The Role of Digital Leadership in Enhancing Innovative Work Behavior: The Mediating Effects of Digital Psychological Capital and Digital Organizational Culture - A Conceptual Analysis

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Abstract. This study presents a conceptual framework for explaining how digital leadership increases creative work behaviour in manufacturing firms by using digital psychological capital and digital organisational culture. According to the Dynamic Capabilities Theory, which serves as the foundation for this paper's reasoning, leaders' impact on employee preparedness, organizational values, and innovation-oriented work practices is as crucial as technology investment in accomplishing a successful digital transformation. A conceptual literature review is used in this study to integrate digital leadership, digital psychological capital, digital organisational culture, and creative work behaviour into a comprehensive model. According to the report, digital leadership actively motivates employees to generate, disseminate, and implement novel concepts by cultivating an organisational culture that prioritises collaboration, experimentation, learning, and technology utilisation. Additionally, digital leadership enhances digital psychological capital, which encompasses self-efficacy, hope, optimism, and resilience. This enables employees to overcome digital challenges and demonstrate innovative behaviour. Digital organizational culture also mediates this relationship by institutionalizing digital values, openness to change, and collaborative routines. This framework contributes to leadership and innovation literature and offers practical guidance for manufacturing firms seeking to build adaptive, technology-driven, and innovation-supportive organizations during ongoing digital transformation challenges.

Keywords: Dynamic Capabilities Theory, Digital Leadership, Digital Organizational Culture, Digital Psychological Capital, Innovative Work Behavior.

1 Introduction

Digital transformation has become a disruptive force that reshapes how organizations create value, manage resources, and sustain competitiveness, particularly in the manufacturing sector [1]. To take use of technology such as IoT, AI, and big data, firms must

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transform their leadership style from traditional to digital. This latter term refers to leaders' ability to create a flexible digital strategy and manage technology-focused resourcer [2]. This situation highlights how leaders' ability to cultivate a team that is adaptable and creative, in addition to technically proficient, is crucial to the achievement of digital transformation goals [3]. In this context, employees' ability to generate, disseminate, and implement novel concepts that contribute to the organisation is essential [4].

However, many manufacturing firms still face a gap between technological investment and human resource readiness. Although organizations have adopted digital systems, employees may remain attached to routine work patterns, resist change, and lack the ability to use technology creatively [5]. Hierarchical organizational cultures that emphasize operational efficiency may also limit idea exploration and innovation experimentation [6]. Therefore, businesses are not simply hindered by a lack of technology; they are also hindered by a lack of innovative commitment from leadership, psychological preparation of employees, and corporate culture.

Digital leadership is considered a strategic solution to bridge the gap between technology adoption and employee behavior. Digital leaders do not only direct digital change, but also act as catalysts in creating collaborative, experimental, and learning-oriented work environments [1], [7]. Research shows that digital leadership improves innovation capacity, workforce engagement, and faith in technology [8]. Nevertheless, the effectiveness of digital leadership depends on individual psychological factors and organizational cultural context.

From the psychological perspective, digital psychological capital is important because it reflects employees' positive psychological capacity in facing digital challenges through digital self-efficacy, optimism, hope, and resilience. Individuals who are digitally resilient are more likely to be inventive because they are more open to change, more tech-savvy, and better able to deal with uncertainty [9]. Concurrently, digital organisational culture functions as a set of values and norms that impact how organisations respond to digitisation [6]. A culture that embraces change, fosters cooperation, and promotes experimentation might enhance the function of digital leadership in advancing creative work behaviour [9].

While there have been research on digital leadership, digital psychological capital, digital organisational culture, and creative work behaviour, there hasn't been much of an effort to include all of these factors into a cohesive framework, particularly in the manufacturing industry. The comprehensive process by which digital leadership fosters innovative work behaviour remains enigmatic, as the majority of research only briefly addresses these factors [10], [11], and [12]. In addition, it is necessary to investigate mediating elements further as previous research has shown that digital leadership does not always have a big positive impact on creative work behavior [13].

This study sheds light on how companies adapt to digital transformation via resource integration and reconfiguration by using Dynamic Capabilities Theory as its theoretical framework [14]. In this context, digital leadership fosters adaptive abilities, digital psychological capital represents individuals' willingness to embrace digital transformation, and digital organisational culture provides the foundation for successful adaptation. The combination of these variables is expected to promote inventive work

behaviour as a manifestation of long-term organisational innovation. As a result, this study is unique in its capacity to explain creative work behaviour in a more complete conceptual model by combining digital leadership, digital psychological capital, and digital organisational culture.

2 Literature Review

2.1 Dynamic Capabilities Theory

Organisations adapt to changing conditions by combining and reorganising their internal and external resources, according to Dynamic Capabilities Theory [15]. This theory emphasizes that organizational competitiveness is not determined only by the possession of valuable resources, but also by the ability to transform those resources flexibly in response to environmental change. Organisations in the modern digital age must constantly detect possibilities, grasp digital potential, and change organisational procedures to stay competitive, making this viewpoint more important than ever [16].

Organizational flexibility in the digital transformation environment may be better understood by using the concepts of sensing, seizing, and altering. The capacity of organisations to detect changes in their surroundings and new technology possibilities is called sensing. The capacity to organise means and methods to seize such chances is what we mean when we talk about seizing them. In order to foster long-term innovation, it is necessary to be able to change organisational structures, work procedures, and employee conduct [17]. Innovative work conduct indicates organisational adaptation and ongoing innovation. This study uses Dynamic Capabilities Theory to explain how digital leadership, psychological capital, and organisational culture all play a part in this process.

2.2 Digital Leadership

A leadership style known as "digital leadership" makes use of various forms of digital technology to inspire, direct, and manage employees towards the accomplishment of organisational goals [13]. Leaders in the digital era must be computer savvy, but they must also know how to strategically use digital technologies for things like managing change, collaborating, and making decisions [13]. In this era of digital transformation, leaders are entrusted with building a digital vision, supporting the use of technology, and creating an innovation-oriented work environment. As a result, digital leadership emerges as a vital aspect in driving organisational change.

Digital leadership, according to earlier studies, helps with organisational transformation, employee innovation, and becoming ready for digital change [19] [20]. Employees are more inclined to participate in innovation processes, use technology creatively, and seek out new ideas when their leaders are digitally savvy. Thus, digital leadership is an important feature in encouraging creative activities in the workplace, particularly for businesses that flourish in fast-paced, tech-driven sectors [21], [22].

2.3 Innovative Work Behavior

Employees engage in creative work behaviour when they consciously seek out, propose, advocate for, and carry out new ideas within their team, company, or workplace [13]. Since it encompasses both ideation and the promotion and realisation of ideas into tangible work outputs, this term is more comprehensive than creativity [23], [24]. As a result, creative work behaviour is an important employee trait that promotes organisational adaptability and competitiveness.

Organisations want employees that can adapt to new technology, perceive opportunities, and devise creative solutions, therefore promoting innovative work behaviour is critical in the digital transformation scenario. Employees with high innovative work behavior can contribute to process improvement, digital technology utilization, and organizational performance. Leadership, corporate culture, and individual psychological variables that foster innovation all have an effect on creative work behaviour, according to prior research [25] [26].

2.4 Digital Psychological Capital

Digital psychological capital refers to the accumulation of psychological reserves within the context of digital workplaces. It reflects employees' positive psychological capacity in dealing with digital transformation, technological change, and digital work challenges [27]. This theory emphasises the importance of optimism, hope, resilience, and confidence in helping workers adapt to new technologies and retain productivity in digital contexts [28].

The ideas of detecting, seizing, and changing might help organizations better understand their flexibility in the digital transformation environment [29]. These psychological resources are important because innovation often involves uncertainty, risk, and possible failure. Therefore, in companies going through digital transformation, digital psychological capital could boost employees' drive and ability to engage in innovative work behaviours.

2.5 Digital Organizational Culture

A company's "digital organisational culture" consists of its shared beliefs, practises, and standards on the use of digital resources in daily operations [30]. This culture shows an organization's openness to technology change, enables collaboration via digital technologies, and stimulates innovation based on digital capabilities [31].In digital transformation, organizational culture becomes an important factor because technology adoption will not be effective without cultural support.

A strong digital organizational culture can help organizations build flexibility, openness to change, and continuous learning in the workplace [32]. Such a culture encourages employees to use technology creatively, share knowledge, and participate in innovation processes. As a consequence, digital organizational culture may provide a way to improve the link between digital leadership and creative work practices [30].

3 Methodology

Innovative work behaviour in manufacturing organisations is explored in this research using a conceptual approach that aims to explain the theoretical linkages among digital leadership, digital organisational culture, digital psychological capital, and more. Analysis of concepts that may help fill in knowledge gaps, synthesise existing material, and provide the groundwork for future empirical studies. To verify that the literature is in line with the study's objectives and gives a complete understanding of how digital leadership might encourage creative activity in the workplace by means of psychological and organisational aspects, it is evaluated. As a foundation for future empirical evaluations, this study offers a conceptual model. One of the main goals of the suggested framework is to answer the following question: (1) Does digital leadership encourage creative problem-solving in manufacturing firms? (2) Does digital leadership tend to be associated with a more positive organizational culture? (3) Does digital leadership correlate with employees' growth in digital psychological capital? (4) Is there a correlation between a digital organisational culture and more creative actions taken by employees? (5) Is there a correlation between digital psychological capital and creative actions on the job? (6) Can digital leadership and employee creativity be mediated by an organization's culture? (7) Do digital psychic wealth and creative acts at work go hand in hand?

4 Results & Discussion

4.1 The Impact of Digital Leadership Effect on Innovative Work Behaviour

Leaders who are adept in digital leadership are able to steer their companies in the right direction, oversee necessary changes, and bolster innovation initiatives. This makes them a crucial component in fostering creative work behavior. In addition to facilitating the adoption of new technologies, digital leaders foster an environment that is open to employees' ideas, suggestions, and efforts to learn and grow [13] [8]. Dynamic Capabilities Theory states that companies must be able to adjust swiftly to environmental changes by renewing resources, processes, and strategies. Digital leadership encourages concept exploration, experimentation, and the implementation of new solutions in employees' professional activities, which helps to build these capabilities [16].

Empirical studies also support this relationship. [33] discovered that digital leadership is linked to creative work behavior, however the connection may require intermediate factors. Similar findings were reported by [10] and [34], indicating that stronger digital leadership increases employees' tendency to demonstrate innovative behavior. Therefore, digital leadership can be considered an important antecedent of innovative work behavior. This has led many to believe that digital leadership is crucial to inspiring innovative practices in the workplace. Digital leaders who can leverage technology, promote learning, and offer space for idea exploration may increase employees' desire to generate and implement innovation at work. Therefore, innovative actions in the workplace are likely to be positively impacted by digital leadership.

4.2 The Impact of Digital Leadership Effect on Digital Organizational Culture

Digital leadership is essential for developing a workplace culture in which people are comfortable with, and even enthused about, digital transformation. In an ever-changing digital ecosystem, good leadership can shape expectations, rules, and practices to foster innovation, adaptation, and cooperation. Leadership in the digital age is critical because it sets the tone for a company's digital culture [35] [36].

The position of digital leaders is crucial in integrating digital values into the operations of organizations. When leaders consistently emphasize the importance of digital transformation, employees become more open to technology and change. When leaders support collaboration through digital platforms, employees become more accustomed to working in technology-based systems. When leaders encourage experimentation, the organization becomes more innovation-oriented [35].

Previous studies show that digital leadership can strengthen an adaptive, collaborative, and innovative organizational culture. [33] argued that digital leaders foster a work atmosphere that encourages technology use and drives digital transformation. Results from studies [37], [38] corroborate the idea that an organization's digital culture improves when its leadership does as well.

Building a digital corporate culture is thus greatly influenced by digital leadership. An organizational culture that supports digital transformation may be created by digital leaders who can transmit values like technological openness, digital collaboration, and flexibility. Therefore, digital organizational culture is likely to benefit from digital leadership.

4.3 The Impact of Digital Leadership Effect on Digital Psychological Capital

A company's digital psychological capital is a reflection of its workers' mental preparedness to deal with digital transformation, which includes qualities like optimism, self-confidence, and resilience. Employees in a tech-based workplace need optimism, confidence, hope, and resilience to handle the complicated and quick changes that occur in work processes [27] [28]. Leadership is critical in creating supportive work environments for workers, according to the theory of Positive Organizational Behavior. Digital leaders who provide guidance, support, and learning opportunities can enhance employees' confidence in using technology and help them face digital challenges more optimistically and resiliently [29].

According to prior research, digital-based leadership has the potential to boost psychological capital among workers throughout digital transition. [37], [39] explained that leaders who are adaptive to technology can improve employees' mental readiness to face change. Therefore, digital leadership can enhance employees' digital psychological capital. Digital leaders who provide support, direction, and learning opportunities help employees build confidence, optimism, hope, and resilience in facing technological change. Therefore, it is believed that digital psychological capital would benefit from digital leadership.

4.4 The Impact of Digital Organizational Culture Effect on Innovative Work Behaviour

The norms and customs created by an organization's digital culture have a considerable influence on workers' willingness to go above and beyond in their usage of technology at work [30]. A culture that supports digital transformation enables employees to be more open to sharing knowledge, developing new ideas, and utilizing technology to complete their work [40].

A digital mentality encourages people to see technological advancements as opportunities rather than dangers. From the perspective of organizational culture theory, the values and norms developed within an organization influence individual behavior. Workers are more likely to be imaginative and risk-taking when they work in an environment that values new ideas, education, and adaptability. In contrast, a rigid and bureaucratic culture tends to hinder the emergence of innovative behavior [41] [42].

Empirical research indicates that digital corporate culture has a favorable impact on creative work behavior. [43]. discovered that a powerful digital culture may dramatically increase employee creativity, cooperation, and innovation. This conclusion is further corroborated by [43], [44], which show that a better digital corporate culture enhances workers' willingness to engage in creative work behavior..

Consequently, fostering innovative work behavior relies heavily on digital corporate culture. Workers are more inclined to suggest and carry out innovative concepts when they are in a workplace environment that appreciates the use of technology, education, imagination, and teamwork. Therefore, it is believed that digital organizational culture would encourage creative actions in the workplace.

4.5 The Impact of Digital Psychological Capital on Innovative Work Behaviour

Digital psychological capital is a mental asset that encourages employees to participate in creative jobs [27]. Psychological capital is positively associated with innovative job activities, according to previous studies. Resilience also enables employees to persist and recover from failure during the innovation process [43].

Digital self-efficacy encourages employees to believe that they can use technology effectively to solve work problems. Digital optimism helps employees perceive digital transformation as a positive opportunity. Digital hope motivates employees to set innovation goals and find alternative ways to achieve them [27]. Employees with high psychological capital tend to be better able to face uncertainty, accept change, and generate new solutions in dynamic and technology-based work environments [45].

Previous research indicates that psychological capital is favourably associated with innovative job behavior. [46] highlighted that people with high psychological capital is better equipped to generate and execute creative ideas at work. Employees are more inclined to act creatively on the job when their digital psychological capital is strong [43]. Mediating the connection between digital leadership and creative employee actions is digital organizational culture.

4.6 The Role of Digital Organizational Culture in How Digital Leadership Affects Creative Work Behavior

When considering the link between digital leadership and innovative employee behavior, digital organizational culture should operate as a moderator. Digital leadership may not automatically result in innovative behavior if organizational culture does not support innovation. Leaders need to institutionalize digital values and practices so that innovation becomes part of organizational routines [47] [36].

Digital corporate culture mediates the link between leadership and innovation, according to empirical research. Such a culture then encourages employees to actively generate and implement innovation in their work [18]. The link between leadership and innovation may be mediated by digital company culture, according to empirical research. Thus, digital organizational culture may provide light on the mechanism supporting the connection between digital leadership and innovative behavior on the job. Digital leaders who can develop a technology-based, collaborative, and creative company culture provide an atmosphere that encourages people to behave innovatively. As a result, the effect of digital leadership on innovative actions in the workplace is likely to be attenuated by digital organizational culture [36]. It is worth mentioning that the impact of digital leadership on innovative work practices is amplified in companies with a supportive digital culture [37], [38].

As a result, the way that digital leadership connects to creative job habits can be explained through the idea of digital organizational culture. Digital leaders who can foster a company culture focused on technology, collaboration, and innovation create an environment that encourages new ideas. Therefore, it is possible that digital organizational culture might limit how much digital leadership influences inventive behavior in the workplace.

4.7 The Role of Digital Psychological Capital in How Influence of Digital Leadership Affects Innovative Work Behavior

It is worth mentioning that the impact of digital leadership on innovative work practices is amplified in companies with a supportive digital culture. Digital leadership can strengthen employees' psychological readiness, and this readiness subsequently encourages innovative behaviour [48]. Workers who have built up a high level of digital psychological capital are better able to adapt to technological change and are more likely to take the initiative to create new solutions.

These psychological resources encourage employees to take initiative and implement new ideas [49] [50]. The importance of psychological capital in promoting creative work behavior has been shown in previous research. Research has shown that psychological capital may moderate the link between leadership and creative work behavior, as shown in [49] and [50] and it also has a favorable association with innovative work behaviour.

Consequently, looking at digital psychological capital via the lens of digital leadership and creative workplace activities may provide a more complete picture. Leaders that promote digital projects may enhance morale, optimism, resilience, and inventiveness in order to better equip their employees for dealing with digital transformation.

Therefore, it is believed that digital psychological capital will connect digital leadership with creative actions in the workplace.

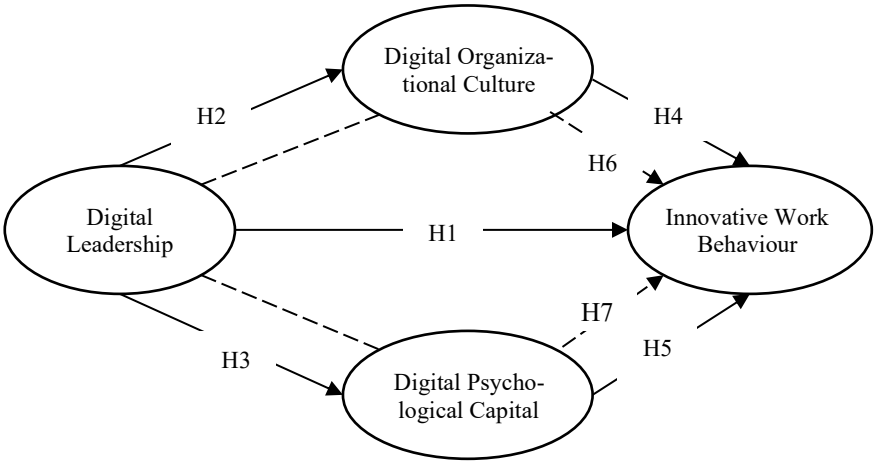


Fig. 1 Conceptual framework

A key indicator of innovative actions in the workplace is digital leadership, as shown by the theoretical framework. Leadership in the digital era encourages innovative actions in the workplace in two ways. This is achieved via two mediating factors: digital organizational culture and digital psychological capital. Digital organizational culture and digital psychological capital are two examples of processes that may occur at the individual and organizational levels, respectively.

5 Conclusion

A comprehensive understanding of the ways in which digital leadership contributes to the development of creative workplace practices through digital psychological capital and digital organizing culture. Organizations may adapt to digital transformation via digital leadership, a strategic capability identified by Dynamic Capabilities Theory. This competence influences employee behavior, improves psychological preparation, and fosters an innovation-friendly environment.

From the study, seven ideas came to light. First, digital leadership has a positive effect on workplace innovation. Next, digital leadership also improves the culture within a company. The third point is that digital leadership helps enhance mental resources related to technology. A corporate culture that is digital encourages workers to think outside the box and analytically, leading us to our fourth observation. The fifth point is that digital psychological resources contribute to workplace innovation. The sixth point shows that digital leadership is linked to creative programs in the workplace through a digital company culture. Lastly, digital psychological resources can be used by digital leaders to promote innovative practices at work.

Its theoretical contribution is to employ Dynamic Capabilities Theory as a framework for integrating perspectives on leadership, psychology, and culture. Organizations, especially industrial firms, may benefit from the study's practical conclusions, which emphasize the need of prioritizing digital transformation above merely technology investment. Organizations also need to develop digital leaders, increase digital psychological capital, and establish a digital corporate culture that values collaboration, innovation, and data sharing.

The proposed paradigm should be tested in future empirical investigations by using quantitative approaches like structural equation modeling. To further our understanding of creative work behavior in digital transformation contexts, future studies may look at other characteristics like digital literacy, organizational support, tech-nostress, job engagement, or employee inventiveness.

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