

The Role of Digital Leadership in promoting Organizational Pride Exploratory Research at Zain Telecom Company in Iraq

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Abstract

This study sought to find out the role played by digital leadership (as an independent variable) in enhancing Organizational Pride (as a dependent variable) in Zain Telecom Company in Iraq. The research problem was identified in knowing the extent to which digital leadership contributes to enhancing organizational pride, and accordingly a hypothesis was built for the study, which reflects the correlation and influence relationships between its main variables and its sub-dimensions, and (Zain Telecom Company) in Iraq (the headquarters in Baghdad) was chosen as the field for the application of this study. The researchers depended on the descriptive analytical approach in completing their research. The study sample consisted of (41) managers who represented the company's (middle leaders and supervisory) leaders from its community of (54) managers. The questionnaire was adopted as a basic tool in collecting and analyzing the data that were processed and analyzed using the statistical program (Statistical Package for the Social Sciences) (SPSS).

The study reached a set of results, the most important of which is the absence of a significant statistically significant effect between digital leadership in its dimensions and organizational pride in Zain Telecom company, and this means that the company's leaders did not have a clear perception of the importance of digital leadership and the great role it plays in raising the company's position and making employees They feel proud to belong to it.

Keywords: Digital Leadership, Organizational pride, Zain Telecom Company.



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Introduction:

Today, the world has witnessed a great development in the field of technology, communications and information, which in turn was reflected in all forms of life, which prompted organizations to strive hard in order to keep pace with this development. As the change that is taking place in today's organizations quickly has become a burden on them in order to bring about major changes for the purpose of keeping pace with these successive developments. Otherwise, surrender and exit from the competition is the option left.

Therefore, organizations struggle to find the best leaders who have the skills and experience in order to keep pace with the changes that occur in their work environment. They also overcome them to become organizations a source of pride for their employees and make it a pioneer in their field as well as making them one of the first-place organizations that lead the market. The organization that seeks adventure and leadership must not stand idly by in the face of rapid and successive changes and not to stop its ambitions, otherwise it will face fatal death, so it must search diligently for that leader who is able to understand it and its surrounding her and be able to convince everyone in the organization that keeping pace with development and change is the best option for them, especially in the world of communications, as the position of the organization has become an important matter. For its importance, many researches have been conducted that show that its position has a major role in attracting customers and raising its values through them to be a source of pride for them.

Hence, the idea of the research crystallized, which attempts to shed light on the role of digital leadership, which is one of the modern leaders in the management world, in promoting organizational pride. Zain Telecom was chosen as one of the private sector organizations operating in Iraq that seeks to expand its customer base by following a leadership style characterized by the ability to combine the traditional and digital method in order to achieve Organizational Pride for the company and its employees as a company that has direct contact with citizens through the services it provides to them, and what it offers today will be reflected in its position tomorrow.

The Methodological Framework of the Research:

First: The Research Problem:

Zain Telecom Company in Iraq faced many problems after competing mobile phone companies (Asia cell and Korek) entered the telecommunications market, and the most important of these problems are related to providing service to its customers, and others are the result of following certain leadership methods that negatively affected the company's performance, and with the increase in The successive technological developments in today's world have become the company's leadership suffers from major problems that cast a shadow on the methods used by its leaders (central and supervisory) in order to adapt to these developments and try to win the race against competing companies in this field and achieve a distinguished position and reputation that makes it proud of the services it provides to its customers As well as in order to retain them and gain new customers.

And the problem of services provided to customers has increased day by day, especially with the entry of Internet companies into the technological race through communications through social networking programs connected to the Internet. All of this made the company in a very embarrassing position, losing customers means getting out of the competition market quickly in favor of the opponents, and this has put on the company's leadership a greater responsibility in order to follow modern methods commensurate with its situation and the services it provides in order to make both customers and employees feel proud of their belonging in order to preserve them for the long term.

Accordingly, the study problem can be formulated through a main question:

Was the leadership of Zain Telecom Company able to employ the leadership skills it possesses to provide distinguished services to its customers and employees in order to raise its position and make those who work or deal with it feel proud of belonging to it?

Through the main question, the following questions can be formulated:

1. What are the leadership problems that Zain Telecom suffers from in light of the multiple sources of competition , and can its leadership manage these problems in a satisfactory manner and push it in the right direction

in order to overcome its competitors and making their organization a source of Pride for their?

2. Did the leadership style followed in Zain Telecom aims to provide services in a manner characterized by quality and distinction over its competitors, in addition to its goal in making it the leading company in providing service to its present and future customers in order to be a source of pride for those who belong to it?
3. Why did the number of dealers with the company decrease after Korek added new offers with the services it provides to its customers, and to what extent can the leadership of Zain company apply modern leadership methods that combine traditional and modern leadership thought to achieve pride and raise the company's position and reputation compared to competitors?

Second: The Significance of research:

The significance of the research is reflected in the following:

1. Introducing the company's senior management to the importance of Digital Leadership and what capabilities it offers them in managing the company and achieving Organizational Pride if it is applied correctly.
2. To highlight the importance of Digital Leadership at the present time and the extent of its ability to achieve pride for Zain Communications, especially with the increasing shift day by day to the use of technology in all aspects of daily life.
3. Enriching the administrative and academic thought with a set of ideas and opinions on the two topics of Digital Leadership and Organizational Pride in order to help others get to know them in a more realistic way, as well as providing Iraqi and Arab libraries with this kind of research.

Third: Research Objectives:

The research seeks to achieve a set of aims for the benefit of the organization under question, the most important of which are:

1. Identify the leadership style followed by the company's management and what are the features that make it distinctive and attractive to customers in order to deal with it.
2. A statement of the relationship and influence between Digital Leadership in its dimensions and Organizational Pride within the company in question.

3. Helping the company's leadership to identify the strengths and weaknesses in its field of work in order to strengthen the first and address the second and thus increase its competitiveness and keep pace with developments in its surroundings.
4. Showing the importance of Digital Leadership in the company and its impact on its current and future performance in general in order to achieve pride for their company in a sustainable manner.

Fourth: Research Hypotheses:

Research hypotheses is a process through which an idea is drawn for what the research may reach as it constitutes the initial opinion to solve the problem.

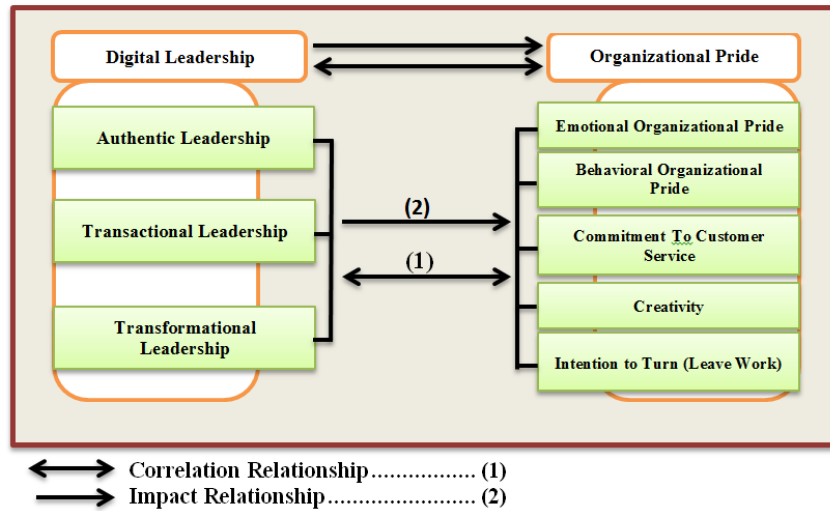
- The first main hypothesis (H0): There is no significant correlation between Digital Leadership with its dimensions (Authentic Leadership, Transactional Leadership, Transformational Leadership) and Organizational Pride in its dimensions.
- The second main hypothesis (H0): There is no significant effect relationship between Digital Leadership with its dimensions (Authentic Leadership, Transactional Leadership, Transformational Leadership) and Organizational Pride in its dimensions.

Fifth: The hypothesis of the research:

The hypothetical scheme of the research seeks to form an expressive picture of the set of logical relations in a quantitative and qualitative manner, and in light of this, a scheme was presented that includes all the main and sub-relationships that represent the research problem and the objectives expected to be achieved, according to the following variables:

1. The independent variable: represented by Digital Leadership with its dimensions (Authentic Leadership, Transactional Leadership, Transformational Leadership), based on the study of (Prince, 2018) , Which combines several types of leadership in one variable, as digital leadership is one of the types of modern leadership that combines multiple characteristics and skills of leadership and its skills.
2. Dependent Variable: It represents Organizational Pride in its dimensions (Emotional Organizational Pride, Behavioral Organizational Pride, Commitment To Customer Service, Creativity, Intention To Turn Around and Leave Work) based on a study (Mathias,*et.al.*, 2011). Because the

dimensions of this study are closer to the environment of the studied community.



Research hypotheses diagram

Seventh: Data Material and Sample:

The research material is one of the basic components for researchers, through which researchers are introduced to the organization for which the study is to be conducted. If it is done through which it is shown whether there is a correlation or influence of the study variables on the organization they represent. The current research community in Zain Telecom Company in Iraq- situated in Baghdad (The company's headquarters) included. The two researchers chose a random sample of (the middle and supervisory leaders in the company), which amounted to (54) managers. The researchers distributed (54) questionnaires to the company's members, and (47) were retrieved from them, while (6) of them were not valid for statistical analysis, so that the total of the remaining (41) questionnaires valid for statistical analysis represented the research sample.

Eighth: Research Limits:

- **Spatial boundaries:** The spatial boundaries of the research covered (Zain Telecom company) in Iraq, Represented by the company's headquarter in Baghdad, because that most of the leaders of the company are located in the company's main headquarters in the capital, and it is one of the private sector companies operating in Iraq since 2003
- **Temporal limits:** covered the temporal limits of research in 2021-2022.

Theoretical Framework:

Digital Leadership:

The concept of Digital Leadership:

There are many types and methods of leadership used in the world today as a result of the complexity of roles and tasks and the increase in problems that varied between administrative, financial, economic, political and social problems and that for each type of these problems and changes there must be a new leadership style in order to address it. Today, digitization is one of the important trends causing profound social change in societies for its ability to transform living and working environments for the better (Claassen,2021:2). According to (Gartner), digitization refers to a time when information technology (IT) and business innovation are more integrated as it moves the organization from an old business perspective to a digital one more indicating a need for Digital Leadership (Tiekam, 2019:25). As for digital leadership, it represents what today's organizations lack, such as "the ability to innovate, persistence, a distinguished level of efficiency, the organization's value orientations, the states of flexibility and contradictions it is experiencing, the level of social competence available to it, as well as its own courage" (Abbu,*et.al.*,2020:2).

El-Sawy (2016:142) defines Digital Leadership as "doing the right things for the continuity of the success of the organization's strategy digitally." defined it (2018:642, Zupancic) as the integration of distributed knowledge from social sciences, humanities and digital technologies through the integrative artistic power of architectural design applied to the environment. Defined it (Damayanti,2021:157) as setting direction, influencing others, and initiating sustainable change through access to information and establishing relationships to anticipate changes pivotal to the organization future success. For our part, the researchers define Digital Leadership as the use of modern strategies to manage the organization in a digital way that takes into account the rapid developments in its environment.

As (Sow & Aborbie: 2018) shows that Digital Leadership is an offer to adopt strategies that positively affect digital transformation processes (Prince,2018:17). As Digital Leadership can form leadership in the future that can achieve success for organizations in the era of technological development (Quddus,2020:410). Being able to identify the reality experienced by today's organizations, identify the weakness they suffer

from, better than other types of leadership, and suggest appropriate solutions to them. The difference between transformational leadership, transactional leadership and Digital Leadership lies in how the leader organizes his subordinates to work optimally (Mardiana,2020:160). Because leadership having good Digital Leadership skills can serve as a source of jobs and may positively impact their well-being (Zeike,2019:2). The digital leader has the in-depth knowledge and understanding of politics since the internet (the digital age) when information has become open and information can be accessed and analyzed comprehensively (Wasono & Furinto,2018:126).

The digital leader must have the capacity for inquisitive learning and have a deep knowledge and understanding of learning and change (Mihardjo,2019:1752). A “digital leader” must possess not only the knowledge and mastery of digital technologies but also the management of processes, materials, analog technologies, etc. “Digital” in Digital Leadership is the acute understanding of how “digital” can be a unified set of methodologies and techniques to aggregate skills and knowledge together (Zupanzic,*et.al.*,2016:4). That is, it is a method that combines an in-depth understanding of diagnosing the reality of organizations and how to manage it in a way that combines the traditional skills of leadership and the contemporary electronic style by creating a mixture between them that moves the organization in the right direction by influencing the workers and those dealing with it. Leadership has the concept of influence, which means that in order for a leader to achieve what will be described as Digital Leadership must engage in digital aspects such as internet computing and communication and must have relevant content (Sultan & Suhail,2019:30).

Digital Leadership is characterized by transformational leadership methods and the use of digital technology (Hamzah,*et.al.*,2021:217). Digital leaders have the ability to invade new business models that exploit new capabilities in IT and new ways to use them and they bring these disciplines together to create new products, services, markets, operating models, opportunities, and value (Borowska,2019:12). Central technology decisions of senior management are not the ones that matter for long-term success in the digital age. Instead the many small rapid and unplanned adjustments in skill structures needed to deal with digital disruptions are the right way to prepare an organization to face the uncertainties of in the digital age (Berlin,2018:2). Because the capabilities of Digital Leadership include a transformative vision for the digital future of the organization, as well as the

ability to involve every member of the organization in digitization and discussion about it and develop the necessary competencies in the digital transformation process (Larjovuori,2016 L:1145).

Digital Leadership Objectives:

The emergence of digital technology is beneficial to the economy as a whole and to organizations in general as well as to the daily activities of societies (Hamdoun,2021:3). Digital Leadership is a complex construct that aims to create a pioneering customer-centric and digitally enabled business model by transforming the role, skills and style of the digital leader and achieving a digital organization including governance, vision, values, structure, culture and decision-making processes (Eberl & Drews,2021:54). In short, Digital Leadership is a combination of leadership, resources, and technical tools aimed at providing large-scale digital networks such as online forums, websites, blogs, online file sharing, and video conferencing with the aim of enhancing leadership practices and education (Yusof,2019:1482). Because being considered a critical driver of digital innovation in industrial and construction work and its use is not diminishing in productive organizations (Zulu & Khosrowshahi,2021:566).

Digital Leadership aims to create value for it as digitalization becomes more and more important for organizations and an increasing number of organizations interact by appointing digitalization leadership. Currently, digitization is one of the most important trends for organizations that have a significant impact on business (Dijkstra,2020:8). As (Sasmoko,*et.al.*,2019) shows that Digital Leadership is a type of dynamic capabilities that make organizations able to deal with and adapt to the changing business environment conditions by creating offers that meet the desires of customers (Al-Husban,*et.al.*,2021:5). Being a concept that leads to the creation of higher added value for the organizational system with the aim of achieving the goals of the strategic direction of a particular business system through collective cooperation between people and work through networked computers or mobile devices is accomplished based on the application of a specific leadership style in a virtual environment (Temelkova,2019:112).

Digital Leadership emphasizes that a leader must focus on digital contexts when thinking about a strategy or business model and technology in his organization as well as thinking about information, talent, opportunities and other digital capabilities that can be leveraged as a unique

source of value creation for the organization (Kieser,2017:14). If the scholars identified that Digital Leadership differs in its building on digital technology and digitization, innovative behavior, and the environment or context in which it is applied. Mihardjo & Sasmoko (2019) considered that Digital Leadership combines the culture and efficiency of the leader to use digital technology to create value for the organization (Mwita & Joanthan, 2020:6). The leadership of the future has to learn how to keep pace with the new challenges of the digital world in order to lead their teams more efficiently and this is done by following the Digital Leadership in order to do the right things to achieve the strategic digital success of the organization and its entire business system (Kapure,2021:9).

Digital Leadership Dimensions:

When talking about the dimensions of digital leadership, we must indicate that a study (Prince,2018) has been relied on, which relied on three dimensions that collectively constitute the digital leadership variable, and the following is a simplified explanation of these dimensions:

1. Authentic leadership:

(Harter,2000) defined the authentic leader as that person who depends on his personal experiences such as thoughts, desires, beliefs and emotions and acts according to his own will and expresses himself in a manner consistent with his thoughts and inner feeling (Shahin,2020:39). As a preventive factor, it enhances employee well-being and provides positive outcomes for employees as well as reducing employee turnover (Sainz,*et.al.*,2021:85-86). It shows (Önday,2016) that the authentic leader leads by values and aims rather than being derived from spiritual beliefs as is the case in spiritual leadership as he seeks to be real, which is different from the charismatic leader (Söderlund & Wennerholm,2021:13). Thus, it works to define the goals of the organization according to its internal values and works to find harmony between them and himself so that these goals have a significant impact on his performance.

2. Transactional leadership:

Burns (1978) described that transactional leadership defines the expectations of their followers and works to respond to them by establishing a close link between the effort expended and the reward provided (Brahim, *et.al.*,2015:10). Transactional leadership is a leadership style through which the leader works to take into account his followers from through rewards

and penalties as well as giving them the initiative to support the company's business in the future without changing it (Sultana,*et.al.*,2015:3). Transactional leadership generates sufficient confidence in subordinates within the organization and supports them in completing their tasks. They acknowledge the needs and desires of followers (Feranita,*et.al.*,2020:416).

3. Transformational leadership:

Transformational leadership enhances the motivation, morale, and performance of employees in the company by following a variety of methods, including linking the worker's sense of identity, self, and the collective identity of the organization as a whole (Odumeru & Ogbonna, 2013:356). Transformational leadership aims to raise the level of achievement and self-development for employees in the organization, as well as to strengthen and develop organizations (Abazeed,2018:119). The transformational leader focuses his attention on individuals using multiple means and methods to be the result of a subordinate or follower who works out of feeling, importance and connection to the organization and the leader (Atkinson & Pilgreen,2011:3).

Organizational Pride:

Concept of Organizational Pride:

The human element today is the main resource for any organization because it is the most important source for it because the successful organizations are those that can maintain and develop their human resources in order to face the rapid changes taking place in their environment. In order to preserve this resource, an appropriate environment must be created for employees in order to ensure his continuity of work and make there proud of their organization. Otherwise leaving work will be easier for it. Before starting a statement and explanation about what Organizational Pride can do for employees in organizations, we must understand what Organizational Pride is, as (Tracy & Robins,2007) shows that pride is the most important emotion that exists in humans and through which social behavior is stimulated (Brands,2019:14). As for organizational pride, it is defined as “providing a positive and encouraging work environment that requires high levels for employees to find their identities with the organization and their deep satisfaction with the organization’s successes,” meaning that it constitutes a deep sense of joy and satisfaction with the organization’s successes (Seyedpour,*et.al.*,2020:5). For our part, we define Organizational

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Pride as the organization's ability to build a strong mental image in the hearts of its employees by providing an encouraging and satisfactory work environment for all employees thus perpetuating their stay in it.

Organizational Pride is concerned with self-esteem and the positive image that the employee holds of his professional achievements or the professional achievements of others in the organization in which he works, as it represents the employees' feelings of admiration for their organization and their sense of its value and importance to them (Durrah,*et.al.*,2020:1). The nature of Organizational Pride is a positive and self-aware emotion based on success, as the word "positive" refers to the level of happiness that individuals feel when we are proud, while the term "self-awareness" refers to the complex process of self-assessment through which pride takes place (Kraemer,*et.al.*,2020:5). Organizational Pride carries many different meanings, On the one hand, it expresses the individual's sense of his importance within the organizational environment as a result of others' praise and recognition of his abilities and achievements, or it may express the entirety of the individual's thought and self-reflection, and it may be considered a kind of self-conceit of the individual and in that case it can be considered bad and undesirable (Sheridan,2010:15). Organizational Pride shows specific perceptions and experiences of the organization and reinforces employees' personal beliefs about the organization. Employees can feel proud because of the outsourcing of the organization's successful achievements even though they did not play any role in achieving them, as Organizational Pride includes organizational actions such as providing a positive and encouraging work environment that requires high levels of Social compatibility with the organization. (Kraemer & Gouthier, 2014:129). As Organizational Pride also shows employees' trust, good feelings and experiences to serve their organization, as the application of pride in managerial activities is an important new approach in the field of organizational behavior (Aschenbrenner,2018:8). Organizational Pride works to enhance the self-esteem of employees and encourages them to carry out future behavior that is consistent with the social standards of the organization, as well as it plays a major role in enhancing the social status of employees and increasing their integration with their organizations (Tangney & Tracy,2011:23).

Importance of Organizational Pride:

Pride is intrinsically related to self-esteem and maintaining it, as most of the attempts of individuals in the organization to promote oneself are only attempts to increase their feelings of pride (Tracy & Robins,2007:506). Organizational Pride is a driver of positive work behaviors and a key determinant of business success in organizations (Gouthier & Rhein, 2011:633). Being one of the main factors in competition and a strategic asset for the organization has a positive impact on many variables, including employee commitment, job independence, job satisfaction, perseverance, self-efficacy and competitive excellence. Thus, the more workers evaluate their organization positively, the greater their sense of commitment towards it and thus their sense of pride in it (Durrah,*et.al.*,2020:2). In addition, Organizational Pride motivates employees to engage in the organization more and contributes to raising the level of responsibility that employees feel towards their organization and enhances the ability of employees in the organization to achieve a strategic advantage and raise a higher level of performance (Katzenbach,2003:34).

The feeling of Organizational Pride pushes the individual to challenge the future and stimulates his thinking towards innovation and creativity and breaking the restrictions placed in front of these ideas. In addition, the pride that the individual obtains from the management and his colleagues at work is a positive sign that he deserves a higher place in the hierarchy and social in the organization (Masterson,2016:7). Because being closely related to the employee's self and his strong positive feeling such as happiness, self-respect, pleasure and respect for others arising from belonging to the organization (Santos,*et.al.*,2019:6). Organizational Pride is of great value to a company because it serves as the internal motivation of employees that influences their characteristics and behavior (Fiernaningsih,*et.al.*,2019: 1218). As it enhances the employee's work-life balance and increases the employees' sense of organizational pride, which leads to an increase in their job satisfaction in general (Machuca,*et.al.*,2016:4). If previous studies have shown that when employees see that they are treated as partners within the organization, this makes them feel proud and belonging to their organization (Ch,*et.al.*,2021:57). This will increase their motivation to work with it in the long term and will increase their loyalty and affiliation with it as it is considered the main source of respect and appreciation for him.

Dimensions of organizational pride:

When talking about the dimensions of organizational pride in organizations, we must show that its dimensions are numerous and differ according to the organization and the environment in which it lives. For the purposes of this study, it has been relied on a study (Mathias,*et.al.*,2011), which relied on five dimensions that collectively constitute the organizational pride variable, and the following is a simplified explanation of these dimensions:

1. Emotional organizational pride:

(Fisher & Ashkanasy,2000) shows that emotional Organizational Pride is the strong and preferred pride of employees in organizations as it describes a short-lived mental experience (Durrah,*et.al.*,2019:5). When the performance expectations are met, a certain behavior is formed in the employee that ignites positive feelings of work in him, and the presence of feelings of emotional pride in the employee leads to higher satisfaction with the organization, and in the opposite case, the feeling of dissatisfaction with the job stimulates negative intentions to leave the organization (Kashif,*et.al.*,2017:10). Partially emotional feelings inform employees of changes in their environment and then allow them to respond to them flexibly, and accordingly pride informs employees that they are trusted and worthy of standing and acceptance in the organization (Tracy,*et.al.*, 2010:196).

2. Behavioral organizational pride:

Pride is an important human emotion that focuses on a complex process of self-assessment of the human psyche and differs from other basic emotions such as love and our unpleasant feelings of jealousy (Lu & Roto, 2016:4). Behavioral Organizational Pride refers to the pride an individual feels for his or her organization that arises from public perception of it (Fiernaningsih,*et.al.*, 2019:77). One can assume that Organizational Pride is the result of recurring Organizational Pride over time, therefore, one company's achievement as a resource for pride should not be evaluated in isolation from others, as past pride may play an important role, and Organizational Pride may lead to the development of dynamic rather than static structures (Gouthier & Rhein,2011:636).

3. Commitment to Customer Service:

(Machando & Diggines,2013) defines customer service as the totality of what the organization does in order to add value to its products and services from the perspective of the customers it deals with (Jeske,*et.al.*, 2015:2). Because of the strong influence of customer needs, the organization has to pay special attention to the issue, as it will not be able to grow in a competitive environment unless it satisfies its customers (Gilaninia,*et.al.*,2013:1). Customer service is one of the important organizational processes carried out by organizations for the purpose of organizing new projects, increasing profitability, improving access to competitors' markets, and increasing the level of customer satisfaction and loyalty to the organization in light of the increasing competition (Jahanshahi,*et.al.*,2011:254).

4. Creativity:

Since the beginning of the twenty-first century, creativity has been one of the important aspects of making development policies in most countries of the world, as the advanced economies of the world include within their political agenda programs aimed at developing the creativity capabilities of companies for the purpose of providing different services and products to them (Sánchez,*et.al.*,2011:15). (Tushman & Nadler,1986) defines innovation as creating a new product or service for the organization (Sepúlveda,*et.al.*,2019:3). Creativity is also the main engine that helps individuals to generate, modify, communicate and implement new ideas, as creative initiatives depend on the employee's individual characteristics and behavior at work (Maqbool,*et.al.*,2019:1). Creativity is a leap outside the box by organizations in order to outperform others by providing a distinctive product or service that others cannot at the present time provide to customers.

5. Intention to turn (leaving work):

Personnel turnover is a critical issue in human resource management in organizations as it affects productivity, product and service quality and profitability. (Belete,2018:1). Organizational Pride also positively affects the employee's decision to stay in the organization or not, and it stimulates the employee's commitment to play a central role in the organization and negatively affects his intention to move to another organization. (Widyanti, *et.al.*,2020:3). Because employee turnover entails huge direct and indirect

costs due to the expenses required to recruit and train new employees and lower service quality (Kraemer & Gouthier,2014:127).

The relationship bonding between the search variable:

When talking about the correlation Relationship between digital leadership and organizational pride, we must show that an organization can not achieve pride unless it has a leadership capable of working in a healthy manner and keeping pace with the changes that are occur in its external and internal surroundings. As he showed (Boezeman & Ellemers,2014:161) whether employees feel pride in their organization and whether a sense of respect results from leadership behaviors and their specific characteristics in organizations, and they found that organizational pride, respect for organizational identity, and satisfaction with the organization are related to the leadership followed within the organization. As he showed (Lu & Roto, 2016:13) have shown in their study (Design for Pride in the Workplace) that continuous work by leadership in social interaction and highlighting its impact on decision-making will lead to the formation Short-term pride Focused on others. The differences in views among researchers on the extent to which leadership influences within organizations enhances organizational pride or not, made us delve into the topic of research selection as well as the field of study.

Practical Side:

In this part of the research, we will address the descriptive analysis of the research variables (Digital Leadership and Organizational pride) by analyzing and interpreting the results of the arithmetic mean, standard deviation, coefficient of variation and the relative importance of the research variables as well as their dimensions.

The first axis / descriptive analysis of the research variables:

First: Presentation and analysis of the dimensions of the independent variable (Digital Leadership):

It is clear from the data in Table No. (1) that the total degree of the sample answers to the variable (Digital Leadership) was of a high value, as its arithmetic mean was (3.80), which is at a high good level and with a standard deviation of (0.91), while the coefficient of variation for the sample answers was (24.33). While the relative importance was (76.02), and this indicates that the company's leadership had a clear and good interest in the

questionnaire's paragraphs regarding the variable (Digital Leadership) in terms of their agreement on the answer and their clear understanding of its paragraphs and what are the implications of their answers on the study they are in, and regarding the dimensions of the variable Its results were as follows:

1. Dimension analysis (Authentic Leadership):

When looking at Table No. (1), we notice that the first dimension (Authentic leadership) has achieved an arithmetic mean of (3.81), and this mean is higher than the hypothetical mean (3), which is a high value, and the standard deviation was (0.99). This indicates that the sample answers they agreed on the importance of this dimension, while the coefficient of variation for this dimension was (26.55), while the relative importance of this dimension achieved a value of (76.18).

2. Dimension Analysis (Transactional Leadership):

We notice from Table No. (1) that the second dimension (Transaction Leadership) achieved an arithmetic mean of (3.89), and this mean is of good value and somewhat high, and it is higher than the hypothetical mean (3), and its standard deviation was (0.84). This indicates that the answers of the sample were homogeneous and agreed upon when answering the items of this dimension, while the coefficient of variation for this dimension was (21.7) and the relative importance of it was (77.73), and this indicates the presence of maturity and a clear vision of the company's leadership when their answers to the items of the questionnaire.

3. Dimension Analysis (Transformational Leadership):

Table No. (1) shows that the third dimension (Transformational Leadership) has achieved a good arithmetic mean of (3.71) and this mean is higher than the hypothetical mean (3), which is a good value, while the standard deviation was (0.90), and this indicates that the sample was somewhat different. When it answered the question, while the coefficient of variation for this dimension was (24.74) and the relative importance of this dimension was (74.15).

Table (1) The arithmetic mean, standard deviation, coefficient of variation, and the relative importance of the Digital Leadership variable and its dimensions

Digital Leadership		Mean	St. dev.	Coefficient of Variation	Relative Importance
1	We are constantly improving the accuracy of our company's information.	4.12	0.78	18.94	82.44
2	We accurately convey the company's leadership's views to our workforce.	4.32	0.79	18.27	86.34
3	We focus on real-time solutions.	3.46	1.38	39.85	69.27
4	We determine the minimum required manpower for our company	3.59	0.92	25.7	71.71
5	Our Strategies guides our management levels.	3.46	1.12	32.34	69.27
6	We use our core beliefs to continue to specialize in our business.	3.90	0.94	24.18	78.05
Authentic leadership		3.81	0.99	26.55	76.18
1	We promote sales and/or digital marketing to expand our revenue growth.	4.02	0.88	21.87	80.49
2	Allow our business to align and deal directly with our customers.	4.12	0.78	18.94	82.44
3	Ensuring that our workforce is digitally intelligent and flexible .	4.07	0.79	19.32	81.46
4	Motivating our workforce to benefit our clients.	3.66	0.85	23.36	73.17
5	Productivity negotiation with our teams.	3.83	0.63	16.42	76.59
6	We Provide appreciation when our people reach our set goals.	3.61	1.09	30.27	72.2
Transactional leadership		3.89	0.84	21.7	77.73
1	We are innovatively changing our business processing systems.	3.73	0.63	16.97	74.63
2	We are always building our internal business communication systems smarter.	3.51	0.75	21.23	70.24
3	We are reinventing our business operations.	3.8	0.93	24.39	76.1
4	We drive new innovations in our product offerings.	3.32	1.25	37.8	66.34
5	We Research new emerging technologies to create new business opportunities for our company.	3.63	1.09	29.99	72.68
6	We Proactively seeking new opportunities to advance our business frontiers.	4.24	0.77	18.08	84.88
Transformational leadership		3.71	0.90	24.74	74.15
Total of dimensions Digital Leadership		3.80	0.91	24.33	76.02

Source: Prepared by researchers based on the outputs of the (SPSS) program.

Second: Presentation and analysis of the dimensions of the dependent variable (Organizational Pride):

Table No. (2) shows that the total degree of the sample answers to the variable (organizational pride) was of a medium value, as its arithmetic mean was (3.55) with a medium level, and the standard deviation of the variable was (0.90) , while the coefficient of variation for the sample

answers was (26.25) While the relative importance of the variable was (70.99) and this shows that the leadership of the company in question did not have a clear agreement on the paragraphs of the questionnaire regarding the dimensions of this variable and this is what we built as a result of the answer shown in Table No. (2), as the sample members were different in their answers. On this variable, which reflected negatively on the views regarding its dimensions, and this explains the existence of a state of dissatisfaction with the reality seen by its leadership of the company. With regard to the dimensions of the variable, the results were as follows:

1. Dimension Analysis (Emotional Organizational Pride):

It is clear from the data in Table No. (2) that the total degree of the sample answers to the paragraphs related to the dimension (emotional organizational pride) came with a good value, as the arithmetic mean for this dimension was (3.72), while its standard deviation was (0.78) and its coefficient of variation was (23.35) While the relative importance of the dimension recorded a value of (74.51), and this shows that the company's leadership did not have a high interest in the importance of (organizational emotional pride) to them and the extent of its reflection on their affiliation with the company, which contributes to enhancing their integration in it, which in turn contributes to enhancing performance in general.

2. Dimension Analysis (Behavioral Organizational Pride):

Table No. (2) shows that the second dimension (behavioral organizational pride) achieved a good arithmetic mean of (3.96), which is a good and high value, and its standard deviation was (0.80), while the coefficient of variation was (20.16), while the relative importance of the dimension recorded a value of (79.19), and this indicates that the leadership of the company in question have a great interest in (functional behavior) within their company and that this behavior has a direct impact on their work and their achievement of their daily tasks in the company, and this in turn contributes to enhancing the spirit of work and loyalty in it.

3. Dimension Analysis (Commitment to Customer Service):

Upon closer consideration of Table No. (2), it becomes clear to us that the third dimension (commitment to customer service) has achieved an arithmetic mean of (3.78). This mean is a good value in theory and is higher than the hypothetical mean (3), but in terms of customer service. It is considered somewhat low, since the basis of the company's existence is to

provide service to its customers, as it is one of the private sector companies that aims to provide its services in the first place and achieve profits, as well as gain the loyalty of the largest number of dealers with it, while the standard deviation of the dimension was (0.90) and the coefficient of difference was (24.03). The relative importance of this dimension was (75.49), and this indicates a weakness in the company's leadership and its members to understand the extent of the importance of providing service to customers as it is the basis of the company's existence in the first place.

4. Dimension Analysis (Creativity):

Table No. (2) shows that the total score of the sample answers for the paragraphs related to the dimension (creativity) came with a somewhat good value, as the arithmetic mean for it was (3.71), while its standard deviation was (0.98), while the coefficient of variation for the dimension was (26.42), the significance recorded. The relative dimension of the dimension has a value of (74.15). This shows that management and employees must enhance creativity to a greater degree in order to overcome competing companies in the same field to gain leadership and the largest market share by providing new services with better value to customers at more suitable prices than the rest of their competitors.

5. Dimension analysis (intent to turn (leave work)):

Table No. (2) shows that the dimension of (the intention to turn around and leave work) has clearly achieved a low arithmetic mean, as the arithmetic mean for it was (2.68), while the standard deviation of the dimension (0.96) and the coefficient of variation recorded a value of (35.79), while the relative importance of the dimension was their values are (35.66). This indicates that the leadership of the company (Zain Telecom) think about leaving work in the company if they have an opportunity to work in another place, and this indicates the existence of an unclear image of the company's senior leadership in the way it deals with developments in matters as well as the way Their dealings with the changes that occur in the company's internal and external environment, and this was reflected negatively on their clearly low answers, especially for this dimension, which made them think about leaving work in it and looking for companies or another sector to work.

Table (2) The arithmetic mean, standard deviation, coefficient of variation and the relative importance of the Organizational Pride variable and its dimensions

Organizational Pride		Mean	St. dev.	Coefficient of Variation	Relative Importance
1	In these moments I am happy to be a member of this company.	3.85	0.69	17.94	77.07
2	In these moments I feel happy to be a part of this company.	3.73	0.92	24.72	74.63
3	In these moments I am proud of what our company has achieved.	3.8	0.93	24.39	76.1
4	In these moments I feel the company is doing something meaningful to me.	3.51	0.93	26.34	70.24
Emotional organizational pride		3.72	0.87	23.35	74.51
1	I feel proud to work in my company.	3.9	0.80	20.5	78.05
2	I feel proud to contribute to the success of my company.	3.78	0.72	19.18	75.61
3	I feel proud to tell others about the company I work for.	4.2	0.87	20.79	83.9
Behavioral organizational pride		3.96	0.80	20.16	79.19
1	I often do my best to help clients.	4.15	0.79	19.11	82.93
2	No matter how I feel, I always put myself before the whereabouts of every client I serve.	3.71	0.98	26.46	74.15
3	I put a lot of effort into my business trying to satisfy customers.	3.63	0.86	23.64	72.68
4	I am always working to improve the quality of service I provide to clients.	3.61	0.97	26.91	72.2
Commitment to customer service		3.78	0.90	24.03	75.49
1	I enjoy coming up with new ideas for products and services.	3.63	0.94	25.93	72.68
2	I enjoy engaging in analytical thinking.	3.9	0.92	23.49	78.05
3	I enjoy creating new procedures for work tasks.	3.71	1.08	29.08	74.15
4	I enjoy improving the company's existing processes, products, and services.	3.59	0.97	27.17	71.71
Creativity		3.71	0.98	26.42	74.15
1	I started asking my friends and others about other job opportunities.	2.80	0.98	34.95	56.1
2	I started thinking about quitting my job.	2.61	0.70	26.93	52.2
3	I intend to leave this company within the next six months.	2.24	0.97	43.19	44.88
4	I often look to see if jobs at other companies are open.	3.07	1.17	38.08	61.46
Intention to turn (leave work)		2.68	0.96	35.79	53.66
Total of dimensions Digital Leadership		3.55	0.90	26.25	70.99

Source: Prepared by researchers based on the outputs of the (SPSS) program.

The second axis / testing and analyzing the research hypotheses and their interpretation:

In this part of the research, then testing, analyzing and interpreting the results of the correlation hypotheses between the research variables, and

then testing, analyzing and interpreting the results of the impact hypotheses. (simple linear regression).

A. Test the main correlation hypothesis of the research:

The first main hypothesis (H0): There is no significant correlation between Digital Leadership with its dimensions, authentic leadership, transactional leadership, transformational leadership and Organizational Pride in its dimensions.

Table No. (3) shows that the independent variable (Digital Leadership) did not basically achieve any clear and influential relationship with the dependent variable (Organizational Pride), as this relationship was not significant, and the correlation coefficient between the two variables was significantly low, as its value was (0.102), at the significance level (0.527), which is a very low value indicating that the company's leadership does not have a clear influence on the employees working in the company in order to achieve the goals set by them to achieve pride for their company, which makes them not interested in the company's future fate.

Thus, we accept the first main research hypothesis: (there is no significant correlation between Digital Leadership with its dimensions (Authentic Leadership, Transactional Leadership, Transformational Leadership) and Organizational Pride in its dimensions).

Table (3) Correlation coefficient between Digital Leadership and Organizational Pride

independent variable	Pearson correlation	SIG	Sample volume	dependent variable
Authentic leadership	-0.098	0.541	41	Organizational Pride
Transactional leadership	0.068	0.671		
Transformational leadership	0.240	0.131		
Digital leadership	0.102	0.527	41	Organizational Pride

Source: Prepared by researchers based on the results of the statistical software (SPSS).

B. Test the main impact hypothesis of the research:

In order for the research hypotheses to be accepted or rejected by the influence relationship, we must first test them and then interpret their results to find out the extent of the influence relationship or not.

The second main hypothesis (H0): (There is no significant effect relationship between Digital Leadership with its dimensions, Authentic Leadership, Transactional Leadership, Transformational Leadership and Organizational Pride with its dimensions).

By looking at Table No. (4), it becomes clear to us that the calculated F value is (0.405), which is much lower than its tabular value, which is (2.443) at the level of significance (0.05), while the level of morality has reached (0.527b), which means There is a very weak effect of Digital Leadership on Organizational Pride in the company under study, and this indicates that any change in the independent variable (Digital Leadership), whether it is (up or down), will not lead to a noticeable change in organizational pride. As for the linear regression equation, it was in the form following:

$$Y (\text{Digital Leadership}) = 0.102 + 0.099 (\text{Organizational Pride})$$

As for the coefficient of determination (R^2), its value is (0.102), and this value indicates that the Digital Leadership variable explains its value (10.2%) only of the (Organizational pride) variable, while the value of ($\beta = 0.099$) indicates that any change It occurs in the independent variable (Digital Leadership) with one unit, which will lead to a change in the dependent variable (Organizational Pride) by (09.9%), and therefore this is a very weak percentage.

Based on the results of the statistical analysis of the two variables of the research, we accept the second main hypothesis, which states: (there is no significant effect relationship between Digital Leadership with its dimensions (Authentic Leadership, Transactional Leadership, Transformational Leadership) and Organizational Pride).

Table (4) Impact hypothesis test

independent variable	Sig	F	R2	regression coefficient		dependent variable
Authentic leadership	0.541	0.381	0.10	B	A	Organizational Pride
				-0.98	0.059	
Transactional leadership	0.671	0.184	0.005	B	A	
				0.68	0.043	
Transformational leadership	0.131	2.385	0.058	B	A	
				0.240	2.965	
Digital Leadership	0.527b	0.405	0.102	B	A	
				0.102	0.099	

Source: Prepared by researchers based on the results of the statistical software (SPSS).

When looking at the results of the statistical analysis, we note that there is no correlation or influence between digital leadership and organizational pride in Zain Telecom at the level of the study variables and its dimensions, as it was the value of (F) calculated for the study variables in general is (0.405) at the level of significance (0.527), which is less from the (370)

calculated value (F), and this indicates that the company's leaders did not have sufficient knowledge of the importance of applying digital leadership in order to enhance the organizational pride of their company, and this was clearly reflected negatively on the answers of the respondents.

CONCLUSIONS:

Through the results of the research, it was found that there is no correlation and a positive and moral significance between Digital Leadership in its dimensions and Organizational Pride in Zain Communications Company, and this means that the leadership of the company was unable to use its leadership skills that it possesses in order to influence the company's employees and push them towards more achievement and progress in order to draw an image and consolidate a strong culture of the company in the hearts of employees, which makes them proud of it.

Therefore, the company's leadership must reconsider the way they deal with the company's current reality and how to paint a better picture in the minds of its employees in order to push them towards more great achievements that will contribute to raising their morale as well as achieving more profits and a good position for the company, which makes them feel proud. Their affiliation.

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