

## The Role of Digital Leadership in Understanding Cultural Diversity within an Organization

## دور القيادة الرقمية في فهم التنوع الثقافي داخل المنظمات

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### الملخص:

تشهد المنظمات متعددة الجنسيات تنوعًا ثقافيًا غير مسبوق داخل منظماتها في عصر الإنجازات التقنية السريعة والعولمة. تهدف الدراسة إلى دراسة أدوار القيادة الرقمية في مساعدة المنظمات على إدارة تنوعها الثقافي. استخدمت هذه الدراسة دراسة نوعية لتوفير كنهج منصة لتحليل المحتوى لتبسيط الضوء على النموذج الناشئ للقيادة الرقمية وتأثيره على تشجيع الابتكار والإبداع وسط التنوع الثقافي. النتائج المستمدة من فحص المحتوى على تويتر لها تداعيات مختلفة على القيادة الرقمية، مثل أهمية تطوير الذكاء الثقافي، والتدريب عبر الثقافات، وتبني التكنولوجيا من خلال القيادة الرقمية، وتوفير التواصل والتعاون السلس بين الفرق المتفرقة عالميًا. وأخيرًا، يصبح دور القيادة الرقمية في إدارة التنوع الثقافي ضروريًا لتأسيس ثقافة التعاون والإبداع والتحسين المستمر، وتعزيز النمو التنظيمي والربحية.

**الكلمات المفتاحية:** القيادة الرقمية، الثقافة، التنوع، الابتكار والإبداع.

### Abstract:

Multinational organizations are seeing unprecedented cultural diversity within their organizations in the age of rapid technical breakthroughs and globalization. The study aims to examine the roles of digital leadership in helping organizations manage their cultural diversity. This study used a qualitative study of Twitter as a Content Analysis Platform approach to shed light on the emerging paradigm of digital leadership and its impact on encouraging innovation and creativity amidst cultural diversity. The results drawn from the examination of the content on Twitter have various ramifications for digital leadership, such as the importance of the development of Cultural Intelligence, cross-cultural training, embracing technology by digital leadership, and providing smooth communication and collaboration among globally dispersed teams. Finally, digital leadership's role in managing cultural diversity becomes essential for establishing a culture of collaboration, creativity, continual improvement, and fostering organizational growth and profitability.

**Keywords:** Digital Leadership, Culture, Diversity, Innovation and Creativity.

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## Introduction

Multinational organizations comprising people from various countries and cultural backgrounds have emerged due to the quick globalization in our lives. Leaders in these global organizations face particular difficulties in successfully navigating cultural differences. Digital leadership is a critical strategy in this setting, utilizing technology to connect and cooperate with many teams worldwide. As we know, organizations have prominence in the contemporary business landscape due to the quick development of technology and the growing interconnection of the global economy. Today's employees from many cultural origins make up these organizations, reflecting a rich tapestry of nationalities, beliefs, and values.

Thus, leadership has particular difficulties due to this cultural diversity, which may also be a source of strength and innovation. Leadership strategies in one nation or cultural setting might not work well in another. This is because cultural differences significantly impact how people perceive and react to different leadership practices and styles. For instance, in more egalitarian Western cultures, a hierarchical leadership style that works well in some East Asian cultures may be considered overly inflexible or too domineering (Co-authors, 2021). On the other hand, certain hierarchical Eastern cultures may view a participative leadership style, popular in Western societies, as indecisive or lacking in direction. Leaders must have cultural awareness and adaptability to manage these cultural differences successfully. Awareness of and respect for the various cultural norms, beliefs, and practices present within the organization is a requirement for cultural sensitivity. Culturally sensitive leaders are likelier to establish rapport and trust with their team members and promote an inclusive workplace (Wang et al., 2022). Additionally, flexibility is a crucial quality for leaders in multicultural environments. Leaders must be adaptable in their leadership approaches and able to modify them to fit the cultural context in which they operate. Adaptable leaders encourage respect and cooperation by being ready to absorb and incorporate other viewpoints.

Therefore, organizations should invest in successful leadership development programs to assist leaders in managing cultural diversity. and provide leaders with the ability to negotiate the difficulties of cultural diversity successfully; these programs should strongly emphasize developing cross-cultural competencies (Gfrerer et al., 2021). These initiatives could include cultural awareness training, which informs managers on the expected communication patterns and cultural norms in their varied workforce. Workshops on intercultural communication can also help leaders by giving them the tools to speak effectively across cultural borders.

Beyond merely tolerating differences, effective leadership in culturally varied contexts actively tries to capitalize on variety as a source of power and innovation. No matter their cultural background, team members feel a sense of welcome and belonging when their leaders champion diversity. The organization's

creativity and problem-solving abilities are increased when inclusive leaders foster a safe environment for workers to voice their distinct viewpoints and participate in decision-making.

Effective leaders can get a competitive edge in the international market by utilizing the potential of cultural diversity (Feyes, 2018). Diverse teams are more likely to approach problems from many perspectives, producing creative solutions and methods. A greater understanding of various markets and customers can result from embracing diversity among leadership and throughout the organization, ultimately improving the business's bottom line. This article examines the profound significance of digital leadership in appreciating and embracing cultural diversity within organizations, illuminating how it promotes successful cross-cultural communication and an inclusive environment, ultimately driving innovation and success in the increasingly connected world of modern business.

## The Essence of Effective Leadership

Strong leadership is at the core of every successful organization. Leadership is an art that involves inspiring and encouraging people to work together towards a similar vision and goals. Leadership is more than just holding a position of power. Effective leadership is required in today's globalized business environment to traverse the intricacies of cultural diversity and propel organizational success. Influential leaders exude confidence in their skills and sense of the future (Malakyan, 2020). They articulate this vision with conviction since they fully know the organization's goals and objectives. Confidence encourages commitment and dedication to attaining the organization's goals by instilling a feeling of purpose and establishing trust among team members.

Adaptability is a crucial leadership quality in a world that is changing quickly. Influential leaders must be able and willing to modify their approaches and strategies in response to changing conditions and cultural contexts (Zeike et al., 2019). They are receptive to fresh viewpoints and acknowledge that what works in one situation may not be appropriate for another. The capacity to comprehend and successfully negotiate social settings is known as social intelligence. Social intelligence plays a crucial role in a diverse workforce because it enables leaders to interpret cultural nuances and promote positive connections among team members from various backgrounds. High socially intelligent leaders can read nonverbal signs, comprehend others' feelings, and react sympathetically.

Effective leadership is based on effective communication. In order to effectively communicate their ideas and goals, leaders must be skilled communicators. Communication abilities are even more critical in multicultural organizations because leaders must ensure that their messages are accurately understood and interpreted in various cultural situations. Active listening is a crucial component of good communication. Effective team leaders value the opinions and feedback of their team members by actively listening to them (Zeike et al., 2019). Team

members will feel valued and heard in a trusting and respectful environment. Another essential component is empathy, which enables leaders to comprehend and relate to their diverse workforce's struggles, struggles, and goals.

Successful leaders are aware of the value of collaboration and teamwork. They provide mutual support and synergy by encouraging open communication and teamwork among team members. Effective leaders also know how to strategically assign work, drawing on the skills and abilities of their team members to produce the best outcomes. Cultural flexibility has emerged as a critical component of effective leadership in today's globalized economic climate. Leaders' sensitivity to cultural quirks can create bridges across other cultures, promoting mutual respect and cooperation. Leaders can foster a more inclusive and peaceful workplace by changing their leadership philosophies to fit various cultural situations.

Digital leaders know that a one-size-fits-all leadership style is ineffective in contexts with various cultural backgrounds. Instead, they embrace a flexible leadership approach that can be modified to accommodate their team members' different demands and preferences. Digital leaders can modify their leadership style to connect with their teams and ensure that their activities are viewed favorably by knowing the patterns and behaviors of various cultures (Al-Manna'ei et al., 2022). For instance, some cultures favor hierarchical leadership, whereas others favor a more participative and collaborative style. Digital leaders are skilled at identifying these variations and adapting their leadership style accordingly, forging closer bonds with their team members and unlocking their full potential.

Moreover, digital leaders know that different viewpoints generate a more comprehensive range of concepts and solutions. Digital leaders unleash the creative potential of their teams by fostering an inclusive atmosphere that values and promotes varied ideas. Digital leaders can gather team members from various cultural backgrounds to brainstorm, share ideas, and co-create innovative solutions via digital collaboration platforms. This cooperative strategy encourages a culture of ongoing learning and adaptability, allowing organizations to stay ahead in a business environment that is continually changing.

### **Characteristics of Successful Digital Leadership**

Successful digital leadership in today's fast-paced, technologically-driven business environment comprises a variety of essential qualities and behaviors that promote organizational excellence. High levels of productivity, effectiveness, and resource efficiency are prioritized by digital leaders who understand the crucial importance of quality and teamwork in promoting success (Klein, 2020). Additionally, they strongly emphasize developing an inclusive and flexible environment, utilizing the variety of their employees to

their fullest potential. First and foremost, influential digital leaders are excellent at streamlining routines and procedures to ensure that their people perform at their very best. They use technology to automate monotonous jobs, streamline processes, and eliminate bottlenecks. Digital leaders boost performance and get the required results by carefully allocating resources and making decisions.

Second, excellent executives prioritize quality in every area of their business. They know that providing clients with high-quality goods and services fosters customer loyalty and trust. They establish a culture of continuous development through effective digital leadership, motivating team members to strive for excellence and add value to all they do (Klus & Muller., 2021). Thirdly, the key to effective digital leadership is teamwork. Digital leaders see the potential in different teams, bringing them together via collaboration to produce excellent results. They build a unified and motivated staff that thrives on group achievement by fostering an environment where every input is valued and open communication is encouraged.

Additionally, digital leaders are flexible and resilient because they recognize that the dynamic business environment is characterized by constant change. They are equipped to handle ambiguities and difficulties with adaptability, taking lessons from failures and taking advantage of chances to guide their teams through difficult situations confidently (Maniscalco, 2019). Digital leaders exhibit cultural sensitivity and tolerance in organizations with diverse cultures. They intentionally promote an environment where each team member feels valued and respected because they respect diversity. They foster innovation and creativity by utilizing the varied perspectives of their teams, realizing that inclusive leadership improves decision-making and raises employee engagement.

Successful digital leaders also exhibit visionary and strategic thinking. They behave by long-term objectives and have a distinct vision for the future of their organization. They make decisions that put their organization in the lead, ready to capture opportunities and keep a competitive edge, guided by data-driven insights and market trends. Empathy and effective communication are essential skills for digital leaders. They communicate their vision, objectives, and expectations to their teams, establishing open communication lines and actively hearing team members' opinions and worries. By developing empathy, they become more aware of their teams' needs and feelings, fostering a welcoming and kind workplace.

Finally, innovative and futuristic thinking are values embraced by influential digital leaders. They constantly look for innovative answers to new problems, utilizing technology and digital tools to encourage innovation within their organizations. By fostering an environment of experimentation and learning, they make sure their teams are flexible and responsive to changing market conditions.

## Digital Leadership for Innovation and Creativity

Organizations with a diverse workforce face both possibilities and challenges. Even though tackling cultural differences might be difficult, exceptional digital leadership has the ability to turn diversity into a source of inspiration and innovation. Digital leaders must embrace cultural diversity and foster an inclusive environment to realize the full potential of their diverse employees. First, digital leaders who promote diversity recognize that individuals from different cultural backgrounds contribute their thoughts, experiences, and approaches to solving challenges (Nepomuceno, 2020). When diverse teams collaborate, they may draw from a wide range of perspectives and expertise, which produces more novel and inventive ideas. Digital leaders encourage open communication and value multiple points of view in order to create an environment where creativity thrives.

Second, cultural diversity encourages thinking outside the box and challenges conventional prejudices. By actively involving team members from different backgrounds in decision-making processes, digital leaders may play a critical role in eradicating these misconceptions. This strategy fosters a culture of openness and forward-thinking by challenging preconceived conceptions and empowering people to offer their thoughts. Thirdly, psychological safety is a crucial component of digital leadership for creativity and innovation. Team members are more inclined to take chances, discuss unconventional ideas, and experiment when they feel comfortable and appreciated. By actively promoting and celebrating innovation, valuing various ideas, and offering helpful criticism, digital leaders provide psychological safety.

Additionally, digital leaders with a growth mindset think talent and intellect can be developed with commitment and effort. Leaders foster a culture where mistakes are seen as chances for learning and development by encouraging a growth attitude among their people. As a result of the empowered feeling among team members, creativity and development are continually fostered. Also, cooperation is encouraged by digital leadership in order to make use of the many backgrounds and expertise of team members. Using digital collaboration tools, leaders promote virtual ideation workshops, brainstorming sessions, and cross-functional projects. These collaborative efforts produce synergy as team members from various cultural backgrounds bring complementary expertise and perspectives.

The team's cultural diversity also contributes vital market insights. Digital leaders know that diverse teams can better comprehend the needs and preferences of clients from various cultural backgrounds (Lumby & Coleman, 2007). Thanks to this expertise, organizations may efficiently adjust their goods and services to different markets. Organizations benefit from this and establish themselves as global leaders by gaining a competitive advantage.

Finally, influential digital leaders recognize and appreciate the contributions and accomplishments of their multifaceted teams. The importance of creativity and diversity within the organization is reinforced through recognizing and rewarding new ideas and practical implementations. The message that every team member's contribution is crucial to the organization's success is powerfully conveyed by celebrating diversity.

## The Significance of Cross-Cultural Communication

Communication is one of the biggest problems in organizations with varied cultures. Communication conventions and techniques vary among cultures, which can cause misunderstandings and misinterpretations. Technology is used by digital leaders to promote open and honest communication, guaranteeing that all team members may adequately express their thoughts and worries. Leaders can manage cultural communication issues, give timely feedback, and promote open communication through digital media (Yue et al., 2021). They use empathy to grasp the individual perspectives of team members better while actively listening to those perspectives. Digital leaders foster an environment where diversity is recognized and embraced by encouraging cross-cultural dialogue.

Also, digital leaders use technology to provide seamless communication and collaboration between team members from different cultural backgrounds. Geographical boundaries are eliminated with virtual meetings, video conferencing, and collaboration tools, enabling teams to work together in real-time, even when they are spread out across the globe (Fatima & Masood, 2023). This improved connectivity makes the staff feel more united and part of a global organization.

Thus, cross-cultural communication is essential in modern organizations' diverse and connected world, especially for effective digital leadership. Different cultural communication norms, styles, and etiquette can frequently result in misunderstandings and misinterpretations. Digital leaders must be aware of and adept at navigating these gaps to promote a cohesive and fruitful work environment within teams with different cultural backgrounds.

First, managing cultural diversity is significantly hampered by language obstacles. Digital executives know team members from different cultural origins may speak different languages. They promote direct, essential communication to close these gaps, avoiding jargon and expressions that might not be widely understood (Shin et al., 2023). Additionally, translation software and multilingual communication platforms can help interactions run more smoothly and let team members speak freely in their native tongue. Second, there are considerable cultural differences in nonverbal communication, such as body language, gestures, and facial emotions. What is viewed as respectable in one culture could not be in another's eyes. Digital leaders need to be aware of these cultural cues to avoid misunderstandings. Team members should be encouraged

to convey their ideas clearly in an open and encouraging environment to aid with nonverbal communication issues. Leaders may assess the emotional health of their team members through regular check-ins and one-on-one talks and quickly resolve any concerns.

Third, active listening and cultural sensitivity are necessary for successful cross-cultural communication. Digital leaders genuinely care about learning about the experiences and viewpoints of team members from various cultural backgrounds. They actively listen, giving talks their full attention and offering clarifications when necessary. Through cultural empathy, leaders may better understand their teams' feelings and points of view (Salih, 2020). Thanks to this capacity, they can negotiate various views and values and deal with issues in a sensitive and understanding manner. Fourth, teams with varied cultural backgrounds must communicate clearly and contextually. Communication ambiguity can cause miscommunication and uncertainty. By communicating in a way that leaves minimal space for misunderstanding, digital leaders prioritize clarity. Recognizing that cultural origins can affect how information is interpreted, they provide context for debates and decisions. To further emphasize the value of transparency in cross-cultural communication, encourage open discussion and invite inquiries.

Lastly, cultural awareness and training initiatives might be helpful for digital leaders. Such programs offer insights into the various cultural origins of their teams, giving leaders the skills, they need to negotiate cultural issues successfully. Digital leaders foster a climate of respect and acceptance for various viewpoints by encouraging cultural knowledge among team members (Tigre et al., 2022). Team members develop an appreciation for and the ability to capitalize on the diversity of cultures, which results in more original and imaginative approaches to problem-solving.

## Objective

This study paper's goal is to evaluate and examine how digital leadership may help organizations manage their cultural diversity. The study seeks to discover prevailing attitudes, themes, and difficulties around digital leadership and its bearing on embracing cultural diversity through content analysis of tweets. In order to successfully navigate the difficulties of different cultural backgrounds, the study aims to emphasize the relevance of adaptation, effective communication, and cultural intelligence as key attributes of successful digital leaders. The study also intends to offer insight into how cultural diversity may be used by digital leadership to promote creativity, teamwork, and overall organizational progress. In conclusion, the article aims to offer insightful perspectives into the dynamic interaction between cultural diversity and digital leadership, informing strategies for organizations to thrive in the ever-evolving global business landscape.

## Methodology

*Approach:* This study used a qualitative study of Twitter as a Content Analysis Platform. Twitter, a platform for

microblogging, offers a massive collection of current discussions, viewpoints, and experiences from individuals worldwide. Researchers may learn a lot about themes like digital leadership and cultural diversity by doing content analysis on Twitter data.

*Data collection:* Over a predetermined period (2022), pertinent tweets about cultural diversity and digital leadership were gathered using a set of keywords and hashtags.

*Data Analysis:* To uncover common themes, feelings, and trends about the function of digital leadership in addressing cultural diversity, a qualitative content analysis of the collected tweets will be carried out.

## Results

Findings from a Content Analysis of Tweets:

### Digital Leadership Themes

According to the content study, managing cultural diversity inside organizations is becoming increasingly recognized as a critical component of digital leadership. Tweets on digital leadership, adaptability, effective communication, and social intelligence were common themes.

### Cultural Diversity's Challenges for Digital Leadership

Language problems, misunderstandings, and incompatible work schedules were just a few of the difficulties posed by cultural diversity in digital leadership that were noted in tweets. These difficulties highlighted the requirement for digital leaders to address diversity-related concerns while being culturally sensitive proactively.

### Making Use of Cultural Diversity to Promote Innovation

Interestingly, many tweets highlighted how ethnic diversity might inspire creativity and innovation among teams. Digital leaders who welcomed different viewpoints and promoted inclusivity were seen as enablers of innovative solutions and strategies.

### Importance of Adaptability and Effective Communication

According to the study, good communication and adaptation were crucial components of digital leadership in light of cultural diversity. In tweets, it was highlighted that in order to deal with the difficulties posed by various cultural backgrounds, leaders must be flexible and open-minded. Among team members with different cultural norms and communication styles, the value of effective communication in bridging gaps and fostering understanding was acknowledged.

### Proactive Approach to Addressing Challenges

According to tweets, miscommunication, language hurdles, and incongruent work hours were some issues that cultural diversity for digital leadership brought about. Digital leaders were recommended to adopt a proactive approach to addressing these difficulties by putting in place cultural sensitivity training, encouraging open communication to clear up

miscommunications, and offering flexible work hours that consider different time zones.

### **Leveraging Cultural Diversity for Creativity and Innovation**

Acknowledging cultural diversity as a fuel for innovation and creativity across teams was a notable discovery from the content analysis. Digital leaders who valued diversity of thought and encouraged inclusivity were seen as supporting creative approaches and tactics. According to the survey, organizations with diverse teams were likelier to promote a creative culture, giving them a competitive advantage in the quickly evolving business environment.

### **Recognizing Cultural Intelligence as a Valuable Leadership Skill**

Cultural intelligence was emphasized in tweets as a crucial leadership trait for digital leaders. Successful digital leadership was viewed as requiring an understanding of and appreciation for the many viewpoints, values, and customs of team members from various cultural backgrounds. The capacity of culturally astute leaders to use diversity to build strong, productive teams has been praised.

### **Emphasizing the Role of Digital Leadership in Organizational Success**

The findings highlighted the critical part played by digital leadership in managing cultural diversity and its direct connection to success. Digital leaders are better able to leverage the power of diversity to foster creativity, collaboration, and overall organizational growth when they place a high priority on adaptation, effective communication, and cultural intelligence.

## **Discussion and Conclusion**

In light of the complexity of cultural diversity inside contemporary organizations, digital leadership emerges as a critical enabler. Effective digital leaders recognize the significance of comprehending and embracing cultural differences as the business landscape becomes more global. Digital leaders can make cultural diversity a catalyst for innovation and creativity by prioritizing cross-cultural communication, encouraging inclusivity, and utilizing other points of view. The conclusions drawn from the examination of the content on Twitter have various ramifications for digital leadership, such as the importance of the development of Cultural Intelligence to comprehend, respect, and embrace various cultural backgrounds; digital leaders should invest in building cultural intelligence. Cross-cultural training, which gives leaders cross-cultural training, can improve their capacity for effective communication and foster harmonious relationships within various teams; to succeed in the interconnected and constantly changing global economy, organizations need to establish a culture of collaboration, creativity, and continual improvement.

By embracing technology, digital leaders communicate with their people throughout the globe, overcoming cultural differences and utilizing the wealth of varied

backgrounds. They can lead their organizations with adaptation and resilience in the face of ongoing change because of their strategic thinking and imaginative approach. Therefore, technology Integration is critical in adopting digital leaders to provide smooth communication and collaboration among globally dispersed teams. Promoting inclusive leadership techniques empowers team members to share their distinctive perspectives, which fosters increased creativity and innovation. Finally, in today's and tomorrow's changing world, digital leadership's role in managing cultural diversity becomes essential for fostering organizational growth and profitability.

## **Declarations**

**Conflict of interest:** The authors have no relevant financial or non-financial interests to disclose. The authors declare no conflict of interest.

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