



Digital Leadership, Employee Adaptation, and Work Culture in Society 5.0: A Structured Narrative Review Using Structuration Theory

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Abstract

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Transiting to Society 5.0 requires a balanced synergy between technology and people. Most studies on digital leadership, employee adaptation, and work culture are conducted and reported on separately. This study aims to report on the implementation of digital leadership, explain employee adaptation, and identify key features of work culture that enable organization transformation. The study employs qualitative approach, using a structured narrative review, and adopts a Structuration Theory-based analysis to explore agency-structure recursive interactions. The results of this research reveal that digital leadership generates meaning, utilizes resources and obtains legitimacy. In contrast, employees function as active agents who continuously change work culture through the practices that they perform on a daily basis. An adaptive, collaborative and learning-oriented work culture is therefore essential to the successful implementation of technology. This research indicates that in order to implement technology effectively, organizations must develop learning ecosystems which grant employees autonomy and a psychological safe environment. The results of this research therefore form a unique, dynamic, reciprocal and human-focused framework that incorporates digital leadership, employee adaptation and work culture.

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INTRODUCTION

The development of digital technology has changed the way organizations make decisions, communicate, manage resources, and organize work, especially in the context of

Society 5.0 which places humans at the center of the use of technology. In this order, technology is not only directed at efficiency, but is also expected to help solve organizational problems more precisely through the integration of physical and cyber spaces. Human-technology integration shifts employee positions, labor relationship patterns, managerial roles, and expectations of leadership (Nugroho, 2026b; Yaraş & Öztürk, 2022). These changes give birth to the need for digital leadership. Digital leadership not only includes the ability to use technology, but also formulate a vision for change, connect technology to organizational strategy, build open communication, develop employees' digital competencies, and create an environment that supports innovation (Ehlers, 2020; Kawiana, 2023). Digital transformation demands interrelated changes to organizational strategies, structures, cultures, and processes.

However, the success of change still depends on the adaptation of employees as parties who use and interpret technology in their daily work. They must learn new systems, adapt procedures, collaborate through digital media, and manage uncertainty, which is greatly influenced by organizational support, learning opportunities, and work culture. Work culture determines behaviors that are considered appropriate and valued. In the era of Society 5.0, organizations need an adaptive, collaborative, innovative, integrity, disciplined, and learning-oriented culture (Nugroho, 2026a). Thus, digital leadership, employee adaptation, and work culture should be understood as a single process that affects each other, not as three independent elements.

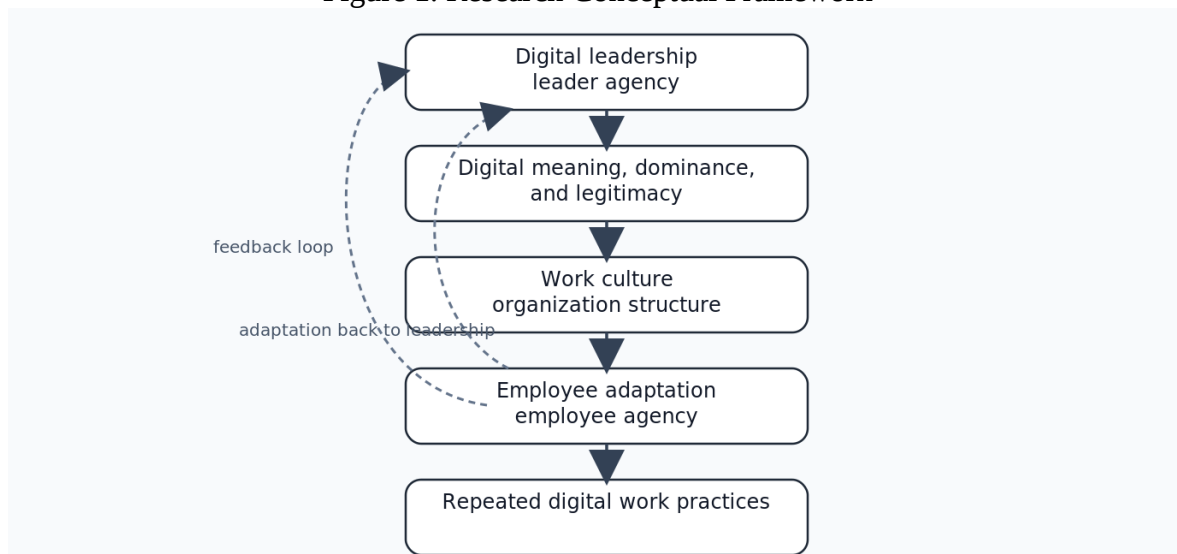
That the impact of digital leadership on innovation and organizational change has not been entirely consistent (previously researched or similar) (Wang et al., 2022). Digital leadership has a direct positive effect on exploratory innovation, but this effect only works through the orientation of digital entrepreneurship and digital organizational culture as a (Wang et al., 2022). Nevertheless, according to Hassan et al. (2024), e-leadership facilitates strategic innovations in terms of team coordination and this ability to integrate knowledge depends on the organization capability. Conversely, Ehlers (2020) previously stressed that even the digital leadership as such does not lend itself to a common characterization, and is often equated with leadership in the digital age so that differing definitions, sectors, technological readiness level or feel for culture in organizations voice perceptible differentiation in findings. This suggests that further studies are required that integratively relate digital leadership, employee adaptation and culture of work as interdependent processes rather than distinct factors or unidirectional relationships. Moving to Society 5.0 is not simply a technology play — that technology must be understood, adopted and leveraged to truly support human work. Without direction, employees are left floundering in trying to converge digitally, while stalled implementation of digital leaders that do not have a workplace culture where learning is acknowledged results in the ambitious goals ending up being simply policy.

Structuration Theory is used because it is able to explain the reciprocal relationship between the actions of actors and social structures. Giddens views structure as rules and resources that simultaneously enable and limit action; Repetitive practices can reproduce or alter that structure. In this article, digital leadership and employee adaptation represent the agency, while the work culture reflects the organizational structure. The theory also emphasizes three dimensions: significance (meaning, e.g., how leaders communicate technological vision), dominance (mastery and distribution of resources such as devices,

data, training, and authority), and legitimacy (norms about collaboration, learning, experimentation, and tolerance for error). Thus, Structuration Theory is relevant to explain how leaders and employees shape work cultures, while those cultures can simultaneously support or limit their actions. Based on the compatibility between the focus of the article and the need for discussion, the formulation of the problem is set into three questions: 1) How is digital leadership implemented in the era of Society 5.0?, 2) How is the process of employee adaptation in the era of Society 5.0 and how does organizational culture affect the process?, 3) What are the characteristics of work culture in the era of Society 5.0 and how does it impact the organization? Therefore, this study aims to analyze the characteristics and application of digital leadership in the Society 5.0 era; explain the process of employee adaptation and the role of organizational culture in supporting or hindering this process; and identify the characteristics of work culture that are necessary to support the integration of humans with technology. Through these three objectives, this article is expected to provide a more comprehensive understanding of the relationship between leadership, people, and culture in organizational transformation.

The novelty of the article lies in the use of Structuration Theory to integrate digital leadership, employee adaptation, and work culture in one recursive relationship. Digital leadership is not only placed as a factor that influences employees, but as the actions of leaders who shape meaning, distribute resources, and build legitimacy for digital practices. Employees are also not placed as passive change-bearers because their adaptive actions can maintain or change work culture. The conceptual framework of the research is as follows:

Figure 1. Research Conceptual Framework



Source: From various sources processed by the author and assisted by AI

According to Figure 1 above, the conceptual framework of the research shows that digital leadership builds the meaning of change, provides resources, and shapes norms for the use of technology. These practices affect work culture which can further support or limit employee adaptation. Employee responses that are repeated generate feedback that can

strengthen, adjust, or change work culture and leadership practices. Thus, the relationship of the three elements is dynamic and reciprocal, as explained in Structuration Theory.

RESEARCH METHODS

This study uses a qualitative approach with the structured narrative review method to organize and compare heterogeneous literature on digital leadership, employee adaptation, work culture, and Society 5.0. This structured approach was chosen to produce an interpretive synthesis that explains the relationships between variables through Structuration Theory, without the aim of conducting a full statistical assessment or systematic literature review. The data used are secondary data from the main document in the form of scientific articles and organizational theory books, as well as additional international journal articles that are searched and verified through Scite. Duplicate documents and literature that are not relevant to the topic of leadership and organizational culture are strictly excluded from the analysis. The study process is assisted by an instrument in the form of a data extraction matrix that contains the identity of sources, methods, and main findings. In the analytical framework of Structuration Theory, digital leadership and employee adaptive actions are positioned as agencies, while work culture, norms, and organizational rules play the role of structure. Data collection itself was carried out through literature search using a combination of keywords such as digital leadership, employee adaptability, and Society 5.0 by applying inclusion criteria based on topic relevance and clarity of text availability. The collected data is then processed by moving the information into a matrix, grouping it into three main themes, and comparing the results of previous research to find patterns and causes of variations in findings. Furthermore, data analysis is carried out using thematic and interpretive synthesis through three structuring dimensions, namely significance to see the meaning of digital vision, dominance to assess the allocation of resources and technology, and legitimacy to understand experimental rules and norms. All of these findings are presented in the form of narratives and synthesis tables to provide a complete conceptual understanding of the dynamics of organizational transformation.

RESULTS AND DISCUSSION

The results of the structured narrative review show that digital leadership, employee adaptation, and work culture are three interconnected elements in facing Society 5.0. Digital leadership is not only about the ability of leaders to use technology, but also includes the ability to build a digital vision, connect technology to strategy, develop employee competencies, open communication, and create space for innovation. Digital leadership is known to contribute to exploratory innovation, although its influence takes place in part through the orientation of digital entrepreneurship and digital organizational culture (Wang et al., 2022). Employee adaptation is found to be a process that involves the ability to learn technology, adjust work procedures, deal with uncertainty, collaborate, and solve problems creatively. The process depends not only on the readiness of the individual, but also on clarity of direction, learning opportunities, distribution of resources, coordination, and organizational cultural support. The integration of humans and technology in Society 5.0 has even changed the position of employees, human functions, and the role of managers in

maintaining organizational balance (Yaraş & Öztürk, 2022). The work culture that supports Society 5.0 has an adaptive, collaborative, innovative, disciplined, integrity, and human-oriented character. This culture can facilitate the learning process and acceptance of technology. Conversely, overly rigid structures, closed communication, and limited learning opportunities can hinder adaptation even if organizations have provided digital technologies.

Table 1. Synthesis of Key Research Findings

Focus of the study	Key findings	Supporting factors	Related to Structuration Theory
Digital leadership	Leaders drive transformation through digital vision, communication, decision-making, and employee empowerment	Digital competence, open communication, innovation support, and integration of technology with strategy	Leaders act as agencies that shape meaning, distribute resources, and introduce digital norms
Employee adaptation	Employees learn technology, adapt to the way they work, manage uncertainty, and develop new solutions	Training, mentoring, technology access, coordination, and safety for learning	Employees use and interpret structures; Its actions may maintain or change organizational practices
Work culture	An adaptive, collaborative, innovative, integrity, and disciplined culture supports transformation	Leadership example, trust, learning, information disclosure, and appreciation	Culture becomes a structure in the form of rules and norms that allow while limiting actions
Relationship of the three elements	The impact of digital leadership on the organization depends on employee acceptance and a growing culture	Alignment between technology, people, leadership, and organizational values	The relationship between agency and structure is recursive or reciprocal

Sources: Synthesis based on Ehlers (2020), Wang et al. (2022), Yaraş & Öztürk (2022), Kawiana (2023), Erden & Erden (2026), and Miles (2012).

Overall, the results of the study show that technology does not automatically produce change. Leaders play a role in providing meaning and providing resources, while work culture determines whether new actions gain acceptance and legitimacy. Employees then run, adjust, or even reject the practice. If new actions are implemented consistently, digital practices can turn into routines and subsequently form a new cultural structure. These findings show that the success of Society 5.0 at the organizational level is largely determined by the reciprocal relationship between leadership, people, and work culture.

Discussion

DIGITAL LEADERSHIP IN THE ERA OF SOCIETY 5.0

The findings show that digital leadership in the era of Society 5.0 is not only about how well leaders can use digital devices. Digital leadership is the competency to influence organizational transformation by integrating technology, strategy, culture and human needs. Digital leadership must communicate a clear vision, help employees understand the benefits and drawbacks of technology, foster transparency and develop skills requisite in a new working culture. Hence technological solutions are positioned as ways to enhance human work, rather than the end goal of transformation. These results are consistent with Ehlers

(2020) who clarifies that leadership associated with digital transformation relates to changes in organization strategy, structure, culture and processes. Technological changes that are not followed by modifications to these four elements can lead to changes that remain merely administrative. Kawiana (2023) emphasizes that digital leaders need to establish vision, integrate technology with organizational strategy, develop a culture of innovation, cultivate employee digital skills, create flexible structures and keep data secure. Digital leaders can be framed as informed actors—agents positioned in Structuration Theory, i.e. individuals that are able to comprehend the specifics of the organization and act within it. That said, leaders aren't operating in an entirely free space. He is compiled of processes, role distribution, access to resources and the organizational culture that grew along. Conversely, the structure can stabilise (or change) while mediated through action by leaders. This reciprocal relationship refers to the agency-structure duality (Miles, 2012).

Digital Leadership in the Dimension of Significance

Significance is about language and communication, the processes of making meaning. Leaders provide context: why your organization is using technology, how things will change and the value this adds for employees and the organisation. Because of the different interpretations that each employee may have about automation, artificial intelligence, digitalization and data-driven decisions, this communication is important. Leaders who communicate technical instructions alone can succeed in getting listeners to comply, but not necessarily accept. In contrast, leaders who tie technology to job requirements assist employees in framing change as an advance for the organization. As noted by Hensellek (2022), digital leadership is a process that necessitates and is driven by a digital mindset or the willingness to accept changes, experiment and embrace new opportunities brought on by technology. So, to make digital leadership work we also have to create a common context. According to Tigre et al. (2022) themes of digital transformation, virtual teams, dynamic capabilities and organizational change provide the base for developing a dialogue on studying digital leadership. The results indicate digital leadership as more than a technical level of devices, but as social relations and members of organizations who are cognizing the world of work that is becoming more concentrated in the digital space.

Digital Leadership in the Dimension of Dominance

Dominance refers to the dimension of the control and distribution of resources. Resources in a digital organization consist of more than budget and hardware, for example, also of data and information, of networks and of learning opportunities, of time to learn and of technical support as well as of decision-making authority. Leaders determine who gets to what resources. An uneven distribution of resources leads to so-called adaptation gaps. While some employees are able to attend training and work with the latest technology, others are left to their old ways of working with only limited knowledge. Thus, digital leadership also bears the responsibility for an inclusive transformation. Leaders must provide their employees with learning opportunities that correspond to their needs and that they are ready to deal with. Hassan et al. (2024) found that the influence of e-leadership on strategic innovation is channeled via team coordination and that this, in turn, is influenced by the integration of knowledge. Thus, even the best digital resources will remain without effect as

long as knowledge is kept separate in certain groups. Therefore, leaders must create information sharing, cross-functional coordination as well as shared learning.

Digital Leadership in the Dimension of Legitimacy

The legitimacy dimension includes the values, the norms, the rewards and the sanctions. In the era of Society 5.0, the leaders alone are not enough to invite their employees to innovate. The norms have to be created that allow for experimentation, for collaboration and for learning. When the leaders say that innovation is important, but any mistake is punished immediately, then employees are encouraged to work in a safe manner and to stick to the old ways of doing things. However, when an organization sets out clear experimental boundaries and treats mistakes as evaluation material, then its employees are encouraged to try out new things. Digital leadership thus can create legitimacy for adaptive behavior. Wang et al. (2022) found that digital leadership has a positive effect on exploratory innovation. However, the effect of digital leadership on exploratory innovation is passed on via the digital organizational culture and the digital entrepreneurship orientation. The impact of new leaders' actions is thus transferred into the organizational values and routines. The digital culture does not consist of formal statements. It consists of the behaviors performed by leaders and by other employees, which are rewarded and repeated consistently.

Discussion Synthesis

The differences in the findings of previous research on digital leadership are partly due to the differences in definitions and in the organizational context in which they were researched. More recently, the influence of digital leadership has been seen to shift from mere ICT mastery to leadership in a knowledge-based society (Büyükbeşe et al., 2022). This influence is not always direct and can be mediated by culture, resources, and employee participation. Consequently, organizations are being called upon to develop digital leadership that includes strategic, social, and ethical competencies. For example, such leaders would develop two-way communication, distribute training and technology on an equal basis, and ensure that reward systems support collaborative behavior.. In the Society 5.0 era, digital leadership is understood as the ability to form meaning, manage resources, and build the legitimacy of human-oriented digital practices. Leaders not only direct transformation, but also collaborate with employees to reshape organizational structure and culture.

EMPLOYEE ADAPTATION IN THE ERA OF SOCIETY 5.0 AND THE ROLE OF ORGANIZATIONAL CULTURE

The results show that employee adaptation in the Society 5.0 era is a broader process than the ability to operate new technologies. Adaptation includes readiness to learn digital systems, adjust work procedures, deal with uncertainty, solve problems creatively, communicate through digital media, and collaborate with various parties. Employees also need to adjust their thinking and redefine their roles as some jobs begin to be supported by automation, artificial intelligence, and data processing. Yaraş & Öztürk (2022) found that the integration of humans and technology in Society 5.0 changes the position of humans in work, worker functions, managerial roles, and social expectations of organizations. The findings show that employee adaptation is not only technical, but also touches on psychological and social aspects. Employees need to understand how technology affects their responsibilities,

employment relationships, and professional identity. At the same time, organizations need to maintain a balance so that the use of technology does not lose orientation to human needs.

Employee Adaptation as an Agency

From a Structuration Theory perspective, employees are not passive recipients of organizational digital transformation policies. Employees are knowledgeable, situation assessing, action choosing agents who, when using technology, interpret rules, choose from available features, develop their own ways of dealing with things, and respond to change in a positive, negative, selective or refusing manner (Miles, 2012). In this sense, organizational structure simultaneously enables and constrains action so that although motivated employees can learn new ways of dealing with things, their ability to adapt to change can be constrained by the limitations of devices they use, lack of training, unequal access to information, and a culture that does not allow time for questions. However, a supportive organizational structure can enhance an employee's ability to act. Employee action can, in turn, result in structural changes. Employees using data to make decisions, sharing knowledge and working in cross functional teams can develop ways of dealing with things which become embedded in employees' routines as they are accepted and repeatedly carried out. These in turn can become embedded in an organization's culture as accepted ways of dealing with things. Thus, employees not only adapt to the culture, but also participate in shaping the culture through daily practices.

The Role of Significance in the Adaptation Process

The dimension of significance has to do with the way employees understand and give meaning to change. The same technology can be perceived differently. Some employees may view automation as a tool that makes work easier, while others see it as a threat to their position or competence. These differences in meaning will affect attitudes and speed of adaptation. Leaders and organizations need to explain the purpose of using technology openly. Communication should not only discuss the benefits to the organization, but also the changes in tasks, skills needed, consequences to workload, and support provided. Digital leadership can influence employees' thoughts, emotions, and behaviors during digital transformation (Hang & Nguyệt, 2026). Therefore, the narrative built by leaders is an important part of shaping adaptation readiness. One-way communication has the potential to lead to misunderstandings because employees don't have the space to share their experiences and concerns. Instead, two-way communication helps organizations gain information about the barriers that employees are actually facing. The dialogue process allows for the formation of a common understanding of technology and work changes.

The Role of Domination and Distribution of Resources

Adaptation requires real resource support. In Structuration Theory, the dimension of dominance refers not only to formal power, but also to the control and distribution of resources. In the digital transformation process, these resources include devices, networks, data access, training, mentoring, learning time, and the authority to solve problems. Digital literacy helps employees search for information, use technology, find opportunities for improvement, and develop problem-solving skills (Hang & Nguyệt, 2026). However, literacy is difficult to develop if organizations only provide momentary training without the

opportunity to practice knowledge. Training needs to be linked to real tasks, accompanied by mentoring, and provided on an ongoing basis according to technological developments. Access gaps also need to be considered. Employees closer to the decision-making center may obtain information and training early, while other groups receive changes when the system is already in place. These inequality can result in differences in the level of adaptation. Therefore, organizations need to map needs based on the work and readiness of each group, rather than assuming that all employees have the same starting point.

The Role of Legitimacy and Organizational Culture

The legitimacy dimension describes how organizational norms affect adaptive behavior. A culture that values learning, openness, collaboration, and experimentation will make employees more courageous to try new technologies. Conversely, a culture that punishes mistakes, withholds information, or places too much emphasis on compliance can encourage employees to maintain the old way of working. Sibassaha et al. (2025) show that organizational culture support has a role in the relationship between digital transformation and innovative employee behavior. A culture that supports agility, learning, and experimentation can help translate technology into innovative behaviors. These findings suggest that the existence of technology does not automatically change behavior. Employees need to gain social legitimacy to try, ask questions, propose improvements, and acknowledge difficulties. Coordination and integration of knowledge are also part of an adaptive culture. Hassan et al. (2024) found that coordination between teams is a mechanism that connects e-leadership with strategic innovation. Adaptation will be faster if the experience of using technology does not stop at individuals, but is shared with other teams. Organizations need to provide a space to share good practices and discuss failures without blaming each other.

Discussion Synthesis

Differences in findings related to employee adaptation arise due to differences in perspectives. Research that only looked at individual aspects (literacy, age, motivation) failed to explain why competent employees remain hampered in certain environments. Through Structuration Theory, adaptation is understood as the result of interaction between agency (employee actions) and structure (organizational environment). Individual skills only develop if the organization provides clear meaning, adequate resources, and supportive norms. On the contrary, rigid structures will hinder adaptation, no matter how high an employee's digital capabilities may be. The implication is that organizations must build a sustainable adaptation system through work-based training, mentoring, knowledge sharing forums, technology testing rooms, and employee involvement in system evaluation. The success of adaptation should not only be measured by the frequency of application use or the number of trainings, but also by the ability to solve problems, readiness to change, the quality of collaboration, and the comfort of conveying obstacles. This approach ensures that adaptation takes place more humanely and in line with the principles of Society 5.0.

WORK CULTURE IN THE ERA OF SOCIETY 5.0 AND ITS IMPACT ON ORGANIZATIONS

The results of the study show that work culture in the Society 5.0 era needs to evolve from a culture that emphasizes routine and compliance to a more adaptive, collaborative,

innovative, integrity, and learning-oriented culture. This change does not mean eliminating organizational discipline or rules. Instead, rules and values need to be directed to be able to support a balanced relationship between humans and technology. Erden & Erden (2026) explained that Society 5.0 requires human resources who not only have technical capabilities, but also uphold professionalism, creativity, work ethic, discipline, responsibility, and integrity. These values show that work culture in the digital era should not only be oriented towards speed and productivity. The use of technology still needs to be accompanied by responsibility, ethical considerations, and attention to the quality of human relationships. Work culture is important because technology is never used in a neutral social space. The way employees communicate, share information, use data, make decisions, and respond to mistakes are influenced by values and habits that have evolved. Therefore, two organizations that use similar technology can achieve different results because they have different work cultures.

Work Culture as an Organizational Structure

In Structuration Theory, work culture can be understood as a structure consisting of rules and resources. The structure provides guidelines for acceptable behavior, decision-making authorities, accessible information, and actions that earn rewards or sanctions. At the same time, structures do not stand alone because their existence depends on the practices carried out repeatedly by the members of the organization (Miles, 2012). The value of collaboration, for example, cannot be called a culture just because it is included in the organization's vision. Collaboration becomes part of the culture when employees truly share information, work across units, resolve conflicts openly, and earn rewards for shared contributions. If an organization expresses the importance of collaboration but still rewards only individual achievements, a competitive work routine is likely to be maintained. Similarly, it is not enough to build a culture of innovation through slogans. Innovation becomes a living structure when an organization provides time, resources, authority, and security for employees to try new approaches. If any failure is immediately considered a violation, the members of the organization will avoid the risk and revert to the old ways. This condition shows that work culture is the result of alignment between the stated values and the practices carried out.

Work Culture in the Dimension of Significance

The dimension of significance is related to language and the process of meaning. Digital work culture requires a shared understanding of why technology is used and the goals to be achieved. Terms such as digital transformation, automation, organizational agility, and data-driven decision-making need to be translated into language that is close to employee work. Ehlers (2020) shows that digital transformation involves changing strategies, structures, cultures, and processes. If each part of the organization interprets digital transformation differently, the change can proceed separately. The technology unit may focus on systems, management focuses on efficiency, while employees worry about job changes. An open communication culture is needed to bring together these differences in meaning. Leaders also need to show a fit between speech and action. If an organization is driving data-driven decision-making, leaders need to use data consistently and be open to outcomes that

differ from initial assumptions. These examples help shape the meaning that data is really the basis of work, not just a term in organizational policy.

Work Culture in the Dimension of Dominance

Dominance refers to distribution of resources in an organization. An adaptive culture will not emerge in a work environment in which distribution of resources, including technology, information, training, and authority, is in the hands of a few groups of individuals. Large differences in resources can result in a fragmented culture in which some members of an organization can work in a completely digital manner while others are stuck in outdated ways of conducting work. In support of Society 5.0, the work culture of an organization needs to enable all employees to develop in a relatively equal manner in terms of opportunities for learning. That is to say, employees should receive support that is required for their respective jobs, but that does not have to be in the form of identical training. There also needs to be transparency with respect to access to information in order that employees can make decisions in a timely manner without having to obtain approval from upper management on a continual basis. Resource support and leaders' direction both need to be translated into organizational habits and culture, technology can encourage innovation when employees have access to it, opportunity to use it, and authority to make decisions on its use. Wang et al. (2022) reported that digital organizational culture acts as a mediator between digital leadership and exploratory innovation. Thus, resources and direction provided by leaders are translated into organizational culture.

Work Culture in the Dimension of Legitimacy

The legitimacy dimension relates to norms and evaluations of behavior regarded as appropriate. Society 5.0s work culture must embrace behaviors that prioritize sharing knowledge, asking questions, experimenting with new solutions, responsible grounded use of data and privacy protection. Sibassaha et al. (2025) reveal that organizational cultural support is one mechanism through which digital transformation drives employee innovative behavior. A permissive learning and experimentation culture indicates that behavior is accepted (innovation). On the flip side, a culture that treats questions as a sign of weakness will see employees keep their struggles hidden making learning impossible. Legitimacy must also include ethical boundaries on the use of technology. In this context, organizations must set and enforce norms over how they use employee data, the transparency of algorithm-based decisions, information security and privacy protections. Society 5.0 is human-centered but technology which might be scaling efficiency but grim diminishing sense of security and trust, will not fit in the useful definition.

The Impact of Work Culture on Organizations

The impact of an adaptive work culture on the organization First the culture is speedier, because co-employees have area to share experiences and make corrective behaviours. Second, communicating and disclosing information improves coordination at all levels of decision-making. Third, a culture of collaboration enables the combination of knowledge from different areas to create better solutions. Finally a culture enabling innovation allows organizations to react to environmental changes. The results reveal that cultural influences override not only technology adoption but also the employee experience and the learning

capabilities of the organization. (Comlek, 2025). On the flip side, a stifled culture slows down information transfer and decision making. When mistakes are punished it erodes the courage of employees to bring issues to light. Well, here technology regards to a specific function of organization in mere digitising the earlier processes to enter into the digital world without triggering any core changes in how organizations operate and delivering value.

Discussion Synthesis

The varying results of work culture research can be explained by their different positions within a model, be it as a direct factor, a mediator or a factor supporting change and innovation. There is no contradiction in this, since culture is a dynamic factor. According to the Structuration Theory, culture functions as a structure which influences actions as much as it is formed by these actions. The influence of culture therefore depends on the consistency of its implementation, the distribution of resources, the leadership's exemplarity and the employees' way of responding to it. Formal culture which is not put into practice is weak, whereas a culture that is internalized in the routines of daily practice exerts a strong influence. To implement a culture, organizations need to translate it into practice. Culture needs to be turned into daily reality by organizations. This practice consists of agreeing upon goals and language (significance), of granting access to technology, training and authority (dominance) and of harmonizing evaluation and remuneration practices (legitimacy). Cultural evaluations should focus on the everyday practices, i.e. the open communication, the sharing of knowledge and the use of data. Consistency in these practices creates an adaptive culture that supports digital leadership and organizational sustainability.

CONCLUSION

In terms of transforming organizations and coping with the challenges of Society 5.0, it is very important to find the right balance between the most up-to-date technologies and the interaction between digital leadership, employee adaptation and work culture. Digital leadership gives meaning, distributes resources and builds up legitimacy for (digital) practices. This digital leadership, however, can only be effective if employees respond to it and even internalize it. Employees are not passive recipients of the leadership that is given them. They are agents who act and do things every day. These actions and adaptations can strengthen the work culture of an organization or even change it. This work culture is the main structure that supports the process of adaptation that organizations go through. This work culture has to be adaptive, collaborative and focused on learning. It ensures continuity of the innovation processes that organizations are involved in.

The main contribution of this study is the structured representation of digital leadership, employee adaptation and work culture as a single, dynamic and recursive framework. While the study does not analyze cultural and leadership dynamics in different industries or degrees of technological readiness by means of empirical research, instead using a structured narrative review of secondary data, it does, however, propose a new model for a 'dual-agency learning ecosystem' that, in addition to imparting a digital vision to leaders, should enable employees to independently re-engineer their daily work processes in an environment of autonomy and with the assurance of psychological safety. In this way, a human-centered work culture in Society 5.0 can evolve and be sustained naturally.

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