

PRIMARY RESEARCH

The digital nexus: E-leadership's role in fostering vision and coordination for enhanced remote engagement

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Keywords

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Strong digital vision
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Theory of Intentional Change (ICT)
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Abstract

Drawing on the Theory of Intentional Change (ICT) and Complexity Leadership Theory (CLT), the current study examine that e-leadership has significant effect on trust in management regarding digitalization, as well as the mediating role of strong digital vision and inter-team coordination and moderating role of remote engagement in Morocco IT and software industries. The study's sample for this cross-sectional study consisted of 265 randomly selected workers from the software and IT sectors in Morocco, through snowball sampling technique. The findings shows that e-leadership has significant effect on trust in management regarding digitalization. Strong digital vision and inter-team coordination have a double mediating impact between e-leadership and trust in management regarding digitalization. Remote engagement moderate's the relationship between e-leadership and trust in management regarding digitalization. Additionally, this study offers managers useful insights for finding organizational structural features that support trust in management regarding digitalization in the context of a strong digital vision.

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INTRODUCTION

In the digital age, businesses depend more and more on their staff to successfully advance digitalization-related technological development (Lau & Höyng, 2023). Accordingly, the adoption and application of digital technology within an organizational setting is known as "digitalization". Digital technology utilization allows employees to engage in new types of work, such as working from home, and drastically and unpredictably changes work habits. However, employees' concerns that technology is endangering their autonomy or could be misused to facilitate unfair and hostile work environments may be heightened by the possibility of new kinds of algorithmic and indirect control brought about by digitalization (Rybnikova et al., 2022). Because existing organizational and individual processes are ill-equipped to handle the hazards connected with the widespread use of digital technology, digitalization is therefore related to an increasing crisis of trust (Lau & Höyng, 2023). Accordingly, the level

of trust plays a crucial role in determining how employees feel, think, and act in relation to a technological development. It is also a crucial element in determining how well employees embrace and adjust to new technologies (Eslamdoust, Lee, & Bohrani, 2024). Employee cooperation and the successful implementation of digitalization are seen to depend on employees' trust in management, particularly in the context of digitalization (Okoh, 2024).

Organizational leaders in today's commercial environment have the dual challenges of demonstrating technology prowess and simultaneously accomplishing organizational goals (Maheshwari, Clarke, Nguyen, McClelland, & Kunte, 2024). Global business practices have undergone a fundamental transformation due to the ubiquitous influence of digitalization, forcing CEOs to reevaluate their strategies. A new kind of leadership has emerged because of traditional leadership paradigms' inability to handle the difficulties presented by this dynamic environment. Organizations have

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attempted to develop e-leadership a group of skilled professionals with a sophisticated grasp of business imperatives and technological nuances in response to external challenges and the need for agility (Hassan et al., 2024). E-leaders view technology as dynamic components that impact team needs at different phases of work, rather than only as digital instruments (Gaan, Malik, & Dagar, 2024). Even while the pandemic's demands may have increased the demand for e-leadership, it might be narrow-minded to see it only as a means of surviving. The main goal of e-leadership is to create a flexible atmosphere that can support technology's ongoing development and guarantee long-term benefits from new developments (Eslamdoust et al., 2024). According to Deepa and Dharshini (2024), e-leadership is crucial to the efficient and goal-oriented operation of a workforce that works remotely. E-leadership is more than just managing remote teams; it affects how an organization functions by fostering trust among the virtual workforce, communicating clearly, interacting with staff members frequently, and showcasing technical expertise that motivates subordinates (Boccoli, Gastaldi, & Corso, 2024). According to Ahuja, Puppala, Sergio, and Hoffman (2023), e-leadership can influence a variety of innovation outcomes by fostering employee trust, inventiveness, and engagement. This study examines how technology affects strategic results and evaluates the mediating function of inter-team collaboration between a strong digital vision and management trust in digitalization.

Context of the Study

Gaan et al. (2024) has shown the multilevel effect of decreased engagement in various contexts in the literature, but in the context of the present study, these investigations do not emphasize how unusual adverse circumstances positively or negatively affect remote engagement on e-leadership and trust in management regarding digitalization. Initially remote engagement is impacted by adverse events within the team, such as a lack of team members due to e-leadership (Hassan et al., 2024), which puts a great deal of strain on the remaining inter-team coordination. Furthermore, e-leadership has been discussed extensively in this field as a major factor in fostering management trust in digitalization. With a few outliers that concentrate on management's trust in digitalization, this research has, nevertheless, emphasized the interpersonal perspective of e-leadership. Additionally, e-leadership has received favorable feedback when there is a strong correlation between the organization and management trust in digitalization. E-leaders view technology as dynamic components that impact team needs at different phases of work, rather than just as digital instru-

ments. The main goal of e-leadership is to create a flexible atmosphere that can support technology's ongoing development and guarantee long-term benefits from new developments (Lau & Höyng, 2023).

Studies that integrate concepts like e-leadership, strong digital vision, inter-team coordination, remote engagement, and management trust in digitalization are still lacking. Additionally, the e-leadership and trust in management with regard to digitalization are explained by remote engagement as a moderator in only a number of studies (Choudhary & Jain, 2024; Gaan et al., 2024), especially through their cross-sectional approach, which may significantly reconsider existing pathways (Uru, Gozukara, & Tezcan, 2022). The following additions to the body of literature are made by the current study. As far as we are aware, this is the first empirical study of employee trust in management regarding digitalization that considers and applies earlier findings to the setting of digital labor. We specifically believe that institutional factors, such roles, regulations, and organizational structures, have an impact on TMD in terms of Strong Digital Vision (SDV), Inter-Team Coordination (ITC), and E-Leadership (EL) (Gaan et al., 2024). By doing this, this work advances research on trust in management regarding digitalization and offers important managerial suggestions for identifying organizational institutional features that are extremely pertinent to improving employee trust in management regarding digitalization in the digital age.

This is how the rest of the paper is organized: The literature background pertaining to the theoretical underpinnings is presented in Section 2. In Section 3, hypothesis development presented. In section 4, the authors' methodology for testing the proposed model is described. In section 5, the analysis conducted by SmartPLS is presented. Lastly, the findings, study implications, and conclusion are discussed in section 6.

THEORETICAL UNDERPINNINGS

Theory of intentional change (ICT)

Whatever one views life, an event, or one's job, deliberate change is viewed as a complicated process of achieving a long-lasting change in one's behavior, feelings, and perspectives. Through well-articulated learning strategies and upbeat emotional appeals, a person aims to achieve their ideal self and personal vision (Boyatzis, 2006). During social contacts with the reference group, these alterations are interpreted. As a result, long-lasting changes take place at the organizational and group levels in addition to the individual level (Halton, 2018). Because they are self-aware and mindful, people react voluntarily to such long-

term changes. They are motivated and driven by their principles in addition to their strong will. According to Boyatzis (2006), e-leaders gave their team the trust in management regarding digitalization they needed to go through deliberate, long-term changes so they could deal with obstacles and complexity in their surroundings. Because a purposeful change happens quickly and doesn't have unintended consequences, this approach is more successful. To achieve an ideal self and meet the expectations of inter-team coordination while maintaining relational contacts within the context of conceptual frameworks, the leader also tries to continuously refresh themselves. Such self-renewal triggers a favorable emotional attractor tipping point that gives subordinates optimism and hope and fosters positive emotions that ultimately guarantee increased engagement. Therefore, through empathy and awareness, the team leader acts as an emotional glue to unite the members and implement long-lasting changes at the team level (Halton, 2018). Therefore, during catastrophic and unforeseen transformations, a leader's ideal self becomes a motivator for workforce involvement (Boyatzis, 2006). It serves as a catalyst for change, facilitating the shift from the true self to the ideal state for overcoming obstacles.

Complexity leadership theory (CLT)

The Complexity Leadership Theory (CLT) Uhl-Bien and Marion (2011) thoroughly examines tactics and actions to promote innovation, education, and flexibility in subunit and organizational contexts. The dynamics of digitalization in hierarchical coordinating frameworks, including bureaucratic institutions, are the focus of this investigation (Baltaci & Balci, 2017). Within this paradigm, CLT identifies three main types of leadership. First, e-leadership emphasizes hierarchy, alignment, and control in accordance with conventional bureaucratic concepts. Second, enabling leadership is distinguished by its function in organizing and supporting circumstances that maximize dynamics, allowing for effective learning, adaptability, and problem-solving. Finally, e-leadership is also a dynamic force that propels initiatives for emergent change. The environment is more significant in complex adaptive systems than it is as a simple antecedent, mediator, or moderator variable; rather, it acts as the background that determines the dynamic identity of a system (Tourish, 2019). The relationships and interconnections between different individuals, organizational divisions, organizations, and settings generate this identity in complex structures. This theory offers a thorough comprehension of our theories since it can show the intricate connection between strategic innovation and leadership in the workplace. The theory provides

important insights into how e-leadership operates within organizational structures that are marked by complex interdependencies and adaptability since it focuses on comprehending leadership interactions with trust in management regarding digitalization (Boyatzis, 2006).

HYPOTHESIS DEVELOPMENT

E-leadership and Trust in Management Regarding Digitalization

Leaders now need to use digitalization to adapt to changing and dynamic corporate contexts (Ben Sedrine Doghri, Horchani, & Mouelhi, 2021). Organizations and executives may now leverage talent located in different locations through virtual teams thanks to a variety of communications tools and platforms. But in addition to the benefits they offer, these technologies frequently come with unanticipated difficulties and complications (Rybnikova et al., 2022). Since the characteristics of the digitalized workplace are very different from the typical workplace that leaders were accustomed to, traditional leadership approaches may not be effective in handling such circumstances (Kashive, Khanna, & Powale, 2022). Each employee in these digitally transformed workplaces is a knowledge-producing unit that may be thought of as a sophisticated adaptive system. A variety of responsibilities that can promote an atmosphere of creativity, learning, and adaptable performance are required of leaders, according to Complexity Leadership Theory (Uhl-Bien & Marion, 2011). E-leaders can strike a balance between strong digital vision, remote engagement, and inter-team coordination. They can make sure that administrative duties are handled while motivating staff to strive for inter-team coordination and trust in management (Eslamdoust et al., 2024). E-leaders ensure that their followers put forth goal-oriented effort by communicating the organization's strategic direction in a clear and motivating manner. E-leaders are better able to handle the typical difficulty of choosing the right tools and technologies that yield the highest possible company returns when they demonstrate complexity leadership (Ahuja et al., 2023). E-leaders may use digitalization to foster employee trust because they understand how digital tools and technologies affect people in addition to business objectives. By creating an atmosphere of digital well-being that enables employees to contribute to organizational strategic goals, they can improve the creative performance of virtual teams (Lau & Höyng, 2023). Therefore, it is contended that e-leaders allow individuals to adjust the trust in management regarding digitalization. Therefore, it is hypothesized that;

H1: E-leadership has significant relationship with trust in

management regarding digitalization.

Strong Digital Vision as Mediating

Based on Gaan et al. (2024) it is contended that employee trust in management regarding digitalization is fostered by the articulation of a strong digital vision. Thus, a strong digital vision gives employees guidance and influences their perceptions of fair formal procedures that occur within the organization's digital transformation process. According to Boccoli et al. (2024), a key to effectively implementing change linked to digitalization within organisations is how a strong digital vision is perceived. Employee perceptions of a strong digital vision are thus linked to a changing future that involves the adoption and application of digital technology within the company (Boccoli et al., 2024; Gaan et al., 2024). According to Gaan et al. (2024), a strong digital vision can therefore help employees feel a sense of shared identity and increase their trust in management. This is consistent with Uhl-Bien and Marion (2011), who claim that internalization of shared values is a consequence of high levels of trust. As a result, it is hypothesized that:

H2: Strong digital vision has direct impact on trust in management regarding digitalization.

With reference to the context of digital labor, it is contended that a strong digital vision fosters effective e-leadership and management trust in digitalization. Specifically, Gaan et al. (2024) contend that e-leaders preserve strong dyadic bonds and connections with their staff (Boccoli et al., 2024; Maheshwari et al., 2024). In this context, Hassan et al. (2024) discovered that by providing information and fostering a sense of inter-teams, sharing a vision improved interpersonal interactions and enhanced employee trust in management regarding digitalization (Ben Sedrine Doghri et al., 2021). Additionally, a sense of communal identity is developed via the sharing of a digital vision. Thus, in terms of excellent e-leadership and management trust in digitalization rises (Kashive et al., 2022), and interpersonal interactions are improved (Halton, 2018; Okoh, 2024). Therefore, it is hypothesized that:

H3: Strong digital vision partially mediating relationship among e-leadership and trust in management regarding digitalization.

According to Kashive et al. (2022), strong digital vision is a crucial mechanism that suggests trust in management regarding digitalization. Additionally, Gustavsson (2020) discovered that building more widespread trust in management requires faith in the main leader. Previous studies have demonstrated that high-quality inter-team coordination increases employee trust in managers by boosting their

faith in leaders (Rybnikova et al., 2022). Compared to workers with lower-quality strong digital vision, those with higher-quality inter-team coordination are less resistant to change and more successfully integrate into the leader's network. Therefore, based on previous research (Lau & Höyng, 2023; Gaan et al., 2024; Rybnikova et al., 2022), it is anticipated that strong digital vision and inter-team coordination are necessary to increase employees' TMD by bolstering their cooperative and trusting attitudes towards management's digitalization agenda and their positive perceptions that management is digitalized. According to earlier findings trust was negatively correlated, and employees whose workplaces were adversely impacted by strong digital vision and Inter-team coordination had less opportunity to build trust (Kashive et al., 2022). Researchers who claimed that strong digital vision and Inter-team coordination generally denotes a lack of organizational trust backed up this conclusion (Eslamdoust et al., 2024). Even though earlier studies concentrated on management trust (Lau & Höyng, 2023) and coworker trust, nothing is known about TMD. Based on other studies (Eslamdoust et al., 2024), it is anticipated that employee TMD will decline when integrity is low in relation to high leadership levels. Therefore, it is hypothesized that:

H4: Strong digital vision and Inter-team coordination double mediates among e-leadership and trust in management regarding digitalization.

Inter-Team Coordination as Mediating

While digitalization makes team member interactions easier, it also presents several coordination issues and obstacles (Boccoli et al., 2024). Teams in an organization with digital capabilities are frequently located in different places. They may be spread over several continents and linked by digital infrastructure. Due to several constraints, communication across various teams may become challenging in these circumstances. Furthermore, employees' mental health and productivity at work may suffer if the digital infrastructure for knowledge exchange is difficult to utilize (Lau & Höyng, 2023). Employee knowledge sharing may suffer because of concerns brought on by frequent changes in the workplace (Rybnikova et al., 2022). However, teams operating in a digitalized environment might benefit from empowered leadership in terms of knowledge generation and sharing (Gustavsson, 2020). According to the tenets of Complexity Leadership Theory, e-leaders promote a fair exchange of ideas, knowledge, and skills amongst teams and employees to improve coordination and learning across many organizational components. Coordination among team members and trust in e-leadership are both essential compo-

nents from the perspective of team performance (Berntzen, Stray, & Moe, 2021). The function of e-leaders becomes more relevant since digitalization inherently causes a certain amount of physical distance and complexity among team members (Kashive et al., 2022). E-leadership demonstrates managerial abilities that unite team members, who may be spread across continents, and promote more cohesive work through transparent, consistent, and genuine communication (Eslamdoust et al., 2024). It is contended that to accomplish objectives, effective e-leadership creates and sustains an ongoing flow of resources and information. Therefore, it is hypothesized that:

H5: Inter-team coordination has direct impact on trust in management regarding digitalization.

When the organization's skills and resources are not dispersed fairly, inter-team collaboration becomes critical. When skills and resources are used in concert, organizations can become more strategic (Berntzen et al., 2021). To promote strong digital vision and trust in management regarding digitalization, the exchange of advice, comments, and suggestions is just as important as formal knowledge sharing (Gustavsson, 2020). The difficulty in generating this synergy is still unclear, namely that knowledge and resources are often distributed across various teams that lack the necessary scope or opportunity for cooperation. Teams in this scenario need to adjust to the shifting surroundings and develop the ability to regularly share the resources and information required for creativity (Berntzen et al., 2021). The significance of internal and inter-organizational cooperation in overcoming external obstacles has been emphasized by researchers on numerous occasions (Lartey & Randall, 2022). Teams in organizations with a wealth of knowledge and expertise are more likely to foster an innovative atmosphere connected to strategic objectives (Eslamdoust et al., 2024; Saurage-Altenloh & Randall, 2022). Within an organization, various teams may have distinct cultures, aims, ambitions, and methods of operation. But when groups can create a conduit for the exchange of information, expertise, and resources, their efforts lead to creativity and a shared objective. Therefore, it is postulated that :

H6: Inter-team coordination partially mediating relationship among strong digital vision and trust in management regarding digitalization.

Remote Engagement as Moderating

Hajjami and Crocco (2023) investigated how leaders might foster engagement among remote workers using the Critical Incident Technique (CIT). To identify the elements influencing workplace engagement, CIT collects firsthand obser-

vations of employee conduct (Fatima et al., 2024). During the epidemic, software workers frequently encountered psychological problems such as pandemic-related anxieties, disturbances, and diversions when working in non-designated workspaces. The smooth completion of tasks was hampered by teamwork-related issues, such as a lack of cooperation, socialization, and awareness of what is happening, as well as increased difficulty in interacting with peers, growing one's contact network, or holding brainstorming and problem-solving sessions (Choudhary & Jain, 2024; Deepa & Dharshini, 2024). In addition to these difficulties, the Moroccan IT and software sectors are known for their rapidly evolving technology, constant pressure, short turnaround times, and long working hours, all of which contribute to the complexity of the sector (Boccoli et al., 2024). A higher level of skill can help manage such difficulties and complexities (Lartey & Randall, 2022). Employees may become trapped in the sacrifice syndrome because of the difficulties brought on by technical, psychological, and social problems during pandemics, which would lead to a high degree of disengagement (Oleksa-Marewska & Tokar, 2022). Thus, Lartey and Randall (2022) contend that the intricacy brought on by the epidemic is causing a tipping point at which workers are losing interest in their jobs. In these situations, a resonant leader may be able to encourage people to interact purposefully when working remotely, according to the ICT perspective (Saurage-Altenloh & Randall, 2022). This is because when a leader and inter-team coordination is nested in trust management regarding digitalization (Uru et al., 2022). As a result, achieving one's ideal self encourages followers to remain motivated and dedicated (Hunsicker, 2023). The quality and quantity of paths to adjust to new circumstances with a sense of hope and strong vision can then inspire and motivate workers (Boccoli et al., 2024; Choudhary & Jain, 2024; Deepa & Dharshini, 2024). This encourages workers to stay involved. Therefore, based on the considerations above, it is hypothesized that:

H7: Remote engagement moderates on e-leadership and trust in management regarding digitalization.

RESEARCH METHODOLOGY

Sample and Procedure

Data from Morocco's software and IT sectors were gathered for the investigation. The authors first contacted a limited group of people they knew to administer the web-based poll. Only 265 of the nearly 279 individuals who were contacted using the snowball sampling technique gave a fully completed response. Established scales were used in the formulation of the study's questionnaire. A seven-point Lik-

ert scale was used to collect all responses. The sample adequacy, as determined by an a priori test, was significantly higher than the necessary threshold. Every participant gave informed consent and was assured that their information would be kept private. Questionnaires on e-leadership, remote engagement, inter-team collaboration, strong digital vision, and management trust in digitalization were used to gather data between July and August of 2024. Sixty-five percent of the responses were from male IT and software workers, while the remaining respondents were female. On the other hand, 59% of the responses were from male software project leaders, with the remaining respondents being female software development project leaders. Participants were between the ages of 25 and 35 on average.

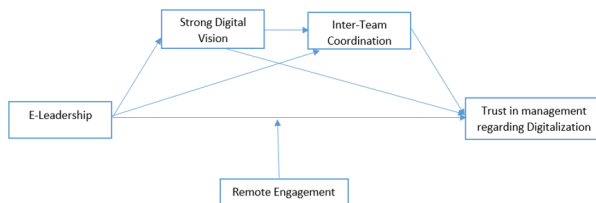


FIGURE 1. Conceptual model

Measures

E-leadership

E-leadership was measured by adapting a four-item scale developed by Ben Sedrine Doghri et al. (2021). Some items included "the leader develops a shared vision for comprehensive integration of ICT" and "the leader encourages employees to improve e-skills regularly". Cronbach's alpha was 0.821.

Strong Digital Vision

Strong digital vision was measured by adapting three-item scale developed by Choi (2007). Some items included "the division provides a convincing digital vision for employees" and "there exists a strong value that should be appreciated under any circumstances in the division". Cronbach's alpha was 0.837.

Inter-Team Coordination

Inter-team coordination was measured by adapting a five-item scale developed by Hoegl, Weinkauff, and Gemuenden (2004). Some items included "conflicts with other teams were settled quickly" and "discussions with other teams were conducted constructively". Cronbach's alpha was 0.921

Remote Engagement

The nine-item scale of remote engagement was measured by Lartey and Randall (2022). Items involve "successful completion of difficult tasks and projects" and "showing concern

for and interest in the person being conversed with in communication messages". Cronbach's alpha was 0.938.

Trust in Management Regarding Digitalization

The five-item scale of trust in management regarding digitalization was measured. Items involved "sufficient capital is available to fund digitalization training for all relevant employees" and "sufficient skills (e.g. data science or software engineering) to use and manage digital technologies effectively". Cronbach's alpha was 0.909.

RESULTS AND ANALYSIS

The Partial Least Square Technique to Structural Equation Modelling (PLS-SEM) was used to assess the study's hypotheses. According to Hair, Sharma, Sarstedt, Ringle, and Liengaard (2024), variance-based SEM excels at handling complex models and data that is not normally distributed. Since the present study is relatively complex due to the presumed mediating and moderating effects, and preliminary analysis has revealed that the research technique does not match the criteria of normalcy, a variance-based approach using PLS-SEM was adopted rather than covariance-based SEM (CB-SEM). The fundamental characteristic of the research, which relate to management ideas and human resource management and are both strongly supported by the designated method (Hair et al., 2024), provide an additional justification for employing the PLS-SEM approach. Prior to using Smart-PLS 3.0 software to incorporate the pertinent indicators of the reflective measurement model, the software was used to prepare the data for the partial least square technique to the structural equation modelling. The present study involved e-leadership, strong digital vision, inter-team coordination, remote engagement and trust in management regarding digitalization. The results are presented in figure 2.

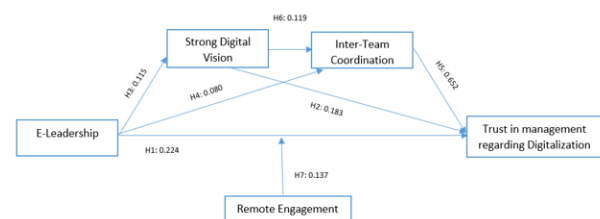


FIGURE 2. Hypothesis results

Evaluation of Measurement Model

The validity and reliability of the suggested constructs were examined using a confirmatory factor analysis. Table 1 displays the findings of the suggested model's convergent validity and internal consistency reliability analyses. For every latent variable, the Cronbach's alpha coefficient exceeded the acceptable threshold (Hair et al., 2024). Every research

construct exceeded the 0.7 threshold value for Composite Reliability (CR) proposed by Hair et al. (2024). According to the indicators mentioned, the study's measuring approach shows strong internal consistency. The construct accounts for more than half of the variance of its elements, as indicated by the AVE, which measures convergent validity within a value greater than 0.5 (Hair et al., 2024). The AVE for each construct falls between 0.592 and 0.775 and satisfies the necessary requirements. Heterotrait-Monotrait (HTMT0.85) criterion was used to assess discriminant validity (Fornell & Larcker, 1981).

TABLE 1. Reliability and validity results

Constructs and Items	Loadings	VIF	Composite Reliability	Cronbach Alpha	AVE
E-Leadership			0.838	0.892	0.675
EL1	0.771	1.512			
EL2	0.849	2.745			
EL3	0.896	3.161			
EL4	0.763	1.584			
Strong Digital Vision			0.707	0.837	0.633
SDV1	0.877	1.824			
SDV2	0.731	1.421			
SDV3	0.772	1.384			
Inter-Team Coordination			0.892	0.921	0.701
ITC1	0.762	1.998			
ITC2	0.865	3.754			
ITC3	0.888	3.669			
ITC4	0.825	3.583			
ITC5	0.841	3.609			
Remote Engagement			0.926	0.938	0.629
RE1	0.818	2.966			
RE2	0.798	2.552			
RE3	0.744	2.009			
RE4	0.778	2.379			
RE5	0.786	2.67			
RE6	0.806	2.882			
RE7	0.831	2.883			
RE8	0.713	1.866			
RE9	0.854	3.435			
Trust in Management Regarding Digitalization			0.874	0.909	0.667
TMD1	0.84	2.473			
TMD2	0.85	2.338			
TMD3	0.873	2.779			
TMD4	0.799	2.179			
TMD5	0.712	1.713			

TABLE 2. Fornell-Larcker criterion

	1	2	3	4	5
EL	0.821				
ITC	0.640	0.837			
RE	0.650	0.781	0.793		
SDV	0.669	0.529	0.494	0.796	
TMD	0.664	0.417	0.678	0.524	0.817

The findings in Table 2 demonstrate that the measurement model fits adequate discriminant validity, as the values are

below the maximum threshold of 0.850.

TABLE 3. Direct and indirect analysis result

Relationship	β	<i>T</i> Statistics	<i>p</i> Values	Hypothesis	Results
Direct Analysis					
EL -> TMD	0.224	5.214	0	H1	Supported
SDV -> TMD	0.183	2.856	0.004	H2	Supported
ITC -> TMD	0.652	8.267	0	H5	Supported
Indirect Analysis					
EL -> SDV -> TMD	0.115	2.414	0.009	H3	Supported
EL -> SDV -> ITC -> TMD	0.08	2.621	0.009	H4	Supported
SDV -> ITC -> TMD	0.119	2.714	0.007	H6	Supported
RE* EL -> TMD	0.137	2.057	0.008	H7	Supported

Evaluation of Structural Model

The significance and importance of the path coefficients were ascertained by applying the conventional PLS-SEM bootstrapping technique. The two-sided bi-as-corrected 95% Confidence Intervals (CIs) for each relationship identified within the hypotheses were computed using bootstrapping, and indirect effects were assessed (Hair et al., 2024). Table 3 reports the findings of the structural model, including lower and higher CIs, and the tested hypotheses for direct effects. E-leadership has significant and positive impact on trust in management regarding digitalization ($\beta = 0.224$, $p < 0.01$). Strong digital vision has significant and positive impact on trust in management regarding digitalization ($\beta = 0.183$, $p < 0.05$). Inter-team coordination has significant and positive impact on trust in management regarding digitalization ($\beta = 0.652$, $p < 0.01$). Strong digital vision has mediating impact between e-leadership and trust in management regarding digitalization ($\beta = 0.115$, $p < 0.05$). Double mediation, where strong digital vision and inter-team coordination mediate between e-leadership and trust in management regarding digitalization ($\beta = 0.080$, $p < 0.05$). Inter-team coordination has mediating impact between strong digital vision and trust in management regarding digitalization ($\beta = 0.119$, $p < 0.05$). Remote engagement moderates the relationship between e-leadership and trust in management regarding digitalization ($\beta = 0.137$, $p < 0.05$).

DISCUSSION AND CONCLUSION

This study investigated the significant effect of e-leadership on trust in management regarding digitalization, as well as mediating role of strong digital vision and inter-team coordination and moderating role of remote engagement in Morocco IT and software industries. These results allow it to be stated that the hypotheses are substantially supported. This

is consistent with earlier research that found inter-team collaboration had a key influence in e-leadership processes and reduced the mediation model's first path (Okoh, 2024). At the same time, e-leadership either directly or indirectly predicts remote engagement (Gaan et al., 2024), underscoring the importance of a strong digital vision as a mediating factor (Gaan et al., 2024) and having a direct effect on management trust in digitalization. The study filled important research gaps by offering empirical evidence about the causes of trust in management regarding digitalization. Empirical evidence was found that strong digital vision is positively correlated with trust in management regarding digitalization, which is consistent with other research (Eslamdoust et al., 2024). The hypothesis was expanded upon and applied to the digital vision setting in the current study, drawing from work by Lau and Höyng (2023), among others. Employee thoughts on management's support for any loyalty regarding digitalization foster the idea that management guarantees equal opportunity and equity in this regard. Notably, every direct interaction in the model was substantial and powerful. Accordingly, important factors that contribute to employee trust in management regarding digitalization in the digital age have been identified, and previous research, such as Rybnikova et al. (2022), model of trust, has been effectively defined, expanded, and applied to the digitalization context.

Theoretical Implications

The study's primary theoretical contributions are as follows: first, it is the first to link concepts like remote engagement, strong digital vision, inter-team coordination, and e-leadership in a single study. This suggests that diverse leadership treatment inside the team is responsible for inter-team coordination in remote engagement and management trust regarding digitalization (Berntzen et al., 2021; Hun-

sicker, 2023). Therefore, the results test theoretical mechanism through which e-leadership can engage individuals remotely in the context of the software and IT industries, building on the theory of intentional change and Complexity Leadership Theory. It thereby enhances the subordinates' ability to work at their best and maintain engagement (Uru et al., 2022). Double mediation, which is rarely found in the literature, is thus used to untangle the relationship between factors. By examining the impact of e-leadership on inter-team collaboration and strategic innovation in the context of knowledge integration capabilities, the study expands on the theoretical foundations of complexity leadership. This gives the literature a means of evaluating traditional leadership theories in modern, technologically advanced settings. Second, despite its potential significance, the e-leadership studies subject has failed to receive as much research focus (Ahuja et al., 2023). These results that claim made by Barney and Clark (2007) that managerial IT skills and strategic competences ingrained in a company's culture, practices, and expertise are reflected in digitalization management. Aligning digital projects with business objectives, allocating resources as efficiently as possible, encouraging innovation, and controlling organizational change are all examples of effective digitalization management techniques. To fully utilize digital technologies, several procedures are essential. Businesses must concentrate on building the managerial skills required to integrate cutting-edge technologies with operations and strategic objectives in addition to purchasing those (Rybnikova et al., 2022). To fully realize their potential, digital technologies must be in line with overall business strategy and change management. Therefore, organizations should prioritize both developing digital assets and bolstering digitalization management techniques to succeed in the modern digital economy.

Practical Implications

The significance of employee trust in management regarding digitalization in the context of digital labor is highlighted by our empirical findings (Lau & Höyng, 2023; Maheshwari et al., 2024). Organizations may reconsider their current institutional features and strategic response to digitalization. As a result, our findings can help organizations develop trust in management regarding digitalization. In this sense, strong digital vision in terms of aptitude, e-leadership in terms of kindness, and inter-team coordination in terms of honesty were distinct and important precursors of trust in management regarding digitalization, and as such, they served as pillars for the development of employee trust in management regarding digitalization. Additionally, our study offers fresh

empirical support for the idea that these antecedents should be viewed as a series of interrelated elements. Although the Halton (2018) model served as a basic theoretical foundation for our own model, we recognized the necessity to examine the mediation effects with reference to the development of trust in management regarding digitalization in greater detail. Management should give employees a trust in management regarding digitalization to directly change their trust in management regarding digitalization. By providing information, directing behavior, coordinating interests, and fostering a feeling of community in the new digital world, strong digital vision might work as an institutionalized socialization strategy to lower employees' faith in digitalization (Lartey & Randall, 2022) hence promoting trust in management regarding digitalization. Therefore, we recommend enhancing and growing management's strong digital vision -related skills, for instance by consistently critically analyzing management's current skills and capacities in the digital context. In this sense, management training techniques are beneficial for developing specialized knowledge about the creation and expression of a strong digital vision (Fatima et al., 2024; Gaan et al., 2024; Uru et al., 2022). According to IT and software industries, the results of this study have significant implications for the administration, management, policymakers, where work is done in teams and projects and the impact at each organizational layer will be used as a benchmark for other layers (Hajjami & Crocco, 2023). To help leaders understand the qualities that a leader demonstrates throughout time, such as compassion, hope, and mindfulness, the IT sector should offer leadership development programs. To support the e-leaders' emerging behavior at the team level or throughout the hierarchy, IT organizations need to create a variety of training interventions.

Limitations and Future Research

Since the volunteers may have mentioned responders displaying interdependency in the data, the snowball method of data gathering may contain bias. Additionally, the respondents' hobbies and personalities were comparable. This restricts the study's ability to be broadly applied, as personality traits that influence remote engagement vary. This restricts how broadly the study can be used. Future research could adopt a longitudinal design to replicate the model of this study that has been empirically tested. Future research should consider the limitations of this study. First off, not all the scales used in this study were valid and dependable. Therefore, more investigation is required to confirm our measurements. There is just one type of worker (employee) in the sample under analysis. Because of this, the

general working population cannot be included in the final assessments. In addition, the sample size was smaller than expected; however, this limitation is addressed by PLS's methodological preference as a component-based approach, which requires a small sample size to achieve enough statistical power (Hair et al., 2024). Additionally, the sample is typical of the Moroccan IT and software sector population, which is restricted to a single nation, and the model's medium predictive strength yielded conclusions that might be generalized cautiously to broader contexts. However, it is advised academics to consider nations that have comparable cultural values and environmental conditions to Morocco when in-

terpreting the results of our study. Another drawback is the cross-sectional research design, which restricts the ability to draw conclusions about causality.

Future studies may benefit from a longitudinal research design to better understand the causal linkages between remote participation and management trust in digitalization, as well as to show how these interactions evolve over time. This study's scope is limited in that it does not account for every factor that could influence digitalization. As a result, the findings are unique to the proposed model, and different patterns might be obtained by using alternative predictor variables.

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