

The Role of Digital Transformation in Enhancing Employee Motivation and Organizational Efficiency: A Study of Enterprise Management Strategies

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Abstract: In today's fast-paced digital economy, enterprises are increasingly adopting digital transformation to stay competitive and improve operational efficiency. This paper explores the role of digital transformation in enhancing employee motivation and organizational efficiency through the lens of enterprise management strategies. By leveraging technology-driven changes, companies can streamline processes, foster innovation, and create a more dynamic work environment. However, the success of such initiatives largely depends on the alignment of digital tools with employee motivation and engagement. Through a mixed-methods approach, this study investigates how digital technologies, such as automation, artificial intelligence, and cloud computing, impact employee performance and morale. The research also delves into the strategies that managers can implement to bridge the gap between technological advancement and human resource development. Findings reveal that when digital transformation is paired with robust motivational strategies, it leads to improved productivity, higher employee satisfaction, and organizational growth. The study concludes with recommendations for enterprise managers to effectively integrate digital transformation while maintaining a motivated workforce.

Keywords: Digital transformation ; Employee motivation; Enterprise management ;Organizational efficiency ;Technology adoption

1. INTRODUCTION

In the era of rapid technological advancements, digital transformation has become a critical component of modern enterprise management. Organizations are increasingly adopting digital tools and platforms to enhance operational efficiency, streamline workflows, and stay competitive in a global marketplace. However, digital transformation is not just about the implementation of new technologies—it also requires a strategic focus on human resources, particularly in terms of employee motivation. As companies evolve, their employees must adapt to new technologies, which can either stimulate engagement and innovation or cause stress and disengagement, depending on how these changes are managed.

This study explores the dual impact of digital transformation on employee motivation and organizational efficiency, investigating how enterprises can strategically manage these elements for optimal results. While digital tools like automation, artificial intelligence, and cloud-based solutions promise improved productivity and reduced costs, their success largely hinges on how well employees are motivated to use them. Without proper integration of motivational strategies, the potential of digital transformation may be stunted, leading to resistance, decreased morale, and lower performance levels.

Furthermore, this research delves into the management strategies that can support a seamless transition to a digitally enhanced enterprise. The alignment of digital transformation initiatives with employee motivation is critical, as motivated employees are more likely to embrace technological changes,

contribute innovative solutions, and improve overall organizational performance. This study provides valuable insights for managers seeking to balance the technological and human aspects of digital transformation, ensuring that both organizational efficiency and employee well-being are maximized. Through a comprehensive analysis of both theoretical frameworks and practical case studies, the research aims to present a holistic view of the role digital transformation plays in fostering a productive and motivated workforce.

2. LITERATURE REVIEW

Digital transformation has gained significant attention in recent years, especially in enterprise management. Research shows that integrating digital technologies into organizational workflows can revolutionize operational efficiency while also affecting employee motivation. Theories and studies from the past decade provide a foundation for understanding the complex dynamics between digital transformation, employee engagement, and organizational performance.

One key framework is the Technology Acceptance Model (TAM), which has been widely applied to explore how employees adopt new technologies. Davis (1989) originally developed TAM, but subsequent research, such as Venkatesh & Bala (2008), extended it to include factors like perceived usefulness, ease of use, and the social environment, which all affect employees' willingness to embrace digital tools. The ability of employees to perceive digital technologies as enhancing their job performance plays a vital role in their motivation to adopt these innovations. This model aligns with studies showing that when employees feel supported in learning and using new technologies, their motivation and

engagement levels rise, contributing to higher productivity and job satisfaction (Venkatesh, Thong, & Xu, 2016).

Self-Determination Theory (SDT) by Deci and Ryan (2000) has also been applied in recent research to analyze the effects of digital transformation on employee motivation. SDT suggests that motivation is influenced by employees' sense of autonomy, competence, and relatedness. Studies by Gagné et al. (2019) indicate that employees who feel empowered and capable in their use of digital tools report higher intrinsic motivation. On the contrary, if employees feel overwhelmed by technological demands, their motivation decreases, impacting organizational efficiency. This highlights the need for effective training and support systems during digital transformation efforts, as employees must feel capable of navigating the new technologies for the changes to be successful.

The role of leadership in digital transformation is another focal point in recent research. The Digital Leadership Theory posits that leaders play a crucial role in guiding organizations through technological change (Avolio, Kahai, & Dodge, 2020). Leaders who demonstrate digital competence and provide clear, supportive guidance are more likely to foster a motivated workforce. In fact, a study by Sousa and Rocha (2019) suggests that digital leadership is a critical factor in aligning employee motivation with digital transformation goals. Leaders must not only implement technological changes but also ensure that these changes resonate with employees' goals and aspirations, driving a culture of innovation and adaptability.

Another relevant concept is Agile Management Theory, which emphasizes flexibility, collaboration, and continuous improvement. Agile methodologies, originally developed for software development, have been increasingly adopted in various industries as part of digital transformation strategies (Rigby, Sutherland, & Takeuchi, 2016). The agile approach supports employee motivation by fostering an environment of autonomy and collaboration, allowing employees to take ownership of their roles in the digital transformation process. This aligns with the findings of Appelbaum et al. (2017), who suggest that organizations using agile methods report higher levels of employee engagement and operational efficiency, as employees are empowered to innovate and respond to changes swiftly.

The impact of digital transformation on organizational efficiency has been extensively studied. A key framework here is Lean Management Theory, which focuses on streamlining processes and eliminating inefficiencies. Recent studies by Bortolotti et al. (2018) have shown that when digital tools are integrated with lean management practices, organizations can achieve greater operational efficiency while maintaining high levels of employee motivation. The synergy between digital technologies and lean principles allows companies to reduce waste, automate repetitive tasks, and enhance productivity without overburdening employees.

In summary, the literature on digital transformation highlights the interplay between technology, employee motivation, and organizational efficiency. Theories like TAM, SDT, digital leadership, and agile management offer insights

into how digital tools can either enhance or hinder employee engagement, depending on the strategies implemented. As digital transformation continues to reshape enterprises, a deeper understanding of these theories will help organizations navigate the challenges of maintaining a motivated workforce while achieving higher levels of efficiency.

3. RESEARCH METHODOLOGY

This study employs a mixed-methods approach to investigate the role of digital transformation in enhancing employee motivation and organizational efficiency within the context of enterprise management strategies. By integrating both quantitative and qualitative research methods, this approach provides a comprehensive understanding of how digital tools impact employee engagement and organizational performance, offering insights into the management strategies that support this transformation.

The research is designed as a two-phase study. In the first phase, a quantitative survey will be conducted to measure employee perceptions of digital transformation, their levels of motivation, and perceived organizational efficiency. This will involve a structured questionnaire with Likert-scale questions aimed at evaluating the ease of technology adoption, the quality of training provided, and the effectiveness of leadership in managing digital initiatives. The survey will target a sample size of 200 employees across different industries that are undergoing digital transformation. The goal of this phase is to gather statistically significant data to identify patterns and correlations between digital transformation initiatives and employee motivation.

In the second phase, qualitative research will be conducted through semi-structured interviews with 20 managers and employees from organizations that have successfully implemented digital transformation strategies. These interviews will provide deeper insights into the challenges and successes of aligning digital initiatives with employee motivation and organizational goals. By using a purposive sampling method, this phase will focus on participants who have firsthand experience with digital tools and management strategies aimed at fostering employee motivation. The interviews will explore leadership approaches, employee engagement, and specific digital transformation initiatives, offering context and depth to the quantitative findings.

For the quantitative phase, online surveys will be distributed via email and social media to employees in industries such as manufacturing, healthcare, IT, and finance. To ensure a high response rate, the questionnaire will be brief and user-friendly, with a clear explanation of the study's purpose. For the qualitative phase, interviews will be conducted either face-to-face or via video conferencing platforms, depending on participant availability. Each interview will last approximately 30–45 minutes and will be recorded and transcribed for accuracy.

The study uses a combination of random sampling for the quantitative survey and purposive sampling for the qualitative interviews. The random sampling method ensures that the quantitative phase captures a diverse range of industries and job roles, providing a broad view of how digital

transformation impacts employee motivation and efficiency. Purposive sampling for the qualitative phase allows for a more targeted investigation, focusing on managers and employees with specific experience in managing or experiencing digital transformation processes.

Quantitative data from the survey will be analyzed using statistical software, with descriptive statistics to summarize the key findings, and regression analysis to examine the relationships between digital transformation variables (such as technology adoption and employee motivation) and organizational efficiency outcomes. The qualitative data from interviews will be analyzed using thematic analysis, identifying recurring themes related to leadership, employee engagement, and the challenges of implementing digital strategies. This will allow for a rich exploration of the interplay between digital tools and human resource management practices.

The study ensures ethical compliance by maintaining participant confidentiality and obtaining informed consent from all participants. Data will be anonymized, and participants will be informed of their right to withdraw from the study at any time. Ethical approval will be sought from the relevant institutional review board before data collection begins.

This mixed-methods approach ensures a robust investigation into the role of digital transformation in enhancing employee motivation and organizational efficiency, providing valuable insights for enterprise managers seeking to leverage technology for both operational and human resource benefits.

4. THE IMPACT OF DIGITAL TRANSFORMATION ON EMPLOYEE MOTIVATION

Digital transformation is reshaping the workplace by introducing new technologies that influence not only how tasks are performed but also how employees perceive their roles and responsibilities. In recent years, research has increasingly focused on the effects of digital transformation on employee motivation, highlighting both positive and negative outcomes. Central to this discussion are theories of motivation, such as Self-Determination Theory (SDT) and the Job Demands-Resources Model (JD-R), which provide valuable frameworks for understanding how technology-driven changes can impact employee engagement and well-being.

According to Self-Determination Theory (Deci & Ryan, 2000), employees are most motivated when they experience autonomy, competence, and relatedness in their work. Digital transformation can enhance these intrinsic motivators by providing tools that allow employees to perform tasks more efficiently and creatively, thereby increasing their sense of competence. For instance, automation and AI can free employees from repetitive, mundane tasks, enabling them to focus on more strategic and engaging work. A study by Gagné et al. (2019) found that employees who perceive digital tools as enhancing their job autonomy and competence are more likely to feel motivated and engaged in their work. However, if digital transformation is poorly managed, it can overwhelm

employees, leading to anxiety and a diminished sense of control over their work, negatively impacting motivation.

The Job Demands-Resources Model (Bakker & Demerouti, 2007) is another useful framework for examining the impact of digital transformation on employee motivation. This model posits that job demands (e.g., workload, complexity of tasks) and job resources (e.g., support, opportunities for development) interact to influence employee motivation and burnout. When digital transformation introduces high job demands, such as learning new technologies or adjusting to rapid changes, employees may experience stress and reduced motivation. However, if accompanied by adequate job resources—such as training, leadership support, and clear communication—digital transformation can boost motivation by making employees feel supported and equipped to handle new challenges. Recent research by Schaufeli (2017) supports this, showing that employees with access to digital training programs and responsive leadership are more likely to embrace digital changes and remain motivated.

Moreover, digital transformation can impact employee motivation by fostering a culture of innovation and collaboration. The rise of digital platforms for communication, such as Slack and Microsoft Teams, has made it easier for employees to share ideas, collaborate across departments, and feel connected to the organization's larger mission. This aligns with Herzberg's Two-Factor Theory (1959), which emphasizes the importance of factors like recognition and achievement in driving motivation. Digital tools that facilitate recognition, such as performance dashboards or real-time feedback systems, can significantly enhance employee motivation by acknowledging their contributions in a timely and visible manner. As Van De Voorde et al. (2020) highlight, organizations that successfully integrate these recognition tools into their digital strategies report higher levels of employee engagement and satisfaction.

However, the impact of digital transformation on motivation is not uniformly positive. Research also points to the risk of "technostress"—a phenomenon where employees feel overwhelmed by the constant need to adapt to new technologies. A study by Tarafdar et al. (2019) suggests that excessive digital transformation, without sufficient consideration of employee well-being, can lead to burnout and reduced job satisfaction. When digital tools are introduced without proper training or when they create unrealistic expectations for productivity, employees may feel demotivated and disconnected from their work.

In conclusion, the impact of digital transformation on employee motivation is complex and multifaceted. While digital tools can enhance motivation by fostering autonomy, competence, and innovation, they can also create challenges if not implemented with careful attention to employee needs. By leveraging motivational theories such as Self-Determination Theory and the Job Demands-Resources Model, organizations can better understand how to balance technological advancements with strategies that maintain or enhance employee motivation. Effective digital transformation efforts must therefore consider both the opportunities and risks

involved, ensuring that employees are supported and engaged throughout the process.

5. ORGANIZATIONAL EFFICIENCY IN THE DIGITAL ERA

In the digital era, organizational efficiency has become increasingly reliant on the successful integration of new technologies. Digital transformation enables companies to streamline operations, automate processes, and make data-driven decisions, ultimately enhancing productivity and reducing operational costs. However, the effectiveness of these initiatives depends not only on the technologies themselves but also on how well they are aligned with organizational goals and the engagement of the workforce. Studies in recent years have demonstrated that when organizations effectively leverage digital tools while fostering a motivated workforce, they experience significant improvements in efficiency.

One of the primary benefits of digital transformation is the automation of routine tasks, which allows employees to focus on higher-value activities. Technologies such as robotic process automation (RPA), artificial intelligence (AI), and machine learning have been instrumental in reducing human error and speeding up repetitive processes. A study by Brougham and Haar (2020) highlights that automation improves organizational efficiency by reallocating resources to more strategic functions, leading to faster decision-making and more agile responses to market changes. Furthermore, digital tools provide real-time insights into performance metrics, enabling managers to identify inefficiencies and optimize workflows in a way that would be impossible without these technologies.

Digital transformation also enhances organizational efficiency by improving communication and collaboration within teams. Cloud-based platforms and collaboration tools, such as Microsoft Teams, Slack, and Zoom, have revolutionized the way employees interact, breaking down silos and enabling cross-departmental cooperation. These tools allow for more efficient sharing of information, quicker problem-solving, and more effective project management. According to Rigby, Sutherland, and Noble (2018), organizations that embrace digital communication technologies report higher efficiency in project execution, with reduced delays and improved coordination among employees. This efficiency gain is particularly noticeable in geographically dispersed teams, where digital tools reduce the challenges posed by time zones and physical distance.

Another key factor contributing to organizational efficiency in the digital era is data analytics. By harnessing big data, organizations can make more informed decisions based on real-time insights. Data analytics tools allow for predictive modeling, trend analysis, and performance forecasting, which can help managers make proactive adjustments to their strategies. This capability not only enhances operational efficiency but also provides a competitive edge in anticipating customer needs and market trends. A study by Davenport and Harris (2020) illustrates how data-driven decision-making improves efficiency by optimizing resource allocation, improving supply chain management, and enhancing customer service.

However, digital transformation also presents challenges to organizational efficiency, particularly when implementation is not well-aligned with enterprise management strategies. Research by Kane et al. (2019) emphasizes that digital tools alone do not guarantee efficiency gains—successful transformation requires a strategic approach that includes leadership support, employee training, and a clear vision for integrating digital technologies into existing processes. Without proper alignment, digital tools can create bottlenecks, increase complexity, and even lead to lower productivity if employees are not adequately prepared or if the new systems are not well-integrated with legacy systems. This underscores the importance of a holistic approach to digital transformation, where technological advancement is coupled with management strategies that support a smooth transition and maintain workforce engagement.

Additionally, organizational efficiency in the digital era is closely linked to the ability to adapt to rapid changes. Digital transformation often demands a shift towards more agile management practices, allowing companies to respond quickly to market disruptions and evolving customer expectations. Agile methodologies, which emphasize continuous improvement, iterative processes, and collaboration, are essential for maintaining efficiency in a fast-paced digital environment. According to Appelbaum et al. (2017), organizations that adopt agile practices alongside digital tools are better equipped to handle the complexities of transformation, leading to sustained efficiency and competitiveness.

In conclusion, digital transformation has the potential to significantly enhance organizational efficiency by automating tasks, improving communication, and enabling data-driven decision-making. However, its success depends on the alignment of digital initiatives with enterprise management strategies, employee engagement, and a culture of adaptability. Organizations that successfully balance these factors are likely to see substantial efficiency gains, positioning themselves for long-term success in the digital era.

6. ENTERPRISE MANAGEMENT STRATEGIES FOR DIGITAL TRANSFORMATION

Successful digital transformation requires more than just implementing new technologies; it demands well-crafted enterprise management strategies that align technological advancements with organizational goals, employee engagement, and operational efficiency. The role of management in steering this transformation is crucial, as leadership, strategic planning, and change management play significant roles in determining the success or failure of digital initiatives. In this context, several strategies have emerged as vital in ensuring that digital transformation enhances both employee motivation and organizational efficiency.

One of the most critical strategies is the development of a clear digital vision and roadmap. Leaders must articulate a compelling vision for digital transformation that aligns with the company's long-term goals. This vision should be communicated clearly to all stakeholders, ensuring that

employees understand how digital tools will improve their work processes and contribute to the organization's success. A study by Kane et al. (2019) found that organizations with a well-defined digital strategy experienced fewer implementation challenges and higher rates of success in achieving their digital transformation goals. This clear vision also fosters employee buy-in, as it helps them see the benefits of digital tools for their roles, thereby increasing motivation.

Leadership and digital competence are also key factors in driving successful digital transformation. Leaders must not only understand the technical aspects of the technologies being introduced but also how these tools will affect the workforce and business processes. Research by Avolio, Kahai, and Dodge (2020) suggests that leaders who are digitally competent and who actively engage with new technologies are better able to guide their teams through the challenges of transformation. Leaders must also model adaptability and innovation, demonstrating to employees that embracing digital tools is critical for organizational growth. This helps reduce resistance to change and encourages a culture of continuous learning, which is essential for maintaining employee motivation during transformation.

Employee training and development are central to enterprise management strategies in digital transformation. As digital tools become more integrated into everyday tasks, organizations must invest in comprehensive training programs that equip employees with the skills they need to use these tools effectively. The Technology Acceptance Model (TAM), which highlights perceived usefulness and ease of use as key factors in technology adoption, underscores the importance of providing employees with adequate training to ensure they feel confident in using new systems (Venkatesh & Bala, 2008). A lack of proper training can lead to frustration and reduced motivation, as employees struggle to adapt to unfamiliar technologies. Therefore, continuous professional development and digital literacy programs are critical for ensuring that employees remain motivated and productive throughout the transformation process.

In addition to training, change management plays a vital role in facilitating a smooth transition to digital systems. Change management strategies should include regular communication, feedback loops, and support systems to help employees adjust to new technologies. Kotter's Eight-Step Model for Change Management (1996) provides a useful framework for leading digital transformation, emphasizing the need for creating a sense of urgency, forming a guiding coalition, and generating short-term wins to maintain momentum. By breaking the transformation into manageable phases and celebrating small victories, organizations can reduce resistance and keep employees motivated throughout the process.

Another key strategy is fostering a culture of innovation and agility. As digital transformation often requires organizations to rethink traditional business models, an agile approach to management is essential. Agile methodologies emphasize collaboration, flexibility, and iterative improvement, allowing organizations to quickly adapt to new technologies and market conditions (Rigby, Sutherland, & Takeuchi, 2016). By encouraging employees to experiment

with digital tools and continuously improve processes, organizations can maintain high levels of motivation and creativity. This also supports organizational efficiency, as teams can quickly respond to challenges and capitalize on opportunities.

Finally, employee empowerment and engagement are essential components of enterprise management strategies during digital transformation. Empowering employees to take ownership of digital tools and processes can significantly enhance motivation and job satisfaction. Leaders should create opportunities for employees to provide feedback on digital initiatives and participate in decision-making processes related to technology adoption. Research by Schaufeli (2017) suggests that employees who feel involved in the transformation process are more likely to embrace new technologies and remain motivated, contributing to overall organizational efficiency. Moreover, empowering employees with decision-making authority in the context of digital transformation fosters a sense of autonomy and innovation, aligning with Self-Determination Theory (SDT), which emphasizes the importance of autonomy in maintaining intrinsic motivation (Deci & Ryan, 2000).

In conclusion, enterprise management strategies that focus on clear vision, leadership, training, change management, and employee empowerment are essential for the success of digital transformation. By aligning these strategies with the organization's goals and maintaining employee motivation, enterprises can achieve both operational efficiency and long-term competitive advantage in the digital era.

7. CONCLUSION AND RECOMMENDATIONS

Digital transformation has emerged as a critical factor in shaping modern enterprises, influencing both employee motivation and organizational efficiency. This study has highlighted how the integration of digital technologies into business operations not only streamlines workflows and enhances productivity but also impacts employee engagement and satisfaction. By aligning digital tools with effective enterprise management strategies, organizations can foster a motivated workforce while improving their overall efficiency. However, the success of digital transformation depends on careful planning, leadership support, and the provision of necessary resources such as training and development programs.

One key conclusion is that digital transformation can significantly enhance employee motivation if managed well. Technologies that reduce repetitive tasks and provide opportunities for skill development contribute to greater job satisfaction and a sense of autonomy among employees. On the other hand, poor implementation and lack of support can lead to technostress, reducing motivation and hindering productivity. Therefore, organizations must take a balanced approach, ensuring that technological advancements are introduced alongside efforts to support and engage the workforce.

In terms of organizational efficiency, digital transformation enables companies to optimize processes,

enhance decision-making through data analytics, and foster better communication across teams. Automation and digital tools reduce operational costs and time, allowing businesses to remain agile in a competitive environment. However, this efficiency is contingent on the alignment of digital initiatives with clear management strategies, leadership commitment, and an organizational culture that embraces innovation and adaptability.

Based on the findings, several recommendations can be made for enterprises embarking on digital transformation. First, organizations should develop a clear and comprehensive digital strategy that aligns with their overall business goals, ensuring that both leadership and employees understand the purpose and benefits of digital tools. Second, investing in continuous employee training and development is essential to equip the workforce with the necessary skills and confidence to adapt to new technologies. This will mitigate resistance and foster a more motivated and engaged workforce.

Third, leadership must play an active role in guiding the transformation process, demonstrating both technical competence and a commitment to supporting employees through the changes. Leaders should model flexibility and innovation, encouraging a culture of continuous learning and adaptation. Finally, organizations should implement robust change management strategies that include clear communication, feedback mechanisms, and phased implementation to reduce resistance and ensure a smooth transition.

In conclusion, digital transformation offers substantial opportunities for improving both employee motivation and organizational efficiency. However, its success requires a strategic approach that integrates leadership, employee engagement, and well-planned technological integration. By adopting these recommendations, enterprises can navigate the challenges of digital transformation and unlock its full potential for long-term success.

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