

IMPACT OF DIGITAL PLATFORM ON E-LEADERSHIP

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ABSTRACT

Purpose: The purpose of this study was to achieve a more in-depth understanding of how digitalization influences employee engagement. Furthermore, this study aims to identify which strategies are implemented by managers in order to effectively engage employees. The purpose of this research was to do a systematic literature review and explore the practical implication of digital workplace technologies. Virtual teams are becoming a norm in current knowledge-based society and offer a wide range of organizational benefits.

Methodology: This paper aims to investigate the effects of leaders' motivating employee and increasing productivity. Digital technology has changed organizations in an irreversible way. Like the movable type printing accelerated the evolution of our history, digitalization is shaping organizations, work environment and processes, creating new challenges leaders have to face. It clarifies key definitions and ideas, highlighting the main theories and findings drawn by scholars. Main findings show leaders are key actors in the development of a digital culture: they need to create relationships with multiple and scattered stakeholders, and focus on enabling collaborative processes in complex settings, while attending to pressing ethical concerns. With this research, the results are also restrained by the functionality of the utilized software tool, tools for virtual teams are recommended to include features that can support the effective use of team leaders' motivational language. Originality/value - The gained insights beneficially help tool developers for virtual teams build/enhance their tools based on the need of team leaders. This paper also usefully offers important implications regarding how to motivate virtual team members' creative thinking. **Data Collection:** Primary data were collected from Kolkata, the respondents are from varied age groups, mostly involved in various occupations. Nearly 100 respondents have been taken under consideration across varied demographic profiles from the area. The sampling technique used for this study was purposive sampling technique. The research method used is an associative quantitative approach through survey methods and Structural Equation Modelling. Data were collected through questionnaires distributed to the employees.

Results: The results of this study show, first, that e-training, e-leadership, and work-life balance have positive effect on work motivation. Second, e-training, e-leadership, work-life balance, and work motivation have positive effect on employees' performance. The findings indicate that companies must pay attention to the factors of e-training, e-leadership, and work-life balance to keep employees motivated and to maintain optimal employee performance, especially during the COVID-19 pandemic through working online.

Keyword: Transactional Leadership, Organizational Commitment, Transformational Leadership, Motivation, Cloud computing technology, Digital economy, Digital technologies.

INTRODUCTION

This paper is meant for detailed study of the E-leadership strategies in the current scenario as usage of the digital platform is widespread now-a-days and organizations are gradually turning to virtual organizations. This study aims to add insight into the effectiveness of e-training, e-leadership, work-life balance, and work

motivation on millennial generation employees' performance in today's work life amid the outbreak of the COVID-19 pandemic that requires to work more online. Unlike previous generations, millennials are technology literate, intent on succeeding quickly, give up easily, and seek instantaneous gratification.

Every organisation requires leadership. Leadership allows managers to affect employee behaviour in the organisation. Thus, motivated employees are one of the most important results of effective leadership. The successful managers are also successful leaders because they influence employees to help accomplish organisational goals. Achieving organisational goals, however, is not enough to keep employees motivated but helping employees accomplish their own personal and career goals is an important part of their motivation. Leadership and motivation are interactive. Leadership effectiveness is critically contingent on, and often defined in terms of leaders' ability to motivate followers toward collective goals or a collective mission or vision. New forms of communication and networking, the growing flexibility of the world of work, and the increasing trend toward remote working present various new challenges to managers. Traditional hierarchies, rigid work structures, and a physical presence in the workplace are becoming less and less relevant. They are being replaced by the desire expressed by many employees for more relaxed time management, autonomous working, and more self-fulfilment overall. Today's digital leaders therefore don't just need sound technical know-how, but also a vast array of social and emotional skills. This new leadership style is all about networking and trust rather than superiority and control. Instead of demanding results, employees are given options. Accordingly, digital leaders should first and foremost see themselves as facilitators, mediators, and networkers. Though these changes are positive, employees may struggle to get on board. From fear of losing their jobs to a simple discomfort with change, motivating employees during a digital transformation can be difficult. This means employees need to be motivated and agile; adapting your leadership style to address that need is critical. Necessarily, collaborative consumption, a sharing economy is the key to long-term sustenance in evolving business scenarios. Such shared economies are quite popular in mature business cultures such as Japan as well as Schengen, where economies evolve along with a shared and distributed model. Today, even Services industry-based enterprises, such as those in the Banking Financial Services and Insurance (BFSI) sector, are no longer lone wolves. Each enterprise is an immaculate congregation of smaller entities. While delivering business as usual (BAU), the

enterprise may choose to grow a Digital Platform economy or a shared economy around building its organizational intelligence. Say, for example, a national Insurance player. This enterprise has the vision to grow its business beyond national boundaries. The enterprise naturally has to think disruptive in terms of building a Digital Platform powered by Smart Automation in order to grow organically and yet achieve a quantum leap for all those involved in the ecosystem.

OBJECTIVE OF THE STUDY

- To evaluate the effects of digital platform on e-leadership.
- To identify the approaches used to motivate employees.
- To improve the working process.

LITERATURE REVIEW

There are different approaches when integrating them into the digitalization process. In order to allow motivation for digital transformation to arise in the first place, it may be useful to bring together digitalization supporters with sceptics. By this, the optimists can highlight new points of view and opportunities – seen from the point of view of a peer, not of a superior. It is also crucial to break old patterns without hurting employees who have been using them for years. Transitional solutions, helping the employees get used to new structures at their own pace before finally implementing them, make sense, too. Ideally, your employees should always be confident to express their thoughts, ideas, but also concern openly and to try out new things according to the trial & error principle. This does not only encourage a pleasant working atmosphere, but also boosts creativity, sustaining the motivation on the long run. However, this point can also be emphasized on the part of the executives: Employees will be less reluctant to experiment on new things, if their executives sometimes admit own failures. The factors of sincerity and transparency are also central in this. But the safest way to destroy motivation is to take every effort and achievement for granted. Recognition and appreciation are the food of any motivation, making a fair and appreciative feedback culture

a must. But even if they take all these points into consideration, there is still a decisive factor on the way to digitalization: continuing education. Regardless of age, level of education and position, there is much to learn for all employees when it comes to digitalization. Similarly, since the value of recognition scheme is the attention, it receives (Winscombe, 2002, as cited in Ugonna, 2013:205); there should be a ceremonial coloration such as a public appreciation in a Departmental meeting or special award lunch or dinner.

Types of relationships between technology and motivation adhere to Herzberg's view on work conditions as a hygiene factor (Herzberg et al. 2017/1959). This paradigm highlights the constraining characteristics of workplace technologies. As these design elements and technological applications change over time, the original empirical results are called into question (Siemens 2005). Therefore, Knight and Westbrook (2015) reproduced Herzberg's critical incidents method with data from telecommuters. Their results mainly correspond to those of Herzberg; however, communication and flexibility enabled by ICT became motivators highlighting the role of technology. Other researchers follow the perspective of this model by viewing external aspects as restricting motivation and performance (Demerouti and Bakker 2011; Karassik 1979). By taking a diary approach, Lazar et al. (2006) examined frustrating effects when using computers. While the authors acknowledge that mild frustration can be motivating, they view most experiences as a problem in the workplace. Ryan and Deci (2000) evaluate research on the Self-Determination Theory and view motivation as the individual need for growth that inner resources foster. Environmental aspects act as an infrastructure in which demands can cause negative results if too prevalent (Demerouti and Bakker 2011; Karassik 1979; Taylor 2015).

Several authors illustrate the situational (job context) influence on cognitive and motivational processes in their frameworks as an influence equal to the personal disposition/individual inputs (Barford and Hester 2011; deckhouse and deckhouse 2010; Houghton et al. 2018). While the nature of the relationship (particularly regarding the technological factors) is not described in detail, expectations may play a crucial role (Deckhouse and deckhouse 2010;

Mitchell 1997; Mitchell and Daniels 2003). Other authors do not provide additional insights on the mechanisms of these processes either, but offer instead more details on the influences investigated. Das (1999), for example, developed a holistic framework describing several factors—technological, among others—that make up work design. Pierce et al. (1984) evaluated environmental structures on different levels (job, technology, work unit, leadership) and how these influence employee behaviour (performance, absenteeism, intrinsic motivation, etc.). Results show that job and technology are the most important aspects explaining responses. An approach to exploit this direct connection is utilizing workplace technologies as rewards. Perrier et al. (2016), for example, argue that one aspect of gamification applications is extrinsic prizes or badges—depending on the game design—that can be won. Miller et al.'s (2001) empirical findings suggest a significant positive correlation between sense of place and motivation. Interestingly, it seems that it is not the examined environmental aspects themselves that are the contributor to motivation, but the opportunity to control them.

As these concepts are still rare, we recommend combining existing theories and frameworks. Some authors have already made promising advances here. Parker and Only (2008), Taylor (2015), and Humphrey et al. (2007) propose multi-level frameworks including some workplace design characteristics and individual outcomes. These frameworks offer insights on interdependencies between individual, organizational, and external factors. However, the role of workplace technology remains vague. The paths between workplace technologies and individual outcomes lack understanding (Parker and Only 2008). Therefore, we propose empirical research based on the insights described in this paper. As prior research has been predominantly quantitative and focused on correlations, qualitative approaches like case studies can help to gain a better understanding of causal relationships.

RESEARCH METHODOLOGY

E-leadership through digital platform is relatively new research area. Data were collected from secondary data by referring

various web articles, research papers, journals, books. The fields of research that I have identified to be of relevance for the literature review have been summarized under the following keywords: 1. ET: E-Training 2. EL: E-Leadership 3. WLB: Work-Life Balance 4. WM: Work Motivation 5. EP: Employee Performance Structural model analysis results.

This paper also usefully offers important implications regarding how to motivate virtual team members' creative thinking. Data Collection: Primary data were collected from Kolkata, the respondents are from varied age groups, mostly involved in various occupations. Nearly 100 respondents have been taken under consideration across varied demographic profiles from the area. The sampling technique used for this study was purposive sampling technique. The research method used is an associative quantitative approach through survey methods and Structural Equation Modelling. Data were collected through questionnaires distributed to the employees. For this study two hypotheses were formulated:

H1: There is a positive impact of digital platform on e-leadership.

H2: e-leadership can be directly related to motivation.

RESULTS AND DISCUSSION:

The explanation is described as follows: The effect of digital platform on e-leadership is positive (0.21) and significant ($2.75 > 1.96$). Thus, it can be said that digital platform has a direct positive effect on e-leadership. E-training can be beneficial for improving employee performance because employees can access training resources through the Internet all over the world. So, the hypothesis stating that There is a positive impact of digital platform on e-leadership is accepted.

The effect of e-leadership on work motivation is positive (0.19) and significant ($2.37 > 1.96$). Thus, it can be said that e-leadership has a direct positive effect on work motivation. So, the hypothesis stating that e-leadership can be directly related to motivation is accepted. The results of this study reinforce the research conducted by Hila in which e-training can increase the work motivation of employees (Hila

et al., 2017) and encourage participation in activities in the company (Razak, Yusuf, Perumal, & Sukumaran, 2015). Research states that e-leadership can stimulate motivation and improve employee performance.

CONCLUSION

1. Digital platform on e-leadership $\rightarrow 0.21 / 2.75 > 1.96$ Significance. There is sufficient evidence that digital platform has a positive effect on e-leadership.

2. E-leadership on work motivation $\rightarrow 0.19 / 2.37 > 1.96$ Significance. There is enough evidence that e-leadership has a positive effect on work motivation.

Research finds that companies that offer work programs such as flexible hours, vacation programs, child care centres, health care centres, etc. will motivate employees to work efficiently. The effect of work motivation on employee performance is positive. Thus, it can be said that work motivation has a direct positive effect on employee performance. The results of this study reinforce the theory that the right motivation for employees will have an impact on the employee's performance (Oren et al., 2013). The results of this study are also consistent with research conducted by Pancasila who said that motivation is closely related to the emergence of a tendency to work and perform well to achieve goals (Pancasila et al., 2020). The importance of trust-building in e-leadership has already been stressed and cannot be underestimated. In technology mediated interaction, the technology infrastructure itself plays an important role in establishing trust. It should be as reliable, rich and fast as necessary to properly perform the communication functions required by employees.

Recommendations and Conclusion In summary: It is of utmost importance for a leader of any organization to regularly communicate his/her aims/objectives to make sure that no mistake is made as regards the general direction the organization may be heading. It is the sole reason why a good number of leading brands that are better known for how well maintain values of leadership, tend to take issues that have to do with engaging their employees very seriously. They do this through commitment and discretionary efforts as well as enabling the

employee for optimized performance. This ultimately leads to financial success improved employee motivation, customer satisfaction and by extension, a higher organizational performance overall. Leaders generally expect a level of loyalty from their employees. This study provided into what employees require from their leaders as well as their preferred styles of leadership. The findings of the study along with other helpful information contained in this work will aid in the eventual development of strategies and realization of objectives through the adoption and development of a good style of leadership.

The Management of an organization can design, implement and maintain schemes like “Academic Staff of the Year”, “Administrative Staff of the Year”, and “Department of the Year”, etc. The assessment needs to be on a continuous basis and not necessarily a one-off ballot with clearly defined and communicated criteria for recognition like excellence in teaching, research, mentoring, community service, etc. or any other criteria which promotes the achievement of the mission and vision of the organization. It is also important to keep the scheme fresh and constantly updated. New age E-leadership strategies involve further advancement in motivation like: 1. Compassion: Compassion is empathy with action. The popular perception of a leader is someone, who is tough, hard-nosed, conditioned to put business before people and lead with their heads, not with their hearts. These leadership traits are dangerous for leading in new age economy. Because, people can't focus and do good work if they're distracted by strong negative emotions. It is at the 'feelings' level where many performance and productivity problems lie. If you want people to take committed action and put in a superior performance, you have to connect with their feelings first. The reality is most successful leaders, amongst their other traits, have the conviction, confidence and courage to connect with their most important asset – people. Great leaders care about connecting with the people they lead and inspire people with purpose, hope, optimism and energy because they resonate, empathise and connect.

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