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The Impact of Digital Disruption on Organizational Sociology

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Abstract

This study aims to explore the impact of digital disruption on organizational sociology, focusing on leadership transformation, changes in organizational culture, and employee adaptation during digital transitions. A qualitative research approach was employed, using semi-structured interviews to collect data from 18 participants representing leaders and employees from various organizations undergoing digital disruption. The participants were recruited from online platforms, and data collection continued until theoretical saturation was reached. The data was analyzed using NVivo software, with a thematic analysis approach identifying key themes and subthemes related to leadership, organizational culture, and employee adaptation. The findings reveal that digital disruption significantly impacts leadership roles, organizational culture, and employee adaptation. Leaders are increasingly required to embrace digital competencies and adopt more flexible, decentralized leadership styles. Organizational culture is shifting towards greater openness, collaboration, and innovation, although challenges such as employee isolation and resistance to change persist. Employees with prior digital experience tend to adapt more successfully, while others exhibit resistance, particularly due to concerns over job security and rapid technological change. Digital transformation is seen as both a challenge and an opportunity, with the potential to enhance organizational agility and employee satisfaction when managed effectively. Digital disruption is reshaping organizational sociology by transforming leadership roles, organizational cultures, and employee behaviors. While there are significant challenges, such as resistance to change and the need for new leadership skills, the study emphasizes that organizations can leverage digital tools to foster more collaborative, agile, and innovative work environments. To succeed in digital transformation, organizations must invest in leadership development, digital training, and building a supportive organizational culture.

Keywords: Digital disruption, organizational sociology, leadership transformation, employee adaptation, organizational culture, digital transformation, qualitative research, thematic analysis.

1. Introduction

Digital disruption is reshaping industries globally, compelling organizations to adopt digital transformation strategies that incorporate new technologies, processes, and business models (Al-edenat, 2021; Thakur et al., 2022). This disruptive shift is not only altering the ways in which companies operate but also transforming organizational structures, cultures, and leadership dynamics. The rise of digital technologies, including artificial intelligence (AI), the Internet of Things (IoT), cloud computing, and data analytics, is providing both opportunities and challenges for businesses as they strive to remain competitive in an increasingly volatile and fast-paced environment (Belhadi et al., 2021; Trenerry et al., 2021). Digital transformation (DT) involves the integration of digital technologies into all aspects of an organization, fundamentally changing how businesses



deliver value to customers and engage with stakeholders (Imran et al., 2021; Vasilev et al., 2020). However, while these transformations are necessary, they often face resistance from employees and leaders alike, leading to significant challenges in adapting organizational structures, strategies, and cultures to the new digital reality (Feroz et al., 2021; Setzke et al., 2021).

The concept of organizational sociology provides a unique lens through which to understand the implications of digital disruption on the workplace. As organizations evolve digitally, they must also rethink their cultural and social frameworks, which are often deeply ingrained in traditional practices (Joshi, 2022; Kraus et al., 2021). This is particularly important as digital disruption influences various organizational elements, such as leadership, communication patterns, employee behavior, and organizational identity. Understanding how digital disruption affects these elements is crucial for businesses looking to optimize their digital transformation strategies while fostering an inclusive, adaptable, and resilient organizational culture (Autio et al., 2021; Kapucu, 2020). In particular, the emergence of digital leadership has become a focal point of research, as leaders are required to adapt to new technologies, navigate complex organizational changes, and foster innovation (Henderikx & Stoffers, 2022; Jidon, 2023).

One of the most profound effects of digital disruption is on organizational structure and leadership (Al-edenat, 2021; Joshi, 2022). The traditional hierarchical structures that have governed organizations for decades are being replaced by more flexible, decentralized models (Kensbock & Stöckmann, 2020). With digital tools enabling remote work and virtual collaboration, the rigidity of organizational hierarchies is being questioned. As organizations embrace more flexible work environments and digital platforms, power dynamics are shifting, and leadership must adapt to managing teams in increasingly virtual and diverse settings (Makori & Mauti, 2023; Trenerry et al., 2021). This transition challenges traditional leadership models and necessitates the development of new competencies and leadership styles that align with the digital age. Leaders today must not only manage technological changes but also guide their teams through the cultural and social shifts that come with digital transformation (Ceipek et al., 2020; Henderikx & Stoffers, 2022).

Another significant area of impact is employee engagement and adaptation (Duvivier, 2023; Feroz et al., 2021). As digital technologies permeate organizations, employees are required to develop new skills, adapt to new tools, and engage with colleagues in new ways. However, the rapid pace of technological advancements can overwhelm employees, creating resistance to change and increasing stress levels (Kapucu, 2020; Thakur et al., 2022). Furthermore, the shift to digital workspaces and remote working conditions has transformed traditional work-life balance paradigms. While some employees benefit from increased flexibility, others face challenges in setting boundaries between their professional and personal lives (Makori & Mauti, 2023). These changes affect employee morale, productivity, and overall job satisfaction, underlining the need for organizations to address employee well-being alongside technological advancements (Klein, 2020; Rotem & Fisher, 2022).

Organizational culture is also undergoing a significant transformation in response to digital disruption. Traditional corporate cultures, which often emphasize face-to-face communication, stability, and long-standing practices, are being reshaped by the increasing reliance on digital tools, virtual teams, and collaborative platforms (Vasilev et al., 2020). As organizations move toward more technology-driven environments, they must reconsider how to maintain a strong organizational identity and foster an environment of trust and psychological safety (Kensbock & Stöckmann, 2020; Setzke et al., 2021). The move toward digital business models, for instance, requires companies to align their organizational values with new forms of engagement, such as digital innovation and sustainability (Feroz et al., 2021; Llopis-Albert & Rubio, 2021). These cultural shifts are crucial for sustaining employee trust, fostering innovation, and ensuring long-term organizational success.

The challenges associated with digital transformation are further compounded by the global context in which organizations operate. As businesses increasingly globalize, they face the dual pressures of digitalization and globalization. This interplay, described as the centrifugal and centripetal forces of digitalization and globalization, is reshaping how organizations structure themselves and interact with their stakeholders (Autio et al., 2021; Belhadi et al., 2021). For instance, companies must adapt their digital strategies to fit local market needs while simultaneously ensuring global integration across regions. This requires a balance between local autonomy and centralized control, as well as the ability to manage cross-cultural teams and diverse customer bases effectively (Al-edenat, 2021; Ceipek et al., 2020).



In response to these challenges, scholars have increasingly called for a focus on organizational competencies that support successful digital transformation (Duvivier, 2023; Imran et al., 2021). Organizational competencies, such as digital agility, innovation capabilities, and ambidexterity, have been identified as key drivers of success in the face of digital disruption (Belhadi et al., 2021; Jidon, 2023). The concept of organizational ambidexterity—the ability to simultaneously exploit existing capabilities while exploring new opportunities—has been recognized as critical for organizations navigating digital disruption. Organizations that can balance the exploitation of existing assets with the exploration of new digital technologies are more likely to achieve sustainable performance and resilience in an increasingly digital world (Belhadi et al., 2021; Feroz et al., 2021; Kraus et al., 2021). This study seeks to explore the impact of digital disruption on organizational sociology by examining how these transformations influence leadership, culture, and employee adaptation.

2. Methods and Materials

This study adopts a qualitative research approach to explore the impact of digital disruption on organizational sociology. A total of 18 participants were recruited through online platforms, ensuring a diverse representation of professionals from various industries affected by digital transformation. The participants were selected based on their experiences with digital disruption within their organizations and their ability to provide valuable insights into the sociological implications of these changes. The study aimed to achieve theoretical saturation, meaning that data collection continued until no new themes or insights emerged.

Data were collected using semi-structured interviews, a method chosen to allow for in-depth exploration of participants' perspectives while maintaining flexibility to explore emerging themes. The interviews were conducted remotely, either via video conferencing or telephone, and lasted approximately 45 to 60 minutes each. The interview guide was designed to address key aspects of digital disruption, including organizational change, employee adaptation, and shifts in organizational culture. Participants were encouraged to provide detailed responses, share personal experiences, and discuss the broader sociological implications of digital disruption in their organizations.

The interview data were analyzed using NVivo software, a qualitative data analysis tool that facilitates the organization and coding of large volumes of textual data. The data were transcribed verbatim and coded inductively to identify emerging themes related to the impact of digital disruption on organizational sociology. NVivo's coding capabilities allowed for systematic categorization of responses, aiding in the identification of patterns and relationships within the data. The analysis process continued until theoretical saturation was achieved, ensuring that all relevant themes had been explored in depth and that no new insights emerged from subsequent interviews.

3. Findings and Results

The study included 18 participants, with a balanced representation of both genders and a range of professional experiences across various industries. Of the 18 participants, 10 (56%) were male and 8 (44%) were female. The participants' ages varied, with 5 (28%) being between 25 and 34 years old, 7 (39%) between 35 and 44 years old, 4 (22%) between 45 and 54 years old, and 2 (11%) aged 55 or older. In terms of professional experience, 6 (33%) participants had less than 5 years of experience in their current roles, while 8 (44%) had 5 to 10 years of experience, and 4 (22%) had more than 10 years of experience. Participants were recruited from diverse sectors, with 6 (33%) working in technology, 4 (22%) in finance, 3 (17%) in healthcare, 2 (11%) in education, and 3 (17%) in other industries such as manufacturing and retail. This demographic diversity provided a wide range of perspectives on the impact of digital disruption within organizations.

Table 1. The Results of Qualitative Analysis

Category	Subcategory	Concepts (Open Codes)
1. Organizational Change	a) Leadership and Decision-Making	Strategic agility, Digital leadership, Rapid decision-making, Change management, Autonomy in decisions
	b) Organizational Structure	Flattening hierarchies, Role ambiguity, Cross-functional collaboration, Shifting power dynamics, Decentralized teams
	c) Employee Engagement	Employee motivation, Digital adoption, Resistance to change, Work-life balance, Job satisfaction
	d) Technology Integration	Adoption barriers, System compatibility, Technical training, Digital tools, IT support availability



2. Employee Adaptation	a) Skill Development	Upskilling, Reskilling initiatives, Digital literacy, Technical competency, Lifelong learning
	b) Employee Well-being	Mental health, Stress management, Burnout prevention, Workload management, Employee support programs
	c) Behavioral Shifts	Remote work dynamics, Flexibility in roles, Self-regulation, Team cohesion, Shift in collaboration methods
	d) Resistance to Change	Fear of obsolescence, Job insecurity, Technological anxiety, Reluctance to adopt new tools, Cultural barriers
3. Organizational Culture	a) Shifts in Organizational Identity	Rebranding, Core values redefined, Transformation narratives, Employee alignment, Cultural shift
	b) Communication and Transparency	Open communication, Information flow, Trust in leadership, Internal feedback mechanisms, Organizational transparency
	c) Collaboration and Socialization	Digital collaboration tools, Virtual team dynamics, Social isolation, Peer support, Knowledge sharing
	d) Work-Life Balance	Flexible working hours, Remote work policies, Time management, Family support, Personal autonomy
	e) Trust and Psychological Safety	Trust in leadership, Safe space for feedback, Fear of failure, Supportive work environment, Risk-taking

1. Organizational Change

a) Leadership and Decision-Making

Participants identified leadership and decision-making as critical areas affected by digital disruption. Many noted that leaders must be more agile and adaptable to respond swiftly to technological changes. As one participant remarked, "Leaders are now expected to make quick decisions with limited information. It's about trusting your team and relying on real-time data." Additionally, several participants highlighted the increasing importance of digital leadership skills, particularly in navigating rapid organizational shifts. One participant shared, "Digital leadership is not just about technology but about fostering an environment where employees feel empowered to take decisions." Concepts such as strategic agility, digital leadership, and change management were frequently mentioned as essential components of effective leadership in the digitally transformed workplace.

b) Organizational Structure

Changes in organizational structure were also a prominent theme. Participants described a trend toward flatter hierarchies and a shift in power dynamics. "The traditional top-down structure is breaking down. Now, decisions are often made by cross-functional teams," stated one participant. This flattening of hierarchies has led to role ambiguity and more decentralized teams, which participants noted can lead to both increased flexibility and challenges in clarity of responsibilities. As one participant explained, "While we have more autonomy, it's sometimes unclear who's responsible for what. There's no clear line anymore." The introduction of cross-functional collaboration, along with decentralized decision-making, were seen as central to adapting to digital disruption.

c) Employee Engagement

Digital disruption has had a mixed impact on employee engagement. On one hand, some participants noted that technological advances have made work more flexible and enjoyable. "With remote work and digital tools, I can better manage my work-life balance. I feel more engaged because I have control over my schedule," shared one participant. On the other hand, several expressed concerns about job satisfaction and motivation, particularly for employees who struggle with new technologies. One participant observed, "It's hard to stay motivated when you're constantly having to learn new tools. It can feel overwhelming." Concepts such as digital adoption, employee motivation, and resistance to change were frequently discussed.

d) Technology Integration

The integration of new technologies within organizations is another area that saw significant changes. Many participants noted that while technology adoption can drive efficiency, it also comes with challenges. "We had a lot of resistance initially. The tools just weren't compatible with the old systems, and it took a lot of time to train staff," one participant explained. Technical training and IT support were highlighted as essential for successful technology integration, with some participants stressing the need for ongoing support. "The IT department has become like the new support center. Without them, we couldn't have made this digital shift," one participant remarked.

2. Employee Adaptation

a) Skill Development



Employee skill development was another critical theme. As digital disruption reshapes the workplace, employees must continually upgrade their skills to remain relevant. Participants emphasized the importance of upskilling and reskilling programs, with one participant noting, "There's a clear shift towards digital literacy. Companies are investing in upskilling programs to ensure employees are not left behind." Several participants also mentioned the need for lifelong learning. "It's not just about learning a new software; it's about adapting to new ways of thinking and problem-solving," shared another. Concepts such as digital literacy, technical competency, and reskilling initiatives were commonly discussed.

b) Employee Well-being

The impact of digital disruption on employee well-being emerged as an important subtheme. Participants highlighted the stress and mental health challenges posed by the rapid pace of technological change. "There's constant pressure to keep up with new tools, and it's exhausting," one participant remarked. Several interviewees expressed concerns about burnout, particularly for employees who struggled to adjust to remote working setups or new digital tools. "The workload has increased, and with remote work, there's no clear boundary between work and home life," said another participant. Mental health support and stress management programs were identified as critical for mitigating these challenges.

c) Behavioral Shifts

Digital disruption has also led to notable behavioral shifts within organizations. Participants discussed the growing importance of remote work and the increased flexibility it offers. "There's a lot more self-regulation now. We can work from anywhere, but it's up to us to manage our productivity," one participant explained. Others noted that this shift has led to more autonomy but also a sense of social isolation. "I miss the face-to-face interactions. Working remotely has made it harder to build strong relationships with colleagues," shared another. The shift in collaboration methods and team dynamics was widely recognized as a significant change due to digital transformation.

d) Resistance to Change

Resistance to digital transformation was a recurring theme across interviews. Many participants acknowledged that fear of obsolescence and job insecurity were common among employees. "There's a real fear that automation will make my job redundant. I'm constantly worried about being replaced by AI," one participant said. This fear, coupled with technological anxiety, has created barriers to the successful adoption of digital tools. "Some of my colleagues are resistant to change because they just don't feel comfortable with new technologies. It's like they're stuck in the old ways," another participant noted. The need for effective change management strategies to address resistance was emphasized by several participants.

3. Organizational Culture

a) Shifts in Organizational Identity

Digital disruption has also led to shifts in organizational identity. Participants observed that companies are rebranding themselves to reflect their digital transformation. "Our company has gone from being a traditional service provider to a tech-driven organization. The branding has really changed to reflect that," shared one participant. The transformation narratives communicated by leadership have played a key role in helping employees align with the evolving organizational identity. One participant remarked, "The messaging from leadership is crucial in making us feel like we're part of something bigger during this transformation." Concepts like rebranding, cultural shift, and realignment of core values were often mentioned in the interviews.

b) Communication and Transparency

Changes in communication and transparency have been significant. Participants noted that effective communication channels have become more critical as organizations adapt to digital disruption. "In the past, communication was more formal, but now it's much more open and fluid," one participant explained. Transparency from leadership was also cited as a key factor in building trust during times of change. "Our leaders have been really transparent about the challenges and opportunities. That openness has helped ease some of the anxiety," stated another participant. The shift towards open communication and internal feedback mechanisms was seen as a positive outcome of digital disruption.

c) Collaboration and Socialization

Digital disruption has also impacted collaboration and socialization within organizations. Many participants reported that digital tools have facilitated virtual collaboration, though some expressed concerns about the lack of in-person socialization. "We use a lot of collaboration tools now, but there's still something missing in terms of human connection," one participant noted. Others, however, appreciated the increased ability to collaborate with colleagues across different locations. "I can now



work with teams across the world. It's amazing how technology has brought us together," said another participant. The emergence of virtual team dynamics and digital collaboration tools were frequently discussed in relation to organizational culture.

d) Work-Life Balance

The shift to remote work, while offering flexibility, has also raised concerns about work-life balance. Participants described how digital tools enable them to manage their schedules more effectively but also noted the challenges of setting boundaries between work and personal life. "It's harder to switch off when you're working from home. You're always available," one participant remarked. Another observed, "Having flexible hours is great, but sometimes it feels like I never get a break from work." Work-life balance policies and flexible working arrangements were seen as essential for maintaining employee satisfaction and well-being in the face of digital transformation.

e) Trust and Psychological Safety

The disruption brought on by digital transformation has highlighted the importance of trust and psychological safety in the workplace. Participants emphasized that trust in leadership has been crucial for navigating the changes. "We've had to trust that leadership is guiding us in the right direction. Without that trust, the transition would have been much harder," one participant shared. The need for psychological safety was also emphasized, particularly in fostering an environment where employees feel safe to share their concerns and ideas. "It's important to know that it's okay to fail, especially when you're dealing with new technology," another participant noted.

4. Discussion and Conclusion

The findings of this study reveal the profound impact of digital disruption on organizational sociology, particularly in terms of leadership, organizational culture, and employee adaptation. The analysis highlights several key themes that reflect the multifaceted nature of digital transformation and its influence on organizations. This section aims to discuss these results in relation to existing literature and provide insights into their implications for both theory and practice.

A central finding of this study is the significant transformation in leadership roles within organizations undergoing digital disruption. As organizations move toward more digitalized business models, leaders are required to adjust to the new challenges posed by technological advancements, shifting team dynamics, and the need for innovation. In particular, leaders are increasingly expected to embrace digital competencies, including data analytics, digital strategy, and technological leadership (Joshi, 2022; Klein, 2020). These shifts in leadership roles are in line with the findings of Setzke et al. (2021), who emphasize the importance of leadership in facilitating digital transformation processes. Our study found that successful leaders are those who not only possess technical expertise but also demonstrate a high level of emotional intelligence and adaptability to lead teams in digital environments (Thakur et al., 2022). This is consistent with the view that digital leadership requires a balance between technical skills and human-centric leadership, which includes empathy, resilience, and the ability to foster innovation (Kensbock & Stöckmann, 2020).

Moreover, as digital technologies blur traditional hierarchical structures, the role of leadership is becoming more decentralized and collaborative. Participants in this study reported a shift from top-down decision-making to more collaborative, agile forms of leadership that empower employees to contribute to decision-making processes. This finding mirrors the arguments put forth by Duvivier (2023), who suggests that the traditional centralized leadership model is being replaced by a more distributed approach, where leadership responsibilities are shared across teams (Duvivier, 2023). The findings also resonate with Kapucu (2020), who highlighted that digital transformation demands leaders to adopt flexible leadership styles that can support remote work, foster cross-functional collaboration, and enable continuous learning in organizations (Kapucu, 2020). However, while this shift offers opportunities for greater autonomy and empowerment, it also presents challenges in maintaining alignment with organizational goals and vision (Henderikx & Stoffers, 2022).

Another prominent theme emerging from this study is the transformation of organizational culture in response to digital disruption. As organizations adopt digital tools and platforms, the traditional corporate culture characterized by face-to-face communication, centralized decision-making, and stability is increasingly being replaced by a more flexible, technology-driven culture (Vasilev et al., 2020). Participants in this study described the organizational culture as becoming more open,



collaborative, and innovation-driven. These findings align with the work of Ceipek et al. (2020), who argue that digital transformation fosters a culture of openness, where employees are encouraged to share ideas, collaborate across departments, and embrace change (Ceipek et al., 2020). Additionally, digital transformation is seen as a catalyst for breaking down silos and promoting cross-functional teamwork, which participants in our study identified as key to driving innovation and organizational success.

Page | 33 However, the shift towards a more digitalized and flexible organizational culture is not without its challenges. Many participants reported that while digital tools and platforms facilitate remote work and collaboration, they also introduced a sense of isolation and disengagement, especially in teams that were not accustomed to working virtually. This supports the findings of Trenerry et al. (2021), who noted that digital tools, while enabling remote collaboration, can undermine the sense of community and belonging within organizations (Trenerry et al., 2021). Furthermore, digital disruption requires organizations to rethink how they foster trust and psychological safety in increasingly virtual and decentralized teams (Kensbock & Stöckmann, 2020). Our findings suggest that organizations must invest in building a culture of trust, where employees feel safe to experiment, innovate, and voice their concerns without fear of negative consequences.

In contrast to these challenges, some participants expressed a sense of excitement and opportunity as digital tools enabled greater flexibility and autonomy in their roles. These employees reported enhanced job satisfaction due to the ability to work remotely and the increased focus on results rather than time spent in the office. This finding echoes the arguments put forth by Rotem and Fisher (2022), who highlight that digital transformation can lead to more employee-centered organizational cultures, where work-life balance and employee well-being are prioritized (Rotem & Fisher, 2022). As organizations continue to evolve digitally, it will be crucial to balance the benefits of technological flexibility with the need for maintaining a cohesive and supportive organizational culture.

A critical finding in this study pertains to employee adaptation to digital disruption. While many employees recognized the need for digital transformation and expressed enthusiasm about the potential for greater efficiency and innovation, others exhibited resistance to change. This resistance is particularly prevalent among employees who have been with organizations for a long time and are accustomed to traditional ways of working. Our findings are consistent with the work of Feroz et al. (2021), who found that employees often resist digital transformation because they perceive it as a threat to their job security, skillset, and work routines (Feroz et al., 2021). Resistance was also seen among employees who felt overwhelmed by the rapid pace of technological change and the increased pressure to continuously learn new tools and platforms (Thakur et al., 2022).

Interestingly, the study also revealed that employees who had more experience with digital tools and had undergone prior digital training were more likely to embrace digital transformation and adapt successfully. This supports the findings of Imran et al. (2021), who argue that digital maturity and prior experience with digital tools play a significant role in shaping employee attitudes toward digital transformation (Imran et al., 2021). Therefore, organizations must ensure that employees are adequately trained and supported in adopting new technologies to minimize resistance and foster a more positive attitude toward change.

This study has several limitations that should be considered when interpreting the results. First, the sample size of 18 participants, while sufficient for qualitative research, may not fully represent the diversity of organizations undergoing digital transformation. Future studies with larger sample sizes across different industries could provide a more comprehensive understanding of the impact of digital disruption on organizational sociology. Additionally, the study primarily focused on employees and leaders from organizations in developed economies, which may limit the generalizability of the findings to organizations in emerging markets. As digital transformation varies greatly depending on geographic and economic context, future research could examine the impact of digital disruption in different cultural and economic settings to provide a more nuanced understanding of its global effects.

Another limitation is the reliance on semi-structured interviews as the primary data collection method. While this approach allowed for in-depth exploration of participants' experiences, it is possible that interviewees may have provided socially desirable responses, particularly when discussing the role of leadership and organizational culture. Future studies could triangulate qualitative data with quantitative measures, such as surveys or organizational performance metrics, to provide a more objective assessment of the impact of digital transformation.



Future research should explore the long-term effects of digital transformation on organizational sociology, particularly in terms of how digital disruption continues to reshape leadership practices and organizational cultures over time. Longitudinal studies could provide valuable insights into how organizations evolve in response to digital transformation and how leaders and employees adapt to ongoing technological changes. Moreover, research could investigate how the impact of digital transformation differs across industries, organizational sizes, and geographic regions. For instance, while our study focused on organizations in developed economies, the experience of digital disruption may vary significantly in emerging markets, where digital infrastructure and access to technology are often limited (Ngo et al., 2022). Understanding these contextual differences could help organizations in emerging markets develop more tailored strategies for managing digital disruption.

Another area for future research is the role of digital maturity in shaping organizational responses to digital disruption. Our study suggests that organizations with higher levels of digital maturity are better equipped to handle the challenges of digital transformation. Future research could further explore how digital maturity influences leadership effectiveness, employee engagement, and organizational culture during digital transitions. Additionally, research could examine how organizations can build digital maturity over time through training, innovation, and leadership development programs.

From a practical perspective, organizations undergoing digital transformation should prioritize the development of digital leadership competencies. This includes not only technical skills but also the ability to manage change, foster innovation, and support employee adaptation to new technologies. Investing in leadership development programs that focus on digital transformation and agility will be crucial in ensuring that leaders are equipped to guide their teams through the complexities of digital disruption. Furthermore, organizations should foster a culture of continuous learning, where employees are encouraged to develop digital skills and adapt to evolving technological environments. Providing ongoing training and support can help reduce resistance to change and improve employee engagement during digital transitions.

Additionally, organizations must pay close attention to the social and cultural impacts of digital disruption. While digital tools offer increased flexibility and autonomy, they can also lead to feelings of isolation and disengagement. To mitigate these challenges, organizations should focus on building strong virtual teams and fostering a sense of community through regular communication, team-building activities, and opportunities for social interaction. Creating an inclusive organizational culture that values both technological innovation and employee well-being will be key to sustaining high levels of performance and employee satisfaction in the digital age.

Ethical Considerations

All procedures performed in this study were under the ethical standards.

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Conflict of Interest

The authors report no conflict of interest.

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