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## Article

### The mediating role of job security in the impact of digital leadership on job satisfaction and life satisfaction

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## THE MEDIATING ROLE OF JOB SECURITY IN THE IMPACT OF DIGITAL LEADERSHIP ON JOB SATISFACTION AND LIFE SATISFACTION

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**Abstract:** Digital leadership emerges as the reflection of technological innovation in business life into administration mentality. As well as possessing leadership skills, digital leaders can be defined as leaders who are talented in terms of information technologies, visionary, can think innovatively, increase the corporation's performance and create the transformation required by the business. The literature emphasizes that digital leadership practices and digital transformation efforts can fail due to fear of being unemployed, the tendency to maintain the usual, and showing resistance to transformation. However, it is realized that these approaches are generally based on foresight and are not supported by real practices. In this regard, the mediating effect of job security satisfaction of employees on the impact of digital leadership upon job satisfaction and life satisfaction is tried to be explained with application findings by utilizing from Resource Based View (RBV). The study was conducted with 403 employees working in an industrial organization. The data obtained were analysed through the Smart-PLS program, and the mediating effect was measured using a structural equation model. The model found that digital leadership had a significant effect (0.199) on job satisfaction, digital leadership had a significant effect (0.182) on life satisfaction, and digital leadership had a significant effect of 0.312 on the perception of job security. Once again, it was found that the perception of job security had a partial mediating effect (0.156) on the effect of digital leadership upon job satisfaction, and the perception of job security had a partial mediating effect (0.150) on the effect of digital leadership upon life satisfaction. The present study indicated that in a well-designed digital transformation, digital leaders could increase employees' job and life satisfaction, and job security had a mediating impact upon this increase. Digital transformation in businesses creates an environment that allows high-performing employees to stand out more than low-performing employees and to display their talents. Thus, it could be stated that digital technologies have a significant effect on the prominence of talented individuals and increase employees' job satisfaction and life satisfaction by utilizing RBV, as well. As a consequence of its structural characteristics, digital leadership paves the way for more effective use of human resources in the enterprise, the realization of the necessary organizational transformation, and the increase in the perception of job security of the employees thanks to the contribution it provides to the qualitative improvement of the organization.

**Keywords:** digital leadership, digital transformation, human resource, job security, job satisfaction, life satisfaction.

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**Introduction.** The globalizing world leads to such a result that changing conditions have the ability to affect every point on the globe. In today's world, digitalization is the focus of global transformation. In this respect, adaptability to changing conditions has become a prerequisite for businesses to maintain their existence (Benitez et al., 2022). An effective understanding of leadership is highly significant for the realization of digital transformation in businesses. It is known that the most appropriate leadership model for this transformation is the digital leadership model (Erhan et al., 2022). Digital transformation requires not only technological transformation in organizational processes but the transformation of the existing organizational culture on a reformist scale. The most important problem which is faced by organizations in the process of realizing a successful digital transformation is to persuade and mobilize human resources to change and to form a collective consciousness about transformation. At this point, the most important factor to be considered is to understand the demands and expectations of the employees in addition to their fears and concerns (Mihardjo et al., 2019). In the present study, digital leadership practices and human resource elements such as job security, job satisfaction, and life satisfaction are discussed to realize digital transformation, which has become necessary for businesses. The findings reveal the importance of human resources in digital transformation and the positive impact of digital transformation on the organizational and employee levels.

**Literature Review.** In the current age, high-tech products are demanded by customers. Digital transformation, technological progress, and innovation have become obligatory for the demanded products to be produced and sustainable in enterprises. Businesses change and transform to gain a competitive advantage, produce high-tech products, and adapt technology to their organizational structures. A new leadership type is also required to manage the stated changes (Zhu et al., 2022). Digital leadership combines modern leadership understanding with business strategies, working models, and the ability and skills to use information technology (El Sawy et al., 2016). Digital leaders act on increasing business performance and achieving a competitive structure by providing digital transformation in the organization while also using the resources possessed effectively (Wang et al., 2022). Resource-Based Vision (RBV) is an approach to transforming the enterprise's resources into rare and inimitable assets by using them effectively to obtain a competitive advantage (Barney, 2001). In this regard, it is realized that digital leadership is affected more by RBV, and RBV is one of the elements of digital leadership (Wang et al., 2022).

Digital leadership ability could greatly contribute to the digitalization of the elements in the organization. On the other hand, the organization is not merely concerned with transforming analog machines, equipment, and systems into a digital structure (Benitez et al., 2022). So as for this process to be managed actively, the digital leader is expected to have a good command of many aspects, such as business process standards, the organization's mission and vision, and effective personnel management (Alajmi, 2022). The digital leader is expected to simultaneously apply many modern leadership concepts, such as transformative, strategic, paternalistic, and ethical leadership, and direct the system and people in this direction (Buyukbese et al., 2022). Thanks to digital leadership technology, it tries to create a leadership philosophy that would design and practice the most effective use of all the power that the organization possesses.

Human is one of the most important resources for the enterprise. Human resources have a significant role in digital leaders' success in increasing business performance and realizing digital transformation. When human resources cannot be adequately directed and identified with business objectives, digital transformation and leadership practices fail largely (Karippur and Balaramachandran, 2022). The realization of digital transformation, together with the takeover of some jobs by machines and robots, reduces the need for a human in businesses, which can pave the way for employees to resist change due to the fear of unemployment. Thus, an appropriate digital transformation should provide job security for employees. Job security perception refers to knowing that an individual's job is safe and that the probability of being fired or not being needed is low (Karatepe, 2022; Karatepe and Arman, 2019). So long as leaders enable a sense of trust, motivation, and loyalty in the employees, they will desire to stay in business (Khaw et al., 2022).

Job security, one of the mechanisms regulating the communication and behavioral relationship between leaders and members, refers to the stability and continuity of the current job (Probst, 2003). Job security perception is described as the degree to which employees feel that their working environment is psychologically safe and meaningful. The existence of job security, creating an attractive and stable work environment for employees, is considered to be the basis of personal development, career development, and the future in an individual and organizational context (Durrah and Kahwaji, 2022). On the other hand, job insecurity is a subjective experience based on an overall assessment of the current work environment, where employees have concerns about job threats (Shao et al., (2022). It is associated with stress (Bayraktar, 2019). Explaining this situation with the Job Demands and Resources Model is possible. Employees can be subject

to various negative impacts when job demands are high but resources are limited or insufficient. Based on the works of Zeike et al. (2018), the Job Resources and Demands model creates a relationship between digital leadership and job security.

The presence of job security is a variable that positively affects job satisfaction because as job security increases, job satisfaction is expected to increase (Artz and Kaya, 2014). It is realized that the employees' job satisfaction, life satisfaction, and performance increase in the organizational structures where the work balance is guaranteed. Job satisfaction is defined as the employee's emotional state regarding how much he/she likes his/her role in the workplace and his/her pleasant and positive emotional evaluation of the work experience (Ozsoy, 2022). Job satisfaction is the extent to which the employee takes pleasure from the work he/she does in the organization and the level he/she feels satisfied (Satuf et al., 2018). In the definitions of job satisfaction, attention is paid to the expectation of the employee in terms of meeting the current needs of his job, and he describes the concept as his feelings about the extent to which these expectations are met. Briefly, job satisfaction refers to the employee's holistic emotional evaluation of his employment (Radulescu et al., 2020). Low job satisfaction may increase the stress level of the employees, negatively affecting the relations between the employees and increasing the tendency to leave the job (Westbrook et al., 2022).

On the other hand, high job satisfaction is associated with higher job performance, productivity at the organizational level, and better overall health and happiness at the individual level. Providing job satisfaction is generally matched with leadership styles. Subordinates are known to be highly influenced by the actions of the leaders and their behavior towards them (Radulescu et al., 2020). People spend most of their lives working. For this reason, job satisfaction is a significant variable that affects life satisfaction (Hombrados-Mendieta and Cosano-Rivas, 2013). In the literature, life satisfaction is expressed as an individual's evaluation and definition of quality of life under his/her own criteria (Karatas et al., 2021). Life satisfaction, one of the components of subjective well-being, remarks the holistic perception of the individual's own life in the context of the awareness of his talent and productivity and the level of coping with the ordinary stresses of life (Dinh et al., 2022). It is possible to state that the energy of the individual who enjoys his life will be reflected in every area of his life, and it will also be reflected in his work, which in turn makes it an essential concept. Life satisfaction emphasizes that judgmental quality is important, and the individual can determine money, status, family, or work as the focal point in his judgment (Kacay et al., 2020). He claims that the general life satisfaction of the employees will be affected by work along with other factors such as health, leisure time, economy, and family relations. According to the Spillover theory, there is a mutual interaction in which both life satisfaction influences job satisfaction and job satisfaction affects life satisfaction (Bowling et al., 2010). The authors conducting research within the scope of the Spillover theory suppose that individuals have different areas in life such as family, work, social life, financial points, and leisure time, and suggest that satisfaction in one area of life will also influence satisfaction in the neighboring area. Furthermore, they state that it will directly contribute to the satisfaction or vice versa (Luan et al., 2022). In this respect, studies reveal that leadership styles also affect the quality of working life and overall life satisfaction. Digital leaders are expected to increase life satisfaction because they act in a planned way and adopt a modern leadership approach (Zeike et al., 2019).

**Methodology and research methods.** The research is based on the idea that digital leadership will affect employees both positively and meaningfully, which gets inspiration from the view that employees point to a rare component of the production process. In this regard, the data were collected between February 03, 2023, and February 06, 2023, in an enterprise in Turkey/Corlu Organized Industrial Zone with approximately 2,000 employees. The minimum number of participants that should be reached in the 95% confidence interval of the sample was 322 (Hair et al., 2017). Totally 403 people were reached using the convenience sampling method.

To measure digital leadership in questionnaire form, a 6-item scale developed by Zeike et al. (2019) and translated into Turkish by Oktaysoy et al., (2022) was used. A 6-item Job Assurance Scale developed by Probst (1998) and translated into Turkish by Kose et al. (2019) was used to measure job security. Moreover, a 5-item Job Satisfaction Scale developed by Judge et al. (1998) and translated into Turkish by Basol and Comlekci (2020) was used to measure job satisfaction. A 5-item Satisfaction with Life Scale developed by Diener et al. (1985) was used to measure job satisfaction. All of the scales used were in 5-point Likert form. The questionnaire also included 6-item demographic variables questioning the gender, marital status, age, income, experience, and educational status of the participants.

In light of the information in the literature, 7 different hypotheses were formed. The determined hypotheses will be tested through structural equation modeling. The research model regarding the hypotheses formed in the study is presented in Figure 1.

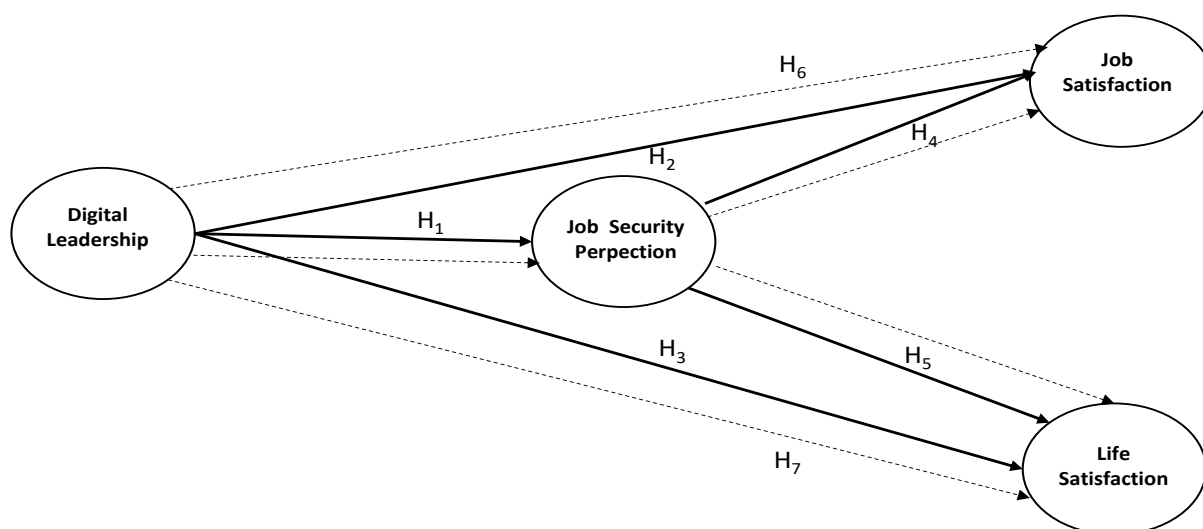


Figure 1. Research model

Sources: developed by the authors.

Digital leaders refer to a type of leadership that transforms the organizations in which they take place and utilizes modern leadership understandings and technological capabilities together for organizations so as to achieve excellence. The digital leader is expected to act as a whole with the employees and show efforts to improve working conditions (AlAjmi, 2022; Karippur and Balaramachandran, 2022; Mihardjo et al., 2019). Based on these justifications, which have been obtained from literature readings, the following  $H_1$  hypothesis is formed:

$H_1$ : Digital leadership has a positive and significant effect on job security.

Digital leadership positively and significantly affects business behaviors and increases job satisfaction (Tanucan et al., 2022). For these reasons, the following  $H_2$  hypothesis has been established:

$H_2$ : Digital leadership has a positive and significant effect on job satisfaction.

Digital leaders are expected to be the leaders who can reduce burnout and increase life satisfaction because they act in a planned manner, get the support of employees, and create a working structure within the organization (Ozkan and Ardic, 2022). For these reasons, the following  $H_3$  hypothesis has been established:

$H_3$ : Digital leadership has a positive and significant effect on life satisfaction.

Digital leadership is a type of leadership influenced by human factors while increasing the use of digital technologies within the organization, enabling the improvement of business performance to meet customer expectations. Digital leadership is thought to use human resources most effectively within the scope of RBV. For this reason, it is anticipated that digital leadership will positively affect job and life satisfaction. In addition, the digital leader is predicted to provide job security for employees with rare and special talents (Artz and Kaya, 2014; Benitez et al., 2022; Oktaysoy et al., 2022; Wang et al., 2022; Zeike et al., 2019). In this respect, hypotheses  $H_4$ ,  $H_5$ ,  $H_6$ , and  $H_7$  were formed.

$H_4$ : Job security perception positively and significantly affects job satisfaction.

$H_5$ : The perception of job security positively and significantly affects life satisfaction.

$H_6$ : Job security has a mediating role in the effect of digital leadership on job satisfaction.

$H_7$ : Job security has a mediating role in the effect of digital leadership on life satisfaction.

The data obtained through the questionnaire were exposed to the structural equation modeling via the Smart-PLS analysis program, and in this way, the hypotheses were tested. Smart-PLS was selected due to the program's modular structure, ease of use, and superiority over covariance-based programs. Today, PLS-based programs are accepted as suitable for using complex variables (Hair et al., 2017). Smart-PLS was preferred, especially due to the effectiveness of PLS-based programs in Structural Equation Modeling.

**Results.** When the demographic information of the people to whom the questionnaire was applied is taken into account, the participants are realized to be predominantly male (55.80%); the number of married participants (67.20%) is found to be higher than the single ones; the age of the participants is observed to be mainly between the ages of 31-40 (46.40%). Detailed information on other demographic variables is displayed in Table 1.



**Table 1. Information on demographic variables**

Demographic	Items	n	%
<b>Gender</b>	Female	182	45.20
	Male	221	55.80
<b>Marital Status</b>	Married	271	67.20
	Single	132	32.80
<b>Age</b>	Between the ages of 20-30	92	22.80
	Between the ages of 31-40	187	46.40
	Between the ages of 41-50	98	24.30
	Age 51 and over	26	6.50
<b>Education</b>	High school and below	79	19.60
	Associate degree	236	58.60
	Bachelor's degree	72	17.90
	Postgraduate degree	16	3.90
<b>Experience</b>	Up to 5 years	112	27.80
	Between 6-10 Years	109	27.00
	Between 11-15 Years	102	25.30
	Between 16-20 Years	53	13.20
	Over 21 Years	27	6.70
<b>Income</b>	Between 6.000-8.000 TL	133	33.00
	Between 8.001-10.000 TL	108	26.80
	Between 10.001-12.000 TL	82	20.30
	Between 12.001-14.000 TL	43	10.70
	Over 14.001 TL	37	9.20

Sources: developed by the authors.

Theoretically, the scales used should provide reliability and validity measures. The factor load value of the items used in the scales is expected to exceed 0.50. For validity and reliability, Cronbach's Alpha coefficient and Composite Reliability (CR and rho\_A) are expected to be above 0.70, and Average Variance Extracted (AVE) value is expected to be above 0.50 (Hair et al., 2017). The factor loading values, validity, and reliability values of the scales are revealed in Table 2.

**Table 2. Factor loading values, reliability, and validity**

Items	Standardized Factor Loading	Mean	Standard Deviation	Kurtosis	Skewness
<b>Digital Leadership Scale</b>					
Cronbach's Alpha= 0.948, rho_A=0.950, CR=0.959, AVE=0.795					
dijitalleader1	0.808	3.238	1.174	-0.864	-0.379
dijitalleader2	0.905	3.136	1.131	-0.853	-0.301
dijitalleader3	0.927	3.213	1.120	-0.776	-0.354
dijitalleader4	0.895	3.102	1.196	-1.021	-0.241
dijitalleader5	0.895	3.201	1.119	-0.794	-0.339
dijitalleader6	0.914	3.176	1.136	-0.786	-0.330
<b>Job Satisfaction Scale</b>					
Cronbach's Alpha= 0.928, rho_A=0.930, CR=0.946, AVE=0.778					
JobSatis1	0.904	3.628	1.107	-0.127	-0.733
JobSatis2	0.914	3.474	1.143	-0.446	-0.541
JobSatis3	0.852	3.940	1.048	0.830	-1.101
JobSatis4	0.890	3.561	1.088	-0.302	-0.626
JobSatis5	0.849	3.062	1.168	-0.813	-0.102
<b>Life Satisfaction Scale</b>					
Cronbach's Alpha= 0.887, rho_A=0.889, CR=0.917, AVE=0.689					
Lifesatis1	0.843	3.203	1.077	-0.512	-0.304
Lifesatis2	0.842	3.089	1.085	-0.685	-0.307
Lifesatis3	0.851	3.330	1.039	-0.181	-0.627
Lifesatis4	0.840	3.278	1.086	-0.604	-0.394
Lifesatis5	0.773	2.457	1.196	-0.795	0.427

Continued Table 2

Items	Standardized Factor Loading	Mean	Standard Deviation	Kurtosis	Skewness
<b>Job Security Perception Scale</b>					
Cronbach's Alpha= 0.818, rho_A=0.849, CR=0.860, AVE=0.511					
JobSecSat1	0.827	3.288	1.154	-0.635	-0.462
JobSecSat2	0.812	3.449	1.063	-0.255	-0.525
JobSecSat3	0.728	3.263	1.210	-0.829	-0.322
JobSecSat4	0.578	3.134	1.243	-1.015	-0.178
JobSecSat5	0.600	3.052	1.234	-1.077	-0.099
JobSecSat6	0.705	3.132	1.185	-0.828	-0.265

Sources: developed by the authors.

The results of the analyses in Table 2 reveal that the scales provide sufficient reliability and validity, and the factor load values of the items are above 0.50. Table 2 presents information regarding reliability, validity, and confirmatory factor analysis. Confirmatory factor analysis (CFA) is mainly utilized for psychometric assessment and structure verification of instruments. Nevertheless, it is also utilized in order to determine the effects of the method and evaluate factor invariance (Kääriäinen et al., 2011). In this respect, it could be stated that the scales have the necessary scale structure and invariance. It is also realized that the sample is normally distributed due to the fact that Kurtosis and Skewness values are between +1.96 and -1.96 (Hair et al, 2017). According to factor load values, the discriminant validity between scales is measured through the Fornell-Larcker criterion (Hair et al., 2017). Henseler et al. (2015) presented a new discriminant validity heterotrait-monotrait (HTMT) view instead of the Fornell-Larcker criterion. In the event that HTMT values are high, there exist discriminant validity problems. HTMT recommends a threshold of 0.90 for structural models with conceptually very similar structures (Henseler et al., 2015). The HTMT results of the model are presented in Table 3.

Table 3. Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT) values

	Fornell-Larcker Criterion				Heterotrait-Monotrait Ratio (HTMT)			
	1	2	3	4	1	2	3	4
Digital Leadership	0.891							
Job Satisfaction	0.352	0.882			0.373			
Job Security Perception	0.312	0.555	0.715		0.320	0.572		
Life Satisfaction	0.330	0.514	0.531	0.830	0.356	0.560	0.575	

Sources: developed by the authors.

The scales also provide discriminant validity of the Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT). Structural equation modeling was practiced because the values were found to be suitable for the analysis. Figure 2 displays the path diagram.

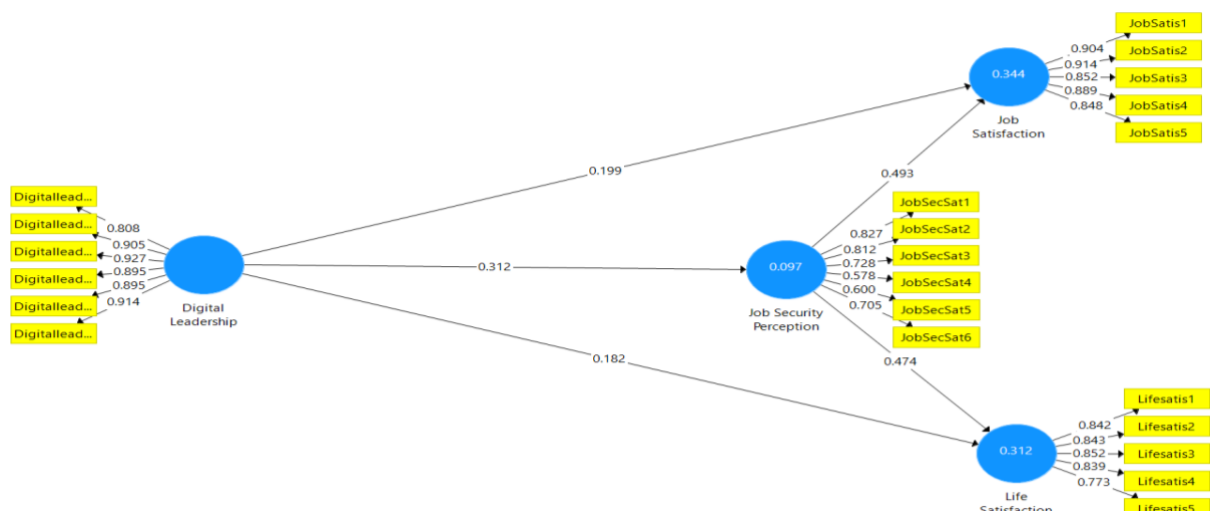


Figure 2. Path diagram of the model

Sources: developed by the authors.

The goodness of fit values of the model is also found to provide the desired conditions. The standardized Root Mean Square Residual (SRMR) value is observed to be 0.073 (SRMR<0.080), the  $d_{ULS}$  value is 1.339, the  $d_G$  value is 0.481, the Chi-Square value is 1.040,389, while Normed Fit Index (NFI) value is 0.848 (NFI>0.80). In this respect, the data obtained were found to be suitable for analysis according to the literature (Byrne, 2016). As a result of the analysis, all hypotheses were accepted. Table 4 illustrates the details of the hypotheses.

**Table 4. Hypothesis test results**

Paths	Est.	St. Dev.	t-values	%95 Bca CI	p	Support
Digital Leadership -> Job Security Perception	0.312	0.050	6.171	(0.206; 0.406): Sig.	0.000	H <sub>1</sub> Yes
Digital Leadership -> Job Satisfaction	0.199	0.049	4.064	(0.105; 0.297): Sig.	0.000	H <sub>2</sub> Yes
Digital Leadership -> Life Satisfaction	0.182	0.046	3.987	(0.093; 0.268): Sig.	0.000	H <sub>3</sub> Yes
Job Security Perception -> Job Satisfaction	0.493	0.041	12.022	(0.408; 0.569): Sig.	0.000	H <sub>4</sub> Yes
Job Security Perception -> Life Satisfaction	0.474	0.044	10.878	(0.384; 0.554): Sig.	0.000	H <sub>5</sub> Yes
Digital Leadership -> Job Security Perception -> Job Satisfaction	0.156	0.028	5.439	(0.098; 0.208): Sig.	0.000	H <sub>6</sub> Yes (Partial)
Digital Leadership -> Job Security Perception -> Life Satisfaction	0.150	0.028	5.363	(0.095; 0.203): Sig.	0.000	H <sub>7</sub> Yes (Partial)

Note: St. Dev. – standard deviation; Est. – estimate.

Sources: developed by the authors.

The study found that the perception of job security has a mediating role in the effect of digital leadership on job satisfaction and life satisfaction. As a result of the understanding of employees, which suggests that they regard digital leadership as an important resource, it was expected within the scope of RBV that there would be a positive effect in terms of job security perception (Borah et al., 2022; Wang et al., 2022). The results proved this view's validity, and H<sub>1</sub> was accepted. It is stated in previous studies (Benitez et al., 2022; Erhan et al., 2022; Khaw et al., 2022) that digital leadership is expected to affect the organization positively. In this regard, digital leadership is expected to increase employees' performance and job satisfaction via various motivational tools. The results obtained were in accordance with the expectations and therefore H<sub>2</sub> was accepted. High job satisfaction is expected to increase the life satisfaction of employees. Considering that many people spend most of their lives working today, it is inevitable to expect this result. In accordance with the expectations, a positive and significant effect of digital leadership on life satisfaction was found, and therefore H<sub>3</sub> was accepted. Job security, transforming the working environment into an attractive and stable structure for employees, is the basis of personal development, career development, and sustainability in an individual and organizational context (Durrah and Kahwaji, 2022). In this respect, the positive impact of job security on job satisfaction was determined, and H<sub>4</sub> and H<sub>5</sub> hypotheses were accepted. The effect of digital leadership on job satisfaction with a rate of 49.65% is explained by job security. Job security was found to have a partial mediating role in the effect of digital leadership on job satisfaction, and therefore the H<sub>6</sub> hypothesis was accepted.

The results also reveal that job security is an important variable in ensuring employees' job satisfaction. Providing job security to employees who are afraid of being unemployed, especially due to digital transformation, also affects the individual's life satisfaction. 49.64% of the impact of digital leadership on life satisfaction is explained by job security. Job security was found to have a partial mediating role in the effect of digital leadership on life satisfaction, and thus H<sub>7</sub> hypothesis was accepted. The fact that the obtained results were close to each other reveals a tight connection between job satisfaction and life satisfaction.

On the other hand, R<sup>2</sup> and Q<sup>2</sup> values of the scales related to the analysis should be examined. The fact that the Q<sup>2</sup> score is above zero constitutes an evaluation scale in terms of the quality of the scales (Sarstedt et al., 2014). Table 5 presents the related values.

**Table 5. Q<sup>2</sup> test results**

Latent Variable	R <sup>2</sup>	R <sup>2</sup> Adj.	Q <sup>2</sup>
<b>Job Satisfaction</b>	0.344	0.341	0.263
<b>Job Security Perception</b>	0.097	0.095	0.043
<b>Life Satisfaction</b>	0.312	0.309	0.211

Sources: developed by the authors.



The results of the analyses in Table 5 indicate that the method used has the necessary quality and qualifications. The fact that the desired reliability and validity values of the analyses are obtained, and the discriminant validity of the scale is ensured contributes greatly to the accuracy of the analyses.

**Conclusion.** In the present study, it was probed to measure the mediating effect of the perception of job security on the effect of digital leadership on job and life satisfaction. It could be stated that other variables apart from digital leadership are phenomena frequently studied together. It is known in the literature that job and life satisfaction and job security positively interact with each other (Artz and Kaya, 2014; Radulescu et al., 2020). The concept of digital leadership has emerged as the type of leadership which is planned to be practiced with Industry 4.0 (Mihardjo et al., 2019). The original value of the present study is that there exist quite a few studies in the literature and that it explains this type of leadership, which is a recent development, through other phenomena found in organizations.

The data obtained within the scope of the study were analysed by means of the Smart-PLS program and the mediation effect was measured through the structural equation model. In the model, digital leadership is observed to have a significant effect (0.199) on job satisfaction, digital leadership with a significant effect on life satisfaction (0.182), and digital leadership (0.312) on the perception of job security. Furthermore, it is found that the perception of job security is a partial mediator (.156) of the effect of digital leadership on job satisfaction, and the perception of job security is a partial mediation of the effect of digital leadership (0.150). In accordance with the findings obtained, it is realized that the variables are distributed by affecting each other. In this regard, it could be stated that this situation is compatible with the Spillover theory (Bowling et al., 2010). Similarly, it could also be suggested that the present study, providing proof for the importance and value given by digital leadership to human resources, supports the result of RBV. RBV supports taking necessary precautions to protect valuable and inimitable human resources and knowledge. Within the context of RBV, it is predicted that job security will be provided to talented employees; in this way, employees' job and life satisfaction will be increased (Wang et al., 2022; Zhu et al., 2022). The present study has proved this prediction.

Although there are many supportive studies under the findings obtained through the present study, studies that reject these results could also be found in the literature. The study emphasizes the increase in performance. However, some studies found no relationship between digital leadership and performance (Yopan et al., 2022). Because the digital leadership literature has emerged with Industry 4.0, which can be considered quite new, the number of studies dealing with the concept of digital leadership with different variables is low and insufficient (Karippur and Balaramachandran, 2022; Wang et al., 2022; Zhu et al., 2022; Zulu and Khosrowshahi, 2021). The study is of great importance in this respect and tries to explain the findings obtained within the scope of RBV by defining the human factor as an important variable for digital leadership.

Regarding future studies, it is suggested that researchers should examine the human factor's importance in digital leadership with different variables and sample groups. It is predicted that human beings will continue to be a part of the production process soon. Unfortunately, explaining digital leadership based only on technological development and innovation contradicts the reality of life. When the limitations of the research are considered, applying it in a single enterprise, limiting the perception level of the employees there and the reliability of the study creates a constraint for the study. It is assumed that all the employees answer the questionnaire forms sincerely and accurately.

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**Цифрове лідерство, рівень задоволеності роботою та якістю життя: роль гарантій працевлаштування**

Цифрове лідерство є відображенням технологічних інновацій ділового життя в управлінському мисленні. Цифровим лідерам характерні такі компетенції та навички як: талант в галузі інформаційних технологій, далекоглядність, інноваційне мислення, здатність підвищувати продуктивність корпорації та трансформувати бізнес. Низка науковців наголошують, що цифрове лідерство та зусилля з цифрової трансформації можуть зазнати невдачі через страх залишитися без роботи, схильність до збереження та опір трансформаціям. Разом із тим, зазначене вище здебільшого базується на припущеннях та не є підкріпленням реальними практиками. Метою даного дослідження є визначення опосередкованого впливу задоволеності працівників безпечними умовами праці на силу та напрям впливу цифрового лідерства на задоволеність роботою та рівнем життям. Для досягнення поставленої мети застосовано ресурсний підхід (Resource Based View). Вихідні дані дослідження сформовано на основі даних опитування 403 працівників промислової організації. Емпіричне дослідження проведено з використанням програми Smart-PLS. Для визначення посередницького ефекту, авторами застосовано модель структурних рівнянь. За результатами дослідження виявлено значущий вплив цифрового лідерства на задоволеність роботою (0.199); цифрового лідерства на задоволеність життям (0.182) та цифрового лідерства на сприйняття безпеки роботи (0.312). Своєю чергою, вплив сприйняття безпеки роботи на (0.156) на вплив цифрового лідерства на задоволеність роботою та вплив сприйняття безпеки роботи (0.150) на вплив цифрового лідерства на задоволеність життям є непрямим. Отримані результати дослідження засвідчили, що в умовах добре спланованої цифрової трансформації цифрові лідери можуть підвищити задоволеність роботою та задоволеність життям працівників, при опосередкованому впливі гарантії зайнятості на це підвищення. Цифрова трансформація в бізнесі створює середовище, що дозволяє високопродуктивним працівникам вдосконалюватись та проявляти свої таланти. Таким чином, автори прийшли до висновку, що цифрові технології мають значний вплив на виокремлення талановитих людей, а також підвищення задоволеності роботою та задоволеність життям працівників шляхом використання ресурсного підходу. Цифрове лідерство забезпечує підвищення ефективності використання людських ресурсів на підприємстві, реалізації необхідних організаційних перетворень.

**Ключові слова:** цифрове лідерство, цифрова трансформація, людські ресурси, безпека робочого місця, задоволеність роботою, задоволеність життям.