

Investigating Commitment to Change as a Mediator of The Relationship between Digital Leadership and Creative Performance



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ABSTRACT: Managerial implications and practices are changing with the digitalizing era. Especially with the adaptation of leaders to digital transformation, digital leadership style is an important change tool for businesses. Digital leadership can be expected to have an impact on employees' positive attitudes and behaviors. For example, showing more creative performance and managing problems and processes with an innovative approach can be considered as exemplary behaviors of employees. In this case, what is important is how employees will react to the changing leadership style. Commitment to change as a personal resource is assumed to have an influence on this association. Within this context this study aims to investigate the mediating role of commitment to change in the effect of digital leadership on creative performance. Survey method was chosen for data collection in this study. The data gathered by convenience sampling method from 288 employees working in five-star hotel establishments were analyzed with SPSS and SmartPLS-SEM. The results revealed that digital leadership effects creative performance and commitment to change positively and commitment to change has a positive effect on creative performance. In addition, within the scope of the main purpose of the research, it was determined that commitment to change has a mediating role in the effect of digital leadership on creative performance. Based on the findings, the results are interpreted and suggestions for future research are presented at the end of the study.

KEYWORDS: Digital Leadership, Creative Performance, Commitment to Change, Hotel Employees, Türkiye

I. INTRODUCTION

Organizations are complex social systems in which all activities at individual, social and organizational levels mutually affect each other. Organizations are considered as the basic structures in which leadership-related behaviors are observed and the leadership phenomenon. Therefore, most of the leadership activities take place within organizations (Doulgerof, 2023). However today, leadership is conceptualized as an empowering activity that can be shared or distributed among the members of a group or organization through self-management, rather than as a process by which an individual directs and inspires others (Holliday et al., 2007).

The change of leadership stands in front of today's organizations and business world. Traditional leadership styles are changing rapidly within the scope of factors such as interaction, technology, information systems beyond the presuppositions and these traditional leadership styles are being replaced by those that are more people-oriented and finding solutions for problems by obtaining information. The top management in the leading position to realize the change in question must demand a clear paradigm shift. In this context, today's business life requires leaders who adapt, internalize, use and manage digitalization to provide solutions to possible problems, while at the same time focusing their subordinates within the scope of the determined vision and supporting their organizational development and progress.

Leadership is one of the key predictors of the creativity and innovation of individuals, teams and organizations (Hughes et al., 2018). Digital leadership is the ability that digital leaders can leverage their digital, sectoral, corporate and strategic leadership skills in managing multiple teams and disciplines that include people with and without digital skills (Ahmed et al., 2024). Creative performance refers to a number of new ideas and new behaviors created by employees while performing work-related tasks

Investigating Commitment to Change as a Mediator of The Relationship between Digital Leadership and Creative Performance

(Wang & Netemeyer, 2004). As the basis of creativity lies in solving certain type of issues, employees' creative performance is assessed with respect to the products or services produced in solving problem (Mumford et al., 2023). Thus, the existence of digital leadership may affect employees' creative performance. As digital leadership constitutes an atmosphere focusing on changing procedures, systems and operations within the organization, employees' reaction to change gains a vital importance for adapting to novel working conditions. Commitment to change is considered as the glue that provides a vital bond between people and change goals (Neves, 2011). Within this context the effect of digital leadership on creative performance via commitment to change may be considered as a topic worth to investigate.

Research has indicated that digital leadership is associated with a range of employee outcomes such as innovative work behavior and learning orientation (Ahmed et al, 2024), prohibitive voice behavior through increasing work engagement (Yang et al., 2024), employees' emotions, thoughts and acitons (Dery et al., 2017), individual performance (Artüz ve Bayraktar, 2021). However, the relationship between digital leadership and employee creativity has not been empirically tested. This study, based on social exchange theory, endeavors to investigate the influence of digital leadership on employees' creative performance. It was assumed that the association between digital leadership and creative performance would be mediated via employees' commitment to change. The contribution of this study can be stated as enriching the current literature by shedding light on the intricate interplay among digital leadership, commitment to change and creative performance within the realm of tourism and hospitality enterprises. This study is divided into four broad sections. In the first part, the conceptual framework of the research is presented within the concepts of digital leadership, commitment to change and creative performance. The development of hypotheses is also expressed in this part. The method section of the study, including sampling, procedure, scales and data analysis method, is explained in the second part. Finally in the last part, the findings of the research are assessed and the results are discussed.

II. CONCEPTUAL FRAMEWORK

Digital Leadership

Digital leadership plays a critical role in digitalization. It is an influential process that facilitates change in individuals, teams and organizations (Yang et al., 2024). Digital leadership is the combination of leadership and digital capability to optimize the benefits of digital technology to drive business performance (Wasono and Furinto, 2018). Zhu et al. (2022) define digital leadership as the leaders' ability to create a clear and meaningful vision for the digitalization process and the capability to execute strategies to actualize it. Within this context, digital leadership is a combination between digital culture and digital competence (Mihardjo et al., 2019). According to Zhu et al. (2024), digital leadership encompasses three characteristics: digital business, social attitudes, and thinking patterns. In the digital business characteristic, digital leaders are expected to have some advantages when applying technology, while the talents of their employees need to be identified, coordinated and directed to achieve the strategic vision of the business. With the social attitudes' trait, digital leaders have a very low distance among their subordinates, so that no employee has to worry about failure and strives to act in a motivated way for success. Finally, the digital thinking pattern enables digital leaders to comprehend and internalize the digital transformation, motivate them to make clearer and more precise decisions, and ultimately adapt to the technological environment and markets.

Creative Performance

Nowadays, as individual creativity and innovation have gained importance, creative performance has started to be evaluated as an important business performance dimension (Harari et al., 2016). Creative performance refers to a number of new ideas and new behaviors created by employees while performing work-related tasks (Wang & Netemeyer, 2004). Mutonyi et al. (2020) defines creative performance as the generation of new and different ideas and suggestions suitable for any situation. Therefore, creative performance should include endeavoring to produce what is novel and different. Creative activity is the result of complex cognitive processes shaped by emotional experience (Amabile et al., 2005). Therefore, aesthetic sensitivity, creativity and mental imagery are the enablers of creative performance (Friedlander, 2024). Creative performance is evaluated with respect to the realized results of solving a problem. Therefore, a single viable idea that results in a creative problem solution may be more than enough, rather than the originality of the idea or suggestion presented by the employee. What is important in creative performance is that the employee is able to develop a high-quality solution to any problem (Mumford et al., 2023).

Commitment to Change

Commitment to change, which originally emerged from the concept of commitment (Zainun et al., 2020), can be defined as "a force or mind-set that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (Herscovitch & Meyer, 2002, p. 475). Commitment to change is considered as the glue that provides a vital bond

Investigating Commitment to Change as a Mediator of The Relationship between Digital Leadership and Creative Performance

between people and change goals (Neves, 2011). According to Herscovitch and Meyer (2002), the mindset that binds the individual to this course of action may reflect (a) a desire to support change based on a belief in the benefits inherent in change, (b) a realization that there are costs to not supporting change, and (c) a sense of obligation to support change. Commitment to change can also be expressed as an individual or organizational dedication to change. Therefore, it is emphasized how employees with high commitment to change work harder and more effectively to realize change (Jun & Lee, 2023). At the same time, an employee's commitment to change reflects how they can maintain the link between change goals and people (Lim et al., 2020). The common point of all efforts to conceptualize commitment to change is that change in this direction should include orientation and participation in the initiative (Jaros, 2010).

III. HYPOTHESES DEVELOPMENT

Digital Leadership and Creative Performance

Today, due to the rapidly developing knowledge economy, enterprises need to provide continuous support to their human capital in order to provide a permanent and strong competitive advantage (Bapna et al., 2012). Thus, the overall performance of the organization depends on the extent to which leaders can mobilize all the knowledge resources of individuals and teams and transform them into value-creating activities through digitalization and information (von Krogh, 1998). Employee performance refers to the level of productivity of an individual employee that meets the performance standards of the organization (Diamantidis and Chatzoglou, 2018). However, the production of novel, useful ideas or solutions to problems is generally defined as creativity (Amabile et al., 2005). On the other hand, acquiring the necessary skills for creative problem solving is a time-consuming process that requires a great deal of effort. The key to this process can be internalized through the comprehensive mentoring support that employees are provided with (Mumford et al., 2023). Previous studies (Indrio et al., 2024; Jasim et al., 2024, Zhu et al. 2022) revealed that digital leadership positively predicts employee creativity. In another study, Wasono and Fusinto (2018) pointed out that the digital leadership have a greater influence in driving innovation management. Zhu et al. (2024) also stated that digital leadership was directly associated with higher radical or innovative creativity.

Therefore, digital leaders should not only have technical knowledge to guide their employees for continuous learning and development, but also strive to provide a work environment that supports employees in their team to be creative. Depending on the digital leadership style, employees can be motivated to perform creatively and fulfil their duties more successfully and willingly thanks to the atmosphere in the creative work environment (Zhu et al., 2022). This may encourage employees to perform more creatively through digital leadership. Thus, as a result of literature stated above, the first hypothesis of the research is composed as given below:

H1: Digital leadership predicts employees' creative performance positively.

Digital Leadership and Commitment to Change

Digital leadership style, when evaluated within the scope of its characteristics and requirements, should essentially involve change. According to Scheninger (2019) digital leadership consists of a dynamic combination of mindsets, behaviors and skills used to change and improve culture through the strategic use of technology. As can be seen, change is one of the main focal points of digital leadership. Therefore, digital leadership is thought to have a close relationship with change. Commitment to change, conceptualized as the functional equivalent of motivation (Yu et al., 2002), can also be defined as a psychological approach in which an individual is committed to a particular course of action or course of action (Kayani et al., 2022). As a result of employees' intrinsic desire to adopt new processes or technology, a more sustainable change leads to the need for an emotional commitment to change (Chaudhry & Joshi, 2017). In this context, leadership is one of the factors that are considered fundamental for creating commitment to change among employees, especially at the emotional level (Kayani et al., 2022). Existing research in the literature supports this idea. For instance, Al-Mahdy et al. (2023) found that leadership support effects commitment to change. According to Yu et al. (2002), transformational leaders are a leadership style that affects the qualities of the change process that takes place in an organization due to change and thus the employees' commitment to change. Indeed, some previous studies (Chaudhry & Joshi, 2017; Giovanita & Mangundjaya, 2017) have shown that transformational leadership positively affects commitment to change at the affective level. As a result of literature stated above, the second hypothesis of the research is proposed as given below:

H2: Digital leadership predicts employees' commitment to change positively.

Commitment to Change and Creative Performance

Commitment to change represents an inclination to support change and proactively act to enhance the effectiveness of change programs (Battistelli et al., 2014). Creative performance expresses the amount of new ideas and new behaviors created while

Investigating Commitment to Change as a Mediator of The Relationship between Digital Leadership and Creative Performance

fulfilling (Wang & Netemeyer, 2004). Creative performance is the tendency to identify ideas, alternatives or possibilities that may be useful in solving problems (Mutonyi et al., 2020). Therefore, creativity is about generating and implementing an innovative and valuable idea, product/process. Some studies in relevant literature prove that commitment to change has a positive effect on creative or innovative work outputs. For instance, Jun and Lee (2023) found that commitment to change positively influences followers' innovative behavior, indicating a relationship between commitment and creative performance. Specifically, commitment mediates the effect of transformational leadership on innovative behavior, highlighting its importance in fostering creativity. In another study Zhang et al. (2022) revealed that high-commitment work systems positively influence employees' creative behavior by enhancing their wellbeing. This may indicate a significant relationship between commitment and creative performance, where improved commitment leads to increased creative performance among employees.

H3: Commitment to change predicts employees' creative performance positively

The Mediating Role of Commitment to Change

Digital leaders are vital to any organization (Albannai et al. 2024). As creativity becomes as a core competence for employees, most of modern organization's leaders encourage employee creativity to accelerate their performance. Employee creativity is the result of the interaction between employee characteristics and environmental factors (Jiang et al., 2022). Employees' commitment to change is seen as one of the most critical factors in the change initiatives that an organization tries to realize. In particular, the positive outcome of the change efforts initiated by the employer and tried to be implemented in the organizational environment can be achieved through the employees who are the implementers and supporters of the change in question (Zainun et al., 2020).

In recent years, the commitment to change has been the subject of several qualitative research (Bouckenooghe et al., 2015). Baraldi et al. (2010) investigated commitment to change as a mediator between role ambiguity with job insecurity and behavioral support for change. Al-Mahdy et al. (2023) revealed that commitment to change plays a mediator role in the relationship between leadership support and turnover intention. Maçaes and Roman-Portas (2022) examined employees' commitment to change as a mediating variable in the relationship between organizational communication and organizational change and their findings were supported. Results of study by Safdar and Liu (2018) indicated that employees' organizational commitment mediated the relationship of transformational leadership and employee creativity. As can be seen, commitment to change was analyzed as a mediating variable in terms of the relationships between different variables. In this context, it is thought that commitment to change has a mediating role in the effect of digital leadership variable on creative performance. As a matter of fact, Herold et al. (2008) predicts that employee behaviors may be change-oriented depending on the leadership style and this relationship may be reshaped depending on whether change has a mediating role or not. As a result of literature scan, the second hypothesis of the research is composed as given below:

H4: Commitment to change mediates the effect of digital leadership on employees' creative performance.

The proposed research model according to the relationships between variables is presented in Figure 1 below.

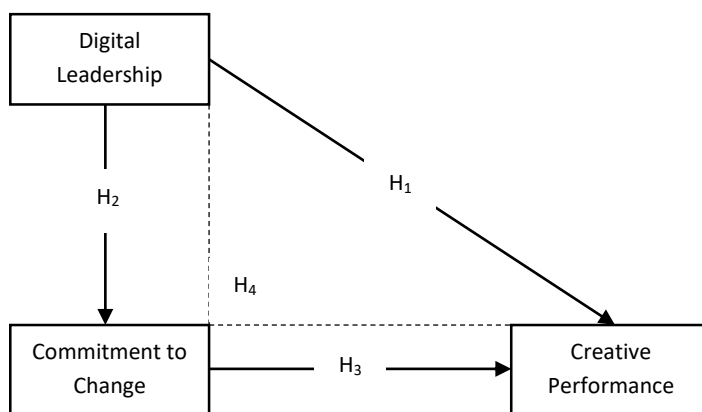


Figure 1. Research model proposed for the study

IV. METHODOLOGY

Sample and Procedure

Data for this study was obtained from employees from three five-star hotel establishments located on both European and Anatolian sides of Istanbul. Permission was obtained from the human resources director of these hotel establishments which are operating under the same international chain hotel group, to include their employees in the research. After obtaining the necessary permissions for the research, a total of 300 questionnaires were distributed and useable 288 of the returned

Investigating Commitment to Change as a Mediator of The Relationship between Digital Leadership and Creative Performance

questionnaires were included in the analysis. As face-to-face survey method, providing a high participation rate due to personal contacts, was preferred, response rate of valid questionnaires was above 90%. Table 1 below represents the participants' demographics.

Table 1. Summary of Participant's Demographic Characteristics

Attribute	Frequency (f)	Percentage (%)
Gender		
Female	132	45.8
Male	156	54.2
Age		
20 years and below	42	14.6
21-30 years	173	60.1
31-40 years	53	18.4
41-50 years	15	5.2
51years and above	5	1.7
Education level		
High school	3	1.0
Vocational school	51	17.7
Bachelor's degree	214	74.3
Postgraduate degree	20	6.9
Marital Status		
Married	95	33.0
Single	193	67.0
Department		
Administrative	104	36.1
Operation	184	63.9
Work experience		
Less than 1 year	33	11.5
1-5 years	165	57.3
6-10 years	56	19.4
1-15 years	22	7.6
16-20 years	12	4.2

Table 1 shows the findings regarding the demographic characteristics of the individuals who participated in the study. Accordingly, the majority of the participants are male (54.2%) and between the ages of 21-30 (60.1%). In terms of education level, the majority of the participants are bachelor's degree graduates (&74.3%) and single employees (67.0%). The distribution of the participants in terms of the departments in which they work consists of administrative departments such as human resources, accounting, sales, and marketing and operations departments such as front office, housekeeping and service. As seen in Table 1, the majority of the employees participating in the study work in the operations department (63.9%). Finally, when the participants were evaluated in terms of working experience, it was determined that the majority consisted of employees between 1-5 years with 57.3%.

Instruments

Participants were asked to complete a questionnaire designed to provide data on digital leadership, commitment to change and creative performance and their demographics. The scales, originally prepared in English, were translated into Turkish by back-translation technique (Maneesriwongul & Dixon, 2004). Except for the demographic variables, the other scales were measured using a 5-point Likert-type scale ranging from "1= strongly disagree to 5 = strongly agree".

In order to measure digital leadership, a scale consisting of 6 items and a single dimension developed by Zeike et al. (2019) and adapted into Turkish by Oktaysoy et al. (2022) was preferred. A sample item is "My manager can make others enthusiastic about the digital transformation". The scale for creative performance included 7 items from Wang and Netemeyer (2004). A sample item is "I come up with new ideas for satisfying customer needs". The 4-item scale developed by Fedor et al. (2006) was used to assess employees' commitment to change. A sample item is "I am doing whatever I can help the change to be successful".

Investigating Commitment to Change as a Mediator of The Relationship between Digital Leadership and Creative Performance

Data Analysis Method

To analyze the gathered data, Smart PLS statistical program was used (Ringle et al., 2024). Within this context, tests for reliability and validity, descriptive analysis, correlation analysis and bootstrapping method was used to analyze the data. Descriptive analysis was used to identify the participants' demographics, followed by SEM approach employed to test the hypotheses of the study. This phase involved using PLS-SEM, widely used in hospitality studies (Ali et al., 2018), to analyze the construct validity of the measurement model by testing composite reliability (CR) and cronbach's alpha for internal consistency along with average variance extracted (AVE) for convergent validity (Hair et al., 2018).

V. RESULTS

The data obtained as a result of the research were analyzed and evaluated with Smart PLS software.

Validity and Reliability of the Measurement Model

Internal consistency and convergent validity values were monitored to determine the validity and reliability of the measurement model for the research variables. Composite reliability (CR) and cronbach's alpha reliability values were evaluated to test the internal consistency of the scales, and average variance explained (AVE) values were evaluated to test the convergent validity of the scales. The results of the factor analyses conducted in this context are shown in Table 2 below.

Table 2. Exploratory factor analysis, reliability and validity results of the measurement model

Variable	Indicator	Factor Loading	Variance Explained	Cronbach's Alpha	CR	AVE
Digital Leadership	DL5	0.840	41.102%	0.911	0.919	0.655
	DL4	0.829				
	DL3	0.811				
	DL1	0.799				
	DL2	0.792				
	DL6	0.787				
Creative Performance	CP4	0.880	16.711%	0.881	0.882	0.560
	CP6	0.880				
	CP7	0.717				
	CP5	0.717				
	CP3	0.674				
	CP1	0.574				
Commitment to Change	CTC2	0.809	9.104%	0.810	0.835	0.561
	CTC1	0.772				
	CTC4	0.751				
	CTC3	0.657				

As a result of the explanatory factor analysis, the factor loadings of all questions in the digital leadership and commitment to change scales were found to be high, and only one item (item 2) in the creative performance scale was excluded from the analysis due to low factor loading. Within the scope of the factor analysis conducted as a result of the removed question, analyses were made on the unidimensional structures of all scales. As a result of the analyses, the composite reliability value of the digital leadership scale was 0.919 and the cronbach's alpha reliability value was 0.911. Secondly, as a result of the analyses applied to the creative performance scale, the composite reliability value of the scale was determined as 0.882 and the cronbach's alpha reliability coefficient was determined as 0.881. Finally, the composite reliability value of the commitment to change scale was 0.835 and the cronbach's alpha reliability value was 0.810. Since all the composite reliability and cronbach's alpha reliability values of the scales used in the study were found to be greater than 0.70, which is the threshold value specified in the literature (Ali et al., 2018), it is possible to say that the internal consistency of the scales is high.

As a result of the analyses conducted to measure convergent validity, the average variance explained (AVE) value of the digital leadership scale was 0.655, the AVE value of the creative performance scale was 0.560 and finally the AVE value of the commitment to change scale was 0.561. All AVE values obtained for the scales were above the threshold value of 0.50 (Bagozzi & Yi, 1988) and these findings revealed that the research scales have convergent validity.

Investigating Commitment to Change as a Mediator of The Relationship between Digital Leadership and Creative Performance

Descriptive Statistics and Correlation Analysis Results

In Table 3, descriptive statistics of the scales used in the study and correlation values showing the relationships between them are presented.

Table 3. Descriptive Statistics and Results of Correlation Analysis

Variables	DL	CP	CTC	s.d.	Mean
Digital Leadership (DL)	-			0.707	4.16
Creative Performance (CP)	0.397**	-		0.625	4.15
Commitment to Change (CTC)	0.330**	0.567**	-	0.602	4.19

According to the findings in Table 3, the mean of digital leadership is 4.16, the mean of creative performance is 4.15 and the mean of commitment to change scale is 4.19. Based on these results, it can be said that the employees participating in the research have high perceptions of their managers' digital leadership evaluations as well as their own creative performance and commitment to change.

When the correlation values between the variables are examined, it is determined that there is a positive and significant ($r=0.397$, $p<0.05$) relationship between digital leadership and creative performance, a positive and significant ($r=0.330$, $p<0.05$) relationship between digital leadership and commitment to change, and finally a positive and significant ($r=0.567$, $p<0.05$) relationship between commitment to change and creative performance.

Hypothesis Testing

The hypotheses developed within the scope of the research were analyzed using the bootstrapping method via Smart PLS statistical program.

Table 4. Results of Hypothesis Testing

Hypothesis	Path	β	s.e.	t	p	Result
H1	Digital Leadership --> Creative Performance	0.403	0.058	4.654	0.000	Supported
H2	Digital Leadership --> Commitment to Change	0.347	0.081	4.272	0.000	Supported
H3	Commitment to Change --> Creative Performance	0.508	0.073	8.788	0.000	Supported
H4	Digital Leadership --> Commitment to Change --> Creative Performance	0.227	0.044	3.118	0.001	Supported



Figure 2. The Effect of Digital Leadership on Creative Performance

Investigating Commitment to Change as a Mediator of The Relationship between Digital Leadership and Creative Performance

According to the results in Table 4, digital leadership has a positive and significant effect on creative performance ($\beta=0.403$; $p<0.05$). As the employees' perception of digital leadership increases, their creative performance also increases. Based on this result, the first hypothesis (H1) of the research was supported. Secondly, the effect of digital leadership on commitment to change was assessed. According to the results obtained, digital leadership has a positive and significant effect on commitment to change ($\beta=0.347$; $p<0.05$). Thus, as the employees' evaluations of digital leadership increased, their commitment to change also increased. These results reveal that the second hypothesis (H2) of the research is supported. Thirdly, the effect of commitment to change on creative performance was analyzed and it was found that commitment to change positively and significantly ($\beta=0,508$; $p<0,05$) affected creative performance. Accordingly, as the employees' commitment to change increases, their creative performance also increases. Therefore, the third hypothesis (H3) of the study was supported.

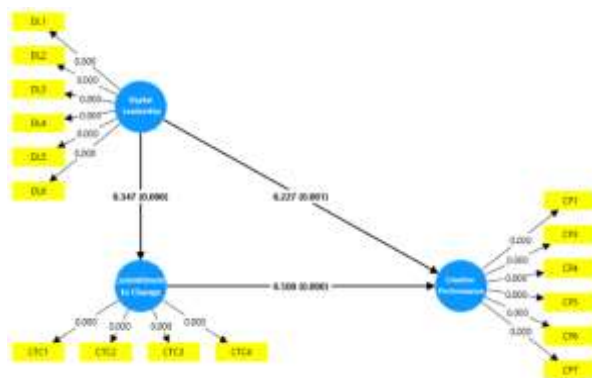


Figure 3. The Mediating Role of Commitment to Change

Within the scope of the main hypothesis of the study, the results of the analyses conducted to examine the mediating role of commitment to change in the effect of digital leadership on creative performance are presented in Table 4 and Figures 3. Accordingly, when the mediating variable commitment to change was included in the model, the effect of the independent variable digital leadership on the dependent variable creative performance decreased significantly ($p<0.05$) (from $\beta=0.403$ to $\beta=0.227$). Based on these findings, it has been determined that commitment to change has a mediating variable role in the effect of digital leadership on creative performance. Therefore, the fourth hypothesis (H4), which includes the main purpose of the research, was supported.

VI. CONCLUSIONS

Leadership behavior which is one of the main factors that increase the performance of employees (Kearney et al., 2019), helps to create a sense of purpose that enables employees to associate the goals of the organization with the goals of the employees in order to achieve successful performance (Taylor et al., 2014). Within the scope of this role, leaders can trigger employees to perform creatively. In addition, in a business environment where continuous change and innovation are experienced, the effect of leader behavior on creative performance of employees who internalize these changes and show commitment may change. In this context, this research is designed to examine the relationships between digital leadership, commitment to change and creative performance variables.

When the results of the research were evaluated in general, firstly, the effect of digital leadership on creative performance was analyzed. The findings show that digital leadership has a positive and significant effect on creative performance. Accordingly, as the employees' evaluations regarding their perception of digital leadership increased, their creative performance behaviors also increased. According to this result, the first hypothesis (H1) of the study was supported. This result is similar to the results of previous studies in the relevant literature (Zhu et al. 2024; Indrio et al., 2024; Jasim et al. 2024; Zhu et al. 2022; Wasono and Fusinto, 2018). Therefore, it can be stated that digital leadership increases the creative performance of employees. Secondly, the effect of digital leadership on commitment to change was analyzed. As a result of the research, digital leadership has a positive and significant effect on commitment to change. Accordingly, the second hypothesis of the study (H2) was supported. This result is in line with previous research results (Al-Mahdy et al. 2023; Yu et al. 2002; Chaudhry and Joshi, 2017; Giovanita and Mangundjaya, 2017), which reveal the positive effect of different leadership styles on commitment to change. Therefore, as employees' perception of digital leadership increases, their commitment to change also increases. Thirdly, the effect of commitment to change on creative performance was evaluated and the results revealed this expectation. As the commitment to

Investigating Commitment to Change as a Mediator of The Relationship between Digital Leadership and Creative Performance

change of the employees participating in the research increased, their creative performance also increased. Accordingly, the third hypothesis (H3) of the research was supported. These results are similar to previous research results (Jun and Lee, 2023). Thus, it can be said that employees with high commitment to change also have high creative performance. Finally, the mediating role of commitment to change in the effect of digital leadership on creative performance was examined. The findings revealed that commitment to change has a mediating role. In this context, the fourth hypothesis (H4) of the research was supported. When the related literature is examined, it is seen that there is no study directly examining the mediating role of commitment to change in the effect of digital leadership on creative performance in previous studies, but it can be stated that commitment to change has assumed a mediating role in different studies (Al-Mahdy et al. 2023; Maçães and Roman-Portas, 2022; Safdar and Liu, 2018). Accordingly, employees' perceptions of digital leadership increase their commitment to change, and the creative performance of employees whose commitment to change increases is also affected.

It is possible to make managerial and theoretical implications in the light of the research results. In this context, first of all, the role of today's organizations in leadership as a managerial and practical implication comes to the fore. Processes such as planning training programs that include the reality of digital transformation for managers and monitoring the practical applicability of the trainings can be regarded among the steps that can be taken for managers to internalize digital leadership. Managers who can perform digital leadership should motivate their employees to show creative performance and support them to make their own resource and time planning within the equivalence of authority and responsibility. The change and transformation process that managers follow within the scope of digital leadership can be realized with the acceptance and support of change for employees. It is of great importance for leaders to provide support for employees' commitment to change. On the other hand, considering the theoretical implications, the fact that the results of this research reveal the mediating role of commitment to change in the effect of digital leadership on creative performance has contributed to the gap in the literature regarding the lack of studies revealing the relationship between forementioned variables.

This study has some limitations. Firstly, since the study was conducted in the hospitality sector and on large-scale hotel establishments, it does not cover all hotel establishments in different scales. Therefore, in order to ensure the generalizability of the results obtained from the research, it may be recommended to conduct research in hotel establishments of different sectors and scales. Secondly, the data of the study is a cross-sectional study since it includes the opinions of the same participants in a certain time interval. In future researches, longitudinal studies can be conducted including different time periods. Finally, commitment to change was analyzed as a mediating variable in this study and it can be suggested that future researches should examine different variables as mediating or moderating variables.

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