virtual teams well. Leaders give their team's access to tools for communication like instant messaging, videoconferencing, and project management systems (Martins, L., & Maynard, 2004). However, managing virtual teams can also be very bad for the health and happiness of workers.

This can include feelings of loneliness, problems separating work and personal life, and communication problems (Golden et al., 2008). Leaders who are digitizing offer options for online work, so employees can do their jobs from places other than the typical office. This method uses digital tools like videoconferencing, cloud collaboration platforms, and virtual private networks to make sure that team members working from different places can easily talk to each other and work together (Byron& van Veldhoven, 2016).

Helping people work together virtually gives them more freedom in how they balance their work and personal obligations. More freedom may help people find a better balance between job and personal life and lower stress levels (Golden et al., 2008). Flexible work arrangements (FWAs) are becoming more common in modern businesses. These give workers more freedom to choose their own work hours, place, and methods. It's important to have digital leadership when setting up and managing Flexible Work Arrangements (FWAs), which in turn affects workers' health and work-life balance. Putting in place flexible work arrangements: a full look at the strategies

Flextime scheduling, which is used by digital leaders, lets workers change their work hours to fit their own needs or schedules. This method encourages independence and work-life balance by letting employees pick their own start and end times within set limits (Hill, et al., 2004). Leaders in the digital world may set up shortened workweeks, in which workers put in longer hours on fewer days. The goal of this plan is to cut down on the number of days spent traveling and increase the amount of time available for personal activities. Cutting back on work hours might improve an employee's quality of life because long hours of work usually cause stress and free time is good for health (Fenner&Renn, 2010). They agreed with the idea of job sharing, which is when two or more people work together in the same position within a company. This gives workers more freedom over their hours and responsibilities. This way of doing things helps people handle their work and home obligations well, making sure they are productive and consistent in their professional duties. Flexibility in work plans gives employees more freedom and control over their schedules, which helps them find a better balance between their personal and business lives. Getting this balance right could lead to less worry, better mental health, and more work getting done (Golden &Veiga, 2005).

Flexible work arrangements (FWAs) get rid of or greatly reduce the need to drive to a central office every day. This saves time, money, and stress that come with traveling. Getting rid of the stress that comes with driving might improve workers' health and quality of life in

general (Gajendran& Harrison, 2007). Giving employees freedom in making choices and doing their jobs can lower their stress by letting them handle their own work and goals based on their own skills and tastes (Hackman & Oldham, 1980). Less worry leads to better mental health and the ability to adjust (Parker et al., 2010). As a result of virtual team setups, people don't have to go to a real office, which can reduce the stress that comes from traffic jams, long journeys, and high transportation costs (Allen et al., 2015).

Workers can take responsibility for their actions and projects when digital leaders give them power and decision-making tasks (Conger & Kanungo, 1988). Leaders show trust in their employees' skills and give them chances to grow personally and professionally by giving them important jobs to do (Spreitzer, 1995). People can have more control over their work surroundings and schedules when they are managed well in a virtual team. Giving people this much freedom may make them happier at work, more involved, and healthier generally (Fonner & Roloff, 2010). Digital leaders give workers the freedom to use their own judgment and imagination at work by giving them control over how they do their jobs and how they handle their time (Hackman & Oldham, 1980). The idea of liberty encourages a sense of ownership and power, which leads to higher levels of drive, job happiness, and loyalty.

People feel safe taking chances, expressing their opinions, and questioning the current state of things when they work with digital leaders who are trustworthy and responsible (Dirks & Ferris, 2002). Leaders build trusting relationships and create safe workplaces that encourage teamwork and innovation by encouraging open communication, honesty, and being honest. Workers' psychological needs for competence, autonomy, and relatedness are met by freedom and autonomy, which boosts innate drive. Gagné and Deci's (2005) research shows that workers are more likely to be self-motivated and interested in their work when they are given the freedom to set challenging goals and use their skills and ideas.

The novel approach to leadership in the digital sphere is the response to the observation of the technology's transformative capability in shaping organizations and employees' experiences. This conversation is in relation to the application and effects of digital leadership practices in modern workplaces manners and ways among employees' health concerns. Another research avenue in organizational science research relates to the impact that digital leadership has on the well-being of the employees; something that has implications for human welfare as well as organizational effectiveness (Weill & Woerner, 2015). A multifaceted construct, well-being consists of factors such as worker performance, the tenability of the

worker's work-life balance, the worker's happiness with his or her job, and the worker's physical and mental conditions. Knowing how these elements are changed by digital leadership is critical for creating favorable and sustainable organizational relationships at the workplace in the digital age. Based on the vast array of scholarly sources identified in this thesis, this literature review seeks to give an insight of the effects that the digital leadership has on the well-being of the employees. As a result, the review aims at shedding light on how the digital leadership approaches enhance or deteriorate the well-being outcomes of the employees based on the existing literature as provided in theoretical frameworks, empirical work, and practitioner's perspectives (Wright & Cropanzano, 2000).

In the literature of digital leadership, technology is comprehended from variety of theoretical perspectives regarding its impact on the well-being of employees as well as its functioning in leadership practices. The concept of transformation leadership is central towards understanding how aspects such as, intellectual stimulation, individual consideration, inspirational communication and influence and finally inspirational appeals are able to foster engagement of employees and their overall welfare (Bass, 1985). These ideas are elaborated for the digital domain by digital transformational leadership which is centered on the capacity to implement advanced technologies to engage and motivate employees (Bhardwaj et al., 2016).

The concept of socio-technical systems, which means that relations between the social and technical aspects of organizations influencing the effectiveness and stress level among employees. From this perspective, digital leadership involves creating socio-technical systems which support self-organization, collaboration as well as the health of workers together with efficient use of the technology (Weill & Woerner, 2015).

The link between employee well-being and digital leadership is not very straightforward, as reflected by the obtained inconsistent findings. Based on some research, positive organizational outcome of the employees are linked with the application of digital leadership behaviours that include virtual team management, clear communication and flexible working hours (Weill & Woerner, 2015).

However, more recent literature has also highlighted certain challenges and drawbacks of digital leadership such as informational overload and techno stress which can prove to be highly counterproductive on the health of workers. Furthermore, there could be certain

mediating conditions that exist between the variables of digital leadership and positive worker outcome such as corporate culture, type of leadership, and support technology.

### **Digitalization and traditional leadership**

Due to digitization that occurred in the contemporary management environment, the concept of digital leadership has been developed, largely replacing the previous forms of leadership. Avoid, Sosa, Jung, D., & Bergson (2020) stated that digital leadership can be defined as the ability of the organizational leaders to utilize information technology in order to foster innovation, communication and manage the opportunities and the risks that the digital environment presents. , Waterman, Bonnet and McAfee (2014) have opined that digital leaders leverage the technology so as to engage employees, facilitate team work and adapt quickly to the dynamic market forces. Digital leadership is, therefore, relevant in an ever-digitalizing world as it could possibly contribute to organizational dynamism and robustness and hence enhanced competitiveness. Digital leadership is important as a way of undertaking and sponsoring digital initiatives, people management for digital, and leveraging technology for competitive edge as more organizations embark on their digital transformational journey (Bhardwaj et al., 2016; Weill & Woerner, 2015). Digital managers also play a critical role of changing corporate culture, driving change and innovation in the digital frontier at a Company level.

At the same time, the concept of employee welfare has emerged as one of the key drivers of the companies' performance. Other components of employee well-being include physical and mental health as well as level of job satisfaction, realistic work-to-family balance, and job performance (Wright & Cropanzano, 2000). Research shows that organizations that have high happy employees have lower turnover, higher productivity and organizational effectiveness (Grant et al., 2007; Bakker and Demerouti, 2016). EWB goes beyond physical and psychological aspects and affects organizational performance figures such as levels of engagement and retention and levels of creative output (Saks, 2006; Harter et al., 2002). Harter, Schmidt, & Keyes, & Schaufeli (2008) assert that well-being workers are willing to go the extra mile on their job, come up with new ideas and cooperate with co-workers. These characteristics increase organizational efficiency, thus giving companies a competitive edge. In the current trend of organizational research, the connection between organizational health and digital leadership is a proper subject of research. Therefore, as organizations strive to foster healthy and productive employees as well as organizational performance, it is important that they

understand the dynamics of digital leadership especially as they negotiate the complexity of the digital environment.

Digital leadership is assuming a more prominent role in the management context of contemporary work environments given extending tendrils of technology into the practical facets of these environments. Digital leadership therefore refers to the use of technology and the social media in particular to foster communication, engagement and management of employees. It highly impacts the quality of welfare of employees. It is relevant for companies wanting to invest in the best human resource capital for the future digital environment to understand how leadership influences employee productivity and satisfaction levels in the light of technology enhanced working conditions (Bhardwaj et al., 2016).

Concerning the idea of transformative Leadership, leaders prescribe the transformative activities that have a significant implication to followers' motivation, contentment, and wellbeing. In regard to digital culture as the dimension of digital leadership, transformational leaders can use digital means to communicate a clear vision, to provide inspiration, individual consideration, and organizational support, as well as to accept the responsibilities of mentors and manage the staff's accountability and creativity. Another theoretical frame used in this consideration is Social Information Processing Theory. Following the notion of this theory, interpersonal transactions and communication influences the behavior, cognition, and affects of people with regards to organizations (Salancik&Pfeffer, 1978). Theory of social information processing further indicates that the richness, cadence and degree of social support that employees of technology-mediated communities receive from the leaders in electronic m-learning environment can significantly affect organizational performance of employees in matters to do with job satisfaction, work-life balance, and psychological health (Bakker and Demerouti, 2016).

Through the infusion of these theoretical perspectives into the chosen topic of the research, this study aims at providing an understanding of how digital leadership strategies essential to workplace health in today's organizations. By conducting the research using scholarly methods, the authors want to make an academic contribution to the theories of leadership and organizational behavior and contribute to practical knowledge for organizations seeking positive change in employees' workflow for the use of digital technology in work settings (Bakker and Demerouti, 2016). Leadership development is an established theoretical framework which states a variety of leadership behavior on organizational work outcomes and

the state of health of the workers. Transformational leadership is a theory which was initiated by Bass (1985) and it focuses on the dispositional, behavioral and interactive uses of vision, appeal in, stimulation in intellect, and calculated strategizing in facilitating social change and revolution.

The ability to articulate and share the vision of a new future and also the capability to make followers to be committed to better performance are aspects of transformational leaders which were identified by Bass (1985). Transformational leaders build on the psychological capital of the workforce to give the workers an enhanced sense of meaning making that makes the workers to feel engaged, self-fulfilled and intrinsically motivated (Avoid et al., 2009). Additionally, it is also as noted by Avoid et al. (2009) ‘that transformational leaders engage their followers through positive encouragement and through coaching and mentoring for professional and career development and growth’. By getting such care and concern from their fellow co-workers, such people always feel valued and this makes them become more and productive thus making their general well-being and job satisfaction to improve, as supported by Judge and Piccolo (2004).

Other ideas that are essential in the room class include risk taking in the context of adversity as well as challenging conventional wisdom, which are other ways through which transformational leader’s foster curiosity and creativity in individuals who follow them. They shape the culture for the organization that supports innovation as well as continual learning environment that improves work conditions for the workers. Employees are urged to risk it and assist the organization to achievements as a consequence (Bass & Riggio, 2006). The ideas of transformative leadership are discussed and advanced and adapted for the digital paradigm of leadership. Managers leverage on technology to communicate with people, relay their direction and foster collaboration of cross-location teams (Waterman et al., 2014). Digital leaders may personalize the way they interact, communicate with more people and create spaces for the discussions and sharing of information using technology (Waterman et al., 2014).

Another aspect of digital leadership is the intelligent use of technology in the creations of organization’s practices, culture, and operations. AI, data analytics, and digital platforms that are considered an emerging technology that digital leaders attempt to apply to enhance the employees’ experiences and alter the corporate processes.

Some understanding of how digital leadership impacts the welfare of workers can be culled from the transformational leadership theories. Managers and executives working in the digital



world might help people become resilient beings in the digital world by motivating, encouraging and supporting their followers through the available online platforms.

Socio technical systems theory views organizations as open systems comprised of sub systems both social and technical in nature. Namely, this thesis aims to establish that design and configuration of those systems significantly influence employees' health through the processes of molding relationships, organizational culture, and work processes. That is, organizational practices such as strict coordination and clear subsystems of authority may have contributed to workers' stress, turnover, and general emotional Distance. Besides, the concept of socio-technical systems underlines the importance of the correspondence of the social and technical parts of an organization. When there is an integration of social and technological system which serves the interest of both parties then employee autonomy, work happiness, and well-being are improved (Bakker &Demerouti, 2016). At the same time, technological and social systems can be tensioned or incompatible leading to such feelings as inadequacy, irritation, and exhaustion.

The socio-technical systems theory offers useful data identifying how technology impacts on the well-being of the employee and leadership in the sphere of digital leadership. To operate complicated socio-technical systems, one has to control technology in a way that would foster employee relations, communication, and the sharing of knowledge, (Waterman et al., and 2014). Digital leaders may create supportive working environments that enhance employees' welfare and productivity by integrating digital assets and applications with organizational goals and values (Waterman et al., 2014). In addition, to build a culture of learning and adaptability in the technical and social structure, we also need the digital leaders. Thus, digital leaders might help organizations unlock new opportunities and learn how to manage technology change more effectively and avoid threats to employees' health and well-being through using experimental, innovative, and improvement-based approaches.

## **1.2 Employee wellbeing**

Employee well-being is a broad concept that includes physical, psychological, emotional, and social aspects, directly affecting satisfaction, performance, engagement, and retention at work. The growing adoption of remote and hybrid work and the spread of digital technologies have pushed organizations to rely on digital leadership to ensure that advancements are beneficial to employee well-being and workplace health (Wright & Cropanzano, 2000).

More recently, organizational research has been focused on the well-being of employees, particularly in the space of digital transformation and the shift of leadership paradigms. Nugroho et al., (2024) revealed that digital leadership had a positive impact on employee affective well-being, a positive effect that was mediated by increased job satisfaction as well as higher levels of organizational citizenship behaviors. Their structural equation model showed that the employees supported through effective digital leadership and satisfied employees showed high levels of motivation and engagement. Similarly, Alkhayyal and Bajaba (2024) studied the role of digital leadership capability in managing technostress in virtual workplaces to demonstrate its relevance in reducing work exhaustion and ensuring employee well-being. The outcomes validated by the Job Demands-Resources model emphasized the critical role digital leadership played in protecting employees against remote work stressors.

The trend towards remote work has encouraged researchers to explore the way leadership style contributes to well-being in various work situations. According to Lundqvist et al. (2022), the supportive leadership prescription was strongly facilitative of increased job satisfaction and enhanced general well-being, regardless of employees' location of work (home or on-site). Their research concluded that leadership practices that are more focused on empathy and support had uniform positive influences on the health of the employees. As a complement to this, Alkhayyal and Bajaba (2023) discovered that e-leadership competencies enhanced workplace well-being via the e-work self-efficacy mediating effect. Their study revealed that digitally skilled leaders improved confidence amongst employees and minimized the negative effects of virtual work pressures as the need for the leadership development in the digital age was emphasized.

Trust and psychological factors also were the key determinants of the relationship between digital leadership and employee well-being. According to Černiauskaitė and Stankevičienė (2024), trust in the leader heavily mediated this relationship, and the digital competencies moderated the strength of the relationship. Their findings demonstrated that well-being in digitally enabled workplace was improved by such trust-building behaviors as transparent communication and fairness. In support of this cognitive-affective lens, Gao and Gao (2024) showed that psychological empowerment orchestrated by digital leadership affected the employees' affective states and innovative behavior. Although their research centered on innovation, they emphasized psychological empowerment as an essential mechanism that could promote the employee's well-being in the digital environment.

The changing organizational landscape, as well as the larger changes in the way work is done, affected the effectiveness of digital leadership. Espina-Romero et al. (2023) performed a bibliometric analysis and found that employee well-being remains a developing field of interest in the digital leadership research where it has been especially popular in the post-pandemic era. They stressed the focus on the integration of leadership development with digital transformation goals to maintain the mental health and resiliency of the employees. More empirical evidence was given by Zeike et al. (2019) who demonstrated positive association between the digital leadership skills and psychological well-being at the upper level of managers in a large ICT company. Their findings indicated that leaders who possessed digital competencies had improved rates of well-being, translating to the fact that the leaders benefitted not only through their subordinates but also benefitted themselves.

Throughout, these studies demonstrate that the employees' well-being in digital workplaces is inextricably tied to the adept approach of leaders to handling and adapting to technological change. When there are leaders who are supportive, trustable, and digitally competent, stress levels dropped, the satisfaction rates increased and psychological health improved (at consistently) among employees (Lundqvist et al., 2022; Alkhayyal & Bajaba, 2024; Zeike et al., 2019). Mediating factors including job autonomy, social support, job satisfaction, trust, empowerment and e-work self-efficacy, further explained how digital leadership was linked with well-being. In this increasingly virtual and hybrid world, the critical importance of digital leadership in supporting well-being not only remains a theoretical necessity, but a practical necessity as well.

### **1.3 Job autonomy**

Job autonomy refers to the degree to which employees have discretion over how they perform their work - is a crucial determinant of job satisfaction and mental health. The digital age has redefined autonomy, allowing employees more flexibility in when, where, and how they work. As organizations embrace digital tools and platforms, leadership must ensure that these technologies are deployed to empower, not control, employees.

Job autonomy which refers to the amount of freedom that employees are allowed to be able to have control over how, when and in which order they will carry out their responsibilities in modern workplaces has increasingly been identified as a critical factor that can be used in increasing well-being, creativity and performance in the workplace. A study conducted by Tariq et al., (2024) reported that job autonomy mediated significantly the relationship between

participative leadership and workplace well-being in Pakistani free trade zone firms. Their findings had stressed that when leaders promoted employees' participation in decision making, it led to autonomy, which translated to high satisfaction levels and lower stress. In a similar fashion, Shah (2024) found that digital leadership promoted creativity in employees among higher education institutions in Jammu and Kashmir by way of partial mediation through job autonomy, confirming the idea that autonomy generates motivation and innovation in the knowledge-based sphere.

Several studies found that autonomy at work is linked to vitality and employee energy, which are two important aspects of workplace well-being and effectiveness. Tummers et al. (2018) carried out both a large-scale survey and an experimental study finding that job autonomy and clear task communication from leaders greatly enhanced employees' sense of vitality. Causality was proved by the results of experimental data which showed that leaders that allow more control over work tasks are able to directly improve employee energy and performance. Similarly, Ivandic, (2024) studied digital leadership dynamics and observed that autonomy was one of the two most important factors for the success in managing hybrid teams that utilize diverse and culturally distinct individuals. His research stressed the importance of organization balancing alignment with autonomy to maximize the capacities to lead in hybrid work surroundings, especially, managing the crossover expectations of culture.

Job autonomy has also been revealed to enhance the effects of participative leadership and employee voice behavior on innovation. Elsetouhi et al. (2023) conducted a study on front line tourism employees in Egypt and reported that job autonomy buffered the favorable association between participative leadership and innovative behavior to employee wellbeing. Workers with high levels of autonomy were likely to raise their voice and suggest their improvements, thus nurturing the innovation. Similarly, Hocine and Zhang (2014) employed the self-determination theory in explaining through which the autonomy-supportive leadership fulfills basic psychological needs including autonomy, competence, and relatedness and thus promoting creativity and well-being. Taking action to influence their followers to act autonomously, leaders made workplace environments where employees could flourish, particularly in rapidly changing, change-prone industries.

The relationship between the job autonomy and proactive attitude has been studied among energy-sector employees, and a strong connection between autonomy and well-being of the employee was discovered. Akhtar and Ali (2023) discovered that job autonomy, as well

as the proactive behavior and prestige-based leadership, played a mandatory role for the work behavior of the Pakistan's power generation sector employees. Their work revealed that when empowering the employees by job autonomy, there would be better wellbeing effects that were critically important in the sectors that needed adaptation and problem-solving quickly. Additionally, Cho et al. (2021) investigated the moderating effect of job autonomy between the relationship of humble leadership and employee's feelings of being trusted. They found that humble leaders nurtured trust and high performance particularly if employees felt they had a high level of autonomy that could help them to take initiative and become more immersed in the organization's goals.

Collectively these studies highlight job autonomy as a crucial psychological and structural element which increases well-being, and performance. It has been repeatedly demonstrated in its ability to moderate relations between different types of leaderships: transformational, participative, prestige oriented or humble, and consequences towards employees. Besides, autonomy fosters employees' intrinsic motivation and trust, of extreme significance, in the old and new working environment. The developing evidence supporting this idea indicates that job autonomy not only adds value but is also crucial in organizational designs that focus on employee-centered leadership, adaptability, and long-term sustainability.

#### **1.4 Organizational support**

The quality of employee well-being is shaped by the organization's culture, which guides the workplace setting. Company values, beliefs, norms, and practices describe how work is handled. Trust, respect, collaboration, and inclusiveness in an organization's culture help make employees feel valued and safe. Being safe at work reduces stress, increases satisfaction, and improves overall comfort (Retnowati & Budi Santosa, 2023). If a culture is poor, with issues such as less communication, too much control, and little appreciation, it may cause team members to feel disconnected, exhausted, and suffer mentally. As a result, a company's workplace culture is crucial for its employees' mental, emotional, and physical well-being.

Since technology is rapidly changing today, leaders have changed how they lead to address problems and advantages. Leading in the digital world means overseeing an organization's transformation using technology, encouraging creativity, and setting up agile systems. Unlike traditional organizations, digital company leaders must handle technology and

employee happiness well. Through digital tools and platforms, digital leaders encourage their organizations to have values like adaptability, openness, continuous learning, and teamwork.

Employee well-being is influenced by the new culture created by digital leadership. A vital point is to create digital environments where users feel safe emotionally. If digital leaders support the secure sharing of opinions and allow employees to use new tools, employees will be less anxious about digital changes (Ertiö et al., 2024). Such a supportive environment reduces technostress and helps people become stronger, which benefits both mind and body. Also, having digital leadership helps workers become more independent and flexible. With useful cloud tools and platforms, staff can split their time between job duties and other parts of their lives. With this flexibility, handling stress and avoiding burnout becomes much easier, which benefits your well-being. Supporting workers' right to flexibility and respecting their parameters helps digital leaders ensure employees are not overworked.

Learning and growing are always crucial in the world of digital culture, thanks to leadership. With digital evolution happening regularly, workers are compelled to learn new skills. If leaders always ensure room for learning and offer workshops and assistance, employees find fewer reasons to be anxious after changes. Because of this culture, workers become more confident and engaged, making a positive difference to their wellness. In addition, digital leadership improves how staff members interact and stay in touch. Being online allows teams separated by distance to work and socialize together easily. Sharing these community links makes individuals feel included and cared for, which improves their minds and spirits (Wang et al., 2022). Encouraging open online communication helps leaders build a reliable bond with employees, enhancing the workplace's positive values.

At the same time, digital transformation creates risks that could hurt people's well-being unless handled well. Spending too much time online can cause extreme tiredness, mix up your job and personal life, and make you feel somewhat estranged. If digital leaders do not deal with these obstacles, the workplace culture may not support employees, resulting in more stress and burnout. Different technology resources and digital skills can also make employees unhappy and hurt the team's motivation and health (Trenerry et al., 2021). Therefore, leaders need to include diversity in their management style. Employee well-being and organizational culture depend on one another, and digital leadership is critical in this relationship. Digital leaders create a workplace culture that accepts psychological safety, flexes with needs, helps staff keep

learning, and offers strong digital connections. Leaders in digital business must keep an eye on any challenges related to digital work to improve and support employee wellness.

### **1.5 Social support**

Social support is another mediating variable through which the connection between digital leadership and employee wellness is affected. It is the emotional, informational, and instrumental support that employees experience from colleagues and supervisors as well as the organization (Exterkate et al., 2022). It is in a digital workplace that formulating support becomes more complicated because individuals are not physically present and rely heavily on virtual communication.

Social support as a protective factor against stressors from the work environment and as a resource for the promotion of well-being for employees and was generally considered long ago, especially in digitally mediated or emotionally taxing workplaces. Efimov et al. (2022) completed a scoping review which showed high negative association between perceived isolation and employee well-being in virtual environments and emphasized the possibility of virtual leaders to alleviate psychological stress via better communication and care. In a similar vein, during the COVID pandemic, Exterkate et al. (2022) stressed the buffering effect of coworker support in remote work contexts, revealing that the positive impact of transformational leadership (TFL) remediated by social support-maintained employee vitality and learning despite stress and diminished physical contact.

Leadership quality and social support have also played an important role in being investigated together as an important variable affecting psychological health and resilience in healthcare settings. Van der Heijden et al. (2017) conducted a study using a sample of over 34,000 nurses and revealed both leadership quality and social support from supervisors and colleagues were negatively associated with psychological distress and involvement with overcommitment partially mediated the relationships. Voitenko et al. (2024) confirmed it by demonstrating that social support took a mediating part in the relationship between the leadership style and the professional well-being of the university teachers in Ukraine. Their results implied that in situations when leadership was poor, high levels of coworker support might compensate for unmet psychological needs of the workers in order to maintain professional well-being.

It has also been studied in further studies how social support helps to reduce the consequences of relational ambiguity between leaders and subordinates. Lee et al. (2019)

introduced the notion of leader-member exchange (LMX) ambivalence, which accommodates the simultaneity of both positive and negative feelings toward a supervisor. The disturbing aspect is the finding that social support (from coworkers or the more general organization) eliminated the effects of LMX ambivalence on task performance. This emphasised the cross-domain buffering role of social support, especially in highly-ambiguous relationships. In the same way, Biron, and van Veldhoven (2016) found that days spent working from home in part-time teleworking contexts were negatively related with job control but only resulted in strain when support from others was absent. These results supported the notion that digital leadership by itself was not enough without a complementing structure of social support.

Leadership communication and empowerment strategies also increased perceived organization support, which helped to determine how employees perceived their roles and reputations. Men and Stacks (2013) examined the effects of leadership style and empowerment on workers' views of organizational reputation, and they revealed that through improved perception of inclusion and support from the workplace, supportive leadership improved perceived reputation greatly. Javaid et al., (2023) examined the concurrent effect of health specific leadership and social support from colleagues on burnout in emotionally taxing contexts. Although emotional demands played an important role in stress and burnout levels, the results regarding the direct effects of social support were conflicting. This indicated that although support is still important, its effectiveness might depend on the particular context and type of stress dealt with.

The expansion of leadership capacity, itself, was also found to empower employee engagement and meaningful work through supportive behaviors and culture. Litmanen (2021) discovered that when leaders purposefully created leadership capacity through coaching, self-management, and job crafting, employees felt more engaged, more satisfied with their jobs, and found increased purpose at work. A learning culture that was collaborative, with open communication and sustaining support was critical in achieving sustainable well-being and performance. These conclusions went in line with the previous results by Voitenko et al. (2024) who believed that supportive environments helped to reduce the effect of poor leadership, which reaffirmed the important place of interpersonal support mechanisms in workplace wellness.

Generally, the literature was very supportive of the conclusion that social support from supervisors and peers was an important factor in the maintenance of psychological well-being,



stress-buffering processes, and job satisfaction. In leadership-outcome relationships, social support acted both as a moderator and mediator of leadership effectiveness, by helping direct in everyday interactions or by the creation of empowering and inclusive work environments. Although the leadership style had a definite impact on the well-being outcomes, in most cases, the presence or absence of social support decided how significant the effects of leadership impacted. A study by Koğar and Yılmaz Koğar (2024) argued that, the Multidimensional Scale of Perceived Social Support (MSPSS) was used to assess employees' perceptions of support in digitally enabled environments. The study reveals that while digital leadership correlates positively with well-being, social support did not significantly mediate this relationship - a surprising finding that suggests the need for further exploration into how virtual support is perceived and delivered. Still, the gaps existed about the ways in which social support functions across industries, cultures, and digital formats indicating a necessity of future research to pursue the emerging nature of the social support in hybrid and remote settings.

## **1.6 Employee Well-Being and Its Relationship with Digital Leadership**

In today's rapidly evolving work environment, employee well-being has emerged as a critical focus for organizations, particularly in the context of digital leadership. The integration of digital technologies has transformed workplaces, reshaping how employees interact with their roles, each other, and the organizational culture. As such, effective digital leadership plays a vital role in promoting employee well-being by fostering an environment that supports mental health, work-life balance, and overall job satisfaction.

Employee well-being encompasses a broad range of factors, including physical health, mental health, job satisfaction, work-life balance, and a sense of purpose at work. Positive well-being is linked to higher employee engagement, productivity, and retention rates, while poor well-being can lead to increased absenteeism, burnout, and turnover (Harter, Schmidt, & Hayes, 2002). In the digital age, where employees are often connected beyond traditional working hours, maintaining well-being becomes increasingly challenging.

Digital leadership refers to the ability of leaders to effectively navigate and leverage digital technologies to enhance organizational performance and employee engagement. Leaders who adopt a digital mindset prioritize flexibility, innovation, and continuous improvement, all of which are crucial for fostering employee well-being in a digital context. Promoting Flexibility and Autonomy: Digital leaders often implement policies that promote flexible working arrangements, such as remote work and flexible scheduling. This autonomy

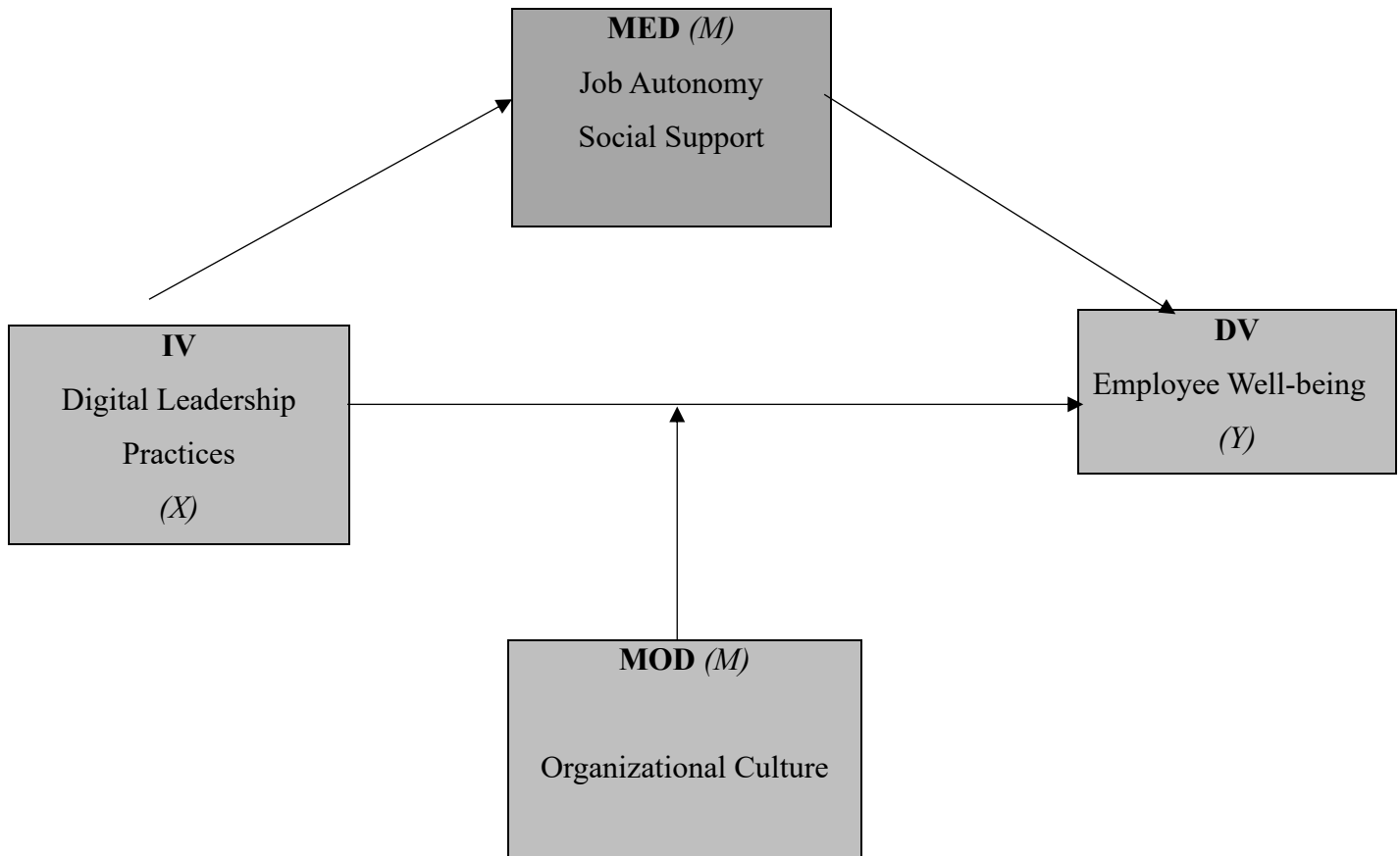
allows employees to manage their work-life balance more effectively, reducing stress and increasing job satisfaction (Gajendran& Harrison, 2007).

**Encouraging Open Communication:** Effective digital leaders facilitate transparent communication channels that enable employees to express their concerns and feedback. This open dialogue fosters a sense of belonging and support, contributing positively to employee well-being (Kirkman et al., 2019). **Supporting Mental Health Initiatives:** Digital leaders are increasingly responsible for promoting mental health resources, such as Employee Assistance Programs (EAPs) and wellness initiatives. By prioritizing mental health, leaders help mitigate stress and anxiety, allowing employees to perform at their best (Harvey et al., 2017).

**Fostering a Supportive Culture.** A culture defined by trust, support, and recognition is essential for employee well-being. Digital leaders who create environments where employees feel valued and acknowledged contribute to a positive workplace atmosphere, enhancing overall well-being (Mulki, Jaramillo & Locander, 2008). While digital leadership has the potential to enhance employee well-being, it also introduces unique challenges. The constant connectivity and information overload characteristic of digital work environments can lead to increased stress and burnout. Employees may feel compelled to remain available outside of traditional working hours, leading to blurred boundaries between work and personal life (Panova & Lleras, 2016).

To address these challenges, digital leaders must actively promote practices that encourage work-life balance and mental wellness. This includes setting clear expectations around communication norms, encouraging regular breaks from technology, and monitoring workloads to prevent burnout (Sonnentag& Fritz, 2014). The relationship between employee well-being and digital leadership is increasingly vital in today's digital work environment. Effective digital leaders can significantly influence employee well-being by promoting flexibility, open communication, mental health initiatives, and a supportive workplace culture. As organizations continue to navigate the challenges and opportunities presented by digital transformation, prioritizing employee well-being will be essential for fostering a motivated and engaged workforce.

**Figure 1**  
*Conceptual framework*



## **2. METHODOLOGY FOR THE RESEARCH ON DIGITAL LEADERSHIP AND EMPLOYEE WELL-BEING**

### **2.1 The aim and objectives of the study, research model, and hypotheses**

**The aim of this research** was to investigate the influence of digital leadership on employee well-being in contemporary work environments.

#### **Research objectives:**

- i) To theoretically evaluate the concepts of digital leadership practices and employee wellbeing as employed by organizational leaders.
- ii) To explore the impact of digital leadership on employee well-being.
- iii) To identify the moderating mechanisms through which digital leadership influences employee well-being, such as organizational culture.
- iv) To explore possible mediators to explain the interaction between digital leadership and employee well-being within the context of job autonomy and social support.
- v) To provide evidence-based recommendations for organizational leaders and practitioners to enhance employee well-being through effective digital leadership practices.

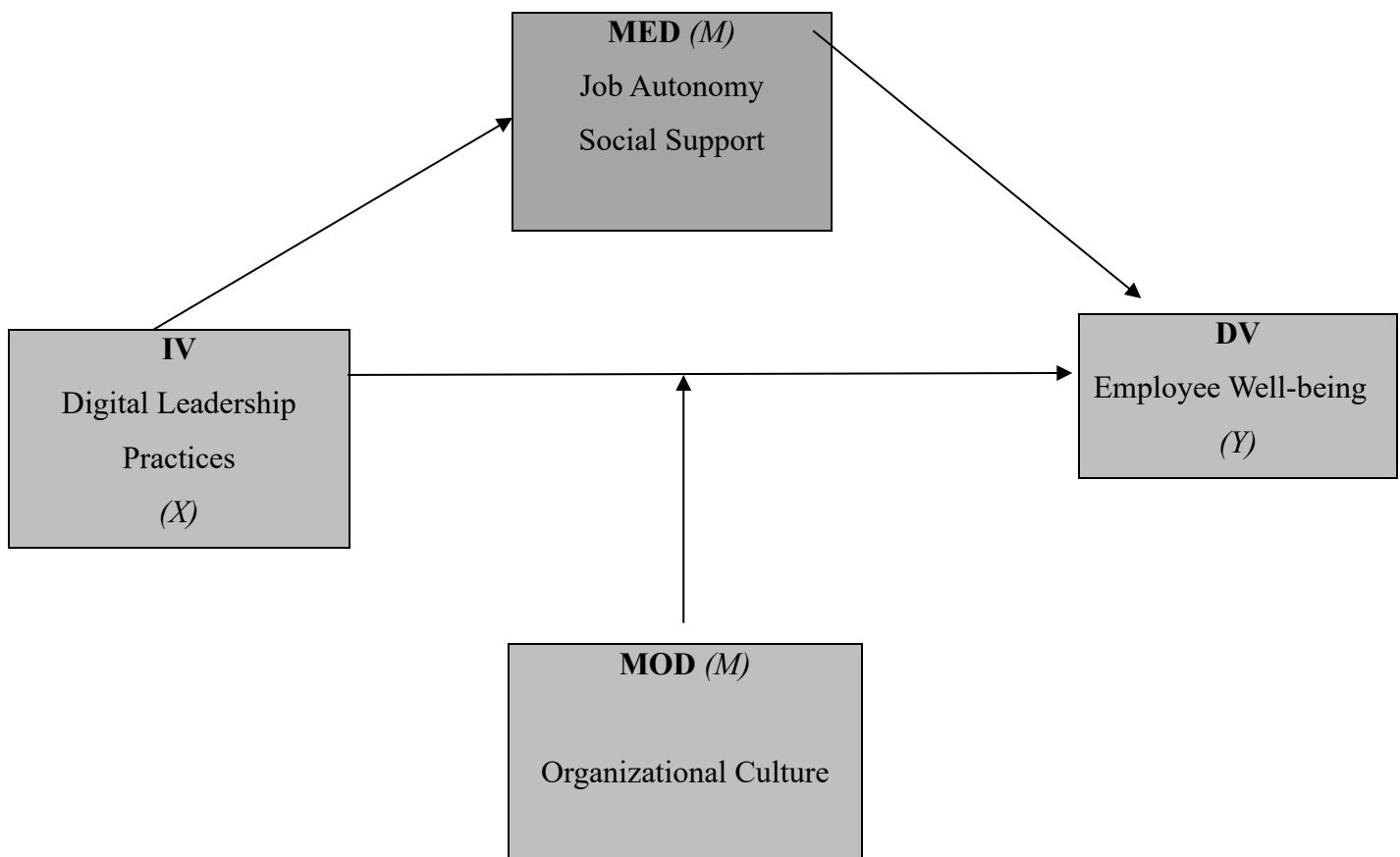
**Variables of the research.** In this empirical analysis, one independent variable, two mediator variables, one moderator variable and one dependent variable were identified.

The independent variable was digital leadership practices encompass the behaviours and strategies employed by leaders in digitalized work environments by Avoid & Kauai (2003). The dependent Variable was employee. Employee well-being refers to the overall state of satisfaction, balance, and mental health experienced by employees in the workplace by Wang & Armstrong (2018). There were two mediating variables; job autonomy and social support, which served as mediating factors that explain how digital leadership techniques impact employee well-being by Carmelaand Osman (2006). The moderating variable was organizational culture. This factor moderate the association between employee well-being and digital leadership practices, affecting the intensity and direction of the relationship (Benedetto & Mayor, 2016).

By investigating these variables in the context of digital leadership and employee well-being, the research aims to provide insights into the factors that contribute to creating a positive and supportive work environment in the digital age.

## 2.2 Research Model

The research model for "The Influence of Digital Leadership on Employee Well-Being" encompasses a comprehensive framework that delineates the relationships between key variables. Drawing upon theoretical perspectives such as transformational leadership theory and socio-technical systems theory, the model posits that digital leadership practices (independent variable) influence various dimensions of employee well-being (dependent variables). The model further incorporates moderating and mediating factors to elucidate the nuanced mechanisms through which digital leadership impacts employee well-being outcomes. The moderating factor of organizational culture contextualizes the relationship while mediating factors such as job autonomy and social support elucidate the pathways through which digital leadership influences employee well-being. By integrating these components into a coherent framework, the research model provides a structured approach for investigating the complex dynamics between digital leadership and employee well-being.



**Figure 2:** *Research model*

The image provided above depicts the theoretical framework involved in the study on the effects of Digital Leadership on the employee well-being in organizations. The most important variable in this paradigm is the Digital Leadership Practices that involves all the complex leadership processes and strategies embraced in digital environments. Hence, the conceptual framework used in this study concerns digital leadership activity methods, which affect the dependent variables that are various aspects of employee's well-being such as mental health, work-life interface, and job satisfaction.

It is important to note that the model includes several mediating factors that explain how the digital leadership strategies affect the employees' well-being. It describes how leadership influence towards employee well-being, can either facilitate or hinder the flow of such influence. Organizational culture (the moderating variable) refers to the ideas, norms, and practices, which exists inside a company. The following mediating variables are included by the model, job autonomy, and social support. These intermediary aspects explain how digital leadership methods affect the employees' welfare. Job autonomy entails the freedom and power in which the workers are endowed with rights to discharge their duties. On the other hand, social support refers to the emotional, tasks and informational help that an employee receives from his/her superiors and other employees. The incorporation of these components in the research model gives a broad foundation for analysing the complex connection between digital leadership as well as employee satisfaction. Perhaps, this model which is grounded on theoretical foundations and existing research might provide directions for further research on what causes a happy and healthy workforce. The following hypotheses are proposed:

Adopting digital leadership helps to support employee wellbeing, which matters more than ever in modern workplaces. Bregenzer and Jimenez (2021) believe that applying digital leadership can aid in dealing with the dangers brought on by digital transformation by helping employees with stress management and by shaping their resources so they are more effective. By using technology for transparency, communication, and trust, leaders help their staff feel engaged and cared for. Additionally, digital leadership encourages team members to be independent, lowers stress levels, and helps them balance their jobs with personal commitments (Huu, 2023). Through digital technology, digital leaders give employees easier access to guidance and ensure better wellbeing. Digital leadership, as pointed out by Shin, Mollah, and Choi (2023), supports the development of a healthy and positive work culture that helps employees feel supported.

### **H1: Digital Leadership Practices have a positive impact on employee wellbeing**

Experts believe responsible leaders should focus on job autonomy to support and improve their employees' wellbeing. Digital leaders make employees happier and healthier by giving them more control over their responsibilities (Yulianto et al., 2023). Huu (2023) reports that when job autonomy is enabled by digital leadership, employees can work in a way that's easier on them mentally, leading to more engagement. Emphasizing autonomy in digital leadership also encourages employees to come up with new solutions and gets them to be more productive by letting them decide on their task scheduling (Wang, Lin, & Sheng, 2022). So, autonomy helps link digital leadership and employee wellbeing by letting digital leadership influence employees' inspiration and their mental health. People with more autonomy over their jobs are usually happier and healthier (Shin et al., 2023).

### **H2: Job autonomy mediates the relationship between Digital Leadership Practices and employee wellbeing**

The way digital leadership helps colleagues' support systems can strongly influence employees. When leaders focus on supporting their teams emotionally and at work, they build helpful networks that allow team members to relieve stress and feel better (Voitenko et al., 2024). Employees can stay connected and motivated with each other by relying on digital communication tools when working from afar. Bregenzer and Jimenez (2021) point out that a supportive digital environment boosts employees' resources, reduces stress and fatigue, and generally improves their overall wellbeing. Focusing on building a team and clear lines of communication helps digital leaders support the people at work (Zhu et al., 2022). As a result, social support acts as a bridge that enhances the relationship between digital leadership and wellbeing by ensuring employees feel emotionally significant and well-supported.

### **H3: Social support mediates the relationship between Digital Leadership Practices and employee wellbeing**

An organization's culture significantly influences digital leadership's impact digital leadership's impact on employee happiness. With an open and inclusive culture and shared values, digital leadership can better impact the organization by linking its practices to the hopes and feelings of employees (Shin et al., 2023). These practices are likely to succeed if they fit well with the organization's way of working, as it provides more support for employees and makes them feel valued, according to Wang, Lin and Sheng (2022). Still, if organizational culture is poor, it can prevent digital leadership from producing good results, causing worker

disinterest and stress (Yulianto et al., 2023). Therefore, how employees view and feel about leadership depends partly on the organizational culture. Zhu et al. (2022) identified that when a culture promotes change and independent thinking from workers, the advantages of digital leadership are increased, and the work environment improves.

#### **H4: Organizational culture moderates the relationship between Digital Leadership Practices and employee wellbeing**

### **2.3 Measurement scales**

Various scales of measurements were used in this study based on the study variables. All the scales were borrowed from already developed surveys and questionnaires.

#### **Digital Leadership (Independent variable)**

The E-Leadership Scale was used in this study to measure digital leadership. The scale was developed by Buyukbese et al. (2022). It consists of 9 items ranging from strongly agree to strongly disagree at 5-point Likert Scale. It has two parameters, innovative and supportive that measure the vision of leadership. Items are indicated below:

#### **My leader:**

- i) Has an innovative vision.
- ii) Has the ability to build and coordinate teams quickly.
- iii) Has up-to-date knowledge and skills about digital technologies and digital transformation.
- iv) Acts proactively in the digital transformation process in the organization.
- v) Balances new and existing business areas, modern trends and past traditions, and innovation and integration.
- vi) Finds ways to attract new digital talent to organization.
- vii) Supportive
- viii) Encourages employees when encountering difficulties in the digital transformation process.
- ix) Acts as a guide and role model for those who work in the digital transformation process.
- x) Focuses on employees' wellbeing during digital transformation.



### **Employee Well-being (DV)**

Research indicates that supportive leadership, effective communication, and technological support positively influence employee well-being outcomes (Carmela & Osman, 2006; Lee, 2019). In this study, employee wellbeing was measured by using 5-point liker scale developed by Pradhan and Hati (2019). Workforce employee well-being items are given below that are selected by the present study:

- i) I am quite satisfied with my job.
- ii) I enjoy meaningful work
- iii) I attach lots of value to my work.
- iv) My work achievement often acts as a source of motivation.
- v) My workplace is very conducive.
- vi) My job provides ample scope for career growth.
- vii) I used to maintain a balance between work and home life
- viii) My employer does care a lot about their employees.
- ix) My work offers challenges to advance my skills.

### **Social Support**

The multidimensional Scale of Perceived Social Support (MSPSS) by Zimet et al. (1988) was used to measure social support in this study. Self-assessment for social support aids in understanding the moderating effect between digital leadership and employees' well-being (Zimet et al., 1988). This scale comprised of the following items

- i) I often allowed to choose my work methods due to digital leadership.
- ii) I often feel supported in taking initiative in my tasks through digital leadership.
- iii) My work schedule is flexible is due to digital leadership.

### **Job Autonomy**

The Work Design Questionnaire (WDQ) by Morgeson& Humphrey (2006) was used to measure Job autonomy in this study. Self-managed work teams found that higher job autonomy was associated with higher job satisfaction and lower stress levels. Self-directed work teams can also be facilitated by digital leadership to promote job autonomy via flexible working options and decision-making. The following are the items for this variable construct.

- i) I control the content of my job.
- ii) I have a lot of freedom to decide how I perform assigned tasks.
- iii) I set my own schedule for completing assigned tasks.
- iv) I have the authority to initiate projects at my job.

### **Organizational Culture (Mod)**

The Organizational Culture Assessment Instrument (OCAI) scale by Cameron and Quinn (1999) was used in this study. The practicing of digital leadership influences is capped with organizational culture. The following are the items of the scale:

- i) My organizational culture is supportive towards digital transformation.
- ii) My organizational culture encourages innovation through digital means.
- iii) I engage in digital initiatives driven by your organization.
- iv) I aligned with my personal values within my organization's digital culture.
- v) I feel good for my digital contributions within my organization.

Through the use of these scales and items through elaborated rationale, this research gives a clear framework of the effects that digital leadership has on the well-being of employees.

### **2.4 Sampling Strategy, and Sample Size**

Convenience sampling technique was used to obtain participants from different fields and position in Lithuania. The target sample in the researchers included employees from organizations that apply the remote work strategy, or work in a virtual environment. In this way, it is guaranteed that the sample reflects a wide range of virtual work experiences and organizational cultures typical for Lithuania. Thus, this study deals with a diverse workforce in Lithuania and across industries with the intention of understanding the ability of digital leadership in enhancing the well-being of the employees in virtual work environments. This sampling technique helped in the selection of participants with diverse experiences and therefore increased the probability of finding findings that can be generalizable. According to other authors' empirical studies presented in Table 2, the number of respondents necessary for this study mostly ranges from 300 to 400 participants.

**Table 1**  
Comparison of sample size data

<b>Author</b>	<b>Name of the Article</b>	<b>Sample size</b>
<b>Zhenli Li; Cuibai Yang; Zhuohang Yang, &amp; Yunlu Zhao (2024)</b>	The impact of middle managers' digital leadership on employee work engagement	559
<b>Zhu, J., Luo, Y., &amp; Wang, H. (2024).</b>	The effect of digital leadership on employees' radical creativity	231
<b>Yang, C., Li, Z., Li, F., &amp; Li, H. (2024)</b>	The Impacts of Digital Leadership on Employee Voice Behaviors: The Mediating Roles of Employee Empowerment and Work Engagement	840
<b>ShathaAlkhayyal, Saleh Bajaba (2024)</b>	Countering techno stress in virtual work environments: The role of work-based learning and digital leadership in enhancing employee well-being	300
<b>VulcanAngel; Ayşe Gunnel; GullahGenderCelia, &amp;EruptAltima (2023)</b>	Digital Leadership's Influence on Individual Creativity and Employee Performance: A View through the Generational Lens	348
<b>Topçuoğlu, Ethem&amp;Kobanoglu, Mehmet &amp;Kaygın, Erdogan &amp;Karafakioğlu, Engine&amp;UygungilEndogen, Selene&amp;Turin Torun, Burch&amp;Oktaysoy, Ours. (2023)</b>	The Improving Role of Digital Leadership in the Impact of Social Loafing on Job Performance	308
<b>Ethen, Topçuoğlu.Our, Oktaysoy., Selene, Endogen., Endogen, Kagin. (2023).</b>	The Mediating Role of Job Security in The Impact of Digital Leadership on Job Satisfaction and Life Satisfaction	403
<b>Daniel Lindquist; CatharineReinhold; Christian Stall&amp; Andreas Wallow (2022)</b>	The impact of leadership on employee well-being: on-site compared to working from home	364

<b>Sabrina, Heike. Katherine, Bradbury., Lara, Linder., Holger, Pfaff. (2019).</b>	Digital Leadership Skills and Associations with Psychological Well-Being.	368
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To examine the moderating role of digital leadership on the levels of well-being at the workplace, the participants will be selected based on availability or convenience sampling procedure with participants from different industries and from various positions in Lithuania. The target sample will include those employees who are either employed with organisations that have implemented work from home or virtual work systems. Such an approach guarantees that the sample includes diverse experiences within the online workplace as well as the peculiar cultural settings of the Lithuanian organizations.

From the similar study conducted by other authors, as given in Table 2, a sample size of at least 300 respondents is good enough in order to minimize on the possibility of statistic inadequacy. This is a good number of responses that enthrall the representation aspect of this study and the reliability of the findings. Questions on demographic data were used in the survey to obtain information on participant's age, gender, education level of job position, work experience with the organization.

## **2.5 Data collection**

Once the scales were compiled, a questionnaire was designed using google forms. This questionnaire was then used to collect the data from interested respondents. The link to the survey was shared on social media platforms like WhatsApp from which willing participants clicked on the link and were able to participate in the study.

## **2.6 Data processing procedures**

The data that was collected in this study was processed using the Statistical Package for Social Sciences (SPSS). Demographic (Frequency and percentages) and descriptive statistics (Mean and Standard deviations) were presented. The Cronbach's alpha coefficient was computed using SPSS to determine the reliability of the variable constructs. A linear regression test was conducted to evaluate H1, while mediation and moderation analysis was conducted using PROCESS macro in SPSS.

## **2.7 Study limitations**

The main limitations of this study include the fact that the study employed convenience sampling method, which can limit the generalizability of the study's findings. The study was also cross-sectional in nature - as the data was collected at one point in time and thus, did not have the ability of capturing the temporal variations between digital leadership and the aspects of employee well-being. In order to avert these limitations in future, future research should involve longitudinal studies, which will also facilitate the tracking of time-based changes and enable the researchers to better establish the dynamism of digital leadership practices and the effects they render on the employees.

### 3. RESEARCH ANALYSIS ON THE RELATIONSHIP BETWEEN DIGITAL LEADERSHIP AND EMPLOYEE WELL-BEING

This chapter presents findings on the study on the influence of digital leadership on employee well-being in modern work environments. The findings will thus be structured to follow the specific objectives stated in the introduction, providing an overall overview of the data collected through quantitative analyses and insights derived from the literature. The chapter presents the demographic characteristics of the participants, then discusses digital leadership practices in relation to the impact they have on several dimensions of employee well-being, such as job autonomy and social support.

#### 3.1 Demographic characteristics

In order to better understand the nature of the participants in this study, the participants' individual and organizational traits. This included gender, education level, and working experience. The compiled results are illustrated in Table 3. The total sample size in this study was 315 respondents.

**Table 2**  
Demographic characteristics

<i>Characteristic</i>	<i>Variable</i>	<i>N</i>	<i>Percentage (%)</i>
Gender	Male	132	41.9
	Female	174	55.2
	Other	9	2.9
Level of education	High school diploma	153	48.6
	Associate degree	19	6.0
	Master's degree	50	21.9
	Doctoral degree	22	15.9
Working experience	Less than 1 year	37	11.7
	1-3 years	120	38.1
	4-6 years	89	28.3
	7-10 years	54	17.1
	More than 10 years	15	4.8
Job position	Manager	55	17.5
	Employee	260	82.5

Age	<b>Mean (SD)</b>	$M = 28.84$	$SD = 5.18$
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Breaking down the table of composition of genders in a sample of 315, it shows that 55.2% ( $n = 174$ ) are female and 41.9% ( $n = 132$ ) were male participants and 2.9% ( $n = 9$ ) belonged to other categories with no missing values on the data. Most of the participants of the study were high school diploma graduates (48.6%,  $n = 153$ ). The second largest proportion was that of the bachelor's degree holders (29.1%  $n = 69$ ) while Master's degree graduates formed 15.9% ( $n = 50$ ) of the study respondents. On the other hand, only 7%, ( $n = 22$ ) of the study's participants had the qualification of a doctoral degree and 6% ( $n = 19$ ) associate degree holders. Out of the total number of participants, only 17.5% ( $n = 55$ ) of the study participants were managers while 82.5% ( $n = 260$ ) of the study participants were employees. A majority of the participants had between one and three-years' experience (38.1%,  $n = 120$ ), while 28.3% ( $n = 89$ ) of them had between four- and six-years' experience. On the other hand, only 11.7% ( $n = 37$ ) of the participants had an experience of less than one year and 4.8% ( $n = 15$ ) of the participants had more than 10 years' experience.

### 3.2 Reliability Analysis

The reliability of the study variables was assessed using the Cronbach's alpha coefficient. According to Raharjanti et al. (2022), a Cronbach's alpha coefficient value of 0.6 and above indicates acceptable responsibility. This indicates that all the variables of the study met high levels of internal consistency. The variable Employee wellbeing demonstrated the highest level of reliability ( $\alpha = 0.872$ ), followed by Organizational culture ( $\alpha = 0.840$ ), Digital Leadership Practices ( $\alpha = 0.838$ ) and Social support ( $\alpha = 0.804$ ). the variable in the study with the lowest reliability was Job autonomy ( $\alpha = 0.780$ ), which still surpassed the required threshold. Table 4 illustrates the reliability of the variables.

**Table 3**  
Reliability analysis

Variable	Cronbach's alpha coefficient	Number of scale items included
Digital Leadership Practices	0.838	9
Employee Well-being	0.872	9
Job autonomy	0.780	4

Social support	0.804	3
Organizational culture	0.840	5

### 3.3 Descriptive Statistics

The data for this study was collected using a 5-point Likert scale (1 - Strongly disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, and 5 - Strongly agree). The following table indicates the descriptive statistics of the main study variables. Out of a possible average score (Likert) of five, all the variables received above four responses on average. Notably, organizational culture received the most positive responses ( $M = 4.59$ ,  $SD = .64$ ).

**Table 4**

Descriptive statistics

	Mean	Std. Deviation
Digital Leadership Practices	4.3432	.70215
Employee wellbeing	4.5108	.62621
Job autonomy	4.4841	.68809
Social Support	4.5481	.71931
Organizational culture	4.5873	.63734

### 3.4 Correlation Analysis

A correlation analysis was conducted to establish associations between the independent variables of the study and the dependent variable (employee well-being). The Pearson Correlation analysis revealed that all the independent variables in the study: Digital practices ( $r = 0.523$ ,  $p < .001$ ), job autonomy ( $r = 0.647$ ,  $p < .001$ ), social support ( $r = 0.657$ ,  $p < .001$ ), and organizational culture ( $r = 0.699$ ,  $p < .001$ ) were significantly and positively associated with employee well-being. This is an indication that an increase in Digital practices, job autonomy, social support, and organizational culture corresponds to higher levels of employee well-being. The correlation analysis results are illustrated in Table 6.



**Table 5**

## Correlation Analysis

		Digital Leadership Practices	Employee wellbeing	Job autonomy	Social Support	Organizational culture
Digital Leadership Practices	Pearson Correlation	1	.523**	.465**	.453**	.520**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	315	315	315	315	315
Employee wellbeing	Pearson Correlation	.523**	1	.647**	.657**	.699**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	315	315	315	315	315
Job autonomy	Pearson Correlation	.465**	.647**	1	.643**	.631**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	315	315	315	315	315
Social Support	Pearson Correlation	.453**	.657**	.643**	1	.714**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	315	315	315	315	315
Organizational culture	Pearson Correlation	.520**	.699**	.631**	.714**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	315	315	315	315	315

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### 3.5 Hypothesis testing

*H1: Digital Leadership Practices have a positive impact on employee wellbeing*

A bivariate linear regression test was conducted to establish the relationship between Digital Leadership Practices and employee wellbeing. The independent variable was Digital Leadership Practices while employee wellbeing was the dependent variable. The analysis revealed that Digital Leadership Practices was significant in predicting employee wellbeing:  $F(1, 313) = 117.71, p < .001$ . The effect size,  $R^2$  was .273, indicating that Digital Leadership Practices accounted for approximately 27.3% of the variance in employee wellbeing. Based on this finding, H1 was adopted. Table 10 depicts the model summary results.

**Table 6**  
Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.523 <sup>a</sup>	.273	.271	.53468	.273	117.707	1	313	<.001
a. Predictors: (Constant), Digital Leadership Practices									

Specifically, the results indicated that digital leadership practices have a positive impact on employee wellbeing ( $\beta = .523, p < .001$ ). This means that higher levels of digital leadership practices result in more employee wellbeing and vice versa. This is illustrated in table 8.

**Table 7**  
Coefficients table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.486	.189		13.148	<.001
	Digital Leadership Practices	.466	.043	.523	10.849	<.001
a. Dependent Variable: Employee wellbeing						

*H2: Job autonomy mediates the relationship between Digital Leadership Practices and employee wellbeing*

A mediation analysis was run to determine the mediating effect of job autonomy on the relationship between digital leadership practices and employee wellbeing was conducted using PROCESS. The analysis revealed that both Digital leadership practices ( $\beta = 0.25$ ,  $t = 6.14$ ,  $p < .001$ ) and job autonomy ( $\beta = 0.47$ ,  $t = 11.19$ ,  $p < .001$ ) have direct effects on employee wellbeing. Both the variables were found to have a positive relationship with employee wellbeing. Table 9 depicts the direct effects.

**Table 8**

*Direct relationship between digital leadership practices, job autonomy, and employee wellbeing*

<i>Path 1</i>	<i>Independent variable (X)</i>	<i>Dependent variable (Y)</i>	$\beta$	$t$	$p$	<i>LLCI</i>	<i>ULCI</i>
a1	Digital leadership practices	Employee wellbeing	0.2523	6.1414	<.001	.1715	.3331
b1	Job autonomy	Employee wellbeing	0.4691	11.1907	<.001	.3866	.5516

Most importantly, the mediation analysis revealed that the indirect effect of job autonomy on the relationship between digital leadership practices and employee wellbeing is significant (LLCI = 0.1459, ULCI = 0.6240; the confidence interval does not include zero). Therefore, H2 is accepted. Table 10 illustrates the indirect effects.

**Table 9**

*The indirect effect of job autonomy on the relationship between digital leadership practices and employee wellbeing*

<i>Path 1</i>	<i>Independent variable (X)</i>	<i>Mediator (MI)</i>	<i>Dependent variable (Y)</i>	<i>Effect</i>	<i>LLCI</i>	<i>ULCI</i>
	Digital leadership practices	Job autonomy	Employee wellbeing	.2139	.1459	.2873

*H3: Social support mediates the relationship between Digital Leadership Practices and employee wellbeing*

A mediation analysis was conducted to determine the mediating effect of social support on the relationship between digital leadership practices and employee wellbeing was conducted using PROCESS. The analysis revealed that both Digital leadership practices ( $\beta = 0.25$ ,  $t = 6.28$ ,  $p < .001$ ) and social support ( $\beta = 0.46$ ,  $t = 11.73$ ,  $p < .001$ ) have direct effects on employee wellbeing. Both the variables were found to have a positive relationship with employee wellbeing. Table 11 depicts the direct effects.

**Table 10**

*Direct relationship between digital leadership practices, job autonomy, and employee wellbeing*

<i>Path 1</i>	<i>Independent variable (X)</i>	<i>Dependent variable (Y)</i>	$\beta$	$t$	$p$	<i>LLCI</i>	<i>ULCI</i>
a1	Digital leadership practices	Employee wellbeing	0.2526	6.2815	<.001	.1735	.3317
b1	Social support	Employee wellbeing	0.4605	11.7313	<.001	.3833	.5378

The mediation analysis also revealed that the indirect effect of social support on the relationship between digital leadership practices and employee wellbeing is significant (LLCI = 0.1735, ULCI = 0.3317; the confidence interval does not include zero). Therefore, H3 is accepted. Table 12 illustrates the indirect effects.

**Table 11**

*The indirect effect of social support on the relationship between digital leadership practices and employee wellbeing*

<i>Path 1</i>	<i>Independent variable (X)</i>	<i>Mediator (MI)</i>	<i>Dependent variable (Y)</i>	<i>Effect</i>	<i>LLCI</i>	<i>ULCI</i>
	Digital leadership practices	Job autonomy	Employee wellbeing	.2526	.1735	.3317

*H4: Organizational culture moderates the relationship between Digital Leadership Practices and employee wellbeing*

A moderation analysis was done to examine the mediating effect of organizational culture on the relationship between digital leadership practices and employee wellbeing was conducted using PROCESS. The analysis revealed that both Digital leadership practices ( $\beta = 0.63$ ,  $t = 3.55$ ,  $p < .001$ ) and organizational culture ( $\beta = 0.92$ ,  $t = 6.39$ ,  $p < .001$ ) have direct effects on employee wellbeing. Both the variables were found to have a positive relationship with employee wellbeing. This is illustrated in Table 13.

**Table 12**

*Direct relationship between digital leadership practices, job autonomy, and employee wellbeing*

<i>Path 1</i>	<i>Independent variable (X)</i>	<i>Dependent variable (Y)</i>	$\beta$	$t$	$p$	<i>LLCI</i>	<i>ULCI</i>
a1	Digital leadership practices	Employee wellbeing	0.6361	3.5586	<.001	.2844	.9878
b1	Organizational culture	Employee wellbeing	0.9229	6.3887	<.001	.6386	1.2071

Although with a small effect size ( $R^2$  change = .0096), the moderation analysis revealed that there was a significant interaction between organizational culture and digital leadership practices in influencing employee wellbeing:  $F(1, 311) = 6.4185$ ,  $p = 0.0118$ . H4 is therefore accepted. The small change in  $R^2$  indicates that this interaction accounts for only approximately 0.96% of the variance in employee wellbeing.

**Table 13**

Test of highest order of unconditional interaction

Moderator (W)	Dependent variable (Y)	$R^2$ change	F	df1	df2	p-value
Organizational culture * Digital leadership practices	Employee wellbeing	.0096	6.4195	1	311	.0118

**Table 14**

Hypothesis testing results

	<b>Hypothesis</b>	<b>Result</b>
H1	Digital Leadership Practices have a positive impact on employee wellbeing	Accepted
H2	Job autonomy mediates the relationship between Digital Leadership Practices and employee wellbeing	Accepted
H3	Social support mediates the relationship between Digital Leadership Practices and employee wellbeing	Accepted
H4	Organizational culture moderates the relationship between Digital Leadership Practices and employee wellbeing	Accepted

### 3.6 Discussion

The findings of this study were fairly consistent with the findings that were seen in the explored literature. The findings of this study revealed that digital leadership practices have a positive impact on employee wellbeing. This finding is consistent with the findings of Wright and Cropanzano (2000) and Weill & Woerner (2015) whose findings indicated that digital leadership has positive implications for human welfare as well as organizational effectiveness. These findings are also consistent with the findings of the author Bass (1985) whose study revealed that transformational leadership in tune with digitality is central towards the attainment of intellectual stimulation, individual consideration, inspirational communication and influence and finally inspirational appeals to foster engagement of employees and their overall welfare.

In addition, the finding that digital leadership practices have a positive impact on employee wellbeing resonates with the findings of Weill & Woerner (2015) and Waterman et al. (2014) that technologies such as social media networks, e-mail, instant messaging programs, video-conferencing tools, and project management tools are associated with greater effectiveness and reduction of stress level among employees. These findings are also consistent with the findings of Bhardwaj et al. (2016) that the domain of digital transformational

leadership is centered on the capacity to implement advanced technologies to engage and motivate employees.

The findings of this study also found that job autonomy mediates the relationship between digital leadership practices and employee wellbeing. This means that job autonomy is a crucial ingredient in order for digital leadership practices to effectively improve the wellbeing of employees. This finding was consistent with the findings of Makowski (2023) that digital leadership practices which empower employees with autonomy and decision-making authority can enhance feelings of competence, control, and satisfaction, thereby promoting well-being.

The findings of the study were also consistent with the findings of two authors Cohen and Wills (1985) who found out that effective digital leadership fosters a supportive work environment where employees feel valued, respected, and connected to their peers and leaders. Their study showed that social support from colleagues and leaders can buffer the negative effects of stress and adversity and promote psychological well-being, the findings of this study indicated that social support mediates the relationship between digital leadership practices and employee wellbeing.

This study also found out that organizational culture moderates the relationship between Digital Leadership Practices and employee wellbeing. These findings of this study were also consistent with the findings in literature. Makowski (2023) had found that the organizational culture sets the tone for leadership behaviours and employee interactions. The study showed that supportive and inclusive culture may enhance the positive impact of digital leadership on employee well-being, whereas a toxic or authoritarian culture may diminish its effects (Makowski, 2023).

## **Conclusions and Recommendations**

1. This study was aimed at investigating the influence of digital leadership on employee well-being in contemporary work environments through the mediating roles of job autonomy and social support as well as the moderating role of organizational culture. Through this study, the problem of understanding how digital leadership techniques affect workers' well-being was explored.
2. Theoretically, job autonomy, social support, and organizational culture were seen to be important elements in connecting digital leadership to employee wellbeing in organizations.
3. Some of the digital leadership practices that were identified in the literature include effective people communication strategies, promotion of teamwork and information sharing, creating room for flexible work arrangements, continuous learning and development, and professional-life Integration.
4. Empirically, the research found out that digital leadership practices have a positive influence on employee well-being. Job autonomy was found to be playing mediating roles in the relationship. It was found that social support also mediates the relationship between digital Leadership practices and employee wellbeing and organizational culture moderates this relationship.
5. These findings mean that an increase in digital leadership practices in a company result in improved wellbeing of the employees. They also imply that job autonomy is a crucial component of this established relationship. Social support and organizational culture have also been found to be key components of facilitating employee wellbeing via digital leadership practices.

Based on the findings of this study, there are a number important recommendations that emerge:

1. Digital leadership should be cultivated in companies by putting in place clear infrastructural mechanisms to accommodate working digital leadership strategies.
2. Secondly, employee training and development ought to be incorporated in company practices because it has shown to have a great influence on employee wellbeing. Measures should also be put in place to facilitate empathy, communication, and engagement elements within the digital structural elements of a company. This will improve the quality of the experience with employees by cultivating an



organizational culture of psychological safety and gaining acceptance of technology.

3. Regular feedback mechanisms should also be put in place to determine employee satisfaction and perceptions toward the practice of digital leadership in organizations.

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## **SUMMARY**

### **THE INFLUENCE OF DIGITAL LEADERSHIP ON EMPLOYEE WELL-BEING**

**MASOOD AHMAD**

**Master Thesis**

**Master in Human Resource Management**

**FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION**

**Supervisor: Professor Virginijus Tamaševičius, Vilnius, 2025**

51 pages, 16 tables, 1 figure, 52 references

The main purpose of study was to investigate the influence of digital leadership on employee well-being in contemporary work environments through the mediating roles of job autonomy and social support as well as the moderating role of organizational culture.

The thesis is comprised of four key parts: the theoretical exploration of relevant literature, the research methodology, the analysis of research data and presentation of results, and a conclusions and recommendations section.

Theoretically, job autonomy, social support, and organizational culture were seen to be important elements in connecting digital leadership to employee wellbeing in organizations. Some of the digital leadership practices that were identified in the literature include effective people communication strategies, promotion of teamwork and information sharing, creating room for flexible work arrangements, continuous learning and development, and professional-life Integration.

Empirically, the research found out that digital leadership practices have a positive influence on employee well-being. Job autonomy and social support were found to be playing a mediating role in the relationship and organizational culture did moderate the relationship. These findings mean that an increase in digital leadership practices in a company result in improved wellbeing of the employees. They also imply that job autonomy is a crucial component of this established relationship. Future research should involve longitudinal studies, which will also facilitate the tracking of time-based changes.

## **SUMMARY IN LITHUANIAN**

### **SKAITMENINIO VADOVAVIMO ĮTAKA DARBUOTOJŲ GEROVEI**

**MASOOD AHMAD**

Magistro baigiamasis darbas

EKONOMIKOS IR VERSLO ADMINISTRAVIMO FAKULTETAS

Superviso: Profesorius: Virginijus Tamaševičius, Vilnius, 2025

51 Seiten, 16 Tabellen, 1 Abbildung, 52 Referenzen

Pagrindinis tyrimo tikslas - ištirti skaitmeninio vadovavimo įtaką darbuotojų gerovei šiuolaikinėje darbo aplinkoje per tarpininkaujančius autonomijos darbe ir socialinės paramos vaidmenis bei moderuojantį organizacinės kultūros vaidmenį.

Disertaciją sudaro keturios pagrindinės dalys: susijusios literatūros teorinis tyrimas, tyrimo metodologija, tyrimo duomenų analizė ir rezultatų pateikimas, išvadų ir rekomendacijų dalis.

Teoriniu požiūriu darbo savarankiškumas, socialinė parama ir organizacinė kultūra buvo laikomi svarbiais elementais, siejant skaitmeninę lyderystę su darbuotojų gerove organizacijose. Kai kurios literatūroje nurodytos skaitmeninio vadovavimo praktikos apima veiksmingas bendravimo su žmonėmis strategijas, komandinio darbo ir dalijimosi informacija skatinimą, sąlygų lanksčioms darbo sąlygoms sudarymą, nuolatinį mokymąsi ir tobulėjimą bei profesinio ir asmeninio gyvenimo integraciją.

Empiriniu tyrimu nustatyta, kad skaitmeninio vadovavimo praktika daro teigiamą įtaką darbuotojų gerovei. Nustatyta, kad darbo autonomija atlieka tarpininkaujantį vaidmenį šiame ryšyje. Nenustatyta, kad socialinė veikla tarpininkautų skaitmeninio vadovavimo praktikų ir darbuotojų gerovės ryšiui. Organizacinė kultūra šio ryšio nemedijavo.

Šios išvados reiškia, kad skaitmeninio vadovavimo praktikų didinimas įmonėje lemia geresnę darbuotojų gerovę. Jos taip pat reiškia, kad darbo autonomija yra esminis šio nustatyto ryšio komponentas. Ateityje atliekant tyrimus reikėtų atlikti longitudinalius tyrimus, kurie taip pat palengvintų laiko pokyčių stebėjimą

## Appendix

### Annex 1. Research Questionnaire

Dear Respondent,

My name is **MASOOD AHMAD**, and I am a student in the Human Resource Management Master's degree program at Vilnius University. I would kindly invite you to participate in the survey which aims to explore the relationships between digital leadership and employee well-being. It will take approximately 15 minutes of your time. Please note that there are no right or wrong answers, the survey is anonymous, and aggregated results from the survey will be used purely for the research. If you have any questions, you can contact me via e-mail: [masoodghani91@gmail.com](mailto:masoodghani91@gmail.com). I would like to thank you in advance for your participation. Your input in this research is crucial and much appreciated.

Survey Questions					
Digital Leadership Practices (Independent Variable)					
My Leader/Manager					
Has an innovative vision.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Has the ability to build and coordinate teams quickly.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Has up-to-date knowledge and skills about digital technologies and digital transformation.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Acts proactively in the digital transformation process in the organization.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Balances new and existing business areas, modern trends and past traditions, and innovation and integration.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Finds ways to attract new digital talent to organization.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Encourages employees when encountering difficulties in the digital transformation process.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Acts as a guide and role model for those who work in the digital transformation process.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Focuses on employees' wellbeing during digital transformation.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employee Well Being (Dependent Variable)					
I am quite satisfied with my job.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I enjoy meaningful work	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I attach lots of value to my work.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My work achievement often acts as a source of motivation.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My workplace is very conducive.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My job provides ample scope for career growth.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I used to maintain a balance between work and home life	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My employer does care a lot about their employees.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My work offers challenges to advance my skills.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Job Autonomy Mediator					
I control the content of my job.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have a lot of freedom to decide how I perform assigned tasks.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I set my own schedule for completing assigned tasks.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have the authority to initiate projects at my job.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Social Support (Mediating Factor)					
I often allowed to choose my work methods due to digital leadership.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I often feel supported in taking initiative in my tasks through digital leadership.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My work schedule is flexible due to digital leadership.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Organizational Culture (Moderating Factor)					
My organizational culture is supportive towards digital transformation.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My organizational culture encourages innovation through digital means.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I engage in digital initiatives driven by my organization.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I aligned with your personal values within my organization's digital culture.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel good for digital contributions within my organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Demographic Questions					
Age.	Fill your age				
Gender.	Male	Female	Non-binary/Third gender	Prefer not to say	
Level of education	High school diploma	Associate degree	Bachelor's degree	Master's degree	Doctoral Degree or other
How many years have you been working in your current organization?	Less than 1 year	1-3 years	4-6 years	7-10 years	More than 10 years
What is your current job position?	Manager	Not Manager			

This structured questionnaire is designed to comprehensively explore the influence of digital leadership on employee well-being, covering various dimensions and variables to ensure clear and descriptive statistical data.

- Research Methodology: Empirical Studies: Survey questions through longitudinal study
- Sampling Strategies: Population: purposive and random sampling
- Structured Survey: Multifactor Leadership Questionnaire (MLQ)
- Questionnaire development: validated scales based on constructs & variables
  - **Independent Variable:** Digital leadership practices
  - **Dependent Variable:** Employee well-being (including mental health)

- **Moderating Factors:** Organizational culture
- **Mediating Factors:** Job autonomy, social support

Survey link: [https://docs.google.com/forms/d/e/1FAIpQLSeqBChHLfU36Ck67R8-FpsbN4-nP98hppqxqcA\\_EI90\\_uCPrg/viewform?usp=pp\\_url&entry.1404599491=Female](https://docs.google.com/forms/d/e/1FAIpQLSeqBChHLfU36Ck67R8-FpsbN4-nP98hppqxqcA_EI90_uCPrg/viewform?usp=pp_url&entry.1404599491=Female)

- Data Analysis Techniques: Structural Equation Modeling (SEM); ANOVA & MANOVA; Data Triangulation; Sequential Explanatory Design; Concurrent Embedded Design; Meta-Analysis.