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Critical review on Impact of Digital Leadership towards Organizational Productivity in Nigeria

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Abstract

The rapid expansion of the digital economy has fundamentally transformed how organisations operate, compete, and deliver value, necessitating a shift in leadership approaches. This study examines the impact of digital leadership on organisational productivity in Nigeria, drawing on contemporary literature and theoretical perspectives. Digital leadership, defined as the ability to strategically leverage digital technologies such as artificial intelligence, big data, and cloud computing, plays a critical role in driving innovation, enhancing decision-making, and improving operational efficiency. Anchored on Transformational Leadership Theory and the Technology Acceptance Model (TAM), the study explores how leadership behaviours, digital competencies, and organisational culture influence the successful adoption of digital transformation initiatives. The paper identifies key mechanisms through which digital leadership enhances productivity, including improved data-driven decision-making, increased employee engagement, innovation, and organisational adaptability. Empirical evidence from Nigerian organisations suggests that digitally competent leaders significantly contribute to performance outcomes and resilience in technology-driven environments. However, the study also highlights persistent challenges such as inadequate digital infrastructure, limited digital skills, financial constraints, and resistance to change, which hinder effective implementation.The findings underscore the importance of aligning digital strategies with organisational goals, investing in leadership development, and fostering a supportive digital culture. The study concludes that while digital leadership is a critical driver of organisational productivity in Nigeria, its effectiveness depends on the ability of leaders and institutions to overcome structural and human-capital constraints. Practical recommendations are provided for policymakers, organisational leaders, and stakeholders to strengthen digital leadership capacity and accelerate digital transformation for sustainable productivity growth.

Keywords: Digital Leadership, Organizational Productivity, Nigeria, Information Technology Management

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Introduction

The digital economy has radically changed how organizations operate, interact, and provide value. Artificial intelligence, big data analytics, cloud computing, and automation are examples of digital technologies that have profoundly impacted global organisational processes and leadership tactics. Digital leadership has received a lot of attention in academic research and organisational practice. Scholars suggest that executives must learn new skills in order to negotiate digitally driven contexts marked by uncertainty, rapid innovation, and global connectedness (Kane et al., 2024). Digital leadership refers to a leader's capacity to strategically use digital technologies to revolutionise organisational processes, improve innovation, and boost performance. Digital leaders envision digital transformation, stimulate experimentation, and support the use of data-driven decision-making tools (Nadkarni & Prügl, 2023). Digital leadership supports staff creativity and knowledge exchange, which improves productivity and organisational effectiveness. According to a thorough analysis of digital transformation literature, adopting digital technology within organisations greatly increases innovation capabilities and corporate performance when backed by competent leadership (Isa et al., 2026). As organisations become more reliant on digital technologies to meet strategic goals, leadership styles must develop to effectively manage digital transformation and increase productivity. The growing importance of digital leadership is inextricably related to the rapid growth of digital technology and the growing requirement for organisations to adapt to changing business contexts. According to research, digital leaders play an important role in steering organisations through the digital transformation process by aligning technical activities with strategic organisational goals (Oyinbo, 2026).

Digital leadership refers to a leader's capacity to strategically use digital technologies to revolutionise organisational processes, improve innovation, and boost performance. Digital leaders envision digital transformation, stimulate experimentation, and support the use of data-driven decision-making tools (Nadkarni & Prügl, 2023). Digital leadership refers to organisational leaders' capacity to use digital technologies, data-driven decision-making, and innovative techniques to improve organisational performance and efficiency. It entails guiding personnel, overseeing digital transformation efforts, and cultivating an innovative culture within organisations. According to current research, digital leadership has a significant impact on organisational success, collaboration, and creativity in the digital age. The rapid progress of digital technologies has caused a huge upheaval in the global economy. Innovations like cloud computing, artificial intelligence, big data analytics, and automation have transformed how businesses function and compete in the modern day. As a result, leadership styles have evolved to meet technical advancements and digital transformation. Digital leadership has developed as an important idea in current organisational management. It refers to leaders' ability to utilise digital technologies, promote innovation, and manage organisations through complicated digital transformation processes. Unlike traditional leadership models, which emphasis hierarchical authority and operational control, digital leadership prioritises cooperation, agility, technological expertise, and data-driven decision-making (Kane et al., 2019).

In developing economies like Nigeria, the use of digital technologies is fast expanding in a variety of industries such as finance, telecommunications, education, healthcare, and public administration. Nigerian organisations are rising. The use of digital technologies is fast expanding across a variety of industries, including finance, telecommunications, education, healthcare, and public administration. Nigerian organisations are increasingly relying on digital

tools to increase operational efficiency, service delivery, and worldwide competitiveness. Digital leadership is a relatively recent idea that arose in reaction to the growing digitalisation of organisational activities. Although definitions differ in the literature, most researchers believe that digital leadership refers to leaders' ability to effectively integrate digital technologies into 88organisational strategies and operations. Kane et al. (2024) describe digital leadership as leaders' ability to drive organisational transformation by leveraging digital technology to add value and improve performance. According to this concept, digital leadership includes not just technical expertise but also involves cultural change, employee empowerment, and strategic vision. Similarly, Nadkarni and Prügl (2023) define digital leadership as leaders' ability to recognise the potential given by digital technology and develop strategies that allow organisations to capitalise on these chances. This definition emphasises digital leadership's strategic dimension, as well as the need of innovation and adaptation. Verhoef et al. (2024) suggest that digital leadership entails managing organisations through digital transformation processes that profoundly change business models, consumer relationships, and internal operations. From this perspective, digital leadership is inextricably tied to the larger concept of digital transformation.

In Nigeria, the growing use of digital technologies in industries such as banking, telecommunications, education, and public administration has made digital leadership a critical component of organisational success. Organisations that embrace digital leadership do better positioned to respond to technological upheavals, improve service delivery, and increase productivity. Empirical data demonstrates that digital leadership has a major impact on organisational effectiveness and performance, especially in technology-driven situations. Despite the growing importance of digital leadership, many Nigerian organisations continue to confront obstacles in executing successful digital transformation plans. Limited technology infrastructure, insufficient digital skills, and resistance to change continue to be key impediments to realising the full potential of digital leadership. This article investigates the impact of digital leadership on organisational productivity in Nigeria, concentrating on its benefits, problems, and strategies for increasing adoption. As a result, strong leadership capable of managing digital change has become critical to organisational efficiency. Organisational productivity is the efficiency with which organisations use of resources like labour, technology, and capital to generate goods and services. Productivity improvement is a key determinant of organizational success and economic growth. According to Northouse (2022), leadership plays a fundamental role in shaping organizational productivity by influencing employee motivation, innovation, and strategic decision-making. Despite the growing relevance of digital leadership, many Nigerian organizations continue to struggle with properly integrating digital technologies into their operations. Challenges such as limited Technology infrastructure, insufficient digital competences, and organizational aversion to change continue to stymie digital transformation attempts. These problems underline the importance of effective digital leadership that can guide organizations through technological shocks. This article investigates the effect of digital leadership on organizational productivity in Nigeria. However, organizations that promote digital innovation frequently see increased productivity as a result of enhanced processes and competitive advantages.

Statement of the problem

The global push for digital transformation has profoundly altered how businesses operate, compete, and deliver value. Digital technologies such as artificial intelligence, cloud computing,

data analytics, and automation are altering organisational operations and leadership approaches. In this setting, digital leadership has emerged as an important role in ensuring that organisations effectively use modern technologies to boost productivity and competitiveness. However, many Nigerian organisations are still struggling to meet the expectations of digital transformation. Traditional leadership techniques based on hierarchical decision-making and traditional management procedures frequently fail to satisfy the dynamic needs of the digital economy. As a result, organisations may face inefficiencies, low productivity, and decreased competitiveness in both domestic and international markets.

Objectives of the Study

The primary goal of this study is to assess the influence of digital leadership on organizational productivity in Nigeria. Specific aims are to:

1. To evaluate the influence of digital leadership on organizational productivity in Nigeria.
2. To examine the challenges affecting the adoption of digital leadership in Nigerian organizations.
3. To provide recommendations for improving digital leadership practices to enhance organizational productivity.
4. To examine the concept and characteristics of digital leadership in modern organizations.
5. To identify the key digital leadership practices that enhance organizational performance.

Research Questions

The study seeks to answer the following research questions:

1. How does digital leadership influence organizational productivity in Nigeria?
2. To what extent does digital leadership affect organizational productivity in Nigeria?
3. What digital leadership practices contribute to improved organizational performance?
4. What challenges hinder the adoption of digital leadership in Nigerian organizations?
5. How can organizations enhance digital leadership to improve productivity in the digital economy?

Significance of the Study

This study is significant in several ways. First, it contributes to the growing body of knowledge on digital leadership and organizational productivity by providing a critical review of existing literature within the Nigerian context. As organizations increasingly adopt digital technologies, understanding how leadership influences the success of these technologies becomes essential. Second, the study is valuable to organizational leaders and managers who seek to improve productivity through digital transformation initiatives. Digital leadership involves the strategic use of technology, innovation, and digital communication tools to enhance organizational performance. Organizations that successfully integrate digital leadership practices can achieve improved efficiency, faster decision-making, and enhanced collaboration among employees. Third, the study provides insights for policymakers and government agencies responsible for promoting digital transformation in Nigeria. The findings highlight the need for policies that support digital infrastructure development, leadership training, and technological innovation across organizations and industries. Such policies can help Nigerian organizations remain competitive in the global digital economy. Fourth, the study is beneficial to scholars and researchers in the fields of management, information systems, and organizational studies. By

examining the relationship between digital leadership and organizational productivity, the study provides a theoretical foundation for future empirical research on leadership and digital transformation. Finally, the study contributes to improving organizational performance in Nigeria by emphasizing the importance of leadership competencies in the digital era. Research shows that digital leadership enhances innovation, organizational performance, and business growth when effectively implemented within organizations.

Literature Review and Theoretical framework

A conceptual framework is an organised explanation of how the variables in a study are related. In study on the impact of digital leadership on organisational productivity, the framework demonstrates how leadership practices emphasising digital transformation influence productivity results via a variety of organisational mechanisms. Digital leadership refers to leaders' capacity to effectively use digital technologies, data analytics, and innovative tactics to guide organisations through digital transformation. It entails cultivating a digital attitude, boosting technological adoption, and facilitating collaboration in technology-driven settings. According to recent studies, digital leadership integrates traditional leadership Competencies with digital capabilities include data-driven decision-making, digital communication, and technology flexibility (Hamzah, Radzi, & Omar, 2025). The growing importance of digital leadership is inextricably related to the rapid growth of digital technology and the growing requirement for organizations to adapt to changing business contexts. According to research, digital leaders play an important role in steering organizations through the digital transformation process by aligning technical activities with strategic organizational goals (Oyinbo, 2026). Digital leadership is widely acknowledged as a critical driver of digital transformation and innovation in organizations. Leaders with digital competences may use technologies like artificial intelligence, cloud computing, and big data analytics to improve decision-making, streamline operations, and increase employee cooperation. These talents help to boost organizational productivity. Kane et al. (2024); Verhoef et al. (2024). However, the relationship between digital leadership and productivity is rarely straightforward. Instead, it frequently acts through a variety of intermediary organizational elements, including innovation capabilities, digital culture, employee digital skills, and technology infrastructure. Furthermore, moderating factors such as organisational size, industry features, and leadership support can all have an impact on the relationship's strength. Digital leadership is frequently defined as the ability to conceive, create, and execute digital transformation while encouraging collaboration, creativity, and digital culture (Kane et al., 2024). It blends leadership skills and digital understanding to generate value in technology-driven workplaces. According to research, critical abilities for digital leadership include technology understanding, strategic thinking, adaptability, and effective communication (El Sawy et al., 2020). These qualities help executives to align technical initiatives with organisational goals and successfully implement digital transformation strategies. Furthermore, digital leadership focuses on collaborative leadership frameworks that allow employees to contribute ideas and innovations. In the digital age, organizations are progressively moving away from hierarchical management structures and toward more flexible and decentralized leadership models.

Organizational productivity

Organisational productivity is the efficiency with which businesses transform inputs like labour, capital, and technology into outputs like goods and services. Productivity improvement is critical

for achieving organizational competitiveness and long-term viability. Similarly, bibliometric examination of digital leadership research reveals that scholarly interest in the idea has considerably expanded in recent years due to the advent of artificial intelligence, remote labour, and digital platforms that have altered organizational operations (Okunlola & Naicker, 2025). Scholars claim that leadership influences productivity by defining organisational culture, encouraging personnel, and facilitating innovation (Robbins & Judge, 2023). In the digital economy, leadership effectiveness is increasingly tied to the capacity to manage technological change and use digital technologies to improve performance. Digital technology enable organisations to automate procedures, improve communication, and make better decisions, resulting in increased productivity. However, the successful implementation of these technologies is heavily reliant on the leadership skills of organisational managers.

Concept and Core Dimensions of Digital Leadership

Digital leadership is often defined as the capacity to envision, shape, and implement digital transformation while fostering collaboration, innovation, and digital culture (Kane et al., 2024). It combines leadership competencies with digital knowledge to create value in technology-driven environments. Scholars identify several core dimensions: Digital Vision and Strategy Leaders must align digital initiatives with organizational goals and long-term strategy (Westerman & Bonnet, 2023).

Technological Competence

Digital leaders require sufficient understanding of emerging technologies such as AI, cloud computing, and data analytics to make informed decisions (Verhoef et al., 2024). Agility and Innovation Rapid technological change requires adaptive leadership that encourages experimentation and innovation (Hinings et al., 2023). People-Centered Transformation – Digital transformation involves cultural change, employee empowerment, and continuous learning (Ravichandran, 2024). These dimensions highlight that digital leadership is not merely about technology adoption but about organizational transformation through digital capabilities.

Theoretical Underpinning

The theories used in this paper are transformational leadership theory and technological acceptability models. Transformational Leadership Theory is one of the most widely used leadership theories in contemporary organisational research. The notion was first proposed by James MacGregor Burns in 1978 and then expanded by Bernard Bass and Bruce Avolio, who defined transformational leadership as a leadership style that motivates followers to exceed expectations by changing their attitudes, values, and motives. The approach emphasises leaders' ability to articulate a compelling vision, motivate staff, and drive innovation inside organisations. Transformational leadership emphasises leaders' ability to influence followers through inspiration, intellectual stimulation, and personalised assistance, rather than traditional reward-based or authoritarian leadership techniques. According to Bass and Avolio, Transformational leaders inspire employees by linking organisational goals with followers' own beliefs and aspirations, resulting in a shared commitment to organisational success (Hadziahmetovic et al., 2023). The idea highlights four major dimensions of transformational leadership:

i. Idealised Influence refers to leaders' ability to serve as role models who are revered, respected, and trusted by their subordinates. Leaders model strong ethical values, honesty,

and devotion to organisational goals, inspiring people to emulate their actions. According to research, employees trust leaders who display strong vision and ethical leadership, which improves organisational success (Sürücü et al., 2023).

ii. Inspirational Motivation entails leaders presenting a clear and appealing vision to employees, inspiring them to pursue organisational goals with excitement and commitment. Transformational leaders encourage employees to believe in their abilities and work toward achieving collective objectives. Studies show that inspirational leadership contributes to higher employee engagement, motivation, and commitment to organizational change (Anwar et al., 2023).

iii. Intellectual Stimulation refers to leaders encouraging creativity, innovation, and critical thinking among employees. Transformational leaders challenge existing assumptions and encourage employees to explore new approaches to solving organizational problems. Empirical evidence suggests that intellectual stimulation promotes innovation performance and enhances organizational adaptability in dynamic business environments (Zhang, 2024).

iv. Individualized consideration involves leaders providing personalized support, mentoring, and coaching to employees in order to help them develop their skills and capabilities. Transformational leaders recognize the unique needs of employees and create opportunities for professional development. Research indicates that individualized support increases employee self-efficacy, job satisfaction, and performance within organizations (Fan, 2023).

Relevance of Transformational Leadership to Organizational Productivity

Transformational leadership theory is especially applicable in the digital age, as organisations increasingly need leaders who can stimulate innovation and adapt to technological change. Recent research shows that transformative leadership improves organisational creativity, employee engagement, and business resilience. Leaders who use transformational approaches generate an environment of creativity and adaptation, which boosts organisational competitiveness and productivity. Transformational leaders in modern organisations play an important role in promoting digital transformation by motivating people to embrace technology innovations and learn new skills. This leadership style is so critical for organisations looking to boost productivity, innovation, and overall performance. Technology Acceptance Model (TAM) The Technology Acceptance Model (TAM) is a well-known theoretical paradigm in information systems research that describes how people adopt and use new technology. Fred Davis established the model in 1989 to forecast the characteristics that influence information technology adoption in organisational settings. TAM contends that people's desire to adopt technology is mostly governed by two major perceptions: perceived usefulness and perceived ease of use. These impressions influence users' attitudes about technology, which define their behavioural intention to use technology and, eventually, decide actual technology usage (Davis, 1989).

Impact of Digital Leadership and Organizational Productivity Organizational productivity refers to the efficiency with which organizations utilize resources to produce goods and services. In the digital era, productivity is increasingly influenced by technological adoption, innovation, and leadership strategies. Several studies highlight that digital leadership plays a significant role in enhancing employee performance, collaboration, and organizational outcomes. A meta-analysis found a strong positive relationship between digital leadership and organizational variables such

as employee engagement, innovation, and performance indicators including profitability and productivity. Similarly, research on Nigerian organizations indicates that digital leadership practices significantly improve organizational resilience and operational efficiency, enabling organizations to adapt to environmental changes and technological disruptions.

Digital leadership also facilitates digital transformation by encouraging the adoption of digital tools and systems that streamline operations, reduce operational costs, and enhance decision-making processes. Improved Decision-Making Digital leadership enhances data-driven decision-making by enabling leaders to leverage digital analytics and information systems. Access to real-time data allows organizations to make strategic decisions quickly and effectively, thereby improving productivity, enhanced Innovation and Creativity.

Digital leaders promote innovation by encouraging experimentation and the adoption of emerging technologies. Studies show that digital transformation initiatives significantly enhance innovation performance within organizations.

Increased Employee Engagement and Collaboration

Digital leadership promotes the use of communication technologies such as collaborative platforms and virtual work systems. These tools enhance teamwork, knowledge sharing, and employee participation in organizational processes.

Organizational Efficiency and Performance

Digital leadership improves organizational efficiency by integrating automation, digital workflows, and smart technologies into business operations. Evidence from Nigerian studies demonstrates that digital leadership significantly contributes to organizational effectiveness and growth.

Organizational Resilience and Adaptability

Organizations led by digital leaders are better able to respond to environmental changes and disruptions. Digital leadership fosters adaptability, agility, and resilience, enabling organizations to maintain productivity during crises or technological shifts.

Several empirical investigations have found a significant link between digital leadership and organisational productivity. According to Kane et al. (2019), organisations with strong digital leadership competencies are more likely to succeed in digital transformation and produce better performance results. Similarly, El Sawy et al. (2020) discovered that digital leadership improves innovation and operational efficiency by encouraging the incorporation of digital technology into organisational operations.

Digital leaders encourage their staff to use digital technologies to streamline procedures and boost cooperation. In Nigeria, recent studies have also underlined the role of digital leadership in increasing organisational performance. For example, Oguh and Temofeh (2024) discovered that digital leadership improves business growth and organisational performance in Nigerian enterprises. Their research found that organisations led by digitally savvy leaders experience higher levels of innovation and productivity. Another study by Okunlola and Naicker (2025) found that digital leadership competencies significantly influence organizational performance in educational institutions undergoing digital transformation. These findings suggest that digital leadership plays a critical role in enhancing productivity across various sectors in Nigeria.

Improved Decision-Making: Digital leadership promotes data-driven decision-making by enabling organizations to leverage digital analytics and information systems. Access to real-time data allows leaders to make informed strategic decisions that improve operational efficiency and organizational productivity.

Increased Innovation and Creativity: Digital leaders encourage innovation by fostering a culture that supports experimentation and technological adoption. Through the integration of digital tools and platforms, organizations can develop innovative solutions that improve productivity and competitiveness.

Enhanced Employee Engagement

Digital leadership enhances employee engagement by encouraging collaboration and communication through digital platforms. Employees who have access to digital tools and supportive leadership are more likely to contribute effectively to organizational goals. Operational Efficiency: Digital technologies streamline organizational processes by automating routine tasks and improving workflow management. Leaders who effectively implement digital technologies can significantly improve organizational efficiency and productivity. Organizational Adaptability: Digital leadership enables organizations to respond quickly to technological disruptions and market changes. Organizations led by digital leaders are more adaptable and resilient, enabling them to maintain productivity even during periods of uncertainty.

Digital Leadership Practices and Organizational Performance: Digital leadership practices include the development of digital competencies, strategic use of technology, agile decision-making, and the promotion of innovative organizational cultures. Research indicates that these practices help organizations respond effectively to technological changes and market uncertainties. For example, a study on commercial banks in South-South Nigeria examined the relationship between digital leadership practices and organizational resilience. The findings revealed a strong positive relationship between digital leadership practices—such as digital mindset, change management, and data-driven decision-making—and organizational performance and adaptability (Nosakhare-Amusa et al., 2025). Similarly, studies on higher education institutions show that leadership behaviors that support digital capability and preparedness can significantly enhance productivity and performance in organizations operating within digital ecosystems (Education and Information Technologies, 2025). Meta-analytical research also suggests that digital leadership contributes to organizational effectiveness by fostering collaboration, encouraging technological innovation, and supporting the implementation of digital learning and communication systems within organizations (Okunlola, 2025).

Digital Leadership and Organizational Productivity

A major focus of recent literature is the relationship between digital leadership and organizational productivity. Organizational productivity refers to the efficiency with which organizations utilize resources to achieve desired outputs and performance outcomes. Digital leadership contributes to productivity by promoting innovation, improving communication, and enhancing operational efficiency through the use of digital tools. Empirical studies demonstrate that organizations led by digitally competent leaders tend to experience improved performance and productivity. For instance, research on Nigerian organizations found that digital leadership

significantly influences organizational effectiveness, with leaders who adopt digital platforms and virtual collaboration tools improving operational efficiency and service delivery (Journal, 2025).

In addition, studies on organizational transformation indicate that digital leadership encourages innovation and knowledge sharing among employees, which enhances productivity and organizational performance. A systematic review of digital transformation literature revealed that the adoption of digital technologies within organizations significantly improves innovation capabilities and corporate performance when supported by effective leadership (Isa et al., 2026). Oguh and Temofeh (2024) emphasise the importance of digital leadership in generating corporate growth and organisational success. According to their findings, organisations that incorporate digital technologies into their leadership practices have higher productivity, a competitive edge, and long-term growth. Digital leadership is defined as leadership approaches that incorporate digital technologies into organisational initiatives to improve innovation, efficiency, and competitiveness. Westerman, Bonnet, and McAfee (2014) define digital leadership as driving organisations through digital transformation by harnessing technology to create value and improve organisational performance. Digital leaders may predict technology trends, stimulate innovation, and enable people to use digital solutions in their work processes. They play an important role in promoting a culture of experimentation, constant learning, and technology adaptation.

Challenges of Digital Leadership in Nigeria

Despite its benefits, the adoption of digital leadership in Nigeria faces several challenges.

Inadequate Digital Infrastructure: Many Nigerian organizations operate in environments with limited internet connectivity and technological infrastructure. This constraint limits the effective implementation of digital transformation initiatives.

Digital Skill Gap: A shortage of digital skills among employees and managers remains a major barrier to digital leadership. Without adequate training, employees may struggle to adopt digital technologies effectively.

Resistance to Change: Organizational resistance to change often hinders the adoption of digital technologies. Employees may perceive digital transformation as a threat to job security or established work practices, as many employees may resist digital transformation due to fear of job displacement or lack of familiarity with digital technologies.

Financial Constraints: The cost of acquiring digital technologies and implementing digital transformation strategies can be prohibitive for many organizations.

Inadequate Technological Infrastructure: Limited access to reliable internet connectivity and digital infrastructure remains a major challenge for many Nigerian organizations.

Cyber security Risks: Increased reliance on digital technologies exposes organizations to cyber security threats such as data breaches and cyberattacks.

Way Forward

To maximize the benefits of digital leadership in Nigeria, organizations must adopt strategies that promote digital innovation and leadership development.

Investment in digital infrastructure: Organizations should invest in reliable technological systems and digital platforms.

Capacity building: Continuous training programs should be implemented to develop digital skills among employees and leaders.

Supportive organizational culture: Organizations should foster cultures that encourage innovation, collaboration, and technological adoption.

Government support Policies promoting digital transformation and innovation should be strengthened to support organizations.

Strategic leadership development: Leadership development programs should integrate digital competencies and transformation strategies.

Conclusion

In the digital age, digital leadership has emerged as an important factor in increasing organisational productivity. Organisations in Nigeria that implement digital leadership techniques are better positioned to capitalise on technological advancements, increase operational efficiency, and achieve long-term success. This study shows that digital leadership boosts organisational productivity by enhancing decision-making, innovation, employee engagement, and operational efficiency. However, difficulties such as insufficient infrastructure, digital skill gaps, and opposition to change continue to impede successful adoption. To address these difficulties, organisational leaders, policymakers, and stakeholders must work together to improve digital leadership capabilities and promote digital transformation initiatives in Nigerian organisations.

Recommendations

i. Nigerian organizations should invest in leadership development programs that focus on digital competencies and strategic digital transformation.
ii. Government should improve national digital infrastructure to support digital innovation in organizations.
iii. Continuous digital skills training for staff can boost productivity.
iv. Leaders should develop a culture of technical innovation and collaboration. Adopt strong cyber security procedures to secure digital systems and data.
v. Nigerian organisations should prioritise digital leadership development in their strategic management strategies.
vi. National digital infrastructure should be strengthened to enable organisational digital transformation.
vii. Invest in regular digital skills training for staff.
viii. Leaders should foster a culture of innovation and technology adoption within their organisations.
ix. Strong cybersecurity policies are crucial for protecting digital assets.

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