

Does Generative Leadership Help Flourishing of Digital Maturity ?

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Abstract.

Based on the Upper Echelons Theory, which states that organizational outcomes can be predicted in part by the managerial background characteristics of the upper level management team (Hambrick and Mason, 1984), this study aims to examine the effects of generative leadership and digital literacy level of upper level management on digital maturity of an organization and sub-dimensions of digital maturity. The research utilizes survey method, and was conducted with upper level, middle level and first line managers of firms operating in Turkey. For the pilot study, frequency analyses, factor analysis, regression analyses and reliability analyses were applied on data obtained from 69 manager of 31 small-medium sized and large scale firms through the SPSS package program. Since the study is research in progress, and conducted as a pilot, findings of analyses specific to limited sample and lack the generalizability. However, the findings are interesting and promising. The result revealed that digital literacy level of upper level management team has a mediating effect on the relationship between generative leadership and digital maturity of an organization. Moreover, detailed hierarchic regression analyses displayed that the effects of generative leadership on technological and cultural maturity sub-dimensions of digital maturity are mediated by digital literacy level of upper level management; whilst generative leadership affect strategic maturity dimension directly. Even though the generalizability of the findings is limited with the sample, the mediation effect of digital literacy on relationship between generative leadership and digital maturity is emphasized more comprehensively for the first time in this study to the best of our knowledge, which enhances the strength of this study and justifies our current project with larger sample size.

Keywords: digital maturity, generative leadership, digital literacy of upper level managers