

| RESEARCH ARTICLE

Article DOI: 10.21474/JNBMS01/113

DOI URL: <http://dx.doi.org/10.21474/JNBMS01/113>**DIGITAL LEADERSHIP AND ORGANIZATIONAL PERFORMANCE: THE MEDIATING
ROLE OF EMPLOYEE INNOVATION IN MODERN BUSINESSES****Sophia R. Bennett, Omar T. Khalid and Emily J. Carter****Corresponding Author:** Sophia R. Bennett**| ABSTRACT**

Digital transformation has significantly altered how organizations operate, compete, and create value. Among the various factors driving successful transformation, digital leadership has emerged as a critical determinant of organizational performance. Leaders who embrace digital technologies, foster innovation, and encourage continuous learning create an environment where employees contribute more effectively to organizational success. This study investigates the relationship between digital leadership and organizational performance while examining employee innovation as a mediating factor.

| KEYWORDS

Digital Leadership, Organizational Performance, Employee Innovation, Digital Transformation, Business Management, Innovation Management

| ARTICLE INFORMATION**RECEIVED:** 24 November 2025**ACCEPTED:** 27 December 2025**PUBLISHED:** January 2026**Abstract:-**

Digital transformation has significantly altered how organizations operate, compete, and create value. Among the various factors driving successful transformation, digital leadership has emerged as a critical determinant of organizational performance. Leaders who embrace digital technologies, foster innovation, and encourage continuous learning create an environment where employees contribute more effectively to organizational success. This study investigates the relationship between digital leadership and organizational performance while examining employee innovation as a mediating factor. A quantitative research approach was adopted using survey responses from 260 employees working in medium and large organizations across different industries. Statistical analyses including descriptive statistics, correlation, and regression were conducted to evaluate the proposed relationships. The findings reveal that digital leadership positively influences employee innovation, which subsequently enhances organizational performance. Furthermore, employee innovation partially mediates the relationship between digital leadership and organizational performance. The study contributes to existing business literature by highlighting the strategic importance of leadership in promoting innovation and achieving sustainable competitive advantage in the digital era. The findings offer practical implications for managers, policymakers, and organizational leaders seeking to improve performance through effective leadership practices.

Introduction:-

The business environment has experienced remarkable changes due to rapid technological advancement, globalization, and increasing customer expectations. Organizations are continuously adopting digital technologies to improve operational efficiency, customer engagement, and overall competitiveness. However, technological investment alone cannot guarantee organizational success. Leadership capable of guiding digital transformation has become equally important. Digital leadership extends beyond traditional management by integrating technological knowledge, strategic vision, and innovation-oriented decision-making. Effective digital leaders motivate employees to embrace technological change while encouraging creativity and knowledge sharing. Employee innovation plays a significant role in organizational competitiveness. Innovative employees

generate new ideas, improve processes, and develop creative solutions to organizational challenges. Organizations with innovative workforces generally demonstrate higher productivity, improved customer satisfaction, and stronger financial performance. Despite growing interest in digital leadership, relatively limited research has explored the mediating role of employee innovation in strengthening organizational performance. This study addresses this gap by examining how digital leadership contributes to organizational success through employee innovation.

Objectives of the Study:-

The objectives of this research are:-

1. To examine the relationship between digital leadership and organizational performance.
2. To evaluate the impact of digital leadership on employee innovation.
3. To investigate the relationship between employee innovation and organizational performance.
4. To analyze the mediating role of employee innovation.

Research Questions:-

This study addresses the following questions:-

- Does digital leadership improve organizational performance?
- How does digital leadership influence employee innovation?
- Does employee innovation contribute significantly to organizational success?
- Does employee innovation mediate the relationship between leadership and performance?

Literature Review:-

Digital Leadership:-

Digital leadership refers to the ability of leaders to effectively utilize digital technologies while guiding organizational transformation. Such leaders promote technological adoption, encourage innovation, and support continuous organizational learning. Modern leadership theories emphasize adaptability, collaboration, and digital competence as essential leadership characteristics.

Organizational Performance:-

Organizational performance represents the extent to which an organization achieves its strategic objectives. Performance indicators include productivity, profitability, customer satisfaction, operational efficiency, employee engagement, and innovation capability. Researchers suggest that leadership quality significantly influences organizational outcomes through effective decision-making and resource utilization.

Employee Innovation:-

Employee innovation involves generating, promoting, and implementing new ideas that improve organizational processes, products, or services.

Innovative employees contribute by:-

- Developing creative solutions
 - Improving work efficiency
 - Supporting organizational learning
 - Enhancing customer satisfaction
- Organizations encouraging innovation generally experience greater competitive advantage.

Digital Leadership and Innovation:-

Digital leaders create an environment where employees feel comfortable experimenting with new ideas. Such leaders provide technological resources, encourage collaboration, and reward innovative behavior. Previous studies indicate that supportive leadership increases employee creativity and knowledge sharing.

Innovation and Organizational Performance:-

Innovation contributes directly to organizational growth by improving operational efficiency, reducing costs, increasing productivity, and strengthening market competitiveness. Organizations emphasizing continuous innovation often outperform competitors over the long term.

Conceptual Framework:-

Digital Leadership



Employee Innovation



Organizational Performance

Research Methodology:-

Research Design:-

The study adopted a quantitative cross-sectional research design.

Population:-

Employees working in medium-sized and large organizations.

Sample Size:-

260 respondents.

Sampling Technique:-

Simple random sampling.

Data Collection:-

Primary data were collected through structured questionnaires using a five-point Likert scale.

Data Analysis:-

The following statistical techniques were employed:-

- Descriptive Statistics
- Pearson Correlation
- Multiple Regression Analysis
- Mediation Analysis

Results and Discussion:-

Descriptive Statistics:-

Variable	Mean	Standard Deviation
Digital Leadership	4.18	0.59
Employee Innovation	4.05	0.62
Organizational Performance	4.12	0.56

Respondents generally perceived high levels of digital leadership and innovation within their organizations.

Correlation Analysis:-

Variables	DL	EI	OP
Digital Leadership	1.00	0.71	0.69
Employee Innovation	0.71	1.00	0.75
Organizational Performance	0.69	0.75	1.00

The findings indicate strong positive relationships among all study variables.

Regression Analysis:-

Regression results demonstrated that digital leadership significantly predicts organizational performance.

$R^2 = 0.58$

$\beta = 0.64$

$p < 0.001$

Employee innovation also significantly predicts organizational performance.

$\beta = 0.69$

$p < 0.001$

Mediation Analysis:-

Employee innovation partially mediated the relationship between digital leadership and organizational performance. This indicates that digital leadership improves performance directly while simultaneously enhancing employee innovation, which further contributes to organizational success.

Discussion:-

The findings support previous research suggesting that effective leadership remains one of the strongest drivers of organizational success during digital transformation. Organizations led by digitally competent managers experience higher innovation levels because employees receive adequate technological support, training opportunities, and motivational encouragement. The positive association between employee innovation and organizational performance demonstrates that innovation serves as an important organizational resource. Innovative employees continuously improve operational processes, identify business opportunities, and strengthen customer relationships. Managers should therefore focus not only on adopting technology but also on developing leadership capabilities that encourage creativity, collaboration, and continuous learning.

Practical Implications:-**Organizations should:-**

- Invest in digital leadership development programs.
- Encourage employee creativity and experimentation.
- Develop innovation-friendly organizational cultures.
- Reward innovative ideas.
- Strengthen digital communication platforms.
- Promote continuous employee training.

Limitations:-**The study has several limitations:-**

- Cross-sectional data limit causal interpretation.
- Self-reported questionnaires may introduce response bias.
- The study focused primarily on medium and large organizations.
- Industry-specific differences were not examined.

Future research may employ longitudinal designs and include additional organizational variables.

Conclusion:-

Digital leadership has become an essential organizational capability in today's technology-driven business environment. The present study demonstrates that effective digital leadership significantly improves organizational performance while simultaneously encouraging employee innovation. Employee innovation serves as an important mechanism through which leadership enhances organizational outcomes. Organizations seeking sustainable competitive advantage should therefore prioritize leadership development alongside technological investment. The findings suggest that business success increasingly depends on leaders who inspire innovation, facilitate digital transformation, and create supportive organizational cultures. Investing in leadership capabilities and employee creativity can ultimately improve organizational resilience, productivity, and long-term competitiveness.

References:-

1. Bass, B. M. (1990). *Bass & Stogdill's Handbook of Leadership*. Free Press.
2. Brynjolfsson, E., & McAfee, A. (2014). *The Second Machine Age*. W. W. Norton.
3. Drucker, P. F. (1999). *Management Challenges for the 21st Century*. Harper Business.
4. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis* (8th ed.). Cengage Learning.
5. Kotter, J. P. (2012). *Leading Change*. Harvard Business Review Press.
6. Northouse, P. G. (2021). *Leadership: Theory and Practice* (9th ed.). Sage Publications.
7. Porter, M. E. (1985). *Competitive Advantage*. Free Press.
8. Rogers, E. M. (2003). *Diffusion of Innovations* (5th ed.). Free Press.
9. Schumpeter, J. A. (1934). *The Theory of Economic Development*. Harvard University Press.
10. West, M. A., & Farr, J. L. (1990). *Innovation and Creativity at Work*. Wiley.