THE IMPACT OF LEADERSHIP STYLE ON HUMAN RESOURCES COMMITMENT TO NEW-GENERATION INFORMATION TECHNOLOGIES: THEMATIC ANALYSIS STUDY

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Abstract: *This study initiates a qualitative survey to measure and analyze the ramifications of the most integral leadership patterns on human resources commitment to new-generation information technologies. On that account, this research builds on the extensive literature to examine the leadership construct from three behavioral aspects: transformational, transactional, and laissez-faire typologies. Therefore, a survey interview was carried out to depict how the multidimensional essence of these managerial practices can urge employees to embrace the IT vision and strive to implement new digital innovations in the context of tertiary education. The thematic analysis method has been administered for the analytical cross-examination of the qualitative outputs. The findings provided evidence of a generally positive correlation between the managers characterized as transformational leaders and the intense commitment to the leadership's digital strategy and vision. On the other hand, transactional management was perceived from two opposite perspectives: The first impact was positive as it vindicated the leverage of the employee's information technology performance, even with the reward-punishment system. Meanwhile, the second account considered this pattern inadmissible since it disregarded the inspirational motivation that touches upon employees' souls and spirits to entice them into the thorough implementation of IT schemes rather than the mere intermittent financial compensations. The input regarding the laissez-faire patterns attests that these leaders are utterly absent and avoid taking charge of their employees. This non-transactional management compromises the effective and adequate execution of the preplanned IT schemes.*

Key Words: Leadership Style, Human Resources Commitment, New-Generation Information Technologies, Thematic Analysis.

1. INTRODUCTION

The abundant literature confirms that leadership styles substantially affect the human resources' commitment to the digital strategies of organizations. In this regard, there is a critical correlation between integrating digital technologies into leadership strategies and boosting business competitiveness in Morocco (Loubaris & haddad , 2024). . What is more, the nature of the relationships between leaders and subordinates reflects on employee productivity and the organization (Rhoades & Eisenberger, 2002). Employees who demonstrate high commitment tend to identify with organizational values and mission. They make personal compromises for the sake of their firm's success. They display a much higher performance than expected. Furthermore, leaders upgrade employee achievement by intensifying their commitment (Wilson, 1995). There are also substantial transformative effects of the technological advancements on organizational communication flow, team coordination, and human resources engagement (Sigmon, 2023). They contribute further to the general development and effectiveness of the firm. In fact, committed employees are loyal to their organization despite the potential challenges they may encounter. Accordingly, there is a close link between the extent to which employees take part in the organization and their engagement in the workplace (Savery & Luks, 2001). Simply put, the employees who are involved in the decision-making process display an intense commitment to the organization's digitalization policy.

Most importantly, the predominant role of transformational leadership has been pinpointed throughout the pertinent literature. In this respect, the MLQ 5X was used as the primary research instrument to appraise leaders and their subordinates and reached the conclusion that advocates the notion of the universality of relationships. The findings substantiate the powerful impact of transformational leadership on achieving group outcomes and group cohesiveness (Bass, 1999). . In the same vein, transformational leadership was related to employees' satisfaction and commitment to the organization (Kelloway et al., 2012). Further research probed into the influence of transformational leaders on subordinates' commitment and deduced that this type of leadership exerts a positive effect on employees (Riaz et al., 2011) . Such leaders urge followers to embrace their vision and strive to integrate new digital innovations. Employees who perceive and feel their leaders' interest and concern tend to exhibit high performance (Brown & Peterson, 1993).

While most of the previously discussed studies rate the significance and influence of transformational leadership on human resources commitment in integrating and implementing new generation technologies in the workplace, other scholars underscore the favorable effect of transactional leadership on the emotional commitment to transformational leadership (Mester et al., 2003). Currently, there is an increasing convergence between upgrading organizational performance and enabling human resources with a leading-edge set of digital innovations and systems. Scholars and professionals agree that no strategic planning and vision concerning digital technologies management could yield lucrative outcomes without a genuine engagement on the part of the employees. They acknowledge that cutting-edge technologies such as cloud computing, quantum computing, big data, deep and machine learning, autonomous vehicles and drones, data science and data mining, and the internet of things are the driving forces behind organizational success. On that account, artificial intelligence (AI) and high tech have altered leadership practices and helped managers make enlightened decisions and effective management (Korherr & Kanbach, 2023). Modern management can optimize organizational performance owing to the huge potential of AI (Pawar & Dhumal, 2024).

This study raises the thorny issue of how leadership styles affect human resources' commitment to integrating and implementing the new digital technologies in university settings.

2. LEADERSHIP PARADIGM

2.1 Transactional Leadership Theory:

Extensive studies explored transactional leadership from a traditional managerial practices perspective, which gives priority to administering operations and transactions occurring daily (Burns, 1978). The kind of motivation promoted by transactional managers aims at making the perfect link between achieving the assigned task and distributing roles for the sake of accomplishing the final goals. According to this paradigm, the contractual agreement between leaders and followers entails the elaboration of an intrinsic mechanism of compensation and reward that ensures the realization of the objectives of the organization. On that account, the major aspects that characterize this paradigm include contingent reward, which is considered a mechanism that provides a set of incentives to employees by rewarding them once objectives are attained. Active management entails leadership recognition of potential challenges and taking measures to adjust the undesirable or inadequate course of action or situations. The third dimension refers to passive management in which leaders avoid intervening in labor unless urgent or inappropriate situations emerge (Bass, 1985).

2.2 Transformational Leadership Theory

The transformational model introduces a total innovation and transformation to the existing structure or culture (Bass, 1985). In the same vein, it was argued that the transformational paradigm revolves around change, innovation, and empowerment of others (Barker, 1994). Therefore, transformational leadership is referred to as the process that enables leaders and subordinates to engage in active connections based on trust and motivated morality. This type of leadership shares a high standard vision with the follower, builds bridges of trust and confidence in their decisions, and encourages achievements. Indeed, the hallmark of this style is communicating a clear vision to members of the organization in a way that prompts them to embrace it and work towards its accomplishment. In this sense, transformational leaders adopt proactive approaches in their ongoing strive to affect subordinates and change the surrounding environment.

A transformational leadership role in improving the personnel values and self-esteem while taking into consideration the individual requirements is also highlighted in this paradigm. Thus, contemporary management theories posit the necessity of incorporating both types of transformational and transactional patterns of leadership to establish an effective model of leadership. Nonetheless, criticism regarding any perceived shortcomings related to this model is disclosed. Firstly, there is a striking scarcity of empirical findings depicting the effect of this model of leadership on teams, groups, and organizations. There is a shortage of adequate accounts of situational and contextual factors and their impact on leadership performance (Yukl, 1999).

This study builds on the existing literature to attribute a positive effect on the commitment of subordinates to digital tech implementation to transformational style. In contrast, it has a negative influence on the employee's technological commitment to the transactional and passive-avoidant (laissez-faire) styles of leadership.

3. METHODOLOGY

The thematic analysis has constituted the blueprint for this study's qualitative data processing and assessment (Braun & Clarke, 2012). The soundness of this approach is drawn from the scholars' affirmation that it has the same leverage as other comparable techniques, such as phenomenology, ethnography, content analysis, and grounded theory. Meanwhile, a rigorous action plan entailing six fundamental implements has been carried out. This well-structured approach comprises: (a) Familiarization with the newly collated output; (b) Inceptive generation of codes (codification of the aggregate data); (c) Themes detection process; (d) Themes reconsideration; (e) Themes delineation; and (f) Data reporting (synthesis of the findings) (Braun & Clarke, 2012). This scheme has been perfectly tailored to meet the expectations of the current study's qualitative component on the grounds of its pertinence and ability to generate rich insights that address specific survey questions.

3.1 Data Analysis Procedure

For the qualitative data processing and analysis, an extensive word-for-word (verbatim) transcription and translation has been carried out. Furthermore, a note-taking technique has been utilized for the meticulous documentation of the information. This technique facilitates the researcher's task of analyzing data through the coding of the themes or sections. This enables thematic examination and analysis of the accumulated data.

In the meantime, the newly emerging themes are treated likewise and are adhered to open coding to provide descriptions of the different sections. Manual codification of data has been undertaken using inductively drawn coding schemes. The coding ensures the analysis of the relationships and frequency between topics. The check and double-check of the content of the transcripts have been carried out to make sure that there is no information error or bias. The primary themes are brought to focus right after the coding of the qualitative data. Therefore, the thematic analysis has followed the themes arrangement and topic headings of the sections that have been put under scrutiny as follows (See the thematic analysis figure on page 13).

3.2 Operationalizing variables Procedure

For The current research paper has evolved from elaborating the conceptual framework through operationalizing the research variables (measurable factors) to undertaking empirical measurement using a qualitative measure. On that account, the conceptual frame of reference has been drawn from the full-range leadership model. This paradigm is one of the most meaningful models and theories that depict how specific managerial practices impact higher education performance (Benguit, 2025).

Table-1: The operationalization of the research variables (measurable factors).

Variables	Operationalizing properties and sub- dimensions
Leadership Style	**Transformational leadership.** · Idealized influence (attributed) (a). · Idealized influence (behavioral) · Inspirational motivation IM. · Intellectual stimulation IS. ▪ Individual consideration IC **Transactional leadership.** ▪ Contingent reward (CR). ▪ Active management by exception (a) ▪ Passive management by exception (p) **Laissez-faire leadership**. (LFL1, 2, 3, 4, etc.) **Effectiveness**

The leadership behaviors bring forth the most corresponding components to form hypothetical patterns based on abstract concepts. Building on that, the operationalization process draws its significance from the fact that abstract constructs cannot be measured unless converted into quantifiable variables (factor conversion). This aligns with depicting the operationalization process as the activation and translation of the conceptual framework into statistically surveyable and analyzable variables (Allen. & Yen, 2002). Accordingly, this research approach revolves around the following procedures to operationalize all the variables:

•   The discernment of the different properties and sub-dimensions involved in the concepts.
•   The conversion and translation of the constructs into assessable factors.
•   The specification of the measurement instruments for all the variables.

3.3   Sampling and Demographic Data

For The sample has been identified through purposive sampling from subordinates and employees of different administrative hierarchies. Supplementary demographic information involving age, gender, and educational level has provided further homogeneity to the subsample. Subsequent to the identification of the sample group, cross-sectional randomization of the study group has been initiated to single out the most representative individuals based on specific inclusion and exclusion criteria. The researcher has followed a four-step procedure in the elaboration, holding, and analysis of the interviews:

▪ Preparing and formulating open-ended questions based on the insights and outcomes of the quantitative questionnaires.
▪ Refining and drafting the interview through a pilot test. This stage has sought to confirm and determine the extent to which the questions are clear and relevant to the different proposed themes.
▪ Selecting and recruiting the subsample from the respondents of the questionnaires based on their prior agreement to participate in the interview.
▪ Editing/cleaning, coding and entry of data.
▪ Analyzing the qualitative data through the thematic dissection and interpretation of the themes.

Table-2: Population and Sampling Frame of the Interviews

Interview	Position/Title
Leadership impact on human resource commitment to the organization's digital strategies.	- HR Development Office subordinate - Audit & Quality Manager - Development and Project Manager - Curator of the library. - Statistics & Planning Agent -Maintenance and User Support Manager.
Gender/Age	**Seniority**
4 females Btw 30-55 6 males Btw 29-60	Btw 2 and 21

4 THEMATIC ANALYSIS OF THE FINDINGS

•   **Overarching Theme:** Leadership Style Impact on Human Resources Implementation of the New Generation Tech (see appendix 1).

This section of the semi-structured interviews has been brought off with the intent to approach the implications of the various leadership styles on human resources and find out the ramifications on subordinates' commitment to integrate and implement digital technologies in their universities. These issues have been investigated from subordinate employees' perspectives. On that account, the university staff members have been surveyed by dint of seventeen open-ended questions (see Appendix 2) to elicit how they perceive the impact of their leaders' actions and practices on their handling of new generation

technologies. Therefore, the interview respondents' extensive returns have formed the basis for synthesizing the data. Thus, the schematization of the thematic layers in conjunction with the codification and sub-codification of the transcripts has led to the elaboration of the above map. The overriding theme of leadership style embodies three meaningful sub-themes as follows:

- Transformational leadership practices to boost employee commitment to embrace and use digital technologies in your organization.
- Transactional leadership practices to boost employee commitment to embrace and use digital technologies in your organization.
- Laissez-faire practices to boost employee commitment to embrace and use digital technologies in your organization.

A more elaborate analysis of these sub-clusters has laid bare seven pertinent codes divided as follows: four codes were ascribed to the first sub-theme. These are (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individual consideration. On the matter of transactional leadership, three defining codes were revealed: (a) contingent reward, (b) active management by exception, and (c) passive management by exception. The third and fourth sub-themes generated no significant codes. Noteworthy, additional meticulous subdivision of the above codes denuded a broad-based list of sub-codes that serve to explain and interpret further specificities related to the corresponding items. For instance, the transformational leadership pattern entails many indicative sub-items such as tech change, role model, influence, creative, personal issue, individual digital skill, etc. (See the thematic analysis figure on page 13).

• **Sub-theme 1:** Transformational leadership practices to boost employee commitment to embrace and use digital technologies in your organization.

In response to how they would describe their leaders' style, many participants stated clearly that they work with managers who possess distinctive transformational features:

"I consider him to be a real transformational leader because he does almost everything to support and encourage me to work within the planned digital vision." –Participant 1.

"My supervisor communicates the strategic digital vision and mission very well. He is also very adept at translating the vision into achievable technological action plans." – Participant 2.

"He has changed me in the sense that he directed me to the completion of tasks gradually. Thanks to his step-by-step approach, I could see him playing the role model for me." "… instead, he used his influence to show me the way to better use of the newly introduced information system in our administration- Thinking of that now, I feel grateful." –Participant 3.

The respondents' alignment of their leaders' attributes with the transformational pattern has been further substantiated as they provided feedback on the first code. It concerns intellectual stimulation powers that their managers employ to entice them to think out of the box and figure out solutions to the various problems they may encounter in their daily handling of the new digital applications. Therefore, one participant praised his manager's ability to come up with new ideas to solve problems, and acknowledged his provocative methods to incite everyone to think creatively, especially when faced with "endless technical challenges". In this respect, he maintained, "It's kind of hilarious, sometimes, the amount of new ideas he comes up with, how to do things and solve technical difficulties." –Participant 4. Another participant appreciated how his manager empowered him with the right instruments to figure out complex technology-related tasks innovatively when he stated, "With the right management guidance, I was offered many tools and incentives to improve my contributions and handle the daily technology-related intricacies properly." Participant 5. He recognized the critical role of the management in stimulating him to take part in overcoming daily high-tech hurdles and he considered this to be thought-provoking. The next respondent complemented his executive's drive to reflect creatively, especially when they work in groups using the latest information communication technologies and share their ideas, "he shares his ideas on ICTs with us and this entices us to do the same and think creatively." –Participant 6. The emphasis on having a creative mindset when assuming a role among a team was further underscored when it was reported, "…he encourages employees to work in pairs or groups to elaborate ideas and schemes collectively." Participant 7. Inciting active and collective participation is a key characteristic of this leader as it was stressed, "These practices make us feel open to all forms of cooperation and constantly evolving work strategies to figure out new solutions to the technical problems." Participant 8. Two participants (9 and 10) highlighted the efforts that their leaders exerted to induce them to find out ingenious solutions to the perplexing IT situations that come across in their work. Stimulating employees' sense of creativity, problem-solving capabilities, and active contribution to the team projects requires

resourceful leaders who can "represent the IT model for the entire team." –Participant 9, and are already "adept at solving problems." –Participant 10.

Concerning idealized influence, which is the second meaningful code, the interviewees were interrogated whether their leaders took into account each follower's personal and specific needs to influence them to properly harness digital systems. Three participants (5, 6, and 9) reacted positively to this question. In this respect, the first reply confirmed that employees' individual needs were well taken into consideration. Meanwhile, he explained that his manager applied two approaches to do that: "...he talks to everyone of us separately in an informal way...he sounds more serious and addresses each one formally mainly about the fulfillment of a certain task that requires thorough digital expertise." –Participant 5. This two-faced strategy to handle individual members' needs sheds light on the formal and informal mechanisms that this manager used to influence his employees and make them feel that he was available for them, regardless of the formality or informality of the situations.

The second informant brought to focus how his leader kept himself available and close to all employees despite all his duties: "...he is a good listener ...he always finds time to maintain daily contact with his employees." –Participant 6. Another testimony in favor of leaders' interest in 'personal growth and career advancement' of all employees was provided by participant 9. According to this interviewee, his executive seemed to have a great concern about the 'individual strengths and weaknesses while calling IT into use' and prompted his subordinates to complete their new digital tech training to get higher degrees to occupy the ideal positions that they desire.

With reference to the third code, individual consideration, it provided evidence of the different approaches that leaders adopt to keep track of their subordinates' information technology-related performance. Accordingly, three views (3, 1, and 10) corroborated the one-to-one approach that their managers use to provide feedback on their technology performance. Implementing individualized approaches when addressing the university members was perceived as very favorable and generated appreciation on the part of the interviewees. This was summed up in the following quote:

"After almost four months of work in this faculty, I was asked to my manager's office and we had a two-hour discussion concerning how I performed ICT tasks, my style in making technical decisions, the various challenges I went through and how I handled them, and the objectives I attained. To be honest, I didn't feel like it was a test or an evaluation. It was a friendly conversation in which hints about the previously mentioned issues were discussed. I had a good impression about his feedback on my general performance, which entices me to make more efforts and excel." –Participant 1.

The friendly but serious atmosphere and the personalized setting in which evaluations take place were further highlighted by participant 3, who reported that "he wanted to see me in his office. He addressed me in a very serious tone and let me know that it was a good semester and that my performance was improving." Another participant referred to the collective approach that his manager adopted to appraise how employees have been able to meet the preset IT schemes and goals. For this subordinate, the best way to handle personal improvement is by associating it with the group's overall achievement. Therefore, the one-to-one approach is carried out at the level of teams and considers individual considerations. This was confirmed in his statement, "I like this kind of evaluation as it seeks to assess the performance of the whole group rather than holding individuals responsible for the possible lack of achievement of certain IT schemes. It also helps to discuss and offer solutions to complete or adjust work." – Participant 10. Notably, other participants have shared the point that the evaluation process could be a positive experience when undertaken in an individualized manner where their concerns and requirements are taken into account. The following quote consolidates this argument:

"I consider these evaluation meetings to be good opportunities to monitor the work towards the preplanned information technology goals and expectations. They bring a lot of knowledge and help me to learn more about how to get the job done. I'm not afraid of being assessed with my team." –Participant 2.

These comments characterize the assessment procedure as providing good opportunities and beneficial experiences when carried out by transformational leaders who consider individual consideration. The last sub-code, inspiration motivation, goes into detail regarding how leaders motivate and inspire their followers to take the initiative and be proactive in the daily operation of their tools. Therefore, those participants who depicted their managers as being transformational singled out the actions and practices that inspired and motivated them to take the lead and engage actively in what they do. They attribute these inspirational clues to their managers as two participants stated clearly "he keeps inspiring and encouraging me" – Participant 7, and "the manager outlines the ICT vision that inspires and motivates the members of the group to carry it out with the most appropriate approach" –

Participant 4. It was clear from most answers that having motivational powers is very important to be considered as a transformational manager.

In the meantime, triggering dynamism and initiatives from different individuals requires a special blend of leaders' qualities that include giving "…personal initiatives and provides a lot of technological support and material rewards to dynamic employees." – Participant 8. The preceding views underline the leaders' proficiency in enticing subordinates' proactivity to implement digital innovations by various motivational tools and practices, thus considering these traits and actions to be integral to the transformational leadership style. Most of the comments hold a favorable tone regarding working with such types of leaders.

• **Sub-theme 2:** Transactional leadership practices to boost employee commitment to embrace and use digital technologies in your organization.

This comprehensive interview digs further into the transactional qualities that these leaders may possess or not. Accordingly, three codes were drawn from the respondents' responses. These are the contingent reward, active management by exception, and passive management by exception. On that account, the informants' feedback on which measures their leaders may take against them if they underperform or do not adhere to their ICT standards falls within the first code. The answers confirmed two classes of measures: corrective measures and swift punishments with the potential of holding others responsible for IT failure and underperformance versus considerate and supportive actions towards low achievements or work disorientation. Accordingly, the responses associated transactional and laissez-faire leaders with at least one aspect of the first category of measures. Such leaders either do not tolerate low-yielding employees who do not meet the standards of digital conduct and performance (transactional), or avoid bearing any responsibility for the technical or operational malfunctioning of the information communication systems (laissez-faire). Accordingly, two comments underline both types of leadership:

"Quick punishments are taken against some underperforming employees who lack the technical or operational dexterity, as he considers these to be intolerable examples of underperformance. At the same time, he doesn't lift a finger to make an end to the very frequent pitfalls of some of the other employees and executives who are considered to be his inner circle." – Participant 9.

Confining performance measurement to underperformance and impartiality in taking measures are the hallmarks of this manager with laissez-faire characteristics. All other aspects of employee appraisal are overlooked in a flagrant demonstration of the inadequacy of managing and tracking achievements. One of the most integral roles of managers is to evaluate subordinates from different levels: workload, training, career development, technological expertise, ICT scheme execution, etc.

"Unfortunately, this fact doesn't prevent him from holding many of us accountable for some actions or new technologies that go beyond our competencies and duties." – Participant 7.

This second declaration referred to the leader who rejects taking responsibility for mismanagement of the strategy of IT or poor performance and "rushes into blaming others and holding them accountable to avoid getting into trouble"-Participant 3. The last instance of the severe measures is embodied in "the transactional manager's quick rush to hold disciplinary meetings" -Participant 8, "if underachievement resulting from breaching the IT conduct standards or integrity norms were detected" - Participant 4. One participant clarified the arduous measures when he reported, "I remember cases where severe measures such as administrative degradations or suspensions were taken. Regarding IT performance standards, displaying continuing underperformance and inefficiency to achieve objectives may deprive you of any reward or career promotion."– Participant 7. In the meantime, transformational leaders were seen as compassionate managers who understood and explained the reasons for inefficiency and worked on them to figure out remedies and foster performance together with their employees. Several observations have accounted for this:

"…he doesn't take tough or punishing measures. I made many technical mistakes with the digital applications and I committed many pitfalls, which made my performance fluctuate- you know, up and down. What he did was more counselling and guiding rather than taking drastic measures against me. I felt he was trying to get closer to me to show me where I underperformed." – Participant 5.

"I can't deny that I made a lot of stupid mistakes and incomplete tasks, and he was always ready to explain the gap between what I did and what was expected from me. He gave me some examples of what should be fulfilled with a given software, and he explained the reasons for my underperformance." – Participant 6.

Another important quality raised in this quote is the leading by example strategy that this manager applies to overcome all technology-related shortcomings. By modeling specific behaviors on how to solve problems and deal with intricacies, employees are put in authentic situations where they can see practical implementation and work on them instead of being given mere instructions without clear procedures to put them into practice. The last pattern of considerate measures was also attributed to the leader who "doesn't wait for underperformance to happen or persist" – Participant 2. This anticipatory strategy is formed within a bigger vision to reach a particular performance in collaboration with subordinates, as this was mentioned by participant 1: "He builds performance criteria with the help of employees and makes them clear since the beginning of the academic year. This way, everything becomes clear to everyone." Setting a clear vision and workable ICT strategies with employees are salient characteristics of transformational managers.

• **Sub-theme 3:** Laissez-faire practices to boost employee commitment to embrace and use digital technologies in your organization.

The concerned participants expressed quite negative views regarding their managers in plain terms. For instance, one interviewee stated, "To be honest, it's difficult for me to provide a specific description of my supervisor. He barely communicates his digital strategy with us, and he seems detached from his surroundings. The last time I met him personally was a couple of months ago during a meeting." Participant 7.

This leader does not care about communicating the IT vision with employees, which denotes an avoidance strategy and isolation from the work setting. These traits and practices are typical of non-transactional leadership. Similar depictions were given by another follower: "I don't think he knows what he is doing… For me, his words do not match his actions…. He doesn't seem to have any ICT project or vision. I think he has just been appointed there to watch us." – Participant 8. While these inceptive descriptions provide patent indications of these executives' strategies, further sub-items vindicate both managers' laissez-faire features. In this regard, it was obvious that they fall short of the intellectual stimulation quality, as affirmed in the statement "It's not easy for us to offer our ideas to come up with new suggestions on how to handles the new digital technologies such as artificial intelligence…we hardly get to talk to him…he is constantly behind closed doors." – Participant 2. There is no room for being inspired by a manager who does not

even allow expressing ideas and closes all communication channels with the staff. In the same vein, another argument against one of these managers was advanced by participant 5: "How would a manager like him expect his employees to think out of the box or do any effort to craft solutions to any technical or operational problems?" About the second sub-item, which is supposed to measure the extent to which these managers influence their employees, the comments confirmed the absence of any account of personal needs or any approach to motivate the members due to the non-existence of any scheme that entails short-term, mid-term, and long-term ICT strategies. Meanwhile, one participant highlighted the flagrant negligence of the different needs, such as "some of us, like myself, are motivated by money (laughs)…others need a lot of support and encouragement from managers. Some other colleagues are waiting eagerly for the right opportunity to develop their technical skills." – Participant 9. In default of any interest in these personal needs, such a leader would exert no influence to improve IT system.

In the same line, disclosures related to the third code individual consideration proved the non-existence of any IT performance evaluation, as noted by one participant, "I'm afraid to say that there is no IT performance evaluation whatsoever." – Participant 4. This opinion was validated by another employee who indicated that his manager is keen on measuring attendance only and that no other achievement appraisal was undertaken: "Measuring attendance is the only evaluation I know of in this organization. We are given constant feedback concerning the number of days we checked in late and our absenteeism frequency. It doesn't make sense to me." – Participant 10. It is worth comparing the performance assessment experiences carried out under the three types of managers, which disclosed noticeable discrepancies in leaders' practices and employees' reactions. In this respect, being subjected to the assessment process with transformational managers has been vindicated as an insightful and enriching experience. It was maintained that it is mostly carried out to help individual employees and teams to explore the areas of deficiency and incompetence in a friendly atmosphere. What is more, self-development and work adjustment constitute the cornerstones of such evaluations. In the transactional context, gauging employees is a pure performance-based procedure concerned mostly with IT productivity level and achievement. With this management pattern, higher performance is rewarded, whereas underachievement is punished or at least underestimated.

"What I find really disappointing is that no matter how hard-working and active one is, one ends up with the same position and income as those incompetent employees. There is absolutely no incentive for those of us who manipulate complex software systems or undertake new-generation IT tools and tasks. This is quite depressing for me." – Participant 3. For this employee, performance measurement could be the leverage of his professional career. It could be a way to distinguish competent from incompetent personnel. Having stated that, another issue was raised by participant 6 who referred to the 'obvious favoritism' with which his executive treats different employees, and that fosters the feeling of dissatisfaction. Concerning Inspirational motivation, a critical participant gave comments regarding their leaders' failure to provide any form of inspiration or motivation "In the absence of interactive management that cares about the staff and communicates IT mission easily with them, there will be no inspiration or motivation at all." -Participant 1. With the reported lack of a caring manager who would interact with everyone and inspire him or her with every possible tool, it was deemed that there would be no proactivity or dynamism at work. Similarly, it was argued that "...we receive no encouragement, and there is no communication or freedom to come up with new things to run the newly-introduced ICTs." – Participant 1.

5. CONCLUSION

The above discussions draw focus on the four sub-codes idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, and attribute them to three university leaders.

Subordinates could readily distinguish the different features associated with each of these sub-items. Furthermore, there is a generally positive perception of the managers characterized as transformational leaders and the intense commitment to the leadership's digital strategy and vision.

The subordinates who work under transformational leaders could not help but express their total faith in their managers and utter satisfaction with how they are led. They show great enthusiasm and readiness to invest in the organization's digital plan and give their best to help develop their university. These remarks reflect how committed these participants are to their executive's digital vision.

Throughout all the previous answers. There were straightforward associations between transformational leadership, high job satisfaction, and strong and sustainable employees' commitment to their leaders' information and communication technology mission. It was also established that a transformational leader could build and maintain a very appropriate organizational culture that considers individual IT upgrades, organizational performance, and productivity.

Most of the characteristics in the above statement describe the transformational approach in dealing with inconsistent performance. Thus, counseling and guiding low information communication technology achievers are defining features of these leaders.

On the other hand, the impact of transactional management can be perceived from two opposite perspectives. The first impact was positive as it vindicated the leverage of the employee's information technology performance, even with the reward-punishment system. Meanwhile, the second account considered this pattern inadmissible since it disregarded the inspirational motivation that touches upon employees' souls and spirits to entice them into the thorough implementation of IT schemes rather than the mere intermittent financial compensations.

The input regarding the leadership style questions disclosed that two managers were identified among the laissez-faire category. Items ascribed to these managers fall within the non-transactional style that displays managerial behaviors of indifference and avoidance. Interpersonal relationships are determined by adhering to higher standards rather than individual needs. On another note, it was observed that laissez-faire or non-transactional patterns avoid all kinds of employee IT performance assessment. This has generated frustration among some employees who consider it an unfair practice. The above views attempt to convey that in a work environment where Laissez-faire leaders are utterly absent and avoid taking charge of their employees, the four properties of idealized influence, inspirational motivation, intellectual stimulation, and individual consideration will not exist. This compromises the adequate execution of the preplanned IT programs.

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Appendix 1

Thematic & Coding Schematization of Leadership Style Impact on RH Commitment to New Digital Tech
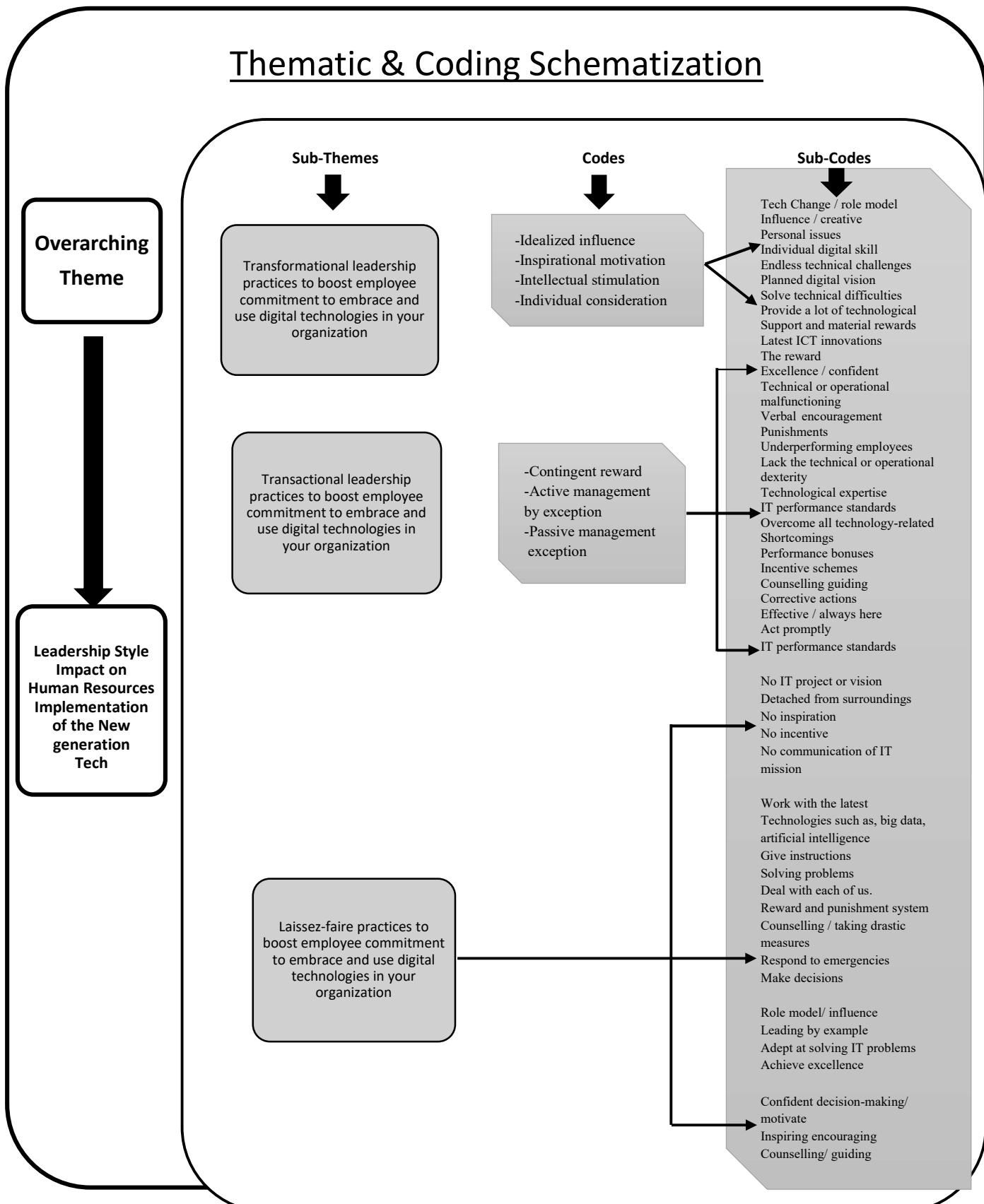
Thematic & Coding Schematization

Sub-Themes　　　　**Codes**　　　　**Sub-Codes**

Overarching Theme

Transformational leadership practices to boost employee commitment to embrace and use digital technologies in your organization

-Idealized influence
-Inspirational motivation
-Intellectual stimulation
-Individual consideration

Tech Change / role model
Influence / creative
Personal issues
Individual digital skill
Endless technical challenges
Planned digital vision
Solve technical difficulties
Provide a lot of technological
Support and material rewards
Latest ICT innovations
The reward
Excellence / confident
Technical or operational malfunctioning
Verbal encouragement
Punishments
Underperforming employees
Lack the technical or operational dexterity
Technological expertise
IT performance standards
Overcome all technology-related
Shortcomings
Performance bonuses
Incentive schemes
Counselling guiding
Corrective actions
Effective / always here
Act promptly
IT performance standards

Leadership Style Impact on Human Resources Implementation of the New generation Tech

Transactional leadership practices to boost employee commitment to embrace and use digital technologies in your organization

-Contingent reward
-Active management by exception
-Passive management exception

No IT project or vision
Detached from surroundings
No inspiration
No incentive
No communication of IT mission

Work with the latest
Technologies such as, big data, artificial intelligence
Give instructions
Solving problems
Deal with each of us.
Reward and punishment system
Counselling / taking drastic measures
Respond to emergencies
Make decisions

Laissez-faire practices to boost employee commitment to embrace and use digital technologies in your organization

Role model/ influence
Leading by example
Adept at solving IT problems
Achieve excellence

Confident decision-making/ motivate
Inspiring encouraging
Counselling/ guiding

Appendix 2

Semi-Structured Interview: Leadership Style Impact on RH Commitment to New Digital Tech Employees & Subordinates
Demographic Survey & Interview Questions:

Name: (Optional)_____ Age: _____ Sex: Female___ Male_____
Currently held job title: _ _____ Number of years in the current position: __
University_____ Faculty of _____
Superior School of ____Number of years in the current position: _____
Degrees acquired: Bachelor / Master's degree/ Doctorate/ Other:_____
Email: (Optional)_____ __ Phone: (Optional)_____Date: ___ /___ /____

Introduction:

This interview enquires into the Leadership theory based on Avolio & Bass (2004). Accordingly, the investigator seeks to examine the extent of the leadership impact on human resource commitment to the organization's digital strategies.

Transformational Leadership:

• How would you describe your leadership style to influence you and your colleagues to transform into more efficient users of digital technologies in your organization (Idealized Influence)?

• How do leaders in your organization stimulate you to think out of the box and figure out solutions to the various technical problems you may encounter in your daily handling of IT tasks (Intellectual Stimulation)?

• Do leaders in your organization take into consideration the personal and specific needs of each follower (Idealized Influence)? If yes, how?

• Do leaders in your organization adopt a one-to-one approach to tracking their subordinates' digital performance (Idealized Influence)? If yes, how?

• How do leaders in your organization motivate and inspire you to take the initiative and to be proactive while running new-generation ICTs (Inspirational Motivation)?

Transactional Leadership:

• Are you rewarded for accomplishing your organization's digital goals and vision (Contingent Rewards)? If yes, what kind of reward?

• What measures do leaders in your organization take against you and your subordinates in case of underperformance or non-adherence to their digital standards (Management by Exception (active))?

• Which strategy do leaders in your organization adopt to deal with crises?
  ✓ Wait-and-see
  ✓ take quick corrective actions
  ✓ Avoid any involvement

--In your opinion, why do they opt for this option (Passive Management (passive)?

Laissez-Faire Leadership / Effectiveness:

• How often do you resort to different sources, apart from your leaders, to decide on important information technology issues and decisions?

• How quickly are leaders in your organization reacting to urgent IT technical and operational situations?

• How often do your leaders evaluate you and your colleagues' information system-related performance?

• How do leaders in your organizations react in moments of pressure or crisis?

• Have your leaders set effective ICT standards and criteria for you and your colleagues to follow? If yes, what are they?

• Are leaders on good terms with all subordinates despite the inconsistencies and irregularities in your organization? If yes, could you elaborate more on your relationships?

➢ *In the context of the current study, it is deemed that highly-satisfied employees with the leadership style will manifest a higher commitment to new generation digital technologies in their organization, which affects their performance. Building on that,*

• Do you think the prevalent leadership style boosts your commitment to the IT vision of your organization?

• How does satisfaction with leadership style affect your ICT performance?

• How does your commitment to the leadership vision affect your performance?

Thank You