

The Development Of A Digital Leadership Model For A Successful Digital Strategy And Transformation In The Hyderabad Software Industries

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ABSTRACT

The digital revolution necessitates new forms of leadership, particularly in the Hyderabad software sector. This research delves into the critical skills, attitudes, and techniques necessary for effective digital leadership, with the objective of producing a comprehensive model tailored to these industries. A mixed-method approach was employed to conduct a survey of 580 employees from various levels and sectors. The major findings underline that digital leaders must have a clear vision, strong communication skills, and the ability to foster a culture of continuous learning and experimentation. Survey respondents stressed the need of transformational leadership, strategic alignment, and decision-making flexibility. The research examines four critical aspects of digital leadership: digital vision, strategy, culture, and capability, and proposes three distinct approaches for managing digital transformation programs. The study's findings indicate that effective digital transformation requires a rigorous, comprehensive, and adaptive approach that includes technological, cultural, and operational components. Evolving leadership is seen as the most effective approach to manage digital strategy and transformation operations, with strategic planning and visionary thinking being the most significant leadership attributes. This study not only provides a theoretical foundation but also practical insights into digital leadership, with the goal of increasing the competitiveness and profitability of businesses in the Hyderabad software industry by implementing effective digital strategies and transformation initiatives.

Keywords- Digital revolution, Transformation, Digital Leadership, Digital Strategy,

Introduction:

The digital revolution has revolutionized lives, jobs, and business processes, prompting a new type of leadership. Businesses encounter hurdles in the digital realm, including consumer engagement and operational optimization. Leaders must adapt to the demands of a fast-changing world, where disruption is prevalent and timely reaction is critical (Eberl & Drews, 2021). Contribute to the digital transformation path (Sheninger, 2019). Digital leaders must have a clear vision and the capacity to successfully express it, as well as the adaptability to fast changing technical landscapes (Roe, 2018). They must also be able to build a culture of constant learning and experimentation, encouraging their teams to adopt new technologies and techniques (Eberl and Drews, 2021). Digital transformation is critical for firms to remain competitive and profitable (Capgemini Consulting, 2017). However, not all organizations are fast to adopt digital strategies, with some classified as digital resistors or digital explorers (George, 2018). Organizations must address digital age challenges and possibilities via excellent digital leadership.

A new digital leadership paradigm and study on employee views of digital leadership are proposed. The study goals include performing a literature analysis, interviewing senior executives and digital leaders, and creating a digital leadership model. The study topics centre on the abilities, behaviours, and methods associated with effective digital leadership, as well as the traits required for successful digital transformation. The research assesses employee data collection and analysis perspectives and problems. The study's value rests in its

theoretical base and analysis of leadership in distinct circumstances. The study's framework comprises a literature review, methodology, analysis, findings, and recommendations.

METHODS AND METHODOLOGIES:

• **Development of Questionnaire**

A well-structured questionnaire was created to collect pertinent data from employees at various levels and get insight into their attitudes on digital leadership responsibilities.

• **Data Collection**

Individuals at various levels of the organization were contacted by email to offer feedback on the final questionnaire. The survey was developed with Google Forms. Business executives, mostly from the IT industry and SMEs, were questioned by questionnaire and in-person interviews to gather primary data for the objective of analysing three essential qualities.

- Comprehension and compliance with Digital Transformation
- Engage in conversations about the strategies and tactics that could make or break the digitalization effort.
- The reasoning behind the chosen methods and procedures, as well as their efficacy

Analysis of primary data

The survey data was analysed using SPSS 28.0, which also provided descriptive statistics. The summary data was analysed using the Chi-square (± 2) test to discover significant differences across components. To be deemed statistically significant, the P-value must be less than 0.05.

1.1 Ethical considerations

The study's aims were explained to all participants in a transparent way. All of the participants' personal information was kept confidential. Before participating in the interviews and survey, everyone was required to tick a box to show their approval. Everyone engaged was informed that their participation was fully voluntary, and they were allowed to answer any question that came their way throughout the interview or survey. They may also opt to exit the study at any time without providing a reason. Because this study's data was acquired via an online survey with no participant interaction, there were no methodological or ethical issues with insider research in this case.

A variety of qualitative and quantitative methods are used in research on study respondents' replies. A thorough examination of the literature revealed the study's limitations. In addition, the target population was surveyed and interviewed using a standardized questionnaire to collect quantitative and qualitative data.

ANALYSIS/ IMPLEMENTATION

1.2 Quantitative data analysis

Demographic and organizational information of responders

A survey was conducted on 580 workers of various levels, with a minimum age of 25 years and a gender distribution of 20.7 and 79.3%, with IT sector individuals being the majority. (Table -1).

The research polled people from a variety of industries, including technology/IT firms, financial services, healthcare, tech consulting, manufacturing, and education technology. The majority of respondents worked at enterprise-level businesses with about 5001 workers, especially in Asia and North America (Table 2).

• **The Response towards Survey Question on Digital Leadership-1**

Digital strategy awareness

Result:

The respondents were questioned about their understanding of the digital strategy, and the majority were aware of its development.

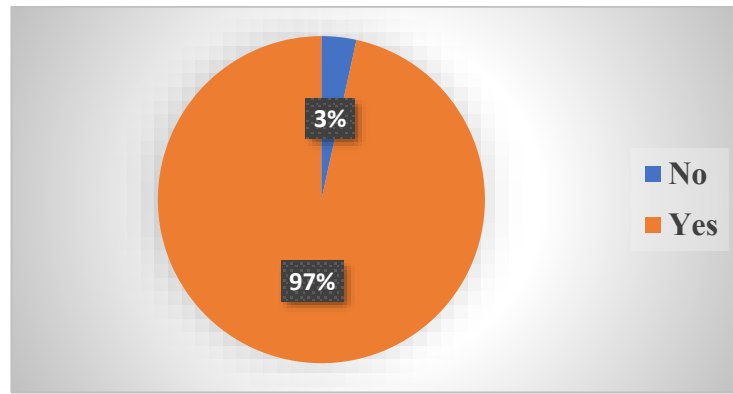


Figure 1. Digital strategy awareness

• **The response towards the Survey Question on Digital Leadership-2**
Leadership Involvement in Digital Transformation

The majority of respondents (n=3) said that senior leaders play an active role in fostering digital transformation inside their organization.

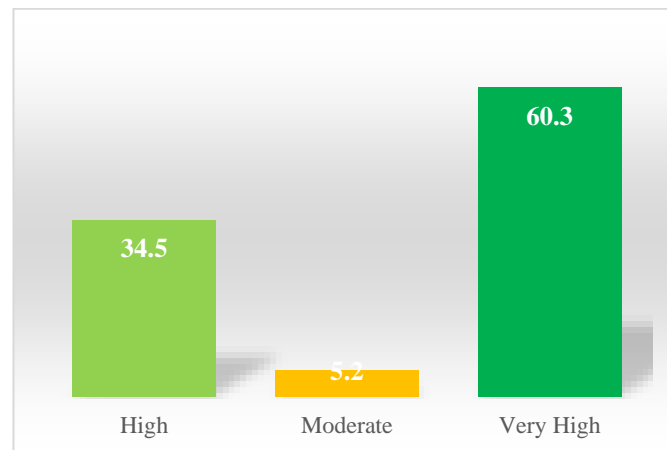


Figure 2. Leadership Involvement in Digital transformation.

• **The Response towards Survey Question on Digital Leadership-3**
Digital Strategy Development

A majority of respondents who were asked about the leadership team's involvement in creating the digital strategy stated that the team "Actively leads and drives strategy."

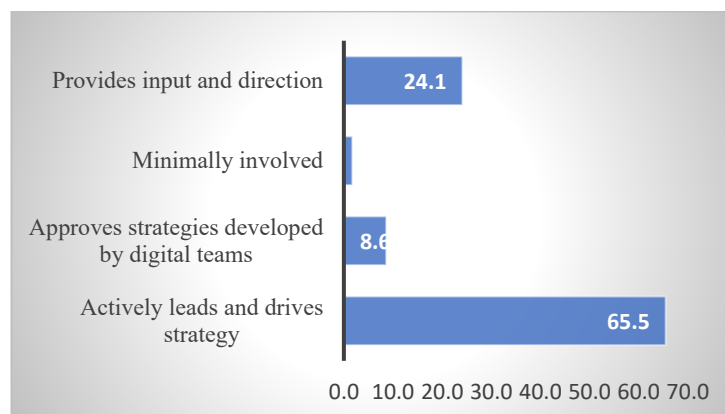


Figure 3. Role in Digital Strategy Development

• **The Response towards Survey Question on Digital Leadership-4**
Preferred Leadership Style

The majority of respondents preferred transformational leadership as the most effective method for directing digital strategy and transformation activities, with transactional leadership rating second, according to the survey.

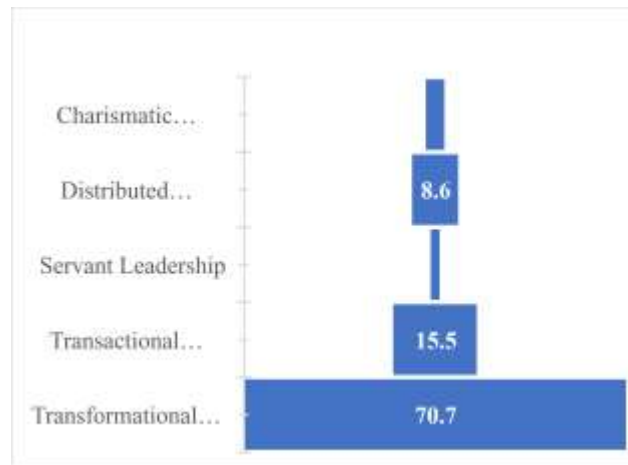


Figure 4 Preferred Leadership style

• **The Response towards the Survey Question on Digital Leadership-5**
Communication in Digital Transformation

When asked about the significance of having strong communication skills, the vast majority of respondents stressed how important it is for a leader in digital transformation to have these talents within their arsenal.

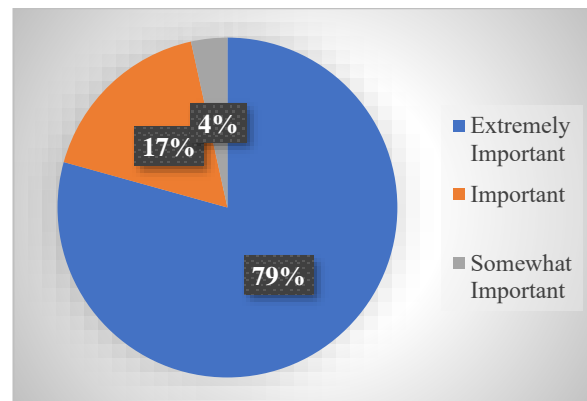


Figure 5. Communication in Digital Transformation

• **The Response towards Survey Question on Digital Leadership-6**
Balancing Innovation and Risk

In response to "How can a leader ensure innovation while also mitigating the risks linked to digital transformation?" Several individuals argued for the need to take daring, new risks.

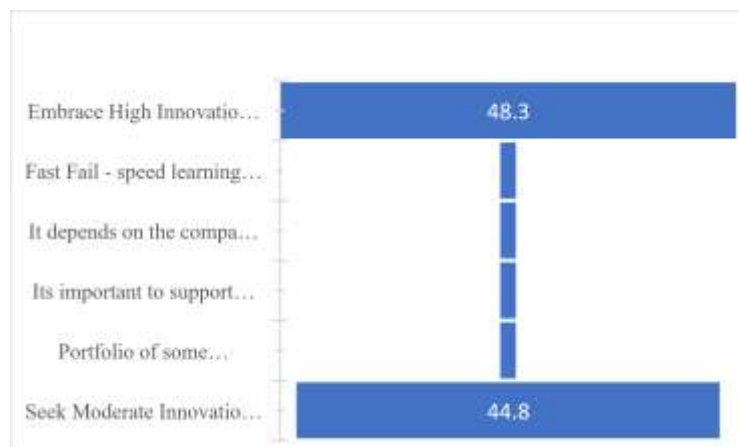


Figure 6. Balancing Innovation and Risk

• **The response towards the Survey Question on Digital Leadership-7**

Flexibility and Decision-Making

Leaders must be able to quickly adjust to new circumstances if they are to make sound judgments in the face of the dynamic digital transformation landscape, according to most respondents.

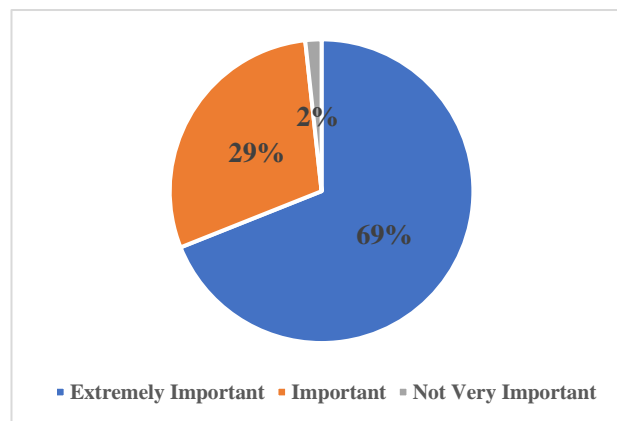


Figure 7. Flexibility and Decision making

• **The response towards the Survey Question on Digital Leadership-8**

Leadership Development Programs

Leadership development programs that focus on digital strategy and change leadership are supported by most firms, according to respondents.

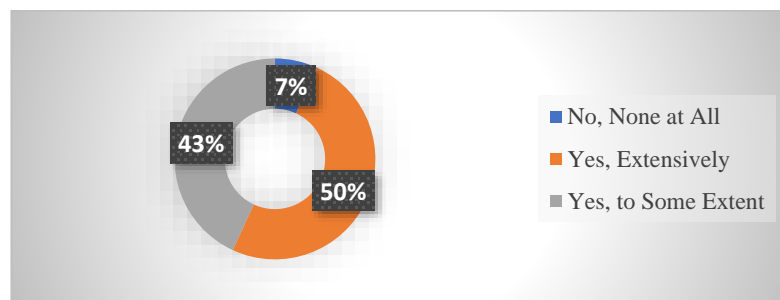


Figure 8. Leadership Development programs in the organizations

• **The response towards the Survey Question on Digital Leadership-9**

Personal Development and Self-awareness

Leaders who want to succeed in digital strategy and transformation must prioritize self-awareness and personal growth, according to most respondents.

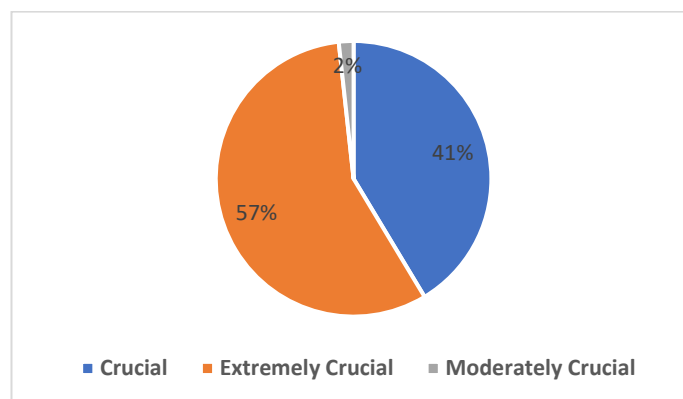


Figure 9. Personal Development and Self awareness

• **The response towards the Survey Question on Digital Leadership**

Skills Enhancement

The majority of the participants selected strategic thinking as the talent that leaders should prioritize in order to effectively lead digital strategy and transformation initiatives.

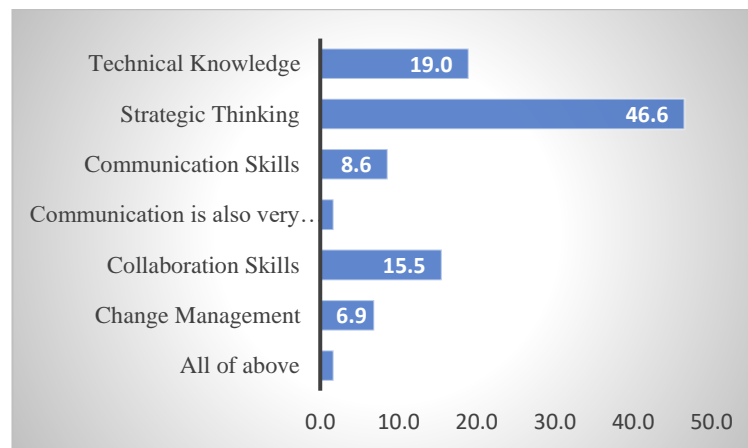


Figure 10. Skills Enhancement

- The Response towards Survey Question on Digital Leadership-11**
Leadership Alignment with Digital Goals

When questioned, most of the participants expressed that strong leadership communication of the vision and objectives of the digital strategy to the rest of the firm was successful or highly effective.

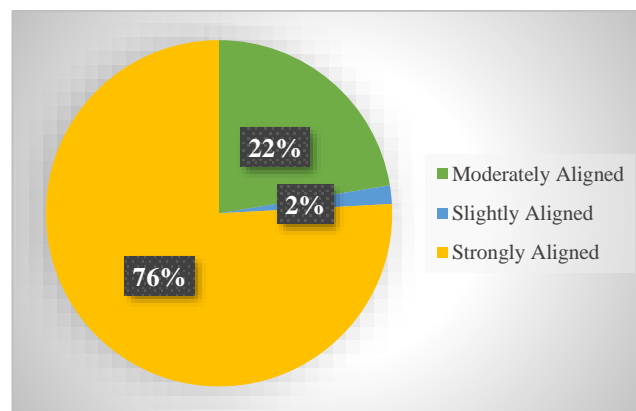


Figure 11. Leadership alignment with Digital goals

- The response towards the Survey question on Digital Leadership**
Leadership Communication and Vision

In response to a question on the efficacy of leadership communication in communicating the vision and goals of the digital strategy to the rest of the firm, the majority of participants provided responses that indicated they were in agreement with the statement.

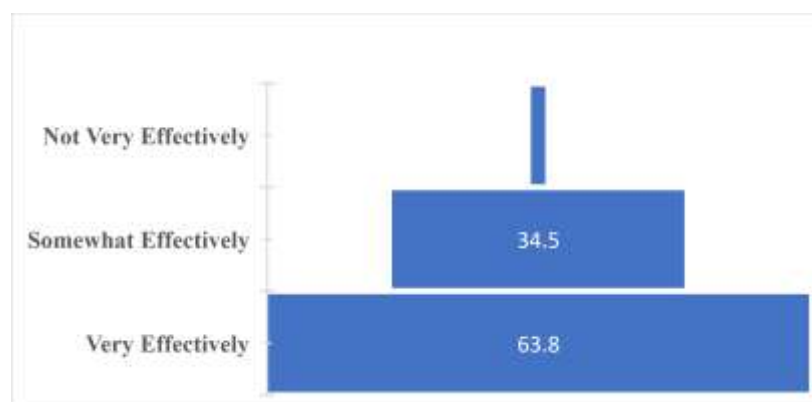


Figure 12. Leadership communication and Vision

- **The Response towards the Survey Question on Digital Leadership-13**

Change Management and Employee Buy-In

During the course of the transition towards digital transformation, the majority of the participants indicated trust in their management's capacity to successfully navigate the changes that are occurring. They were under the impression that their leaders would give morale and commitment to their employees.

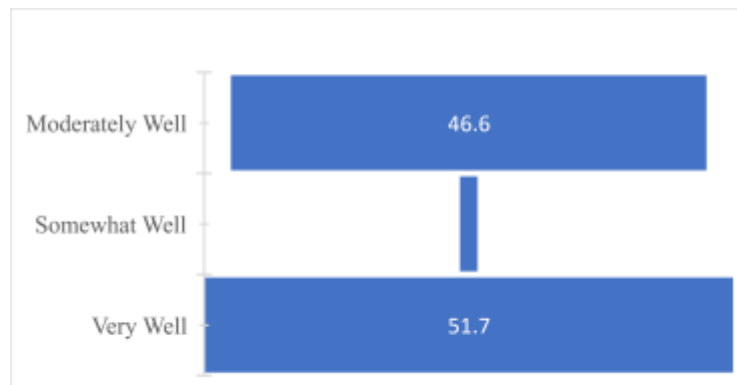


Figure 13. Change management and Employ Buy-in

- **The Response towards Survey Question on Digital Leadership-14**

Skill Development and Training

In response to the question of how much leadership helps with skill development and how much leadership helps with delivering training opportunities, the majority of respondents felt that leadership helps individuals increase their talents and adapt to changes in the digital environment.

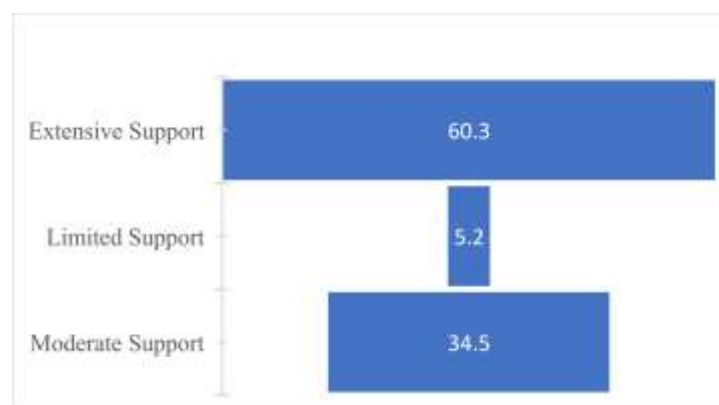


Figure 14. Skill development and Training

- **The response towards the Survey question on Digital Leadership-15**

Handling Resistance to Digital Transformation

When questioned about the resistance to digital transformation inside the firm, the vast majority of respondents responded that leadership takes proactive measures to solve the difficulties and offers support.

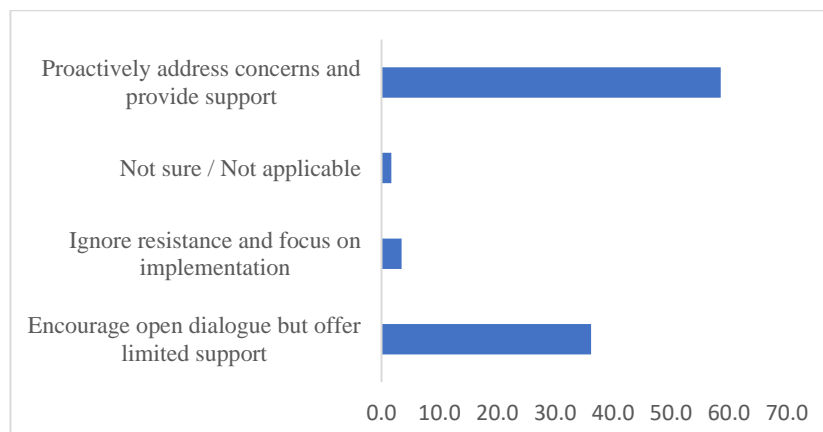


Figure 15. Handling Resistance to Digital Transformation

• The Response towards the Survey Question on Digital Leadership-16

Measuring Digital Transformation Success

The respondents mostly assessed the digital transformation efforts of the leadership team by use of Key Performance Indicators (KPIs).

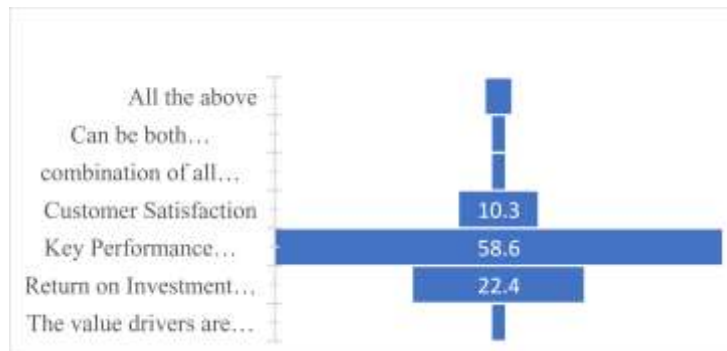


Figure 16. Measuring Digital Transformation success

• The Response towards Survey Question on Digital Leadership-17

Leadership Adaptability

People generally agreed that the leadership team was very adaptive when asked how they felt about the team's ability to deal with the fast evolution of digital strategies and technology.

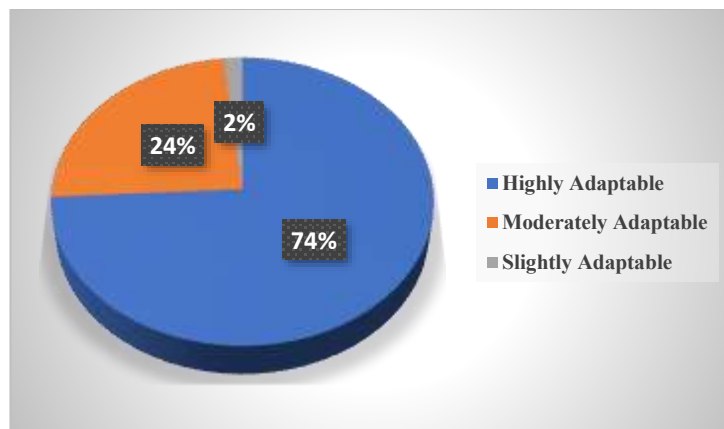


Figure 17. Leadership adaptability

Leaders should be able to think strategically and have a clear vision, according to most respondents, when asked which leadership traits were most important for shaping a digital strategy and change culture.



Fig 18. Leadership quality promoting digital transformation

When asked which leadership style they believed would best encourage digital transformation inside a company, the majority of respondents favored the participatory method, which involves team members in the decision-making process.

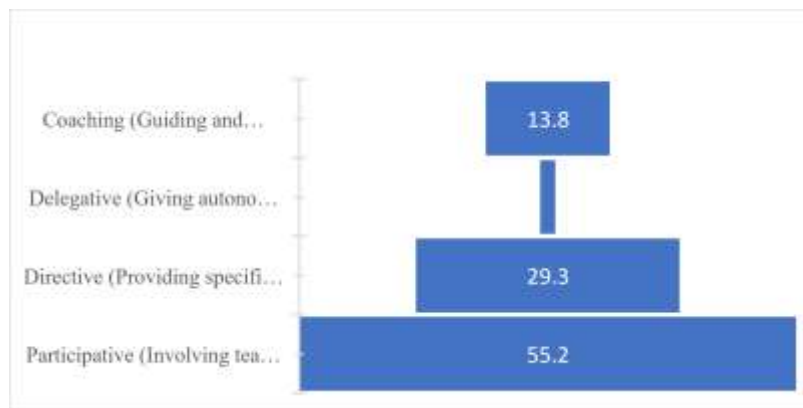


Figure 19. Leadership style in encouraging Digital transformation

• The Response towards Survey Question on Digital Leadership-18

Integration of AI and Cloud in Digital Strategy

When queried about their viewpoints on the subject, a substantial majority of participants (80%) conveyed their endorsement for integrating AI and cloud technology into their organization's digital strategy.

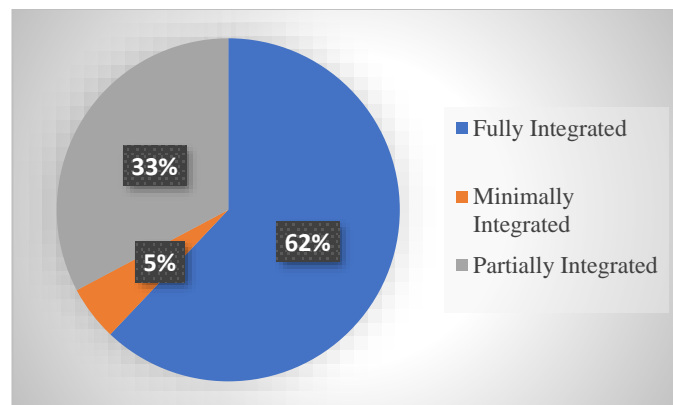


Figure 20. Integration of AI and Cloud in Digital Strategy

RESULTS

1.3 Quantitative data

• Understanding the perception of the respondents based on their demographics.

Gender-based Perception in Digital Leadership

Approximately 20.7% of the replies consisted of females (n=12), whilst 79.3% were males (n=46), indicating a higher percentage of men than women. When questioned about the future of digital leadership, an overwhelming majority of participants (including both males and females) concurred that robust leadership is crucial for successful digital transformation. There was no discernible disparity between genders in the SQs pertaining to the balance between risk and creativity. Male and female respondents in the poll held contrasting views on the methods to assess the effectiveness of digital transformation. Table 6 highlights the distinct variations in digital leadership between genders.

Age-based Perception in Digital Leadership

The majority of respondents are within the age range of 35-44 years old, comprising 51.7% of the total. This is followed by the age group of 25-34 years old, which makes up 34.5% of the respondents. Those who are 45 years old and older account for 13.8% of the respondents. The poll evaluating the future of digital leadership found that the majority of respondents from all age groups believe that leadership is essential in digital transformation. The only aspect that showed a significant difference in participants' perceptions across age groups was skill development and training. No other aspects had a notable impact on age, as shown in Table 7.

Level of Education based perception in Digital Leadership

The majority of respondents possess at least a bachelor's degree. Only one individual possessed a high school diploma or an equivalent qualification. The participants' perceptions of individuals with varying degrees of education did not exhibit any notable disparities.

Organisation Domain-based Perception in Digital Leadership

In addition, the organization category was divided into two categories: IT organizations and non-IT organizations. However, the majority of respondents were employed by IT companies, with only 6.8% of them employed by non-IT companies. However, the SQs did not exhibit any statistical significance, with the exception of the leadership connection to digital objectives, which was deemed high by the majority of IT workers (Table 8).

Size of the Organization based perception in Digital Leadership

The survey participants are predominantly from significant corporations, with a small number of individuals from small, medium, and industrial sectors and a diminished representation from large entities. The significance of leadership in digital transformation is comprehended by the majority of respondents, irrespective of the scale of their organization. This is evident in the diverse array of queries employed to evaluate their understanding of digital leadership. With the exception of Personal Development and Self-awareness, Leadership Alignment with Digital Goals, and Handling Resistance to Digital Transformation, which exhibited significant differences in perceptions among participants from different entities (Table 9), all other SQs did not exhibit any significant difference based on the size of their organization.

Job role

Survey questions that address a variety of digital leadership topics, including the development of digital strategies, the preferred leadership style, communication in digital transformation, leadership alignment with digital objectives, and leadership communication and vision, indicate that administrators and other high-level leaders in an organization possess the most effective ideas and strategies for digital leadership (Table-10).

Years of experience-based perception in Digital Leadership

The respondents' attitude is greatly impacted by several factors, including the development of a digital strategy, change management, and the flexibility of leadership. This discrepancy is most apparent when comparing those with over seven years of experience to those with less experience.

Qualitative data analysis

The study had predominantly male participants, with 91% being men and only 9% being women. The average time of the talk was 12.7 minutes. Table 12 presents the length of each talk.

Discussion:

The implementation of digital transformation is necessary due to the rapid pace of technological advancements. According to a poll conducted by Protiviti and the Enterprise Risk Management Initiative of the Poole College of Management, 68% of respondents cited the "rapid speed of disruptive innovation" as the main strategic threat to their companies. Culture and mindset are frequently mentioned as the most important aspects of digital transformation, which improves a company's efficiency and production. Culture transformation and the associated behavioural alterations are the main obstacles to achieving digital effectiveness. Organizational behaviour may be most significantly impacted by leaders who not only set an example but also present a strong case for change. A mix of top-down leadership from executives and employee engagement tactics that involve people in the change process is the most effective way to drive digital transformation. Those in more senior management roles grasped the importance of digital leadership in spearheading digital transformation and putting its strategy into action. The biggest operational challenge facing the firm is its aversion to change, which senior leadership must address together with cultural hurdles. Research has demonstrated that the correlation between a practice's implementation and its success is strengthened and amplified in organizations with high levels of integration, when the entire company is committed to a certain practice.

Training programs and initiatives to increase digital literacy are staples at nearly every company, no matter how big or little. Crucial to the success of this endeavor are digital leaders. Considered competences, the top three leadership talents are digital literacy, transformational vision, and forward-looking perspective. The Trust technique is popular because it can be adjusted to different situations.

Digital leadership is an innovative, fast, and collaborative strategy that promotes fresh thinking and can be used to any industry. Leaders in the digital realm must possess the requisite personal qualities, an open mind, and proficiency with cutting-edge technologies and methodologies. A well-structured, comprehensive, and flexible strategy that addresses technological, cultural, and practical considerations is essential for a smooth transition to digital.

Conclusion

Leadership plays a critical role in facilitating digital transformation, which is an essential component of success, as technology impacts every industry. The literature review and descriptive data suggest that digital

transformation necessitates digital leadership. Digital space leaders must possess the ability to initiate innovation, develop a strategy, and execute it. Change management, complexity resolution, the development of new solutions, and the establishment of external partnerships are all necessary components of successful digitization at this juncture. The four cornerstones of digital leadership are digital capacity, digital strategy, digital culture, and digital vision. Businesses are encouraged to foster sustainability, innovation, and collaboration by digital leaders. Transformational leadership is the most effective leadership style for administering digital strategy and transformation initiatives, as indicated by the descriptive data. Transactional leadership secured the second position. Many of them are of the opinion that leadership actively responds to their concerns and offers assistance. Strategic planning and visionary thinking were the leadership qualities that the majority of respondents believed were most directly associated with the development of a culture of digital strategy and transformation.

The outcomes of this study presented three alternative models of digital leadership, which is one of the most important aspects of the digital revolution. A literature review was utilized in the process of developing the original model. Digital capacity, digital vision, digital strategy, and digital culture are the four major components that, according to this idea, are the four essential components that form digital leadership. The digital transformation is influenced by several variables, which in turn have an effect. The second model, which is founded on quantitative data analysis, identifies the primary factors that influence digital leadership for digital transformation. These factors include transformational leadership, alignment, the development of digital strategy, flexibility in decision-making, leadership communication and vision, and digital leadership. In the end, we created the third model by making use of qualitative data that was gathered through in-depth interviews with influential leaders. The aforementioned illustrates that the purpose of digital transformation encompasses a wide range of elements, including but not limited to the following: innovation, data-driven decision-making, customer-centricity, cloud computing and artificial intelligence, technological foresight, and employee empowerment. Automation, cloud computing, artificial intelligence, and technology transfer were identified as the most potential domains of innovation. The process of implementing digital transformation through digital leadership is complicated by a variety of variables, some of which include risk balancing, the application of change management techniques, and flexibility to rapid updates.

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Tables:

Table 1. Demographic details of the respondents of the Study

Demographic Information	Classification	Percentage
Gender	Female	20.7%
	Male	79.3%
Age	25-34years	34.5%
	35-44 years	51.7%
	45 and above	13.8%
Education Qualification	Bachelor's Degree	44.8%
	High School Diploma or Equivalent	1.7%
	Master's Degree	53.4%
Years of Experience	1-3 years	8.6%
	4-6 years	15.5%
	Seven years and above	74.1%
		1.7%
Job title	Advisor	1.7%
	Architect	3.4%
	Cloud Consultant	1.7%
	Compliance/Governance	1.7%
	Cyber security	1.7%
	Data Analyst/Scientist	24.1%
	Data Architect	1.7%
	Executive/Leadership	25.9%
	IT/Information System	27.6%
	Product Manager	3.4%
	Software Developer	1.7%
	Solution Architect	1.7%
	Sr. Consultant	3.4%

Table 2 Organisational profile of the respondents of the Study

Size of the organization	20000	1.7%
	Enterprise (500+employees)	87.9%
	Large (501-5000 employees)	6.9%
	Medium (51-500 employees)	1.7%
	Small (1-50 employees)	1.7%
The primary operated location of the organization	Asia	53.4%
	EMEA	1.7%
	Europe	5.2%
	Global	12.1%
	North America	25.9%
	South America	1.7%

Table 3. Gender-based perception in Digital Leadership

Balancing Innovation and Risk		Male(n)	Female (n)	P-Value (Chi-Square)
How should a leader balance the need for innovation with managing the risk associated with digital transformation?	Embrace High Innovation, High Risk	200	80	0.036*
	Fast Fail – speed learning ecosystem.	10	0	
	It depends on the company's strategy: Investment in Innovation can contribute to risks	0	10	
	It is essential to support RnD, with which risks can mitigate	10	0	
	Portfolio of some components which consists of the above 3	0	10	
	Seek Moderate Innovation, Moderate risk	240	20	
Skills Enhancement:				
Which skills should leaders focus on enhancing to lead digital strategy and transformation initiatives effectively?	All of above	10	0	0.033*
	Change Management	30	10	
	Collaboration Skills	60	30	
	Communication is also essential	0	10	
	Communication Skills	30	20	
	Strategic Thinking	230	40	
	Technical Knowledge	100	10	
Measuring Digital Transformation Success				
How does the leadership team measure the success of the digital transformation initiatives?	All the above	20	0	0.036*
	It can be both quantitative and qualitative. Depends on the initiatives	0	10	
	Combination of all the above	10	0	
	Customer Satisfaction	60	0	
	Key Performance Indicators (KPIs)	260	80	
	Return on Investment (ROI)	110	20	

*Indicates a significant difference among groups at $p < 0.05$.

Table 4. Gender-based Perception in Digital Leadership

Balancing Innovation and Risk		Male (n)	Female (n)	P-value (Chi-square)
How should a leader balance the need for innovation with managing the risks associated with digital transformation?	Embrace High Innovation, High Risk	200	80	0.036*
	Fast Fail – speed learning ecosystem	10	0	
	It depends on the company's strategy; investment in Innovations can contribute to risks	0	10	

	It is essential to support RnD, with which risks can be mitigated	10	0	
	Portfolio of some components which consist of the above 3	0	10	
	Seek Moderate Innovation, Moderate Risk	240	20	
Skills Enhancement:				
Which skills should leaders focus on enhancing to lead digital strategy and transformation initiatives effectively?	All of above	10	0	0.033*
	Change Management	30	10	
	Collaboration Skills	60	30	
	Communication is also essential	0	10	
	Communication Skills	30	20	
	Strategic Thinking	230	40	
	Technical Knowledge	100	10	
Measuring Digital Transformation Success				
How does the leadership team measure the success of digital transformation initiatives?	All of the above	20	0	0.036*
	It can be both quantitative and qualitative. Depends on the initiatives	0	10	
	combination of all the above	10	0	
	Customer Satisfaction	60	0	
	Key Performance Indicators (KPIs)	260	80	
	Return on Investment (ROI)	110	20	

*Indicates a significant difference among groups at $p < 0.05$.

Table 5. Age-based Perception in Digital Leadership

Skill Development and Training:		25-35 years (n)	35-44 years (n)	45 and above (n)	P-value (Chi-square)
To what extent does the Leadership facilitate skill development and provide training opportunities to employees for adapting to digital changes?	Extensive Support	130	200	20	0.041*
	Limited Support	0	10	20	
	Moderate Support	70	90	40	

*Indicates a significant difference among groups at $p < 0.05$.

Table 6. Organization domain-based perception in Digital Leadership

Leadership Alignment with Digital Goals:		IT	Non-IT	P-value
How well do the leadership team's goals align with the digital strategy objectives?	Moderately Aligned	100	30	0.033
	Slightly Aligned	10	0	
	Strongly Aligned	430	10	

*Indicates a significant difference among groups at $p < 0.05$.

Table 7. Size of the Organization Perception in Digital Leadership

Table 7: Size of the Organization Perception in Digital Leadership						
Personal Development and Self-awareness		Large	medium	small	Enterprise	P-value (Chi-square)
How crucial is self-awareness and personal development for a leader aiming to excel in digital strategy and transformation? * What is the size of your organization?	Crucial	20	10	0	210	<0.001
	Extremely Crucial	20	0	0	310	
	Moderately Crucial	0	0	10	0	
Leadership Alignment with Digital Goals:						
To what extent does Leadership	Moderately Aligned	20	10	10	90	<0.001

play a role in driving digital transformation within your organization?	Slightly Aligned	0	0	0	10	
	Strongly Aligned	20	0	0	420	
Handling Resistance to Digital Transformation:						
To what extent does Leadership play a role in driving digital transformation within your organization?	Not sure / 2t applicable	10	0	0	0	0.004
	Encourage open dialogue but offer limited support	0	10	10	190	
	Ignore resistance and focus on implementation	10	0	0	10	
	Proactively address concerns and provide support	20	0	0	320	

*Indicates a significant difference among groups at $p < 0.05$.

Table 8. Job role-based perception in Digital Leadership

Table 8: 905 Role-based perception in Digital Leadership								
Digital Strategy Development:	IT Informatics system	Data analyst	Executive/Leader	Product Manager	Architect	Consultant	P-value	
How involved is the leadership team in the development of the digital strategy?	Actively leads and drives strategy	140	90	100	0	20	0	0.001
	Approve strategies developed by digital teams	20	10	10	10	0	0	
	Minimally involved	0	0	0	10	0	0	
	Provides input and direction	30	40	40	0	20	0	
Preferred Leadership Style:								
Which leadership style do you believe is most effective for leading digital strategy and transformation efforts?	Charismatic Leadership	0	10	10	0	0	0	0.026
	Distributed Leadership	40	0	10	0	0	0	
	Servant Leadership	0	0	0	0	0	0	
	Transactional Leadership	0	60	20	0	0	10	
	Transformational Leadership	150	70	110	20	0	20	
Communication in Digital Transformation:								
How important is effective communication for a leader in the context of digital transformation ?	Extremely Important	160	90	140	10	20	0	0.003
	Important	30	50	10	0	0	0	
	Somewhat Important	0	0	0	10	10	0	
Flexibility and Decision-Making:								
How important is flexibility in a leader's decision-making process in the rapidly changing digital	Not Very Important	0	0	0	10	0	0	0.001
	Extremely Important	130	90	110	0	30	0	
	Important	60	50	40	0	10	10	

transformation landscape?								
Leadership Alignment with Digital Goals:								
How well do the leadership team's goals align with the digital strategy objectives?	Moderately Aligned	40	20	70	0	0	0	0.000
	Slightly Aligned	0	0	0	10	0	0	
	Strongly Aligned	150	120	80	10	0	40	
Leadership Communication and Vision:								
How effectively does the Leadership communicate the vision and goals of the digital strategy to the rest of the organization?	Not Very Effectively	0	0	0	10	0	0	0.000
	Somewhat Effectively	80	40	60	0	20	0	
	Very Effectively	110	100	90	10	20	40	

*Indicates a significant difference among groups at $p < 0.05$.

Table 9. Ten years of experience-based perception in Digital Leadership

Digital Strategy Development:		Less than a year	1-3 years	4-6 years	Seven and above	P-value
To what extent does Leadership play a role in driving digital transformation within your organization?	Actively leads and drives strategy	0	20	80	280	0.039
	Approve strategies developed by digital teams	10	0	10	30	
	Minimally involved	0	0	0	10	
	Provides input and direction	0	30	0	110	
Change Management and Employee Buy-In:						
To what extent does Leadership play a role in driving digital transformation within your organization?	Moderately Well	0	10	60	200	0.033
	Somewhat Well	0	10	0	0	
	Very Well	10	30	30	230	
Leadership Adaptability:						
To what extent does Leadership play a role in driving digital transformation within your organisation?	Highly Adaptable	10	20	80	320	0.033
	Moderately Adaptable	0	20	10	110	
	Slightly Adaptable	0	10	0	0	

*Indicates a significant difference among groups at $p < 0.05$.