



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

**The Role of Digitalization for Leadership Effectiveness: In the case
of Motor & Engineering Company of Ethiopia Limited S.C.
(MOENCO)**

Research project submitted to Addis Ababa University's School of Commerce in
partial fulfillment of the Master of Arts in Business Leadership

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ADDIS ABABA UNIVERSITY, SCHOOL OF COMMERCE

COLLEGE OF BUSINESS AND ECONOMICS

POST GRADUATE PROGRAM

The Role of Digitalization for Leadership Effectiveness: In the case of Motor &
Engineering Company of Ethiopia (MOENCO)

By: Martha Tadele

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DECLARATION

I, Martha Tadele, declare that this project titled “The Role of Digitalization for Leadership Effectiveness: In the case of Motor & Engineering Company of Ethiopia (MOENCO)” as part of my masters in Arts Degree in Business Leadership, I created original work that was not taken from other sources or submitted to another university.

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STATEMENT OF CERTIFICATION

This is to certify that Martha Tadele has conducted her research work on the topic of “The Role of Digitalization for Leadership Effectiveness” in partial fulfillment of the requirement for a Master's Degree in Business Leadership. The study fulfills the requirement for obtaining an academic degree of the university.

Advisor: Teklegeorgis Assefa (PhD)

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ABSTRACT

The study aim to examine the role of Digitalization for Leadership effectiveness in the case of Motor and Engineering Company of Ethiopia, MOENCO. The qualitative data was found from literatures in the area of research; whereas the quantitative data was collected from respondents through a questionnaire. The study was conducted among the entire leadership group through a census sampling size. The data was then analyzed through SPSS and the reviewed data was elaborated by a descriptive analysis. In order to determine the relationship between variables, Pearson correlation matrix was used and regression analysis was done to investigate the effect of the independent factors on the dependent variable. The findings show that the group practiced all dimensions of digital practices, including Automation, Technology, and Corporate Strategy, and digital resources, with the exception of equitable access; thus, the study concluded that there is mostly good digital experience, which has a positive relationship with leadership effectiveness. Digital platforms were important for leaders to gather information, to support quality of decisions, and for increased external adaptability, but not for good engagement. Therefore, the study came to the conclusion that digitization has an impact on leadership effectiveness at most cases. Finally, the researcher recommended that even if MOENCO is in a good position for digital approaches leaders needs to put in more effort to embrace equitable access for digital platforms. They should use inclusive communication tools to interact with employees and improve engagements. Additionally, the study suggested that the current phenomena of digitalization is highly important to foster leadership effectiveness in organization.

KEY WORDS: *Digitalization, Effective, leadership, Equitable, Access, Employees engagement*

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ACRONYMS/ABBREVIATIONS

MOENCO: Motor and Engineering Company of Ethiopia

AI : Artificial Intelligence

DMS: Document Management System

ESSP's: Enterprise Social Software Platforms

ERP: Enterprise Resource Planning

SPSS: Statistical Package for the Social Sciences

E-MAIL: Electronic Mail

SMS: Short Message Service

VoIP: Voice over Internet Protocol

SIP: Session Initiation Protocol

HSE: Health, Safety and Environment

CAC: Customer Assistance Center

HR: Human Resource

CDK: Control Development Kit

IT : Information Technology

ICT: Information Communication and Technology

SAP: System Application and product in Processing

APP: Application

VIF: Variance Inflation Factor

IoT: Internet of things

CHAPTER ONE

1. INTRODUCTION

.....

Under this chapter, the title of study of this paper was described. The problem back ground, the definition of the topic and motive of studying the relationship between Digitalisation and Leadership along with delimitation of the study was discussed. The problem discussion that necessitate the need for doing this research paper along with a clear and precise objective of study is described. Formulated research questions and outline of research paper is presented as well.

.....

1.1. Background of the Study

Digitalization is a trending and strategic way of contemporary leaders. It is about how leaders deal with data-driven decision-making, disruptive developments in the business landscape, work structured via digital services, a workforce provided with ubiquitous information, and this power introducing new communication channels (Hesse, 2018). In almost every industry throughout the world, digitalization has disrupted and expedited development. As the time is going by, Organizations and leaders are currently being challenged with significant changes (Colbert, 2016). The rapid advancement of new digital technologies, such as automation, Internet of things and Artificial Intelligence is dynamically changing the nature of work nowadays and the business end is increasingly changing the leadership role (Gordon, 2007). It's essential for leaders to have mechanisms to make their teams more agile, to deal with sudden changes and challenge the status quo in the organization (Andrea, 2018). Digitalization is the use of digital technology to alter a company model and create new revenue and value-generating opportunities (Colin, 2022). By doing things better, quicker, and cheaper than your competitors do, digitalizing your company may provide you a competitive edge (Gordon, 2007). In order to help you review procedures, improve quality, and Promote consistency, taking the advantage of innovative digital solutions in your organization provides you a competitive advantage, and a well-thought-out digitalization strategy (Jordan, 2016).

According to studies, we live in a digital age, where digital transformation is a major subject of discussion everywhere, and is well suited to determining the business strategies of enterprises throughout the world. There are several reasons why leaders are embracing this transformation, including cost savings, global reach, customer connection, conversion, achieving corporate goal and vision, and remaining competitive. Contemporary leaders are increasingly relying on Digitalization to solve business challenges, improve decision-making efficiency and effectiveness, to increase productivity and service quality, attain dynamic stability, and compete for new markets (Attewell, et al., 1994;1995). It has been a while since Organizations have needed and employed technology that amplify the efforts of their workforce in production and administration, according to (Chisambara, 2018) although having developed through time, digitalization has become an important instrument in the administration of organizational operations.

Digital transformation will be possible, according to the Swedish Commission for Digitalization and Government, if digital contact and interaction between people, organizations, and things becomes commonplace (SOU, 2015). Currently, "digitalization and contemporary transformation" as a change catalyst is critical for establishing new areas of application and digital technology adoption to improve leadership efficiency (Sheninger, 2014). The phenomenon can be observed from a variety of perspectives since it is composed of several distinct dynamic components (Attewell, et al., 1994;1995).

While digitization has transformed the way businesses operate, it has never revolutionized a company on its own (Boggis, 2017). The vision and decision-making of an organization's executives that tie digitalization to an emerging need for the company is the main reason for assisting it in achieving such a transition or change.

The "Leaders of the Future" study polled 4800 global corporate leaders, administrators, and organizational analysts to learn about the benefits and drawbacks of using social and digital businesses. According to the findings of this poll, it is primarily the leader who nurtures a culture of change and inspires businesses to rethink their operations digitally (Turan, 2018). Employees in a technologically modern and productive firm are also confident in their leader's digital share, according to the survey (Turan, 2018).

Strong Digital leader share necessitates not just technological competence but also promotes the benefits of new technologies for the organization's future.

Corporate success is determined by how leaders integrate digital technology into their business operations, whether its media, online, data mining, clouds, or analytics (Vogelsang, 2010).

When it comes to digitization, the term leadership can be viewed as a phenomenon that takes into account the use of digital technologies. The term "digital" refers to a new way of thinking as well as a new leadership style that is fueled by technology (Khan, 2016).

Because not only one's company practices, but also one's customer connections, service models, product-service kinds, and concept of "talent" evolve.

The purpose of this study is to look at in the context of digitalization and how it affects a leader's effectiveness in an organization.

1.2. Statement of the Problem

The practical issue addressed in this paper is related to MOENCO, an Inchcape London-based company, operating in the 3S Sector in Ethiopia (Sales, retail & distribution of vehicles, servicing & Maintenance, Spare part sales).

Digitalization affects the global economy due to global leadership crisis (Shahid, 2016). Digitalization has long been an important concept in leadership; it has its roots in past problems. Digitalization is said to have changed the way leaders work and communicate. The presence of the internet on the shop floor is now the major technology of the Fourth Industrial Revolution, This modern adaptability is achieved by digitally networked and thus interacting production facilities (Andrea, 2018). For instance, until recently, the majority of internal communications were done in person. According to Australian Business Institute publish in 2016, Face-to-face communication helps to create collaborative settings that encourage employees to participate in meetings, brainstorming sessions, and other activities by inspiring and energizing them. On the other side, some researchers showed that advancing in digital communication not only creates some opportunity but it also have a negative impact on leader employee relation and employee engagement as it discourages the physical face to face interactions, which is a great technique of achieving good understanding between peoples as there will be visual and verbal clues. The visual and verbal communications helps to clearly understand of the information being shared. The main advantage of face-to-face communication is that it fosters good understanding because there will be visual and verbal cues, as well as an increased rate of information flow (Agyin., 2014).

These workplaces promote employees' satisfaction as well as company culture by encouraging involvement and innovation.

As a result, leaders have a higher level of involvement, experience, and communication flow. However, one can observe that the breakout of Covid-19 has diminished face-to-face interaction almost by half and after the introduction of alternative digital ways of communication the mediums of communication altered significantly. As it's a recent phenomenon among most leaders there was a gap on the information flow on both Top-Down and Down-Top Communication. It can be therefore said that the Information flow is now limited due to the digital platforms usage. Not only that, but digital technology have altered the way today's leaders function in a variety of ways.

A leader's primary instrument for gathering facts and making fact-based decisions is information. However, for various reasons, leaders struggle to integrate and engage new ideas, new tools, and new methods of working; they are unsure how to embrace the concept and inject it into the organization's system, these idea was the one issue to be accounted for the problem study by the researcher.

Another constraint was that specific individuals had access to digitalized tools and job automation, which had an indirect impact on leaders' problem-solving abilities. This phenomenon was raised by the researcher as second problem in the study area. MOENCO is Ethiopia's first and leading automotive company, and because of the nature of the business and industry, more work was required to enable the leaders to be more automated and the organization to keep up with global technology and expertise. One challenge was embracing and accepting these important aspects (Khan, 2016). The differences between leadership in the digital era and traditional leadership can be attributed to a dynamic work environment in particular, whereas leadership principles do not tend to shift significantly (Bennis, 2013). Corresponding to this, (Kane, 2019) disclosed that several key leadership skills remain the same, despite the fact that exclusive digital transformation requires the acquisition of some new skills.

More researches in the field of improving specific competencies and skills required for leaders to lead the digital transformation is required. The study aims to investigate the role of digitalization (from leadership line) on leadership as a means of bringing identity to leaders and organizations in order to achieve effective and successful results.

It also included the competencies and skills digital leaders should have in order to lead digitalization. As a result, the research questions for this study were shortlisted as in the following subtitle.

1.3. Research Questions

The study's research questions were narrowed down based on the problem statement.

RQ 1: What is the digital practice of Leaders in MOENCO?

RQ 2: What are the roles of digitalization practices for leaders in the digital age?

1.4. Objective of the Study

1.4.1. General Objective of the Study

The general objective of the study is “The Role of Digitalization for Leadership Effectiveness: Focus on Motor & Engineering Company of Ethiopia (MOENCO).”

1.4.2. Specific objective of the Study

1. To investigate the ways leaders practice and adopt to digitalize their leadership in MOENCO.
2. To examine the role of digitalization practices for leaders.

1.5. Hypothesis of the Research

Based on the problems stated above the researcher alter to do the research on the following Hypothetical approaches

H1: Practices of Digitalization positively affects leadership effectiveness,

H2: Digitalization plays a significant role on leadership effectiveness

1.6. Significance of the Study

The aim of this paper is to study how digital interfaces and platforms impact the Leadership success. The study discussed how digitalization aids leadership in communication, information and data gathering and interpretation, as well as in making business decisions, and how digital practices and competence such as automation and digital Medias contributes for businesses excellence and drive leadership effectiveness.

The researcher hoped that the findings can be used by the leadership team to help in identifying the existing gaps on the subject matter and foresee how they can be addressed. It will also help to identifying the group's positive experiences and practices.

1.7. Company Profile

MOENCO is a subsidiary of Inchcape S.C, a London-based global car and machinery distribution and retail leader in the premium and luxury automobile market. It is Ethiopia's largest automobile firm, representing more than 20 brands. MOENCO was founded in 1959 by Mr. Y. D. Lappine, who rented a tiny house to serve as a garage with a capital of 200,000 birr. MOENCO took over the TOYOTA franchise business for Ethiopia after Inchcape became a key stakeholder and invested a significant amount of capital in 1968, marking a watershed moment in the company's history. MOENCO also represented General Motors for many types of American vehicles and trucks, as well as Ingersoll-Rand, WABCO, Pettibow, Universal, DuPont, General Tire, Frigidaire, Zanussi, and Thomas De La Rue & Co. of England at various times. MOENCO has grown in terms of both size and sophistication of its service shops and parts distribution sites since then. The company presently employs 1073 people around the country, with 7 branches and 12 sub-dealers.

Due to the nature of the sector and for being the first and the leading automotive firm in the country, MOENCO is on the forefronts with a strong focus on continuous improvement, as a result the company has been able to maintain a strong position on digitalization and adoption of modern digital features as a result of this.

The company's recently adopted "Accelerate" Strategy places a greater emphasis on digitalization and modernizing leadership practices. Digital tools and platforms that are commonly used by the leadership team are presented by the end of the paper (Appendix II).

1.8. Research Limitation

This study is limited to Motor and Engineering Company of Ethiopia, MOENCO that is located in Addis Ababa, Ethiopia. The researcher focuses on specific aspects of literature review on Digitalization theory and explores on only few aspects of Digitalization and some areas mightn't be included in the study. Therefore, the study may not conduct/mention full literature review on all developed theories. Some emerging concepts of Digitalization's that aren't practical in the case such as Robotics, Artificial Intelligence (partially) may not have been considered since the research focuses on MOENCO only. Also, it has a limited number of variables, The Researcher doesn't study some aspects of Digitalization role for effective leadership such as Employee satisfaction, change management, and Delegation. According to (Kienbaum, 2018), suggested that "There is no single leadership style that can guarantee digitalization success". As a result, the study does not consider leadership styles in relation to the variable under consideration.

Moreover, For the sake of clarity, the researcher excluded the perspective of followers to keep the complexity of this study manageable therefore, this research analyzes data from the leadership team only in order to understand the impact of digitalization on leadership. The study's conclusions may be limited to MOENCO's strategic and operational needs and may not be applicable to other businesses. The findings and recommendations from this study, on the other hand, may be used by other companies in the same industry. As a result, additional research is needed to differentiate and improve key competences and skills required of executives leading the digital transition.

1.9. Scope of the Study

This study is conducted only on Motor and Engineering Company of Ethiopia, MOENCO Operating in 6 different locations of the country; which is in Addis Ababa, Adama, Bahirdar, Awassa, and Diredawa. The study focuses on the use of Digitalization for the leadership group. It's also based on existing research and theoretical literature in the field. While studying the researcher focuses on the role of specific digital tools, platforms and aspects of effective leadership. The study's specific digitalization metrics and Effective leadership parameters were only mentioned and discussed in the following chapter. Theoretically, this research was constrained by specific parameters provided by various references.

And methodologically, this study used a descriptive design. Furthermore, the majority of those who took part in the survey were in positions of leadership within the company.

1.10. Paper Disposition

The structure of the paper encompasses 5 chapters. The First chapter describes the background of the study; second, it proposes a classification of findings based on theoretical frameworks and content. The third chapter the methodologies used. Finally the last two chapters describe findings, Implications of findings for both research and practice, and proposes directions and recommendation for future research.

Figure 1.1. Outline of the Research Paper

Chapter 1; Introduction	<ul style="list-style-type: none">• Background of the Study, Research Gap, Objective, Problem, significance of the Study, Scope, Hypothesis, company profile and definition of key terms are included.
Chapter 2:Literature Review	<ul style="list-style-type: none">• Relevant theories, empherical frame work and conceptual ramework are discussed.
Chapter 3: Methodology	<ul style="list-style-type: none">• Research methodology, Research design, Research approach, sampling technique, data source, data collection techniques, Analysis and presentation methods, validity & reliability and ethical considerations are provided.
Chapter 4:Analysis and Discussion	<ul style="list-style-type: none">• presentation and Interpretation of findings and discussion of results
Chapter 5: Summary, Conclusion , Recommendation	<ul style="list-style-type: none">• The final chapter compromise summary, conclusion and recommendations based on the research findings.

In the end, all the references are listed and annexed. Moreover a list of appendixes and a list of questions developed for conducting the research is also presented.

1.11. Definition and Terms

Digitalization - “digital technologies applied to any human activity, including personal, social, economic, and political activities” (Gbadegeshin, 2019).

Leadership – “is the art of persuading a group of people to work together to achieve a common goal” (Alban, 2005).

Leadership Effectiveness - is a method of increasing an organization's competitiveness, effectiveness, and flexibility by planning, organizing, and allowing members to participate at the appropriate level (Dym & Huston, 2005).

Effective Leader: is a leader who (a) communicates clearly, (b) values innovation and unique input, and (c) makes calculated moves and decisions (Andrea, 2018).

Automation: “a catch-all term for tools that operate on the user interfaces of other computer systems in the same way that humans do.” (der, 2018)

Artificial Intelligence/ Machine Learning: is a branch of computer science that involves transferring human abilities and characteristics to machines, such as language comprehension, learning, reasoning, problem solving, and so on (Chisambara, 2018).

Employee Engagement: is the employee's emotional attachment to the organization and its goals (Anon., n.d.).

CHAPTER TWO

2. LITERATURE REVIEW

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Under this chapter, summary of related articles, books, past literatures on the problem area of the study and other sources relevant to the study are reviewed.
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2.1. Theoretical Literature Review

2.1.1. Leadership

According to (Patterson, 2015), leadership is the ability to influence people's beliefs. Leadership, according to (Northouse, 2010) it is a process in which one person directs or influence a group of others to achieve a common purpose. Leadership, in a broader sense, is a continuous endeavor that guides people through a continuous and progressive process (Northouse, 2016). It is a person's combination of attributes or personality traits that motivates them to motivate others to achieve goals that would not ordinarily be achieved without the leader's motivation (Levin, n.d.). Because leadership is such a complex and ever-changing phenomena, that there is no single solution to the question, "What is leadership?"

According to (Northouse, 2016) leadership definitions have altered in the twenty-first century from emphasis on control and centralization of power to describing leadership as an activity in which an individual affects a group of others to achieve a common purpose. (Robbins, 2022) Recently stated that leadership allows a clear vision to be communicated and then a team to be united behind that goal. Great CEOs lead companies that are creative, innovative, and nimble.

According to (Ankit, 2022) it's all about doing the right thing at the right time when it comes to leadership. It's about inspiring employees to give their all in order to reach a common objective, whatever the obstacles. It entails building a work atmosphere in which people feel empowered to provide the most effective answers (Ankit, 2022).

2.1.2. Leadership Effectiveness

Leadership effectiveness, according to (The Global Business Leaders, 2020) , is the successful exercise of personal influence by an individual that results in the accomplishment of one or more goals as a result of the coordinated efforts of those who are led. To properly lead a team, specific factors must be considered, which will vary depending on the situation. It is highly dependent on the outcomes and implications of the leader's actions for his or her followers and organization (Dym & Huston, 2005).The most typical metric of leadership success is the extent to which the organization achieves its goals and completes its tasks (Dym & Huston, 2005)

Change is unavoidable, according to (Alban, 2005) (Colin Baker, 2021), and leaders must be prepared for it. Keeping up with the global pace may be necessary for effective leadership. The growing transformation and digitalization of things has altered the way objects and people work around the world. The effectiveness of a company's leadership is critical to its success.

2.1.3. The Concept of Digitalization

What is Digitalization? “Digitalization” Just like “leadership” is a difficult term to define with a single definition or meaning According to (Witten, 2016), digitalization is the process of converting information, communication, and assets into digital form. According to (Alban, 2005), digitalization is the process of leveraging digitization and digital technologies to improve corporate processes, create innovative business models, and identify and deploy new revenue streams for value addition and value-adding opportunities.

The Swedish government and the Digitalization Commission, digitalization comprises digital links and intercommunication between people, organizations, and objects (SOU, 2015). According to the Swedish Digitalization and Government Commission, digitalization means that digital communication and interaction between people, organizations, and things becomes a natural occurrence. The ability to digitally collect, evaluate, utilize, and develop increasing volumes of data brings up new development prospects in nearly every industry. (SDGC, 2016).

2.1.4. Leadership and Digitalization

It is impossible to be an effective leader without also being an effective digital leader (DavidGeurin, n.d.).

Digitalization do affects how leaders lead and communicate with employees because it affects nearly every business operation in today's businesses (Mohammed & Saira, 2021). According to (Patterson, 2015), Leaders can connect and engage with each other in new ways thanks to digital technologies, which also influence how work is performed and organized in organizations. And create new job opportunities while drastically changing traditional practices or even making them obsolete (Carcay, 2016).

Figure 2.1. Digital Leadership Dimensions



Source: (GDS, 2020)

2.1.4. Dimensions of Digitalization- Leadership linked

Leaders can save a lot of time for advancements in technology that allow them to automate a variety of duties (Andrea, 2018). They may be sure not to miss any essential meetings and will be relieved of the stress of remembering minor but important details if they employ artificial intelligence voice assistants. They can complete a higher number of activities in less time thanks to automation.

They can quickly automate the decision-making process by combining data, analytics, and artificial intelligence (Andrea, 2018).

Dimensions of digital attributes associated with a leader's day-to-day work style. They are employed as variables to measure the aspect in this study given by (Mohammed & Saira, 2021).

Access Equitability and convenience

Equal access to current digital platforms, familiarity with them, awareness of how to use them, adoption of continual enhancements, training for new features, and reachability for leaders and staff are all essential for digital transformation success. It's critical for executives to improve their digital abilities as well as their restructuring expertise that. It is also essential for leaders to have access to the appropriate digital tools in order to encourage and lead their teams (Mohammed & Saira, 2021).

Digital Strategy and Organizational Culture

Digitalization is a comprehensive concept that influences not only an organization's overall performance, but also essential players such as leaders and employees to refocus their selves toward more autonomy and create the tools to survive in the modern world. As a result, businesses must include the evolving phenomenon's strategy into their policies and do organizational culture study (Mohammed & Saira, 2021).

Digital Resources and Medias

Tools such as applications, platforms, software, and websites that aid in the development of daily leaders (Citadel, 2016). Virtual tools, online tools, and interactive platforms are examples of Leader's digital tools.

Automation

Work processes must be changed to achieve the effects of digitization, and leaders must drive this change. Automation is changing manual tasks into digital. According to (Dengler & Matthes, 2018), the fact that some managerial tasks are susceptible to digitalization while others are not indicates the inevitable, albeit partial, transformation of managers' occupation.

Automation for leaders can be practical by the following ways (Dengler & Matthes, 2018):

Internet of things (IoT): the internet-based interconnection of computing devices embedded in everyday objects, allowing them to send and receive data.

- Artificial Intelligence: the ability of computers and systems to extract meaningful information from digital inputs.
- According to (Woods, 1985) Cognitive Technologies can be used as techniques and concepts for identifying and improving domain's decision-making/problem-solving requirements and skills, and Joint human-machine cognitive systems are being developed.

- Business Analytics: methods focused at extracting value from massive amounts of data and leveraging that value to empower processes and business choices at all levels of the organization (Villegas, 2015).

Technology

No aspect of business has escaped the continual evolution of technology. It's currently affecting every aspect of life, beyond all limitations. Technology can be seen gleefully waving at us from all corners, regardless of the size of the enterprise. Technology has not only given employees the freedom to work at their leisure, but it has also given bosses the ability to govern from afar (Gratton, 2016). Leaders can see the amount of tasks completed by team members in real time thanks to technology. It also allows them to convey any changes in their tasks, regardless of where they are. It has resulted in significant changes in the way leaders communicate with and interact with their people. Leaders that are active on social media are able to reach out to a wider audience new heights of ubiquity. Overall, technology has spawned a new leadership style: one that enables and motivates employees to seize the most compelling business prospects while utilizing the most cutting-edge technologies (Ankit, 2022). As the below figure shows technology enables leader to remain networked and to easily monitor and see what is around their circle and outside that too.

Figure 2.2. Technology in leadership



Source: (Ankit, 2022)

High Quality Information and Data

Writers quote that, “Data and information are the new oil, and many companies are attempting to gain a competitive advantage by using business insights from the massive amounts of data in their enterprise systems (Anon., 2022).”

According to studies, in today's world, information and data have undergone significant transformations. More precisely, the amount and availability of data and information has expanded, with more and more coming from the organization's external environment. (capgemini.com, 2017). Despite the increasing degree of access, information and data come in various sizes. Smaller pieces of facts and information are thought to be easier to ingest. In addition, the amount of data and information available to leaders can be daunting. However, because the method for retrieving and handling them has changed and developed, it is feasible to obtain just relevant information with the tools that are available. (Banir, et al., 2003).

In addition, managers benefit from the utilization of data and information in their decision-making. Managers' ability to analyze information and data is improved in terms of overall quality. This is made feasible by the new digital tools that they now have at their disposal. (Boggis, 2017).

Fact Based Decision making

Digitalization allows speedy decision – making procedures (Berman, 2017). From tactical decisions in the mutual meeting room to customer bargaining decisions (Berman, 2017). With the help of globalization, the concept of mutual trust was achieved as a result of personal integrity (Alban, 2005). Leaders can readily assess and interpret the information and data they get through digital means, and then use it to make decisions. The requirement for information in the organization's day-to-day operations and decision-making process is unquestionable. More availability of information makes it easier to make data-driven decisions rather than guessing (Productive, 2019).

Digital Communication and Engagement with employees

Traditionally, Companies employed one-way broadcasting communication such as magazines, posters, and television as a mode of communication. Employee involvement and practice are currently boosted by improved computer technology, digital communication, and data sharing. (Gratton, 2016). Communication is undergoing a continual shift as a result of digitization.

The evolving of Modern information technology results companies in the development of new strategy development and adjustment for both internal and external communication (Heini & Heikki, 2014). The digital internal communication enables two-way-communication, which allows giving and receiving feedbacks (Banir, et al., 2003).

As a result, it can be said that adopting digital communication tools provides many beneficial opportunities for both leaders and staff.

According to a publish by (Productive, 2019) even if there are shortcomings of digitalization in respect to engagement, The digital technology has reshaped employee engagement; employees at all levels within the company can communicate effectively through digital communications such as email and social media, Furthermore, internally, digitization is driving new process capabilities, catalyzing organizational delayering, and offering new approaches to connecting employees together, now there is Better availability of training materials makes continuous learning a satisfying reality, improved transparency between leaders and employees, there is a feedback system and More information availability among the parties (Productive, 2019).

External Adaptability and Customer Experience

According to (Line H., 2021) which is a recent study, firms are currently using digitalization to transform the customer experience and advancing themselves with the external environment pace. Leaders, on the other hand, are abandoning old techniques to reshaping their digital customer profile in order to attain the speed and precision that the competitive marketplace demands. Transforming the customer experience necessitates a more responsive, integrated, and customer-centric strategy, likewise, digitalization is being used as a competitive tool through sophistications of web designs and profile, by introducing convenience marketing pioneers, advanced software's that enhance accuracy and speed and soon

Digitalization vs. Employees and Organization Performance

Modern businesses simply cannot compete without the power of Digitalization and technology. The dynamic nature of current business environment dictates that all areas of business including accounting, finance, management and human resources force the power of digitalization to perform effectively. Therefore, the ability to successfully design and implement digitalization has become a cornerstone in most of the Organization. So, Digitalization plays a highly strategic role in all businesses through the integration of people, process and information technology.

This fact creates unique opportunities for management information systems (Telecommunications, n.d.).

2.1.5. Attributes of effective leadership- In digitalized era

Given that leadership is a vast and diverse research field, researchers will consider contemporary leadership practice.

Informed decision-making: When combined with facts and data, passion and a strong vision form a solid business case, it will increase the probability of a favorable outcome for the decision-maker. (mbabrief.com, 2022). A good change leader would always make evidence-based decisions using data, facts and information. (Pr,Jordan, n.d.) Used Ahold Delhaize, a Dutch grocery store, as an example. Loyalty card holders can pull out a handheld device at the store's entrance to scan as they shop. Finally, they must check the total bill and swipe the card. While customer experience is important to the organization, the primary goal is to collect as much data on shopping patterns as possible to assist leaders in making critical business decisions (Pr,Jordan, n.d.).

Fast Execution: Decision-making based on facts is crucial, and decisions must be made fast. Tasks must be planned and accomplished within the time frame established by the leader, using an advanced and easy technique (Anon., n.d.).

Engaged and Aware: Leaders who are eager to listen, interact, and communicate with internal and external stakeholders will always be ahead of the curve and relevant. Awareness is the constant scanning of internal and external situations for opportunities and threats. It is critical to understand not just how to address a problem now, but also how to solve it in the future (Levin, n.d.).

Build networks: Good leaders build a network of people who can help them achieve their objectives by complementing and enlightening them (Jean, 1996).

Adaptable: A competent leader is open to new ideas, technology, and automated processes; change is unavoidable, and it is critical to embrace and be prepared for it based on the facts available. (Sheninger, 2014).

Tolerance to uncertainty: Adaptability does not always reflect a lack of conviction. Professor Jordan claims that while exceptional leaders are adaptable, they also have strong opinions, especially in the face of uncertainty and the unknown (Jordan, 2016).

Visionary: This skill sets successful leaders apart in the digital age, and it relates to having a clear sense of long-term direction, especially in the midst of short-term uncertainty (Colin, 2022).

Influencing & persuading others: Leaders have the ability to influence others using facts, argument, and appeal digital tools and destruction, as the digital age increases in its influence on working practices, leaders need to adapt their leadership influence tactics (Beth, 2022).

Humble: Accepting input and acknowledging and accepting the idea that others may know more than the leader, Humble leaders strive to always willing to learn and challenge assumptions and opinions, which aids the team in generating and developing new and unique ideas (Levin, n.d.).

2.1.6. Change and Leadership

2.1.6.1. Transformational Leadership

Transformational Leadership is a leadership style that encourages individuals and social systems to change. It promotes valuable and good change in followers in its ideal form, with the eventual goal of growing followers into leaders (Hasin, 2016). They always attempt to generate new ideas and perspectives and accept the coming change in order to pave a new route for the organization's growth and prosperity (Sheninger, 2014). They mobilize organization members to make fundamental changes in the organization's fundamentals and foundations in order to be prepared and gain necessary capabilities for moving in new directions and reaching higher ideal performance peaks by developing commitment, passion, and loyalty among managers and staff (Bass & Avolio, 1994).

Change processes and the variety of tools utilized in our everyday lives are increasing every day in the modern era. Changes are occurring at such a rapid pace that no human being, even in the previous century, could have predicted them. Leaders are critical in dealing with this unpredictable climate and constant change (Gbadegeshin, 2019). The world is in desperate need of transformational leaders (Riggio, 2006). In a volatile and unpredictable world, transformational leadership initiatives help firms to improve their performance. When transformational leadership elements are combined with other leadership acts, firms can gain a competitive advantage (Anon., 2000).

2.1.7. Effects of Digitalization on the Role and Practices of Leaders

New digital successes lead to the evolution of business organizations as technology advances. Managers can arrange and form these data using available tools, such as emerging AI technologies, to acquire a better understanding of real-time client behavior and demand trends (Chisambara, 2018). For example, a demand forecasting manager must achieve high levels of prediction accuracy, which translates to increased profitability and revenue (Chisambara, 2018).

Due to the large amount of data collected during the complex process of supply chain management, prominent corporations use cognitive-based technology to support and aid managers in anticipating client wants. The digital transformation, according to (Berman, 2017), makes the importance of information systems in a company more apparent.

For managers, technology is a means to an end, as human knowledge, such as decision making, is still required to successfully employ technology's capabilities to draw on the business's combined benefits (Chisambara, 2018). As a result, the necessity for a mixed human-machine connection remains a major concern. The ever-changing market environment, as well as the rapid advancement of technology, forces businesses to react and adjust their operations by assuring the right people to avoid falling behind the competition. Furthermore, as technology advances, managers' roles do not become obsolete, but rather require them to be more skillful than ever before (Gratton, 2016).

2.2. Empirical Review

Numerous studies have been carried out to comprehend the role or the influence of digitalization on leadership effectiveness.

(Mohammed & Saira, 2021) Conducted study on the influence of Digitalization for leadership practice in a Swedish company called Sandvik. According to the study, almost all of the interviewees agreed that digitalization and digital transformation had a significant impact on their leadership structures, organizational culture, and themselves in a variety of ways. In the study, most of the leaders agreed that digitalization opens up new opportunities for their company.

As per the study, digitalization was taken as an effective and essential tool for promoting effective leadership in an organization. The researcher of the study suggests that the study should be carried

out in other industrial segment since it was difficult to generalize the impact of digitalization on leaders and to find a more clear and concise description of the selected topic.

(Liu, et al., 2020) Carried out the Effects of Digitalization on Managerial Practices as Experienced by Managers. The goal of this study was to investigate how managers' practices are changing in the digital age.

According to the findings of this study, significant changes in managerial practices can be observed in all four categories of practices: task-oriented, relationship-oriented, change-oriented, and external practices. The conclusion of the study suggested that, as digitalization brings changes to their practices, Managers must be more aware of and capable of adapting to these changes (Liu, et al., 2020).

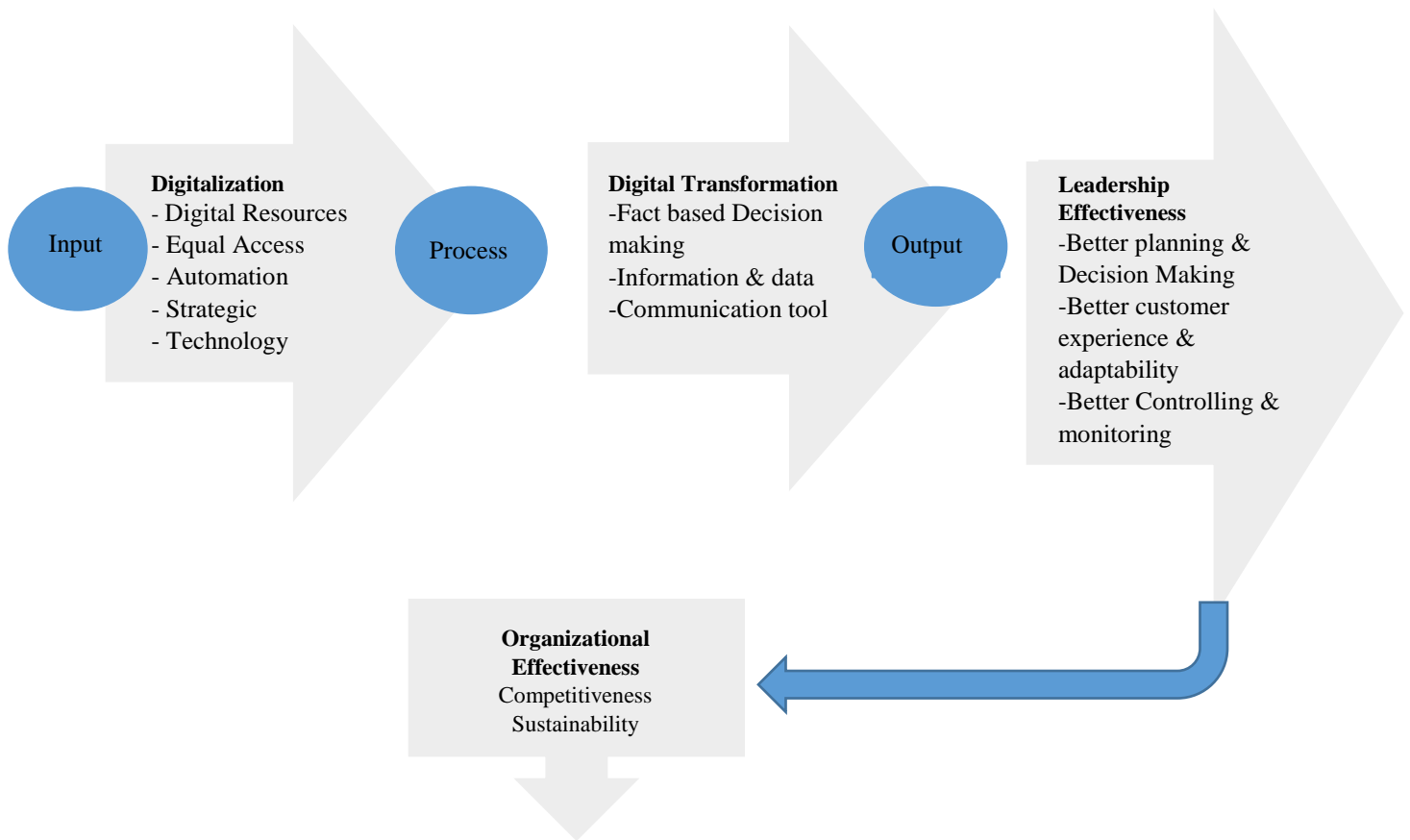
(Lin, 2016), carried out the effectiveness of digital leadership at k-12 schools in Mississippi regarding communication and collaboration during CCRS (College-and Career-Readiness Standards) implementation. The researcher used mixed method was to investigate the research questions (interview in the qualitative stage and survey in the quantitative respectively). The findings in the qualitative study revealed that, principals used hybrid methods in order to support teachers' communication and collaboration in relation to CCRS implementation. Further, in quantitative stage, it is found that professional development and digital citizenship is more effectively supported by the principals in the context of CCRS implementation.

(Andreas, 2016) Carried out a study that demonstrates Digitalization is transforming businesses and the context and conditions for leadership in a digital world. By including qualitative perspectives of several leader individuals across industries and functions, the study aims to improve our understanding of digitalization and leadership. In the study, Digital tools are also being viewed as new leadership practices that enable leaders to encourage involvement, as they are becoming more common in a variety of industries.

2.3. Conceptual Framework

Since digitalization was the research question, the researcher proposed a conceptual framework and incorporated features of leadership-linked digitalization into the model to realize the potential interconnections. The below conceptual framework, Figure 2.2 shows how Digitalization is related to Leadership effectiveness.

Figure 2.2. Own Conceptual Frame work



CHAPTER THREE

3. RESEARCH METHODOLOGY

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Under this chapter, the methodology used to answer the research questions of this thesis was discussed. Research design of the study, Sample Size and Research methods along with the strategies used to carry them out were presented.

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3.1. Description of the study area

MOENCO (Motor and Engineering Company of Ethiopia) is a subsidiary of Inchcape S.C., a London-based Automotive and Machinery Company that is the earliest and specializes in global distribution and retailing. Representing over 20 brands. MOENCO was the first in the premium and luxury automotive sector. Apart from retailing, the company also does servicing, part sales and agriculture, road making and construction equipment, and part sales and servicing.

MOENCO operates seven branches in Ethiopia. The Main Branch, Southern Addis, Kality Machinery, Adama, Bahirdar, Awassa, and Diredawa branches are among them.

Currently MOENCO has around 1,073 employees.

Table 3.1. Profile of MOENCO employees

#	Description	No. of Staff
1.	<i>Management staff</i>	125
	Higher Managers/on leadership role	40
	Middle Level Managers	35
	Supervisors/ Lower Level Managers	50
2.	<i>Non-management staff</i>	948

3.2. Research Design

A research design is a method for deciding where to do research, what techniques to use, and how to gather data in order to answer research questions (Schumacher & Macmillan, 2001).

A questionnaire that was based on Likert scale was used to develop a questionnaire for the researched variables. The project then used a descriptive research design to explain and explore the case study's interaction with the independent elements based on the responses.

Descriptive research design allows for more flexibility in data presentation; it allows a researcher to collect data and use statistical analysis to describe it. A cross-sectional study on the impact of digitalization on effective leadership practices was conducted using a quantitative research approach to develop data and correlations among factors.

3.3. Sources of Data and Methods of Data Collection

Researcher gathered data from both primary and secondary sources for this study. Close-ended questions devised and tested by the researcher were employed to collect primary data.

A questionnaire is a type of research instrument that consists of a series of questions (or other forms of prompts) that are used to collect data from respondents in a survey or statistical study (Batory, 2004).

The Questionnaire had three sections: demographics, related to digitalization practice and benefit from leadership line, and effective leadership qualities.

Responses were then rated on a 5 scale Likert ranging from strongly agree to strongly disagree. A review of various literature were used to collect secondary data.

3.3.1. Primary Sources

Questionnaires from the leadership team, were used to gather relevant primary data.

3.3.2. Secondary sources

A survey of several publications is used to gather secondary data. It was gathered from websites such as Research Gate, articles and online books.

3.4. Data Collection Procedures

Questions were distributed to the target population (Leadership Team) via Microsoft form link through the email. Since the questionnaire approach were used to collect data from the leadership team. Answers were collected directly through the Microsoft forms page after the respondents have completed the questionnaire.

3.5 .Target population Sample Size

The Study employees Census Survey, by the study considers the entire population by including all (i.e. the organization's leadership team), that consists 40 people in leadership positions.

The reason for applying this method was due to the fact that the total number of the senior management group was relatively small. It also helps to gain a better understanding of the phenomenon and make analytical generalizations. The following departments' leadership teams were considered in the study based on their functional exposure of utilizing digital resources.

- Human Resource: use digital resources to improve decision-making efficacy and establish a future HR workforce and talent pool, human resource leadership teams use digital communication technologies.
- Marketing: A team from the marketing department uses online marketing tools to promote the brand and communicate with potential customers by using the internet and other forms of digital communication. This includes, among other things, social media, email, SMS, and web-based advertising.
- Automotive Sales: often use digital technologies to engage with clients and reach out to potential customers.
- Finance & Logistics: The finance department's digital transformation enables management to easily control and conduct audits while also staying on track with budgets.
- After Sales: Use digital forms to assist customers, adhere to dealer standards, control and monitor technician clock in and clock out hours, and so on.

Despite the fact that departments uses digital communication tools like email, virtual meetings, and SMS to reach out to potential external clients, they also use them to foster employee relationships and engagement inside their teams and with other departments.

3.6. Data presentation and analysis method

The findings were reported quantitatively by the researcher. To display and analyze all of the acquired data, the researcher used SPSS version 23 to tabulate and percentage all of the data, then the responses of the instances were entered into the software once answers were organized, coded, and defined.

The results the role of digitalization for effective leadership were then presented using descriptive statistical methods, regression, and correlation analysis was investigated to determine the relationship between the independent and dependent variables, as well as to draw useful conclusions and make recommendations.

3.7. Ethical Considerations

Throughout the study, the researcher must clarify ethical aspects such as confidentiality and privacy matters. When managers were asked to fill out a Microsoft survey form and were asked their consent to participate in the study, they were promised that their names and contact information would not be shared with anyone other than the researcher and also that their names and email addresses would not be revealed in the study accordingly.

3.8. Reliability

The constancy of a metric is what reliability is all about. It expresses the accuracy with which a method, methodology, or test measures something. (Malhotra, 2007).

The study's questionnaire was both drawn from a structural questionnaire used in a prior study as well as designed by the researcher and tested for reliability for specific variables.

Cronbach's Alpha was employed by the researchers to see if the design accurately measured the variable in question. Cronbach's Alpha is a reliability test created by Cronbach (1951) and used to assess the internal consistency of a group of dichotomous or scale survey items. To put it another way, the Cronbach's Alpha coefficient indicates how effectively the scale items vary as a group (Leonard, 2022) . For Likert Scale questions, Cronbach's alpha test is the most often utilized. A high alpha coefficient indicates that the K-items test strongly correlates with the genuine scores. As a result, a new questionnaire should be developed with an alpha of 0.70n or greater (Malhotra, 2007).

Table 3.2. Cronbach’s Alpha value range and interpretation

CRONBACH’S ALPHA	Internal Consistency
$\alpha \geq 0.9$	Excellent
$\alpha 0.80 - 0.89$	Good
$\alpha 0.70 - 0.79$	Acceptable
$\alpha 0.60 - 0.69$	Debatable
$\alpha 0.50 - 0.59$	Poor
$\alpha < 0.5$	Unacceptable

Source: UEDUFY, (Leonard C. 2022)

Table 3.3. Reliability Statistics

Cronbach's Alpha	N of Items	Comment
.983	10	Excellent

Source: SPSS output

3.10. Validity

As described by (John, 2007), the extent to which variations observed with measuring instruments represent differences among the variables being examined is referred to as validity. As a result, it is clear that construct validity entails defining appropriate operational metrics for the concepts under investigation. To ensure that the content of measuring is relevant to the study, a literature review was undertaken and extensively analyzed (John, 2007). The questionnaire was amended throughout the process depending on the literature on the issue and subsequent reviews by the advisor. Instrument validity is the most important criterion since it determines if an instrument measures what it was designed to assess in the first place (Kothari, 2004).

The researcher specified the technique for data analysis in the 'Research Design and Method' chapter, and the internal validity of a study refers to whether the conclusions are consistent with the data supplied by the researcher (Bell, 2019). The study was exposed to evaluations such as result review by IT professionals of the firm who had access to all of the data collected as well as a thorough description of the analysis approach.

CHAPTER FOUR

4. FINDINGS AND DISCUSSION

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Within this chapter, the role of the Independent variable on the dependent was studied. SPSS version 23 was used to analyse the questionnaire data including demographic statistics, descriptive statistics, and correlation and regression analysis of responses. A descriptive analysis was then used to present the figures.

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4.1. Response Rate

With the aim to investigate the impact of digitization for effective leadership, which is a recent development. The researcher sends a questionnaire to 37 people in leadership positions via Google Forms. And 37 of them responded and submitted it with the survey link. Following that, the researcher organizes the findings into three propositions that frame the relationship between digitization and leadership.

Table 4.1. Response Rate

Target Population	40
Responses Collected	37
Response Rate	92.5%
Non-Returned Responses	3
Non-Returned Responses Rate	7.5%

Source: survey output (2022)

4.2. Demographic Information of Respondents'

Table 4.2. Demographic Characteristics of respondents

Demographic Characteristics	Description	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	28	75.7	75.7	75.7
	Female	9	24.3	24.3	100.0

	Total	37	100.0	100.0	
Education Level	Degree	24	64.9	64.9	64.9
	Masters	13	35.1	35.1	100.0
	Total	37	100.0	100.0	
Age	31-40	17	45.9	45.9	45.9
	41-50	13	35.1	35.1	81.1
	Above 50	7	18.9	18.9	100.0
	Total	37	100.0	100.0	
Service Year	1-5	7	18.9	18.9	18.9
	6-10	10	27.0	27.0	45.9
	11-15	7	18.9	18.9	64.9
	16-20	4	10.8	10.8	75.7.
	Above 20	9	24.3	24.3	100.0
	Total	37	100.0	100.0	
Department	HR	10	27	27	27
	Sales	8	21.6	21.6	48.7
	Finance	7	18.9	18.9	67.5
	Marketing	2	5.4	5.4	72.9
	After Sales	10	27	27	100
Total		37	100.0	100.0	

Source: Survey output (2022)

According to the responses, Gender distribution shows that 28 (75.7%) of respondents were Male and the rest 9 (24.3 %) were female. Which infers there are more male respondents than female. However, this does not imply that men are treated preferentially.

24 (64.9%) of respondents are degree graduates and the other 13 (35.1%) have a master's degree.

Respondents aged between 31 – 40 account for (17) 45.9 %, age range 41 – 50 follows with (13) 35.1% and finally the age above 50 account for (7) 18.9%.

This demonstrates that MOENCO employs a greater number of young individuals.

When looking at respondents based on the number of years they have worked in the company, 7 (18.9 percent) spent 1 – 5 years in the company, While 10 (27.0 percent) or the majority of those polled have spent around 6 to 10 years. Other 7 (18.9 percent) also been working in MOENCO for 11 – 15 years. Finally, 9 (24.3 percent) of employees have been with the company for more than 20 years now.

The research showed that respondents from five pillar departments have participated on the study. From the table above, it can be seen that the majority of the respondents were from HR and After Sales, which accounted for 10 (27%) each. From Sales department there were 8 (21.6%) respondents. Finance department constituted for 7 (18.9%) of the respondents and the rest of the respondents were from Marketing department which accounted for 2 (5.4%).

4.3. Descriptive Statistics on MOENCO Leaders Digitalization Practice

The table shown below shows findings related to Access equitability and convenience using the mean and standard deviation of responses.

4.3.1. Descriptive Statistics for Equitable Access of Digital Platforms

Table 4.3. Equitable Access of Digital Platforms by leaders

Description	N	Mean	Std. Deviation	Rank
	Statistic	Statistic	Statistic	
Leaders in MOENCO are well familiarized to the digital tools and platforms.	37	3.57	0.551	1
Ways of internal Digital communications are Ubiquitous for the leaders.	37	3.55	0.740	2
I work from home using digital tools	37	3.51	0.880	3
Our company offers necessary education and training programs for its employees in order to increase their skills in dealing with the latest digital technologies.	37	3.49	0.841	4
All MOENCO executives have access to digital technologies and maintain strong networking.	37	3.45	1.021	5

MOENCO focuses on giving training and enabling leaders to have sufficient knowledge on digitalization	37	3.41	0.851	6
Digital tools and platforms are available to the Leadership team	37	3.37	0.810	7
Digitalization trainings are facilitated. Example; on the use of digital tools and new practices	37	3.34	1.052	8
The leadership team has good knowledge on digitalization and digital tools	37	3.31	0.840	9
All departments and functions have equal opportunity for digital platforms	37	3.20	0.870	10
Average	37	3.42	0.83	

Source: Survey output (2022)

The above table 4.3 demonstrates that there is widespread agreement that MOENCO leaders are well familiarized to the digital tools and platforms, with a mean value of 3.57. The second accepted statement is that ways of internal Digital communications are Ubiquitous for the leaders, with 3.55 mean value. The third statement employees agreed on is that MOENCO executives have access to digital technologies and maintain strong networking and that the leadership team has good knowledge on digitalization and digital tools with a mean of 3.51.

The least complied statement by the respondents having the smallest mean value of 3.20 is that in MOENCO all departments and functions have equal opportunity for digital platforms.

The average mean, 3.42 (Standard deviation is 0.83) shows that access for digital tools, trainings, knowledge and infrastructure is not one of the major way of perceiving digitalization among the leaders. This shows that the leadership team does not have a good practice of equitable and convenience access for Digital and technological know-hows.

4.3.2. Descriptive Statistics for Practice of Automation

Table 4.4. Analysis of Automation

Description	N	Mean	Std. Deviation	Rank
	Statistic	Statistic	Statistic	
MOENCO have comprehensively supplemented our products and services with additional digital offerings.	37	4.08	0.761	1

Our company has the necessary standards and regulations for IT security and practices.	37	4.00	0.820	2
I recognize new, evolving and emerging patterns of technologies.	37	3.98	0.550	3
Enterprise Resource Planning (ERP) software and Enterprise Social Software platform solutions are used by functional leaders in MOENCO. E.g. Data Management System	37	3.97	0.761	4
Our company has a mature IT and data architecture to collect, consolidate, aggregate and evaluate data in real time.	37	3.95	0.780	5
In our company, business processes are regularly reviewed for their potential for improvement using digital technologies.	37	3.92	0.760	6
In terms of digitalization, MOENCO is in a strong position.	37	3.92	0.801	7
I don't usually have issues with connectivity and network disruptions.	37	3.84	0.731	8
Digitalization has simplified manual based tasks.	37	3.81	1.020	9
In our company, we make extensive use of the flexibility of new forms of work and organization made possible by digital technologies.	37	3.76	0.761	10
Contemporary Digital tools for leaders are available in MOENCO	37	3.74	0.860	11
MOENCO invest long-term in new digital solutions to systematically improve existing technologies in the company.	37	3.73	0.981	12
MOENCO invests in digital technologies and digital trainings for leaders	37	3.72	0.861	13

We make extensive use of digital information and communication technologies in order to improve cross-functional cooperation and knowledge transfer within the company.	37	3.70	1.020	14
I use automated documentation and classification solution	37	3.65	0.790	15
My data and communication methods are primarily digitalized and automated.	37	3.62	0.98	16
The leadership team practices and employs globalized digital methods.	37	3.54	0.990	17
Cloud-based applications are employed	37	3.49	0.871	18
MOENCO drew up a comprehensive digital tools for the leaders	37	3.47	1.101	19
Digital tools are employed for functional use	37	3.46	1.020	20
MOENCO is always searching for new ways of working and Automation	37	2.92	0.760	21
Average	37	3.73	0.856	

Source: Survey output, 2022

According to Previous table 4.4 the leaders are unanimous in their belief that MOENCO has comprehensively supplemented our products and services with additional digital offerings, with a mean of 4.08. For 4.00 mean value, the second most consented statement was that the company has the necessary standards and regulations for IT security and practices. The third complied statement was that they recognize new, evolving, and emerging technological patterns, with mean value 3.97 mean value. Further, with a mean value of 3.95, the respondents agreed that ERP software and Enterprise Social Software platform solutions are used by functional leaders in MOENCO. It is also been responded that, our company has a mature IT and data architecture to collect, consolidate, aggregate and evaluate data in real time with a mean value of 3.95. The least complied statement by the respondents having the smallest mean value of 2.92 is that MOENCO is always searching for new ways of working and Automation. The average mean of the given responses is 3.73 (Standard Deviation is 0.856) which implies that, the respondents agreed that Automation is well practiced to perform their work processes in MOENCO.

4.3.3. Descriptive Statistics for Digitalization Strategy and Organizational culture

Table 4.5. Corporate Strategy and culture

Description	N	Mean	Std. Deviation	Rank
	Statistic	Statistic	Statistic	
The Leadership Team actively supports the change processes that are necessary for the success of the digital transformation.	37	3.94	.779	1
MOENCO has a stronger digital presence than its competitors.	37	3.86	.976	2
Digitalization has affected organizational Culture	37	3.83	.897	3
During the Covid-19 breakout, sustainability was not a concern for me because I know digitalization has made it all possible such as virtuality.	37	3.78	1.003	4
The Leadership team of MOENCO is actively driving the digital transformation in our company.	37	3.75	1.038	5
We systematically and continuously monitor external market and technology developments in order to identify new approaches for the further development of our business model.	37	3.73	.862	6
Organization Culture has affected Digitalization.	37	3.72	.961	7
The organization policies support Digitalization	37	3.54	1.069	8
Digitalization is a central component of our corporate strategy	37	3.48	1.017	9
The operative employees in our company have a positive attitude towards the changes brought about by digitalization.	37	3.43	.987	10
Average	37	3.71	0.958	

Source: Survey output, 2022

The above table 4.5, demonstrates with the largest mean of 3.94, that the Leadership Team actively supports the change processes that are necessary for the success of the digital transformation. With a mean value of 3.86, the respondents replied, MOENCO has a stronger digital presence than its competitors do. The third most complied statement was that Digitalization has affected organizational Culture having a mean value of 3.83. Respondents, with a mean value of 3.78, agreed that During the COVID -19 breakout, sustainability was not a concern for them because they know digitalization has made it all possible such as virtuality.

The least complied statement by the respondents having the smallest mean value of 3.43 is, the operative employees in our company have a positive attitude towards the changes brought about by digitalization.

The average mean of the given responses is 3.71 (Standard deviation is 0.95), which indicates that respondents have agreed that MOENCO is committed to implement the practice of digitalization in the organization’s Corporate Strategy and Organizational culture.

4.4.4. Descriptive Statistics for Digital Medias and Resources

Table 4.6. Digital tools and Medias

Description	N	Mean	Std. Deviation	Rank
	Statistic	Statistic	Statistic	
Digital Tools and medias are more advanced for leaders in MOENCO	37	3.97	0.690	1
I am entitled for latest smart phone every time it’s improved.	37	3.70	0.971	2
I prefer conducting virtual meetings through MS-Teams or Zoom	37	3.59	1.121	3
I can completely use information and communication technologies such as E-mail.	37	3.43	1.070	4
Average	37	3.68	0.963	

Source: Survey output, 2022

The table above shows that Digital tools and Medias are more advanced for leaders in MOENCO with the largest mean of 3.97. With a mean value of 3.70, the respondents agreed that they are entitled for latest smart phone every time it is improved. The least complied statement by the respondents having the smallest mean value of 3.43 is the one which says they can completely use information and communication technologies such as E-mail.

The average mean of the given responses is 3.68 (Standard deviation is 0.963), which indicates that respondents complied for the existence of Digital tools and medias to enhance their work process in MOENCO.

4.4.5. Descriptive Statistics for Technology

Table 4.7. Technology Experience

Description	N	Mean	Std. Deviation	Rank
	Statistic	Statistic	Statistic	
Digitalization has encouraged and enabled Feedback communication among leaders	37	4.20	0.560	1
Digital communication has impacted my communication behavior in my job.	37	3.99	1.210	2
My communication and interaction with coworkers has enhanced as a result of digitalization and technological aids.	37	3.90	1.580	3
The change of face-to-face communication by digital forms was relevant.	37	3.70	1.570	4
In our company, digital solutions are used comprehensively and systematically for the tasks of human resource management.	37	3.60	1.561	5
Social Digital tools has simplified inter branch communications	37	3.58	0.950	6
Digitalization is used for functional controlling and monitoring purpose by leaders.	37	2.90	1.631	7
Average		3.66	1.240	

Source: Survey Output, 2022

The table above shows that the practice of Technology is more advanced for leaders in MOENCO with the largest mean of 4.20, the respondents agreed that Digitalization has encouraged and enabled Feedback communication among leaders.

The least complied statement by the respondents having the smallest mean value of 2.90 is the one which says Digitalization is used for functional controlling and monitoring purpose by leaders. The average mean of the given responses is 3.66 (Standard deviation is 1.240), which indicates that respondents complied for the existence of Technological Advancements in their work process in MOENCO.

4.5. Descriptive Statistics for Dimensions of Digitalization in line with leadership

This section consists four part that discuss the primary advantages of digital platforms for leadership, which are right-hand outputs for effective leadership.

4.5.1. Descriptive Statistics for High Quality Information and Data

Table 4.8. Digitalization for High quality Information and data for leaders

Description	N	Mean	Std. Deviation	
	Statistic	Statistic	Statistic	Rank
Digitalization is important for me as a leader	37	3.97	0.550	1
Digitalization has brought effective communication	37	3.95	0.661	2
Digitalization has helped Monitoring and controlling	37	3.89	0.742	3
The quality of information and data has increased as a result of digitalization.	37	3.82	0.700	4
Our company systematically analyses and uses digitally collected usage data in order to continuously develop its own product and service portfolio.	37	3.73	0.651	5
Access to information has been improved in MOENCO.	37	3.70	0.810	6

For our customer management we use digital software solutions comprehensively.	37	3.68	0.941	7
For our supplier management, we make extensive use of digital software solutions.	37	3.65	1.080	8
Average	37	3.81	0.766	

Source: Survey Output, 2022

Table 4.8 shows that most of the respondents has agreed on the statement that Digitalization is important for them as a leader with the largest mean of 3.97. With a mean value of 3.95, the respondents agreed on the statement, Digitalization has brought effective communication. The statement that Digitalization has helped Monitoring and controlling, is compiled by the respondents with a mean value of 3.89.

The other consented statement by the respondents was that the quality of information and data has increased as a result of digitalization and having a mean value of 3.82.

The statement with the least mean value of 3.73 (For our supplier management, we make extensive use of digital software solutions) is replied by the respondents.

The average mean of the given responses is 3.81 (Standard deviation is 0.76), which indicates that Digitalization is a major way to obtain a high quality Information and Data in MOENCO.

4.5.2. Descriptive Statistics for Fact Based Decision Making

Table 4.9. Fact based Decision making

Description	N	Mean	Std. Deviation	
	Statistic	Statistic	Statistic	Rank
Leaders' ability to prepare and make successful decisions is aided by digitalization.	37	3.97	0.760	1
Digital tools have made work delegation easier.	37	3.95	0.550	2
Digitalization has Added value for the leadership.	37	3.92	0.922	3

My time management has been improved because to digitalization.	37	3.86	0.751	4
Getting latest information's and trending variables, is enabling my decisions to be fact based and my company to remain competitive	37	3.81	1.021	5
Because to digitization, keeping track of duties and workflow has become easier.	37	3.76	0.801	6
I use digital models for continuous planning, design and monitoring of our business processes.	37	3.49	0.870	7
Average		3.97	0.810	

Source: Survey, 2022

The table above shows the most consented statement by the respondents has a mean value of 3.97, mentioning Leaders' ability to prepare and make successful decisions is aided by digitalization. The second most complied statement by the respondents is that Digital tools have made work delegation easier with a mean value of 3.95. Further, the statement that Digitalization has added value for the leadership, is the third most accepted statement by the respondents having a mean value of 3.92. The statement with the least mean value of 3.49 (I use digital models for continuous planning, design and monitoring of our business processes) is compiled by the respondents.

The average mean of the given responses is 3.97 (Standard deviation is 0.810), which indicates that respondents have complied that digitalization has aided their Planning and fact based Decision making process.

4.5.3. Descriptive Statistics for Communication and Employee Engagement

Table 4.10. Communication and Employees Engagement

Description	N	Mean	Std. Deviation	
	Statistic	Statistic	Statistic	Rank
Digital technologies have improved the system of feedback and transparency.	37	3.67	0.761	1

Digitalization has improved the speed and quality of information among leaders and employees	37	3.66	0.551	2
Digitalization has improved Leaders member relationship	37	3.65	0.660	3
Digitalization has raised awareness of safety and well-being.	37	3.61	1.020	4
Digital tools has enables me to engage with my subordinates better than face to face communication.	37	3.56	1.011	5
Digital tools are used to study employee experience	37	3.65	0.860	6
Digitalization has improved Humanizing effect	37	3.53	0.651	7
Digitalization affect employee's performance	37	3.51	0.961	8
The social-communicative skills of our employees in the digital work environment are well enough developed to successfully master the challenges of digitalization.	37	3.34	0.990	9
Digitalization has positively affected employee engagement	37	2.29	0.871	10
Average	37	3.44	0.833	

Source: Survey, 2022

The table shown above demonstrates with the largest mean of 3.67, that digital technologies have improved the system of feedback and transparency. With a mean value of 3.66, the respondents agreed on the statement that Digitalization has improved the speed and quality of information among leaders and employees. The statement that Digitalization has improved Leaders member relationship, is the third most accepted statement by the respondents having a mean value of 3.65. Further, respondents complied Digitalization has raised awareness of safety and well-being with a mean value of 3.61.

The statement with the least mean value of 2.29 (Digitalization has positively affected employee engagement) is replied by the respondents.

The average mean of the given responses is 3.44 (Standard deviation is 0.833), which indicates that the respondents have complied digital technologies has played a major role in Employee engagement and communication in MOENCO.

4.5.4. Descriptive Statistics for External Adaptability and Customer Experience

Table 4.11. External adaptability and Customer Experience

Description	N	Mean	Std. Deviation	
	Statistic	Statistic	Statistic	Rank
Customers experience was enhanced because of Digitalization.	37	4.08	0.761	1
MOENCO's digital position has enabled it to outperform competitors and remain competitive.	37	3.92	0.801	2
Digitalization aided the employee experience surveys	37	3.89	0.740	3
Customers Waiting time and compliant was lower because of digital features	37	3.81	0.841	4
New digital features that enhanced employees experience were added. Example. Digital show room	37	3.76	0.720	5
Customer experience feedbacks were possible by digital means.	37	3.70	0.940	6
MOENCO have introduced Digital solutions in order to improve its customer's experience.	37	3.49	1.101	7
Average	37	3.80	0.843	

Source: Survey, 2022

The table above shows that the statement, Customers experience was enhanced because of Digitalization, has the largest mean of 4.08. With a mean value of 3.92, the respondents agreed on the statement, Employees Experience was improved because of Digitalization. The statement that Digitalization aided the employee experience surveys, is compiled by the respondents with a mean value of 3.89. Further, respondents complied Customers Waiting time and compliant was lower because of digital features with a mean value of 3.81.

The statement with the least mean value of 3.49 (MOENCO have introduced Digital solutions in order to improve its customer’s experience) is replied by the respondents.

The average mean of the given responses is 3.80 (Standard deviation is 0.84), which indicates respondents have complied digitalization played a major role in improving Employee and Customer Experience.

4.6. Descriptive Statistics for Leadership Effectiveness

In order to understand the perception of leadership effectiveness 21 questions were asked for the leadership team and the results are presented below.

Table 4.12.Competencies of Effective leadership

Description	N	Mean	Std. Deviation	
	Statistic	Statistic	Statistic	Rank
I always take Fact based and informed decisions	37	4.24	0.481	1
I interact and communicate well with colleges and members (I have Strong social network)	37	4.21	0.610	2
As a leader I appreciate innovation, new and technology based way of working	37	4.18	0.600	3
I focus on my employees engagement and Experience	37	4.17	0.601	4
I am open to suggestions from employees and coworkers	37	4.14	0.640	5
I Create a culture of ideas, experiments, and innovation among my members	37	4.13	0.640	6
I work on Improving Customers experience	37	4.10	0.470	7
I respond to issues on time and fairly	37	4.07	0.521	8

My work aimed at achieving common goal and unified vision	37	4.05	0.471	9
I focus on training and development	37	4.03	0.521	10
My employees' health and safety are my top priorities.	37	4.02	0.471	11
I prioritize creativity and innovation.	37	4.01	0.550	12
I make certain that my subordinates have access to latest information	37	4.00	0.671	13
I concentrate on my members' abilities and growth.	37	3.97	0.600	14
I know how to adapt and respond in unpredictable situations, like as when the Covid-19 outbreak broke out.	37	3.96	0.600	15
I clearly and transparently perform my job	37	3.94	0.601	16
I am open to the idea of bringing continuous change	37	3.93	0.600	17
I communicate goals and strategies with employees	37	3.92	0.571	18
My success, I feel, is defined by the performance of my staff and the organization	37	3.90	0.681	19
My members and consumers have faith in me.	37	3.89	0.612	20
I make sure that my actions are Aligned with my plans and the company's strategy	37	3.78	0.480	21
Average	37	4.01	0.571	

Source: Survey, 2022

The table shown above demonstrates respondents always take Fact based and informed decisions with the largest mean value of 4.24. With a mean value of 4.21, the respondents agreed on the statement that they interact and communicate well with colleges and members (I have Strong social network) is the third most accepted statement by the respondents having a mean value of 4.18. With a mean value of 4.17, the respondents agreed on the statement that they focus on their employees' engagement and Experience.

The statement with the minimum mean value of 3.78 (I make sure that my actions are aligned with my plans and the company’s strategy) is replied by the respondents.

The average mean value of the given responses is 4.01 (Standard deviation is 0.571), which indicates that respondents complied the level of competency is advanced due to a high quality information and fact based decision making which is the major role of digitalization and as a result, positively affecting Effective leadership in MOENCO.

4.7. Relationship between Digitalization and Leadership Effectiveness

4.7.1. Pearson Correlation Analysis

The Pearson Correlation Analysis a statistical technique that is used to determine how variables are related. It quantifies this relationship using numbers ranging from -1 (showing negative relationship) to +1 (showing positive relationship) to illustrate how closely they are linked.

Table 4.13 Meaning of Correlations coefficient

(r) Correlation Coefficient value	Relationship
Negative one	Negative Perfect
Less than -0.70	Negative Strong
Between negative 0.3 and 0	Negative Normal
Between negative 0.3 and 0	Weak Negative
Zero	Not related
Between 0 and 0.30	Weak Positive
Between 0.30 and 0.70	Positive Normal
Between 0.70 and 1	Positive Strong
One	Positive Perfect

Source: (Peter, 2014)

Table 4.14. Pearson Correlation analysis for variables

	Variable	1	2	3	4	5	6	7	8	9	10
1.	Access Equitability	1									
	<i>Sig. (2-tailed)</i>										
2.	Automation	.891**	1								
	<i>Sig. (2-tailed)</i>	.000									
3.	Digital Tools and Medias	.790**	.792**	1							
	<i>Sig. (2-tailed)</i>	.000	.000								
4.	Corporate Strategy	.582**	.896**	.809**	1						
	<i>Sig. (2-tailed)</i>	.000	.000	.000							
5.	Technology	.493**	.690**	.659**	.781* *	1					
6.	Information, Data and Networking	.589**	.886**	.656**	.784* *	.684**	1				
	<i>Sig. (2-tailed)</i>	.001	.000	.000	.000	.000					
7.	Fact based Decision Making	.877**	.971**	.976**	.594* *	.762**	.872* *	1			
	<i>Sig. (2-tailed)</i>	.000	.000	.000	.000	.000	.000				
8.	Employees Engagement and Communicatio n	.592**	.687**	.682**	.595* *	.783**	.590* *	.788* *	1		
	<i>Sig. (2-tailed)</i>	.000	.000	.000	.000	.000	.000	.000			
9.	Customer Experience and External Adaptability	.487**	.691**	.783**	.690* *	.785**	.882* *	.881* *	.792* *	1	
	<i>Sig. (2-tailed)</i>	.000	.000	.000	.000	.000	.000	.000	.000		
10	Effective Leadership	.427*	.643**	.815**	.717* *	.832**	.749* *	.703* *	.634* *	.632 **	1
	<i>Sig. (2-tailed)</i>	.000	.000	.000	.000	.000	.000	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).											
N=37											

Source: SPSS output, 2022

In order to evaluate the relationship between the variables, Pearson correlation was used.

According to the table, there is Weak positive relationship between practice of equitable and convenience of Access and effective leadership ($r=.427$). However, p-value is zero (less than 0.05), which shows Equitable and convenience of access of digital platforms influence leadership effectiveness.

Based on the table shown above there is Positive Normal relationship between Automation practice and leadership effectiveness, with a correlation value, $r=0.643$, and the p-value= 0.00 , implying that Automation practice influence leadership effectiveness.

From the correlation summary, Digital tools and Medias and leadership effectiveness have positive strong relationship, for $r=0.815$, and the p-value= 0.00 denotes that use of digital tools and medias practice do affect the effectiveness of leadership.

There also exist a positive strong relationship between incorporating digitalization in the corporate strategy and organizational culture with leadership effectiveness for value of $r=0.717$, and p-value= 0.00 referring that the inclusion of the subject matter on companies strategy and culture impact leadership effectiveness.

From the statistical result obtained there is positive strong relationship between Technological practices and leadership effectiveness for r value equals 0.832, and p-value = 0.00 which implies how the presence of technological practices impact leadership effectiveness.

From the correlation value $r=0.749$, between high quality Information and Data and leadership effectiveness there exist a positive strong relationship between usage of digitalization produced qualified Information and data with effective leadership, and also p-value= 0.00 implies how the benefit of high quality information and data impacts leadership effectiveness.

The correlation value between Facts based decision making and Digitalization have r value= 0.703 , implying there is a positive strong relationship between the variables. And the p-value= 0.00 , denotes how fact based decision making impacts leadership effectiveness.

The statistical result shows a correlation of $r=0.643$ between communication and employee engagement, denoting that there is a positive normal relationship between the variables. And the

p-value=0.00 describes how the use of digitalization in communication and engagement impacts leadership effectiveness.

The correlational statistical value $r=0.632$ between External adaptability and customer experience with leadership effectiveness, demonstrate that there is positive normal relationship between the variables and p-value=0.000 also denotes that External adaptability and customer experience influence on leadership effectiveness.

4.8. Regression Analysis for Leadership Effectiveness

Regression is a technique used for determining the effect of one or more independent factors on a dependent variable. Since it's possible to run a regression analysis with a sample size of 36 at minimum. The researcher used regression analysis in order to identify by how much digitalization (the independent variable) and related factors explains leadership effectiveness (the dependent variable).

4.8.1 Multicollinearity Test

Multicollinearity is a condition in which the independent variables have a high level of inter-correlation or inter-associations (Hair, 2014). The entire permissible inaccuracy inside an item is referred to as tolerance. VIF is the reciprocal of the tolerance value. When one independent variable in a regression model is substantially associated with another independent variable, and when one independent variable is connected with a linear combination of two or more independent variables, multicollinearity exists (Paul, 2004). The variance inflation factor (VIF) and tolerance are used to test this multicollinearity.

- Tolerance ≥ 0.10
- VIF ≤ 10.0

Table 4.15 Multicollinearity of Variables

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity	
	β	Std. Error	Beta			Tolerance	VIF
(Constant)	1.000	.320		-2.054	.000	.230	7.46
Equitable Access to Digital forms	.143	.094	.190	2.1	.156	.447	5.432
Automation of work	.261	.087	.025	.73	.002	.356	6.07
Technology	.346	.078	.300	2.8	.003	.290	7.56
Digital Tools and Medias	.576	.063	.480	4.7	.0049	.461	4.566
Corporate Strategy and Organizational culture	.202	.082	.098	1.207	.004	.243	4.321
Information & Data	.306	.078	.078	4.56	.000	.105	7.804
Fact based Decision Making	.746	.089	.98	6.17	.000	.230	9.44
Employee Engagement and communication	.178	.240	.87	.554	.046	.404	6.16
External Adaptability and Customers experience	.408	.060	.084	1.7	.039	.287	8.45

- a. Dependent Variable: Leadership Effectiveness
- b. Constant Predictors: Access, Automation, Technology, Digital medias and tools, Corporate Strategy, fact based Decision making, engagement and communication and employee and customer experience

Source: SPSS output, 2022

Since the study was based on confidence interval of 95%, all variables except Access to digital forms and communication and Engagement had significance or p value of less than 0.05. Therefore, it can be said that there is association between the independent and dependent variable, as observed by respondents for most of the variables.

The multicollinearity of all variables is greater than 0.1 and VIF value of less than 10, this relieved that multicollinearity isn't an issue in this study.

4.8.2. Coefficients

According to the table 4.15 Coefficients indicate that Technology, Automation, Digital tools and Medias, information and data, fact based decision making, Customer Experience and external adaptability had significant relation to leadership effectiveness at 95% confidence interval level, since their p-value is less than 0.05. Computed as (p-value of 0.002, 0.03, 0.049, 0.04, 0.00, and 0.39).

Whereas, equitable access and communication and Employee engagement are not significantly related as p-value is greater than 0.05 (with value of 0.156 and 0.46 respectively).

Therefore, findings of Technology, Automation, Digital tools and Medias, information and data, fact based decision making, Customer Experience and external adaptability are positively related to leadership effectiveness but Equitability of access and Communication and Employees engagement are negatively related to leadership effectiveness.

4.8.3. Multiple Regression Analysis

The researcher used multiple regression analysis in order to determine the effects of the independent variables on the dependent variable that is the effect of Access for digitalization, Automation of work, Technology, Digital Medias, Information and data, Decision Making, communication, engagement and External adaptability and Customer Experience on leadership effectiveness.

4.8.3.1 Model Summary

Table 4.16. Regression Analysis of Model Summary

Model	R	R Square (R ²)	Adjusted R Square (R ²)	Std. Error of the Estimate
1	.740 ^a	.72.2	.683	.25488

SPSS output, 2022

According to Table 4.17 The coefficient R² calculated to be 0.68.3=31.7%. The independent variables can predict 68.3 percent of the variation in leadership effectiveness, implying that they can predict 68.3 percent of the variation in leadership effectiveness.

Other variables computed as 100% - 68.3% =31.7%, referring that the other 32% can be explained by other variables, which will need further study and investigation to uncover.

4.8.3.2. Anova Table

Table 4.17. Anova Table

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.310	3	3.103	101.475	.000 ^b
	Residual	1.009	33	.031		
	Total	10.319	36			

a. Dependent Variable: Leadership Effectiveness

b. Predictors (Constant): Technology, Automation, Digital medias and tools, fact based Decision making, engagement and communication and employee and customer experience

SPSS output, 2022

Based on the preceding table 4.18, since the level of significance (p-value) is less than 0.05, it can be concluded that dimensions of Digitalization's (Equitable Access, Technology, Automation, Digital Medias and tools, fact based Decision making, employees engagement and communication and employee and customer experience) strongly impact leadership effectiveness.

The residual sum of squares denotes how much of dependents variable's variation the model doesn't explain, according to the table the residual sum square equals 1.009, which is low value, therefore it can be understood as a good fit model.

The amount of the Mean square demonstrates weather the value of the data are closely or widely dispersed around the mean. The amount of Mean square in the table is 0.31, which is small, as a result the values are close to the mean.

4.8.4. Hypothesis Testing

Using beta and p value it's possible to check whether the hypothesis is accepted or rejected.

Hypothesis One: Embracing Technology, Access, Automation, digital tools and Medias, and corporate policies have a positive effect on Leadership Effectiveness.

Beta value of all the independent variables, Automation ($\beta= 0.261$), Technology ($\beta=0.346$), Digital tools and Medias ($\beta=0.576$), explaining that by these practices there will be respectively a 26.1%, 34.6%, of 57.6% and 62% of increase in leadership effectiveness.

Hypothesis Two: For being source of information and data, to make fact based decision making, and by facilitating communication, by enhancing employees and customers' engagement and external adaptability digitalization plays a significant role for leadership effectiveness.

The Standardized coefficient beta of the above variables ($\beta=.202$), ($\beta = 0.306$), ($\beta=0.108$) and p value of 0.00 which is less than 0.05, denote that by experience of digitalization as a source of information and data, fact based decision making, and by enhancing employees and customers'

engagement and external adaptability, there will be 20.2.1%, 30.6%, 47.8% and 10.8% increase in leadership effectiveness. Therefore, the researcher accepted both hypothesis.

4.9. Discussion of Findings

A topic-based framework was in the desire of growth, drawn-out during prior research in the field, into a systematic framework of characteristics of digitalization. This is made clear by the literature study that numerous clustering, such as (Collin et al. 2015; Tapscott, 1996) and deviating (BarNir et al. 2003; Rogers, 2016) viewpoints of digitalization occurred. The small number of cases shows how the concept and definition of leadership in this digital age have been fundamentally altered by digitalization (Rogers, 2016).

The key findings of the study show that digitalization has a close relationship with the top executives of a corporation, like MOENCO. It has been discovered that while leadership today requires participation, cooperation, and support from everyone, it is not persistent hierarchically. With the aid of digitalization, it is simple to observe the mixing of demand mentioned above because the digital world involves people as well as technology.

CHAPTER 5

5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

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In this chapter the researcher summarized and came to a conclusion based on the major results and findings. In addition, made recommendations based on the findings.
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5.1. Summary of Findings

Based on the gathered information of the 37 respondents who took part in the study were submitted. Most were male in gender proportion. Indicating an unequal gender distribution among the leadership group. From the responses the great majority of respondents are young leaders, are competent in educational backgrounds and are highly proficiency. Tenure of most respondents fall in the average and the concentrated leadership population is found in the after sales and Human resource department.

The complete outcome of the statically examination of leadership effectiveness computed with a mean value of 4.0, implying that the leadership team's competence is critical.

Statistical analysis result of the practice of equitable access and convenience aggregated mean was computed to be 3.42, Indicating that the equitability of access is not adequate as perceived by the leaders.

Statistical analysis result of Automation, total mean computed for 3.73, which is reasonable to say that work automation is an important aspect for leadership effectiveness and is well practiced.

The statistical outcome of organizational policy and culture aggregated mean computed as 3.71, implying that, the leadership team do involve digitalization strategy on policies and strategy.

The aggregate mean of responses of use of Digital tools was 3.68, denoting that leaders do use digital tools and Medias to execute their jobs.

Regarding the advantage of Digitalization, source of Information and Data for the leadership aggregate mean computed as 3.81, indicating that Information and data was easily obtained because of digitalization.

Concerning Decision Making, the total mean of the distributed response was 3.97, as a result it can be said that digitalization has added value on fact based decision making ability for the leadership team.

The total mean of employee engagement attribute compute for 3.44, which infers that Digitalized communication and employee engagement is somewhat inversely impacting leadership effectiveness.

Regarding high quality information and data source with a mean value of 3.81, Digitalization can be said to aid leadership effectiveness.

With the mean value of 3.80, due to digitalization feature leaders were able to improve customers experience and external adaptability resulting effective leadership performance.

Based on Pearson correlation Analysis, it was found that leadership effectiveness and practices and dimensions of digitalization have a strong positive relationship.

Results of the Multicollinearity test shows that there is linear relationship between the independent variables. The residual sum of squares (1.009) indicates that the model is quite well fit.

The regression analysis reflect that the independent variables are collinear and that 48.3 % of the variations in leadership effectiveness can be predicted by variables.

Regression precision is also at good level, as the standard error is computed as 0.154.

The ANOVA regression analysis, shows that Dimensions of the independent variable strongly impact the dependent variable.

Based on the analysis of results, Coefficients indicate that the use of digitalization for high quality information and data, Fact based decision making, external adaptability had a significant relationship with leadership effectiveness at 95% confidence level, ($p=0.00$) revealing the role of these digitalization features greater influence on leadership effectiveness. Whereas, communication and engagement medium, don't have positive relationship with leadership effectiveness as perceived by MOENCO leaders.

According to the hypothesis testing shows the digital practices of the leadership team have a positive relationship with leadership effectiveness with the ($\beta=.532$), ($\beta=.261$), ($\beta=.346$), ($\beta=.576$) at 95% confidence interval.

The dimensions of digitalization for leadership effectiveness also have a positive association with beta value of ($\beta=.202$), ($\beta=.306$), ($\beta=.478$), ($\beta=.108$) at 95% confidence interval. Accordingly since $p>0.05$ and all beta values are positive there is a positive relationship between digitalization and leadership effectiveness. And it reveals that the adoption of digitalization and implementing the experience has undeniable role for leaders' effectiveness.

5.2. Conclusion

The following, presented conclusion responds to the study questions based on the findings.

The researcher wanted to investigate how leaders can adopt Digitalization in their way of working and studied the practice, i.e. equity of accessing digital platforms were practiced at neutral level, for which the researcher concluded that the experience of MOENCO leaders regarding equitable access isn't applicable. Whereas based on the result of the findings revealed, Digital Medias and tools, Automation of work and incorporation of digitalization focus in corporate strategy were a good practice of leaders from the light of digitalization in MOENCO.

The researcher also wanted to find out the major advantages of Digitalization for leaders, based on the findings of the study, Importance of digitalization as a source of information and data and for fact based decision making, was immense, regarding their external adaptability and with enhancing customer experience was also discovered to be positively impacted by digitalization as well. Digitalization, on the other hand, had no positive influence on communication or employee engagement.

According to the model summary analysis, Digitalization has a large role in leadership effectiveness, accounting for 68.3 percent. As a result, the researcher found that Digitalization plays a big part in leadership effectiveness.

However, According to the respondents, the leaders' ability of embracing continual changes and ensuring equal access to digital forms is weak. Implying that a leader's expertise, knowhow, and experience on digital aspects may vary depending on the function or the type of the work he or she is doing.

All determinants were rated to have a role in the effectiveness of the leadership team based on the benefit that digitalization provides for leaders' day-to-day jobs, meaning that by providing high-quality information and data and assisting in making fact-based decisions in accordance, and by allowing leaders to adapt to the external volatile environment and remain intact with customers' changing needs. Whereas, in terms of employee involvement and communication Digitalization was counterproductive in the eyes of the leaders.

From this, it can be determined that the fact that digitization eliminated face-to-face communication did not help the interconnection and engagement between leaders and employees to be as strong as it was previously.

Regardless of the above two shortcomings, the MOENCO leadership team's expertise with digitalization and its application in daily work, displays a high degree of practice in the context of our country's level of digitalization.

5.3. Recommendation

Based on the findings of the study the researcher proposed the following recommendations:

The organization should assess its current practice in terms of digital platform equitability. Equal Access and convenience are important, as its working to improve leaders' experiences in a way that is inclusive.

It should aim to ensure that leaders at all levels have easy and equal access to information and their familiarity with platforms, and ability to accomplish tasks using digital methods from anywhere at any time; continuous training with the continuously growing aspect should be avail to all function leaders.

Secondly, Leaders need to be able to communicate and engage their followers. However, as previously mentioned, digitalization has had a negative impact on the interaction between leaders and staff, as face-to-face communication is increasingly avoided. Transparency, communication

barriers, interaction are being highly impacted due to virtuality and remote works, however “effective leader is one who anticipates a coming change and manipulates that change into an opportunity (Northouse, 2016)”. Leaders must have strong ties with their stakeholders and staff. Regardless of communication patterns, a strong leader should intend to continue developing convenient and inclusive communication, as well as digital platforms that allow them to stay in touch with workers, stakeholders, and external clients from anywhere at any time. "Leadership is all about the people," as the saying goes, and keeping in touch with subordinates is crucial to a leader's success. The goals and tactics indicated can only be achieved through collaboration and well-communicated and collaborative work among members. Leaders must present, include, and train their staff about the changing platforms, technology, and innovations, and they must make them capable.

Leaders must also be open to incorporating new and dynamic digital forms into their organizations, as well as focusing on establishing the necessary infrastructure, skills, and agile atmosphere to keep up with external change and remain competitive.

Leaders should look into ways of considering digitalization onto the corporate strategy formulation so that they can be able to improve the impact of digitalization and continue to grow with the emerging patterns that evolve constantly.

The use of digital devices, communication methods, and analytical tools is critical for today's leaders due to the complexity of tasks and the broad range of responsibilities leaders have now a days, therefore it's very crucial for leaders to be open about new trends and digital resources that simplify their day-to-day work.

The world is like one village now of course thanks digitalization that enable information and data availability very simple, the value of information and data should be considered by leaders.

They should be aware of the patterns of globalized leadership and its characteristics and tendencies while still maintaining their multinational network.

Leaders of the digital era, specially need to openly share information, and also take in, define and interpret the information or data obtained and recognize the coming pattern and help to give fact based decisions accordingly.

Leaders need to be aware that in this twenty first century it's very fundamental to be responsive for changes such as competitor's pattern, change in customer's behavior, change in preference of the market, agility of market goods and also networking ways and being anticipatory and responsive of these change will ensure the leader's and the organization's success substantially.

5.3.2. Recommendation for Future Research

The Motor and Engineering Company of Ethiopia, MOENCO, was the subject of study for this research and the sample size was limited to the leadership team. As a result, larger sample size and study are needed in the future to gain a better understanding of the role of the contemporary phenomenon “Digitalization” and on how the digital transformation drive leadership effectiveness overtime.

For example, working on one of these titles will help to grasp a better understanding on the area; “Digital Transformation with organizational productivity”, “Digitalization of Business organization”, “Automation of tasks for organizational performance.”

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APPENDIX – I Research Questions

Addis Ababa University: Department of Business Leadership

Dear Respondent,

First, I would like to thank you for your consent to give your responses for this survey questionnaire. My name is Martha, I am Master's program graduate candidate at Addis Ababa University, School of Commerce. This questionnaire is meant to collect primary data on the "Role of Digitization for effective leadership". The purpose of this research is to collect relevant primary information through a structured questionnaire for the topic entitled above. It will only take 15minutes to complete, all information collected here will be kept confidential and only be used for these purpose. Please email me through marthtadele@gmail.com for any queries.

Digitalization: Is the application of digital technologies to any human activity, including personal, social, economic, and political activities (Saheed, 2019) .

Part I. Demography

1. Gender:

Male

Female

2. Age

Below 25

25-30

31-40

41-50

Above 50

3. Education Level

Academic

Diploma

Degree

Masters

above Masters

4. Service Year in the company:

1 – 5

6 – 10

11 – 15

16 – 20

Above 20

5. Department:

Human Resource

Finance and Logistics

After Sales

Sales

Marketing

Part II. Digitalization Related Questions

2.1 Digitalization Practice assessment questions

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Equitable and convenience Of Access					
Leaders in MOENCO are well familiarized to the digital tools and platforms.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ways of internal Digital communications are Ubiquitous for the leaders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work from home using digital tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company offers necessary education and training programs for its employees in order to increase their skills in dealing with the latest digital technologies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All MOENCO executives have access to digital technologies and maintain strong networking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MOENCO focuses on giving training and enabling leaders to have sufficient knowledge on digitalization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital tools and platforms are available to the Leadership team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization trainings are facilitated. Example; on the use of digital tools and new practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The leadership team has good knowledge on digitalization and digital tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All departments and functions have equal opportunity for digital platforms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Automation, process and Infrastructure					
MOENCO is always searching for new ways of working and Automation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I recognize new, evolving and emerging patterns of technologies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't usually have issues with connectivity and network disruptions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My data and communication methods are primarily digitalized and automated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization has simplified manual based tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I use automated documentation and classification solution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contemporary Digital tools are available in MOENCO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company has the necessary standards and regulations for IT security and practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital tools are employed for functional use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cloud-based applications are employed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enterprise Resource Planning (ERP) software and Enterprise Social Software platform solutions are used by functional leaders in MOENCO. E.g. Data Management System	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We make extensive use of digital information and communication technologies in order to improve cross-functional cooperation and knowledge transfer within the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In our company, we make extensive use of the flexibility of new forms of work and organization made possible by digital technologies. Examples: Time and location independent work using mobile devices (laptops, tablets etc.) and modern communication technology (chats, video and telephone conferences, internal social networks etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In our company, business processes are regularly reviewed for their potential for improvement using digital technologies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The leadership team practices and employs globalized digital methods.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MOENCO have comprehensively supplemented our products and services with additional digital offerings. Examples: Digital self-services, data-based additional services to physical products such as remote maintenance or level monitoring.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MOENCO invest long-term in new digital solutions to systematically improve existing technologies in the company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In terms of digitalization, MOENCO is in a strong position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MOENCO drew up a comprehensive digital tools for the leaders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MOENCO invests in digital technologies and digital trainings for leaders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company has a mature IT and data architecture to collect, consolidate, aggregate and evaluate data in real time. Examples: Integration of product or customer data through software solutions, identification of patterns and connections in the data, creation of data dashboards or control of internal processes on the basis of real-time data through the use of powerful IT applications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Strategy and culture					
Digitalization is a central component of our corporate strategy. Example: Existence of a documented and communicated digitalization strategy as part of the company's overall strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organization policies support Digitalization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organization Culture has affected Digitalization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MOENCO has a stronger digital presence than its competitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization has affected organizational Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
During the Covid-19 breakout, sustainability was not a concern for me because I know digitalization has made it all possible such as virtuality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The leadership team of MOENCO is actively driving the digital transformation in our company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We systematically and continuously monitor external market and technology developments in order to identify new approaches for the further development of our business model.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Leadership Team actively supports the change processes that are necessary for the success of the digital transformation. Examples: Personal involvement in digitalization projects, monitoring of implementation in one's own area of responsibility, definition of digitalization goals at employee level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The operative employees in our company have a positive attitude towards the changes brought about by digitalization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology					
As a leader my way of communication are changed and have become more digital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital communication has impacted my communication behavior in my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization is used for functional controlling and monitoring purpose by leaders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My communication and interaction with coworkers has enhanced as a result of digitalization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization has encouraged and enabled feedback communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Social Digital tools has simplified inter branch communications					
The change of face-to-face communication by digital forms was relevant. E.g. During the Covid-19 pandemic breakout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In our company, digital solutions are used comprehensively and systematically for the tasks of human resource management. Examples: Use of people analytics software and tools for workforce demand and resource planning, talent management, qualification planning and support of on-boarding of new employees. Use of social media and online portals for personnel recruitment and talent acquisition.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital tools and Resources					
Digital Tools and medias are more advanced for leaders in MOENCO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am entitled for latest smart phone every time it's improved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I prefer conducting virtual meetings through MS-Teams or Zoom	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can completely use information and communication technologies such as E-mail.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.2. Benefit of Digitalization from leadership line

Impact of Digitalization - Decision making, Planning and Problem Solving,					
Leaders' ability to prepare and make successful decisions is aided by digitalization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital tools have made work delegation easier.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization has Added value for the leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My time management has been improved because to digitalization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Getting latest information's and trending variables, is enabling my decisions to be fact based and my company to remain competitive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Because to digitization, keeping track of duties and workflow has become easier.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I use digital models for continuous planning, design and monitoring of our business processes. Examples: Use of digital process models for data-based analysis of process flows (process mining) and for simulations, visualization of process data in real time using dashboards (monitoring), distribution of roles and responsibilities within the organization and optimization of cross-task data and information flows.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication and Employees Engagement					
Digital technologies have improved the system of feedback and transparency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization has improved the speed and quality of information among leaders and employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization has improved Leaders member relationship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization has raised awareness of safety and well-being.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital tools has enables me to engage with my subordinates better than face to face communication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital tools are used to study employee experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization has improved Humanizing effect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization affect employee's performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The social-communicative skills of our employees in the digital work environment are well enough developed to successfully master the challenges of digitalization. Examples: Communication skills using	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

different media and channels (digital and analogue), cooperation and teamwork skills, ability to work with people from other generations and cultures.					
Digitalization has positively affected employee engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information, Data and Supply chain Networking					
Digitalization is important for me as a leader	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization has brought effective communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization has helped Monitoring and controlling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The quality of information and data has increased as a result of digitalization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company systematically analyses and uses digitally collected usage data in order to continuously develop its own product and service portfolio.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to information has been improved in MOENCO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For our customer management we use digital software solutions comprehensively. Examples: Use of IT solutions to systematize order and master data management and to optimize customer communication in the areas of consulting and sales, after-sales service, support and complaint management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For our supplier management, we make extensive use of digital software solutions. Examples: Use of IT solutions to systematize master data management (supplier profiles) and to select and evaluate suppliers (including risk assessment and early warning systems), automated handling of ordering processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External Adaptability and Customers Experience					
Customers experience was enhanced because of Digitalization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MOENCO's digital position has enabled it to outperform competitors and remain competitive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalization aided the employee experience surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customers Waiting time and compliant was lower because of digital features	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New digital features that enhanced employees experience were added. Example. Digital show room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer experience feedbacks were possible by digital means.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MOENCO have introduced Digital solutions in order to improve its customer's experience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part III. Competencies of Effective Leadership

I always take Fact based and informed decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I interact and communicate well with colleges and members (I have Strong social network)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a leader I appreciate innovation, new and technology based way of working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I focus on my employees engagement and Experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am open to suggestions from employees and coworkers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I Create a culture of ideas, experiments, and innovation among my members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work on Improving Customers experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I respond to issues on time and fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

My work aimed at achieving common goal and unified vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I focus on training and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My employees' health and safety are my top priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I prioritize creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I make certain that my subordinates have access to latest information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I concentrate on my members' abilities and growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I know how to adapt and respond in unpredictable situations, like as when the Covid-19 outbreak broke out.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I clearly and transparently perform my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am open to the idea of bringing continuous change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I communicate goals and strategies with employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My success, I feel, is defined by the performance of my staff and the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My members and consumers have faith in me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I make sure that my actions are Aligned with my plans and the company's strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Questionnaire source: (Fraunhofer, n.d.)

APPENDIX-II

Digital Practice of MOENCO

Type of the Digital Platform	Description
EPSS's:	<i>E-mail:</i> Leaders describe that leadership increasingly occurs with computer-mediated communication but is primarily still based on e-mail communication.
	<i>SMS:</i> Precise messages from the leadership team to employees is mostly communicated through a mass text platform.
	<i>Hive Learning:</i> Hive is a social media platform that connects employees of MOENCO's parent company, Inchcape. It enables experience, knowledge sharing, and access of scholarly studies, trainings, development tools and different posts that encourage integration of employees globally.
ERP, are digital systems which help to plan, control and monitor enterprise resources.	<i>HillMark:</i> is a software that is solely used by HR and among the leadership team for the purpose of leave, payroll, employee profile, employees history and overall benefit management.
	<i>CDK(Auto line):</i> Is one of the recently added globally integrated feature in MOENCO, that has functional use for all departments and branches, The integrated system allows leaders to control every step and work flow of the organization.
	<i>Job card System:</i> It is a system used in after-sales (the workshop) to control the in and out time of a specific vehicle for servicing and maintenance.
	<i>SAP Concur:</i> Is expense Management, travel and invoice software, it connect financial data and take control of spending by automating spending processes.
Applications	<i>Cintelate (Roam5):</i> Is HSE application that can be implemented on hand phones and personal computers for the purpose of different elements like Risk, Facility and safety measures.
Digital Media of Promoting	Mobile App and Recently digital marketing team has also introduced a programmatic advert for targeted parties on website.

DMS	<i>Alfresco:</i> Is a cloud based HR System that is developed to keep employees personal file and companies documents in a digital format.
AI Tools	<i>Biometric Attendance Machine:</i> Is functional by a face recognition system, which as a result help to control availability of employees and pay their wage.
Customer Convenient digital tools	<i>Digital (E) Showroom:</i> Is a new feature that has been added to digital marketing. The display room depicts all of the area's spaces as well as all of the products within. It provides as much depth as the physical tour and description.
	<i>Search Engine Optimization:</i> MOENCO's sophisticated official website is one of its powerful digital marketing platforms. Customers can access detailed demos or visual information about available vehicles, parts, and machinery on the website; they can rate customer service, provide feedback, and so on.
	<i>Electronic Payment method:</i> Customers can settle payments from anywhere and without a cash while getting a service at MOENCO.
	<i>CAC:</i> It is a center that operates to only provide information to customers. By dialing the free line 7677, customers can obtain information about available products, the status of their vehicle in service, available parts, and the like.
Cyber Security	MOENCO has a matured IT practice in regards to IT security; since all personal computers are encrypted it's very hard for another party to easily access data's in computers and download information's as well.
Digital Infrastructures	<i>Cellular Telecommunications:</i> Using IP phone technology a method by which voice data is delivered over the internet through SIP and it connect calls from desk phone, mobile app or browse for global calls.
	<i>Data Centers and own Central Server control room:</i> Is privately accessed by permitted employees and solely owned by the company to function within the organization only

	<p><i>Digital Awareness Trainings:</i> For employees who access digital tools, IT department facilitates cyber online security (data protection, reporting) and awareness refresher trainings every two months.</p> <p><i>Working Remotely:</i> By the facilitation of modem, remote IT support and other devices, office tasks were remotely conducted specially during the COVID 19 pandemic.</p>
Virtual Meetings	<p>It's a communication way which enable parties to meet without requiring physical presence. Especially, after the breakout of Covid-19 pandemic; meetings, Trainings and connections are conducted virtually via digital tools such as Microsoft teams and zoom.</p> <p><i>IT Service Desk:</i> Remote maintenance and IT support has also been adopted.</p>
Social Medias	<p><i>WhatsApp:</i> The leadership team have a WhatsApp based group created to maintain their connectivity and updates during off duty hours using their smart phones.</p> <p><i>LinkedIn:</i> This interface basically aids the Recruitment process by sourcing potential pool and candidates.</p> <p><i>Telegram, Facebook and Instagram:</i> Are among the major digital marketing tools of the company.</p> <p>Web (moenco Ethiopia company profile): The organizations official portal provides functional use besides for viewers and external users. I.e. Remote Application for Job openings and application status tracking.</p>
Other Features	<p>Pass Secured Printer Machines, and other Sophisticated platforms allowing MOENCO to go Digital and cope with 21st century digital pace.</p>