T.C.
ISTANBUL GEDIK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

THE RELATIONSHIP BETWEEN THE DIMENSIONS OF THE QUALITY OF THE WORKPLACE AND THE TRANSFORMATION OF EMPLOYEES TO THE DIGITAL SYSTEM

MASTER'S THESIS

Ahmed Raheem Fahad Albu MOUSA

Business Administration Department

Business Administration Master in English Program

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Thesis Advisor: Prof. Dr. Ahmet KESIK

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İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

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DECLARATION

Ahmed Raheem Fahad Albu MOUSA, as a result of this declare that this thesis titled "The Relationship Between the Dimensions of the Quality of the Workplace and the Transformation of Employees to the Digital System" an original work I completed for the business management faculty's master's degree award. I hereby also affirm that neither this thesis nor any portion of it has ever been submitted to or presented for credit toward any other degree or research project at any other college or university. (05/05/2023)

Ahmed Raheem Fahad Albu MOUSA

To my spouse and children,,

PREFACE

For the foreword, 1 line spacing must be set. The foreword, written as a first page of the thesis must not exceed 2 pages. The acknowledgements must be given in this section. After the foreword text, name of the author (right-aligned), and the date (as month and year) must be written (left-aligned). These two expressions must be in the same line. The foreword is written with 1 line spacing.

April 2023 Ahmed Raheem Fahad Albu MOUSA

(Any Profession)

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ABBREVIATIONS

QWL	:	Quality of Work Life
DT	:	Digital Transformation
IT	:	Information Technology

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THE RELATIONSHIP BETWEEN THE DIMENSIONS OF THE QUALITY OF THE WORKPLACE AND THE TRANSFORMATION OF EMPLOYEES TO THE DIGITAL SYSTEM

ABSTRACT

The implementation of digital developments has considerably transformed organizational structures and business operations. As a consequence, both the workplace and the working environment need to alter. The need for collaboration, adaptability, and connectivity in the workplace is expanding. The majority of earlier works examined how workplace factors affected both employee and corporate performance. There has been large literature about digital transformation, but most of them have concentrated on the advantages of this transition and the strategies employed to bring it about. This thesis aims to investigate the connection between workplace characteristics and employees' digital transformation within firms. By examining the effects of each workplace quality dimension on the transformation process, this relationship is clarified. Health and well-being, job security, job satisfaction, competence growth, and the harmony between work and personal life are among these factors. The study uses a close-ended questionnaire as a methodology for achieving study objectives. A sample of executives and employees in various roles takes part in this survey. The results indicate the strong connection between workplace dimensions and the digital transformation of employees. A more optimistic and improved-wellness employee might increase task endurance and learning capacity, which would ultimately improve performance, resilience, and flexibility when the digital transformation occurs. Job security also has a significant impact on the transformation process. Moreover, the respondents selected the hypothesis that job satisfaction is positively connected with the rise in productivity brought on by digitization. Also, the transition of the workplace to the digital system is also influenced by factors like attitudes and personality. Finally, the work-life balance is greatly affecting the transformation process. Increased flexibility in the place and the time in which individuals work is made possible by the digitalization of workflow and online communication.

Keywords: *Digital Transformation, Workplace dimensions, Job Satisfaction, Job Security*

İŞ YERİ KALİTESİNİN BOYUTLARI İLE ÇALIŞANLARIN DİJİTAL SİSTEME DÖNÜŞÜMÜ ARASINDAKİ İLİŞKİ

ÖZET

Dijital gelişmelerin uygulanması, organizasyon yapılarını ve iş operasyonlarını önemli ölçüde dönüştürdü. Sonuç olarak, hem işyerinin hem de çalışma ortamının değişmesi gerekiyor. İş yerinde işbirliği, uyarlanabilirlik ve bağlanabilirlik ihtiyacı artıyor. Daha önceki çalışmaların çoğu, işyeri faktörlerinin hem çalışan hem de kurumsal performansı nasıl etkilediğini inceledi. Dijital dönüşüm hakkında geniş bir literatür var, ancak bunların çoğu bu geçişin avantajlarına ve onu gerçekleştirmek için kullanılan stratejilere odaklandı. Bu tez, işyeri özellikleri ile şirketlerde çalışanların dijital dönüşümü arasındaki bağlantıyı araştırmayı amaçlamaktadır. Her işyeri kalite boyutunun dönüşüm süreci üzerindeki etkileri incelenerek bu ilişki netleştirilir. Sağlık ve esenlik, iş güvenliği, iş tatmini, yetkinlik gelişimi ve iş ile özel yaşam arasındaki uyum bu faktörler arasındadır. Çalışma, çalışma hedeflerine ulaşmak için bir metodoloji olarak kapalı uçlu bir anket kullanır. Bu ankette çeşitli rollerdeki yönetici ve çalışanlardan oluşan bir örneklem yer almaktadır. Sonuçlar, işyeri boyutları ile çalışanların dijital dönüşümü arasındaki güçlü bağlantıyı göstermektedir. Daha iyimser ve iyileştirilmiş bir sağlık çalışanı, görev dayanıklılığını ve öğrenme kapasitesini artırabilir ve bu da dijital dönüşüm gerçekleştiğinde sonuçta performansı, dayanıklılığı ve esnekliği geliştirecektir. İş güvenliğinin de dönüşüm sürecinde önemli bir etkisi vardır. Ayrıca, yanıt verenler iş tatmininin dijitalleşmenin getirdiği üretkenlik artışıyla olumlu bir şekilde bağlantılı olduğu hipotezini seçtiler. Ayrıca iş yerinin dijital sisteme geçişinde tutum ve kişilik gibi faktörler de etkili olmaktadır. Son olarak, iş-yaşam dengesi dönüşüm sürecini büyük ölçüde etkiliyor. Bireylerin çalıştığı yer ve zamanda artan esneklik, iş akışının ve çevrimiçi iletişimin dijitalleşmesiyle mümkün olmaktadır.

Anahtar Kelimeler: *Dijital Dönüşüm, İşyeri boyutları, İş Doyumu, İş Güvenliği*

1. INTRODUCTION

1.1 Overview

Digitalization has outgrown all other advancements in regard to development within only twenty years. Digitalization has brought many advantages, not just to richer countries. In the meantime, the digitalization of society has benefited about 50% of the populace in developing countries (Nations, 2020). One of the most prevalent topics in today's culture is the idea of digitization. As they advance, the technologies related to this idea will reinforce one another. Therefore, the implementation of digital technologies has brought about a number of changes in how people live and work. All sectors of interest have undergone transformation as a result of digital innovations. Due to the development of digital platforms, working from a physical location is no longer required; instead, a network or the Internet can act as a workplace.

Many government-led border restrictions, social ostracization regulations, the current COVID-19 pandemic spread, numerous regional and national confinement, and other restrictions have made many organizations to hastily change their business models—or, worse yet, fundamentally restructure how they operate (Amankwah-Amoah, et al., 2021). As a consequence, more businesses have made the decision to convert digitally in purpose of protecting their operations from the pandemic, which has motivated company digitalization. Organizations going through a digital transition can also gain from improved effectiveness and productivity, improved resource management, improved customer engagement, higher corporate revenue, access to new markets, etc. (Mary, 2021).

There are people in the company that are covertly advancing or obstructing the digital transformation, regardless of whether the firm completes all three stages of the process successfully or not. Studies have demonstrated that organizational commitment, job satisfaction, and staff engagement are crucial for an organization's success in accomplishing its jobs (Nielsen & Randall, 2012). Engaging people is one

of the most important factors which firms must take into account while executing digital transformation (Dalal, et al., 2012). Because of this, organizations that want to successfully implement digital transformation must first understand how employees view organizational change in order to remove these obstacles.

Since human resources are essential to an organization's operation, effective human resource management is essential to its success. Numerous elements have an impact on the human resource management. An element of them is the quality of life at work (QWL). The term "quality of work life" (QWL) describes how positive or unfavorable a workplace environment is for the individuals who work there. Since people are dependable, accountable, and capable of making a substantial contribution, they are the most crucial resource in the organization. They must be handled with decency and respect, according to this perspective (Straw & Heckscher, 1984). All early efforts made to improve employee satisfaction and boost organizational efficiency can be construed as contributing to quality of work life. Quality has turned into a prerequisite for businesses out of need. It has been noted that many firms in our day and age are committed to offering the best corporate culture. Highly qualified human resources are also the company's most crucial asset. The standard of the working environment offered by the management or company determines the quality of the human resources. Both inside and outside of the company, enhancing the quality of work life will be beneficial. It's simply having a place in which a worker's behaviors are more noticeable. This comprises conducting steps or policies that make work less monotonous and boost employees' sense of accomplishment (Yadav & Khanna, 2014).

Many factors, such as the job in hand, the real workspace, the social environment inside the company, the administration system, and the balance between work and private life, affect people's work life. QWL, which is based on labor-management interaction, offers opportunities for active engagement in collaborative problem-solving or cooperation that benefits both employees and employers. People also consider QWL to be a combination of methods intended to boost workers' productivity and job happiness, including independent work groups, job enrichment, and high levels of involvement (Cunningham & Eberle, 1990). Numerous research and authors have also provided the QWL proportions (see Figure 1), which include

Workplace environment, work-life harmony, peer and superior relations, working time, well-being, and salary (Baba & Jamal, 1991).

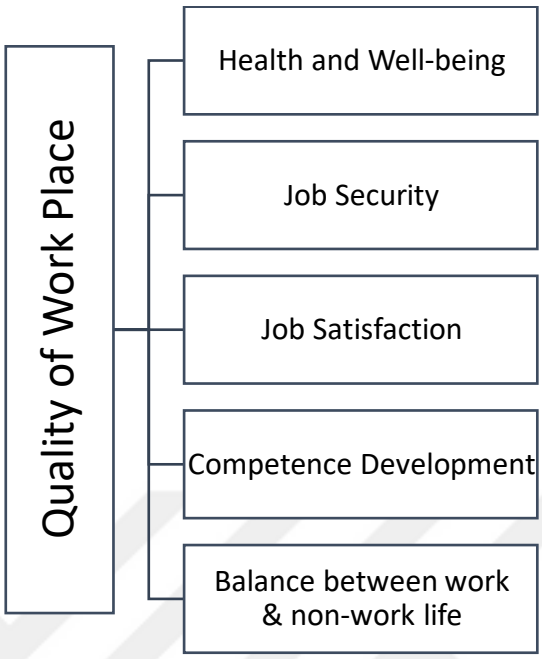

Figure 1.1: Dimensions of the Quality of Workplace

Source: Baba & Jamal, (1991).

1.2 Problem Statement

In the age of the fourth industrial revolution, corporate enterprises must implement digital transformation (Pereira, et al., 2022). Promoting company transformation in the digital era will result in substantial changes for businesses themselves (Fachrunnisa, et al., 2020). Work structures and business processes have undergone substantial transformation as a consequence of the deployment of digital innovations (Hanelt, et al., 2021). Digital innovation is essential and actively contributes to an organization's digital transformation. However, more crucially, digital leadership is one of the most important success criteria for digital transformation and plays a significant part in it (Kane, et al., 2019). Although a lot of literature has been written about the connection between digital transformation and leadership, it frequently ignores the employee's side. Research suggests that leadership conduct should put a greater emphasis on employees (McClanahan, 2020).

Various challenges that businesses face during the digital transformation process could have fatal results. The majority of today's workforce relies on digital tools and devices, social interaction, creativity, and knowledge-intensive non-routine work.

This percentage will probably continue to increase over the ensuing years. The workplace needs to change along with the working environment. The need for connectivity, flexibility, and teamwork in the workplace is growing. Most office workers have mobile access to systems and processes, but most workers claimed that their employers do not provide them with the technological resources required for remote work. To successfully transform a modern workplace into one that reflects current workplace trends, a thorough and persuasive strategy must be developed. The main objective of this strategy should be the integration of the various components of the workplace ecosystem. These involve the workplace itself as well as personnel and technology.

Most of the literature explored the influence of workplace aspects on the company and employee performance. There were numerous systematic studies on digital transformation, but the majority of them focused on the benefits of this change and the methods used to make it happen. The research of the connection between the workplace dimension and the digital transformation and how these factors could influence the transformation process is lacking.

1.3 Research Questions

The major inquiry of the current thesis is "How could the dimensions of the quality of workplace affect the transformation of employees to the digital system?"

This question is further broken down into these sub-questions:

1. What is the impact of health and well-being on the transformation of employees to the digital system?
2. What is the impact of job security on the transformation of employees to the digital system?
3. What is the impact of job satisfaction on the transformation of employees to the digital system?
4. What is the effect of competence development on the transformation of employees to the digital system?
5. What is the effect of the balance between work and personal life on the transformation of employees to the digital system?

1.4 Study Objective

The study seeks to investigate the relationship between the dimensions of workplace and the digital transformation of employees in organizations. This relationship is cleared by searching the impact of each dimension of quality of workplace on this transformation process. These dimensions are health and well-being, job security, job satisfaction, competence development and the balance between work and non-work life.

1.5 Methodology

Quantitative approach collects and analyses data using statistical methods, whilst qualitative approach uses phrases with deeper significance. For acquiring different kinds of information, both are essential. Both quantitative and qualitative information can be gathered using a variety of ways. Use a method of data gathering that will allow you to answer to your research question (s). There are several methods for gathering information, both quantitatively and qualitatively.

Here are some forms of quantitative techniques of data collection:

- Surveys: Questions that are either closed-ended or multiple-choice are provided to a population (online, in person, or over the phone).
- Experiments: Used to develop cause-and-effect relationships when variables are adjusted and under control.
- Observations: Monitoring of individuals in their natural environment, unhindered by extraneous influences.

Here are some examples of qualitative techniques of data collection:

- Interviews: Participants are verbally asked open-ended questions.
- Focus groups: Discussions about a topic with many individuals to gather perspectives for additional investigation.
- Ethnography: Long-term involvement in a group or organization with the goal of carefully evaluating its culture and behavior.
- Analysis of the body of work by other writers that has been published.

In terms of research methodology, the researcher chooses to rely on the quantitative approach. By using a questionnaire to gather information from people with an interest in the digital transformation. In order for the researcher to develop a set of recommendations that in turn aid in understanding the relationship between workplace dimensions and the digital transformation of employees in organizations.

A questionnaire, which consists of a number of questions or other components, is used to find out more about the viewpoints, actions, or opinions of respondents. It is important to take into account the study aims while constructing a questionnaire, arrange the questions in a meaningful order, and choose the appropriate administration strategy. A questionnaire can be computer-based, telephone-based, private, postal, open-ended, multiple-choice, or scale-based, among other formats. As the primary method of data collection, questionnaires offer the following advantages: homogeneity since each person is offered the identical questions, Cost-effectiveness, the potential to collect data in short time, there should be little to no prejudice on the part of the researcher during the data gathering process, participants typically have enough time to think over their answers compared to interviews, and the viability of using an internet survey to reach respondents in remote locations.

1.6 Thesis Structure

During this project, the impact of the dimensions of the quality of workplace on the transformation of employees to the digital system is studied. A review of the thesis structure is shown below:

Chapter 1: This chapter introduces the idea of the digital transformation and the dimensions of the quality of workplace. It also contains the problem statement, objectives, and an overview of the methodology utilized in this thesis.

Chapter 2: This chapter documents the literature review of previous studies related to the digitalization, digital transformation, workplace dimensions and the relations between the workplace dimensions and the organizational and employee performance. Hypotheses and conceptual framework of the study were driven from the conclusions that were formed through reviewing these studies are also presented in this chapter.

Chapter 3: In this chapter, we explained the study's methodology including data collection method and data analysis.

Chapter 4: This chapter prevailed the results of the study and showing them in a proper representation. Then, it provided a complete analysis of the results.

Chapter 5: This chapter documents conclusion for the whole study.

2. LITERATURE REVIEW

The fast growth of novel digital innovations, such as advanced devices, artificial intelligence, mechatronics, cloud technology, and the Internet of Things (IoT), is profoundly altering the way people doing their jobs and posing interests regarding the prospects of businesses and employment. For businesses to remain competitive and keep up with the fast change, they must modify and restructure their business models. A shift in viewpoint is now necessary among people, groups, and organizations as a consequence of the development of new innovations, which is also altering the sorts of talents and skills required in the workplace. The present COVID-19 pandemic has boosted digitalization tendencies while emphasizing the importance of employee resilience and well-being in adjusting to pervasive employment and technological change. Despite the recent and pressing requirement for digital transformation, it is simple to utilize years of careful research to comprehend these contemporary developments. New studies and assessments on digital transformation have largely concerned with the commercial and strategic aspects, with only a minor incorporation of employee-related factors. This chapter presents a review of the literature on prior research on workplace dimensions, business and employee performance, workplace digitalization, workplace digital transformation, and related topics. This chapter also introduces the study's hypotheses and conceptual framework, which were driven by the results drawn from analyzing these studies.

2.1 Digitalization and Digital Transformation

Every industry that strives to reliability, sustainability, development, and progress needs to undergo digital transformation, which is quickly becoming the most important component of modern life (Shinde, et al., 2014). The definitions "digital" and "Transformation" separate the concept of the digital development. The words "digital" and "information technology" are often utilized interchangeably. Today, the word "digital" is utilized to explain the speed at which technology is being quickly accepted in today's environment. Nowadays, a company's digital policy is necessary

to meet the future goals of organizational subdivisions, differing from procedures to services to goods, and is placing existing companies under immense strain that is often pushing them into the realm of irrelevance. By "transformation," we imply that rather than only enhancing and supporting conventional approaches, digital utilizations holistically enable new sorts of technology and innovation in a given subject. The definition "digital transformation" broadly refers to the idea of "becoming paperless," which has an impact on both specific companies and entire societal sectors including government, mass media, art, medicine, and science (Al-ruithe & Al-ruithe, 2018).

Currently, most organizations are undergoing digital transformation. Companies now have more gaps to fill, more competitors to contend with, and emerging markets to enter thanks to the advantages of digital transformation (Galindo-Martí, et al., 2019). As per (Paavola, et al., 2017), The implementation of innovative digital technology to significantly enhance corporate processes and market performance, including boosting customer experience, optimizing procedures, or developing novel company structures, is known as digital transformation. This phenomenon—known as "digitalization"—describes business structures that are impacted by the increasing usage of digital innovations. In today's challenging and competitive environment, businesses must employ digital innovations to create a shift and innovative disruption to explore opportunities (Crupi, et al., 2020).

Many authors have made an effort to discuss and describe the definition of "Digital Transformation", and Table 1 provides some interesting definitions.

Table 2.1: Digital Transformation Definitions in Literature

Source	Definition
(Horlach, et al., 2017)	The digitization of a company's offers (products and services), which supplement or replace physical goods, as well as the digitalization of sales and communication channels are all included in the concept of digital transformation. In addition, the launch of digital business models that enable novel value capture methods and tactical and strategic business decisions are both components of digital transformation.

Table 2.1: (Cont.) Digital Transformation Definitions in Literature

Source	Definition
(Horlach, et al., 2017)	The digitization of a company's offers (products and services), which supplement or replace physical goods, as well as the digitalization of sales and communication channels are all included in the concept of digital transformation. In addition, the launch of digital business models that enable novel value capture methods and tactical and strategic business decisions are both components of digital transformation.
(Hess, 2016)	Digital transformation is related with the adjustments to a company's work model that can be made as a result of new products, various organizational structures, or automatic business procedures. The increasing requirement for Internet-based media, which has caused changes to the whole business structures, is a good indicator of these shifts.
(Matt, 2015)	A plan for managing variations brought on by the adoption of digital technology and modifications to activities after a transformation is a digital transformation approach.
(Hausberg, et al., 2018)	the method of utilizing cutting-edge digital technology (such as analysis, social media, mobile, or embedded systems) to facilitate significant commercial advantages (like improving customer experience, optimizing processes, or establishing new business models).

Source: The Researcher

Digital transformation is described more broadly as the modification of organizational procedures. Digital transformation is an internal organizational change that takes an outside-in approach to the organization's structure, values, culture, mission, and vision. The use of technology makes it possible. The majority of scholars believe that rather than digital technology, persons are more relevant in terms of digital transformation. For instance, it is vital to realize that innovation does not bring about digital transformation; instead, it is always about offering a new method to serve customers or solving an issue (Talin, 2021). Always, the start of the

digital transformation is marked by a customer-centric solution rather than technology. Additionally, other authors have analytically compiled key definitions from various sources and conclude that the interpretations permit classifying the digital transformation into three different aspects: technological, where it is relied on the adoption of novel digital innovations like social media, phone, analytics, or embedded systems; organizational, where it necessitates the modification of organizational processes or the development of novel company models; and cultural, where DT is relied on the adoption of novel digital innovations like social media, mobile, analytics, or embedded systems. It was also highlighted the fact that digital transformation is not just about implementing IT solutions in this regard in their research. It should rather be seen as "organizational change," "culture transformation," and "moving toward a customer-centric strategy" in a more general sense (Verina & Titko, 2019). "Digitalization and digitalization are mostly about technology, but the digital transformation is not," according to (Bloomberg, 2018). Customer-centered digital transformation is important. The word "people" takes on greater significance in this context and becomes crucial. In light of this, we may say that the idea of "digital transformation" is more all-encompassing than "digitalization" and "digitalization."

2.2 The impact of Digital Transformation on an Organization

The digital transformation must be implemented, and this requires transformational changes in corporate culture, strategy, and leadership. The 3 components of digital transformation's effects on any organization are the transformation of customer perspectives, the transformation of work operations, and the variations in workflow.

Consumer experiences are shifting when they utilize the business's goods and services, as evidenced by the comprehensive analysis of market sections and their attitude, consumer loyalty and behavior, participatory communication with consumers during the selling cycle, and various digital points of contact between the organization and the client base (Schwertner, 2017). Consumers are becoming more needy, and they count on businesses to pay attention to, understand, and adapt to their changing requirements. By utilizing new technology in a personal setting, users in enterprises expect to utilize the same techniques there as well. for younger generations in particular, also referred to as "digital natives" (Pardo, 2014), who are

raised in a technologically advanced environment. In order to deliver a fulfilling relationship to his customer, the business has to take into account the integrity of its forms of communication and include modern market monitoring technologies, such as the study of enormous volumes of internet-based information. In order to do this, new infrastructure and expertise must be developed.

The evolution of the company's operational processes includes the technology of R&D, output, and distribution tasks. Employees can operate at different capacities in a variety of functional areas thanks to digital technologies. Automation, standardization, and global sourcing can help businesses become more adaptable, sensitive to demand fluctuations, and better prepared to boost and sustain profits. Decision-making relied on real customer relationship data and expanding remote work at employees' homes both expedite the decision-making process for the existence of items in various manufacturing units (Schwertner, 2017).

The business model can be changed by new digital businesses, modified digital businesses, and digital globalization. These processes entail the application of digital content to already current goods and services as well as the launch of new digital solutions (Schwertner, 2017).

The growth of a company's business, the standard of employees' working lives, and the emergence of new job prospects are all impacted by innovation and digital transformation processes. The excessive workload, information overload, widespread use of digital tools, However, excessive exposure to ongoing disruptions and intrusions as well as the blurring of personal and professional lives can reveal new threats for the workforce. Because it is not always simple to discern between the use of digital tools at work and in private life, it is vital to watch and monitor changes in work organization while researching the consequences on workers' health and safety. Without a doubt, working in a more flexible manner offers complex businesses an opportunity and a necessity in terms of work-life balance and performance, without ignoring the effects of urban mobility on environmental sustainability provided by the decrease in traffic and pollution. As there is still a strong link between career, advancement, and presence in the workplace, it is also crucial to carefully regard the aspects related to the potential isolation of the worker—who performs his activity outside the context of the company, such as in smart working, and who may not feel involved in company logic. These factors have consequences, particularly when it

comes to gender issues because they are frequently seen in relation to the times when women take time off from work to care for their families and for pregnant women. There is a relationship between heavy usage and high rates of anxiety, despair, and tension, as some research conducted internationally have demonstrated. The anxiety that comes with trying to utilize a modern technology also discourages people from utilizing or learning the technology itself. This psychological and emotional revulsion is what ultimately stops people from using the technology. Last but not least, the characteristics of the always-on should not be ignored because they could lead to misuse and dependence (Panova, 2016).

The main causes of the stress brought on by ICT use in enterprises include data smog, multitasking madness, computer problems, exhaustion, techno addiction, and techno stress. It was particularly shown that this perspective can be linked to negative psychological states associated with utilizing or even thinking about using ICT, as well as emotions like anxiety, mental fatigue, skepticism, and inefficiency. Therefore, a number of psychosocial issues, including job overload, interpersonal difficulties, ambiguity, role overload, conflict between work and family obligations, and insecurity, might be linked to technological stress. It has identified five risk factors that contribute to the development of technostress as well as three moderating variables that enable lowering the impact of stress related to the utilization of technology and deal with facilitating literacy, offering technical assistance, and involuntary facilitation: the invasion of technology, its complexity, its insecurity, and its uncertainty. Information collection, utilization, and memory have all been updated by digital technologies. Finally, the usage of digital exposes workers to new negative effects like invasion of privacy, harassment, and cyberbullying through changing contextual references and work environments (Pietrafesa, et al., 2019).

2.3 Digital Transformation Characteristics

One of the subjects that will take up a lot of time on the study and management agendas of many businesses is the digital transformation. It is a long-lasting pattern that keeps evolving as new digital technology generations are developed. Digital transformation can be characterized by three factors. First of all, digital transformation cannot be stopped. Early on in their market debut, new digital innovations or new technology implementation concepts may perform less well than

current technologies or their implementation concepts. However, as the transformation matures, the situation is getting better and pre-established solutions are losing their monopoly on the market. The convenience that using a digital invention provides, then, is something that the user does not want to give up. For many people, even temporarily giving up modern technologies is inconceivable. Second, the digital age is here to stay. To address the issues of urbanization and globalization of commercial activity, the contemporary societal and economic framework forces inventive usage of digital technologies. All businesses are now expected to change in order to better adapt to the new digital ecosystem and make the transition to the modern era. Now that digital technology has advanced, businesses may create answers to difficult problems. The maturity of the digital transition has reached a point where many previously insoluble issues can be resolved. Finally, although the processes of digital transformation are still developing quickly, they are unavoidable. It is challenging to predict which businesses will be successful in their transformation due to the fast-technological advancement in digital fields and their effects across various industries. Additionally, we can see that innovation and change are accelerating. Many businesses now make the claim that they are always reinventing themselves. The physical product no longer serves as the primary determinant of competitiveness; rather, it must be integrated into an ecosystem of cognitive services. The transition to a digital world is unavoidable, irreversible, and unstoppable. These three traits serve as an example of how the economy and society are being transformed by digital technology in an unstoppable and ongoing process. The digital is accompanied by substantial and quick changes in trades, even as it is in the process of fundamentally altering the economy and the world of work in general. Due to the opportunities presented by new digital technologies, businesses are continually assessing their capacity to improve their current business models (Mahraz, et al., 2019).

A successful transition is one that employs the step-by-step process of adopting the most suitable solutions for the current state of businesses; the digital transformation is even more of an advancement than a transformation. Five of the most important operational drivers of a digital transformation process will serve as the foundation for a digital transformation (DT) model. A great foundation for achieving every digital transformation is demonstrating proficiency in those five organizational areas

(Sagayarajan & George, 2019). The success factors of digital transformation are determined as the following:

- Leadership and culture: The leadership and culture needed for a very successful digital transformation could be compared to that of a successful team, where individuals are given the freedom and opportunity to perform to their highest potential.
- Employee involvement: The company could promote digital excellence by making sure that all of the staff is participated in the procedure.
- Value-chain, partners, and trends: A company can focus on changing those habits that are most important to the success of the business by having an in-depth awareness of whatever the digital innovations are in the industry and working with partners and vendors that are the best in class.
- Emerging technologies: The capacity to use and make the greatest employment of current new and emerging technologies to improve business operations and performance is the key to digital transformation.
- Business intelligence and data science: The next stage in a process of continuous improvement is employing the information to notify and guide decisions since automation and digitization start to provide important information about processes, clients, and services.

2.4 Digital Technologies

The development of new goods and services relies heavily on digital technologies. The primary drivers of robust manufacturing systems and network concretization are these technology-based business models, which produce high-value, customer-focused goods and services (Mourtzis, et al., 2015). Digital innovations are crucial to the digital transformation since they allow for greater customer service in practically every organization as well as inter-firm communication, information storage, and analysis. They have a big influence on how well customer service works and make it easier to facilitate services (Foroudi, et al., 2017). In a lifecycle management system, Digital tools are defined as a group of tools and procedures that allow for the digital modelling of international processes for product creation and implementation.

Digital artifacts, platforms, and infrastructures are the three separate but related components of digital technology. The digital artefact is frequently a part of media content, a portion of a brand-new service or product, or something else that provides the user with a certain capability or utility. A shared set of basic tasks and design for hosting supplementary items, such as digital artefacts, is what is referred to as a "digital platform.". To support innovation and entrepreneurship, digital technology tools and infrastructure should provide communication, collaboration, and/or processing power (Nambisan, 2017).

The technological underpinnings of the digital transformation are formed by and have a substantial impact on by technologies like big data, cloud computing, the Internet of things, and blockchain. Their applications span a wide range of industries and classifications. Although digital technologies provide many benefits, they also present a big restriction for the company. The usage of new innovations, in particular, requires the communication between many specialized divisions and the growth of new management and staff skill sets.

- **Big Data**

Contrarily, "big data" is a sizeable or complex quantity of transforming data that cannot be processed using traditional approaches and data processing tools. On the contrary, this also encompasses all data analysis techniques and analytic methods developed recently to gather and assess a sizable or complex amount of data. In this new environment, firms' ability to recognize changes and respond swiftly and wisely is crucial to their success. While stability and scalability were the main requirements for industry in the twentieth century, the new advantages are concentrated on finding and agility; in this perspective, performance is evaluated by the capability to continually employing new and current data sources to generate models and prospects (Davenport & Patil, 2012).

- **Internet-of-Things**

The Internet of Things (IoT) is the integrated use of actuators and sensors to connect real objects to the Internet or other networking technologies. It allows users to conduct tasks and communicate with autonomous objects. The capability to record, monitor, and even remotely control things is also available to users. In addition, networked sensors watch over individuals and the surroundings (Manyika, et al.,

2015). The data can then be analyzed with the help of big data analysis techniques and coupled with other data, such as that from the business's CRM or ERP systems. It handles difficult issues, automates manual operations, and makes innovations based on these fresh policies and procedures.

- **Blockchain**

The Gartner hype cycle now places blockchain at the top. It should be clear that the technology, best known for acting as the basis for the cryptocurrency Bitcoin, has the power to drastically alter other economic areas: Using programmable contracts which are executed without the use of a middleman or human intervention, traditional financial services like as banking, insurance, or the interaction of robots in manufacturing should be automated or replaced (so-called smart contracts).

2.5 Implications and Requirements to Digital Transformation

Resistance to change is sometimes held responsible for significant advancements in development, industrial operations, management techniques, or salary pay methods that fall short of expectations or fail totally. According to a prior study, there are three different dimensions that make up resistance to organizational change: behavioral, cognitive, and affective. All three of these dimensions can interact with one another and can be at odds with one another simultaneously. To further clarify, not all employees' emotions, actions, and thoughts change at the same time. Such unpleasant emotions could result in positive behavior (Piderit, 2000).

Additionally, one of the obstacles is managers' ignorance of how to implement the transformation. As a result of the growth of digital transformation in the organization, it is necessary for it to have a management approach that permits making decision in challenging situations, encourages digital transformation and ongoing technologies, and induces a transformative digital culture across the entire company (Kane, et al., 2019). Managers who want to implement digital transformation need to have a strong understanding of digital leadership. Business leaders can develop a compelling vision for the digitization and carry out projects by using digital leadership (Saputra, et al., 2021).

Organizational change is challenging because of resistance to it. In order to lower the amount of refusal to organizational transformation, the human elements, particularly

cognitive and affective factors, are crucial. According to some experts, it is essential to examine resistance to change from a variety of angles, with an emphasis on the individual. Other researchers found that typical individual factors like age, gender, or work history also had an effect on reluctance to change (Laumer, et al., 2016).

2.5.1 Employee perceptions

Employee perceptions are based on how they weigh and comprehend the particular circumstance that changes produce as well as the effects of the changes that are introduced to them. Employees, however, tend to concentrate more on the advantages or disadvantages of change. Employees' attitudes are typically positively connected with perceived outcomes in this process, which means they keep a positive feeling toward results they perceive as favorable and a negative feeling toward outcomes they perceive as negative (Cullen, et al., 2014). Since an increase in employee stress and insecurity is typically a result of organizational change (Dahl, 2011). Staff members who experience a variety of unpleasant emotions like stress, worry, and fear are more likely to oppose organizational change, according to a variety of research studies (Helpap & Bekmeier-Feuerhahn, 2016). Employees who are unwilling to take responsibility for their actions and who are personally inert are more likely to shun challenging and dangerous activities, abandon tough assignments, and otherwise fight organizational change and innovation.

It is discovered that emotionally resistant workers are more likely to quit if they are unable to handle organizational change, whereas the uncertainty brought on by behavioral resistance makes workers more withdrawn and decreases job satisfaction. Furthermore, research has shown that the primary cause of employee cynicism is the worry about the unclear brought on by a forced or coerced departure from the familiar workplace. This research also suggested that employees' behavioral and emotional resistance to organizational change may be a contributing factor. Additionally, with relation to job security, earlier research has shown that organizational change responses are significantly influenced by employee job security (Aslam, et al., 2015). Additionally, it was determined that staff members will worry about their standing and career advancement within the company and experience resistance to the change due to their unfavorable feelings.

2.5.2 Human capital competencies and digital skills

Individual and social variables have been the two main topics of human capital research. Individual and societal elements both include things like social capital, corporate culture, and other things like individual knowledge, skills, and capacities. Human resources are a major area of concern for micro-foundations since they play a key role in an organization's achievement or failure (Foss & Lindenberg, 2013).

Enterprises must improve management skills including operational design, corporate strategy training, and digital skills for human resource investments if they want to involve in digital transformation. Investments in IT and information systems should not be the only focus of enterprise digital transformation. The focus should instead be on business operations, products, and business models at a higher stage (Olivia, et al., 2020). People will require and demand the development of necessary skills, such as new knowledge and skills, work organization and managerial abilities, as well as other qualities that will become crucial to development, in order to utilize digital innovations in every situation and for a variety of purposes (Bikse, et al., 2021).

Based on academic research and a survey of policy documents in the field of building pertinent abilities and skills for digital transformation, one may reach that certain authors largely concentrated on establishing digital skills. Others have stressed the value of having digital skills and related abilities for putting the digital transformation into practice (Gallardo-Echenique, et al., 2015). It is obvious that everyone should develop the digital skills and relevant competencies necessary when utilizing ICT and digital applications to support the digital transformation. This is because, in order to interact and function more successfully with the newest technologies available throughout the digital transition, one must first be professional and have good digital abilities. Second, since the concept of digital competences is much more comprehensive than that of digital skills, it is crucial to develop both of them.

Knowledge, abilities, and attitudes that are combined to form digital competence also include the acquisition of soft skills like solving problem, teamwork, and creativity. As a result, digital competence includes having strong digital abilities. Additionally, the digital competence has to be centered on a larger perspective because, in the age of the digital economy, ICT skills alone won't be sufficient; additional

complementary skills will be required (Anon., 2016). However, it's also crucial to understand that during the COVID-19 pandemic, people are primarily working, going about their regular lives, and learning online. Anyone who has to manage remote tasks develops into a "self-manager" type of person. He or she must be a highly skilled specialist in a certain sector and be able to operate independently, schedule his or her time, make wise judgments, plan his or her workload, and organize his or her work. Additionally, each individual must become a subject of social change and be able to comprehend and have an impact on the intricate processes of societal growth. As a result, individuals' roles in the production process, education, study, and daily life are dramatically altered, and competence is seen as the most crucial prerequisite for competitiveness.

In technologically advanced contexts, more emphasis is being placed on the value of soft skills like interaction, problem-solving, and innovation. In order to have digital abilities in fields like mechatronics, machine learning, and big data, it was discovered that cognitive skills like openness to learning and adaptability were essential. The seeming discrepancy between education and training and the kinds of talents now necessary in the job may be explained by the increased emphasis on soft skills (Börner, et al., 2018). Employers value individuals who are eager to learn new abilities, thus this is a favorable quality. Individual learning can be intentional or spontaneous, conscious or unconscious, formal or informal, conscious or unconscious. Recent research has found that learning is becoming more continuous, informal, and self-directed (Sousa & Rocha, 2019). Workplace training and knowledge transition, which is affected by elements like attitudes and character, is the degree to which knowledge from training translates to employment outcomes, such as improvements in work productivity (Ford, et al., 2018).

2.5.3 Technology acceptance and adoption

Research regarding the utilization of technology in the workplace have found that several elements, such as whether technology use is permitted or mandated, matter. Descriptive norms are more dominant in regimes that are required. In voluntary circumstances, adopting plans and future technology use will be influenced by opinions about the technology and subjective standards. Even if the introduction of novel technologies occurs in necessary contexts anyway, these views will influence

attitudes about it and may have more profound organizational consequences. Employees have a greater incentive to implement the technology when they believe it would help their work, enhance their performance, and be simple to comprehend and use, in particular (Wang, et al., 2014). According to studies made in different situations on the perceived utility of technology and its applicability, there is a correlation between user satisfaction and the deployment of information technology (IT) in the workplace (Son, et al., 2012). These results depict that new technology and processes, whether required or not, ought to be advantageous and easy for staff to use.

Another thing to consider is how well the technology fits with the tasks that people perform, as this fit has an impact on how employees feel about and use technology, it was discovered that better technological acceptance was a result of both organizational and human resources, including resilience and opportunity for information and training. The findings highlight the need of offering all staff members access to knowledge and training opportunities to support digital transformation without detracting from employee engagement (Molino, et al., 2020).

The implementation of novel technologies in ever-shorter intervals, usually concurrently, is a key part of today's digital transformation. These demands taking a new approach to technology acceptance. More and more, new technologies that are implemented in offices incorporate collaborative and social networking features (such as online chat, forums, and discussion rooms) whose successful acceptance depends on staff adoption.

According to a study, peer social networks, which include coworkers and management, can have an impact on views toward innovations and, eventually, their acceptance. These studies emphasize the growing significance and difficulty of establishing favorable social norms surrounding the use of technology to promote technology adoption (Talukder, 2012).

2.5.4 Attitudes and opinions regarding technological change

There is a growing body of study on how workers perceive about technological transformation generally, in addition to studies on technology acceptance. This is crucial to take into account since overall perceptions about societal technology revolutions and their impact on the workforce might affect attitudes towards specific

technologies. Increased feelings of job insecurity driven on by new technology, according to studies, are typically associated with poorer organizational commitment, lower career satisfaction, and higher propensity to leave the company (Li, et al., 2019). The organizational setting, the job function, and other contextual characteristics like gender, age, and technology type all affect these results differently. Significantly, research has shown that workers who engaged in decisions about technological improvements reacted to the advances more favorably than those who had a lower degree of involvement (Schraeder, et al., 2006).

Other studies found that employees' simple awareness of innovative technologies (like machine learning, robotization, mechatronics, and algorithms) was frequently linked to thoughts of oncoming loss of employment, more transformation motivations, cynicism and anxiety, and lower rates of organizational commitment and job satisfaction (Li, et al., 2019). The work-design importance and job role elements in the digitalization of workplaces has been highlighted in recent research (Cascio & Montealegre, 2016). A connection between wellbeing and perceptions of job security during the operation of technological transformation was also discovered. However, factors including formal training, the nature of the work department, professional classifications, and the sort of technology employed had an impact on how people evaluated threats to their job security. Less research has been done on attitudes toward digital change. However, a research of work design traits discovered a correlation between higher support for digital transformation and employees' expectations of autonomy, competence, and connectivity in the digital workplace (Meske & Junglas, 2020).

2.6 Quality of the Workplace of Employees

Quality of work life (QWL) study is nothing new; in fact, it has been developing since 1970 and is now required in all organizations, regardless of whether they are in the telecom, IT, education, banking, or another industry. QWL has gained attention in the present climate as a result of employees' concerns for their families and personal needs. A nice work environment, strong peer and superior relationships, career development possibilities, awards and recognitions, and other benefits all contribute to an employee's happiness, motivation, and satisfaction. QWL is crucial to surviving and outperforming the competition. According to the needs of the

individual, QWL might be either monetary or non-monetary services offered by the organization. It also refers to whether a person's work environment is favorable or unfavorable. A more effective and superior QWL aids in luring and keeping personnel. The ongoing revision of policies and initiatives like performance evaluation, career advancement, work-life balance, participatory management, etc. has a positive impact on employees' morale (Yadav & Khanna, 2014).

In practically every area, QWL is becoming a critical issue to attracting excellent workers, boosting efficiency, and fostering employee engagement. When a business provides employees with better and more efficient QWL, it directly creates a thriving and positive work environment with completely satisfied employees. Additionally, QWL helps employees live healthier lives. By using some realistic strategies that increase the participation of the workers who are being considered for the task, employees can improve the quality of their work and demonstrate their interest in altering the workplace culture while working on the task. Both the employee's job and personal lives are impacted by QWL. The proportions of the QWL, including Job Satisfaction, Rewards and Recognitions, Work Environment, Work-Life Balance, Superior and Peer Relationships, Working Hours, Well-Being, and Pay, have been proposed by a number of researchers and authors (Yadav, et al., 2019). The followings investigate and assess the literature review on the QWL dimensions.

2.6.1 Health and well-being

In any workplace, a person's physical and psychological well-being are referred to as their health and well-being. The direct and indirect effects of digitalization on employees' health and wellbeing were studied (Asakura & Fujigaki, 1993). Their results found that increased job demands result in a more stressful work environment, which in turn has an impact on employees' health and wellbeing. An unrestricted work environment guarantees healthy physical and mental health, enabling the employees to do job-related and unrelated tasks without restraints. As a result, it creates a workplace that is not stressful and offers a comfortable working atmosphere. There are numerous meanings of stress because it is thought to be a QWL subjective experience. Stress is a reaction to the perception of a link between the demands placed on people and their capacity for workplace adaptation. Stress develops as a result of a person's interactions with their work environment and

endangers their ability to maintain their physiological, psychological, and bodily homeostasis. When job pressure increases, physical illness and psychological illnesses also rise. Psychosomatic research has shown that stress impairs circulation and the muscle system, increasing the risk of myocardial infarction (Swathi, 2017).

The most appropriate way to measure QWL is to evaluate how well people are able to fulfil the conditions necessary for happy, such as those that are basic to human happiness. Subjective and objective measures of quality of life vary. While employees' satisfaction achieved through meeting social and cultural requirements, such as material wealth, physical well-being, and social status, is considered to have an objective quality of life, employees' satisfaction when they feel good and completely happy with the environment around them is regarded to have a subjective quality of life (Argentero, et al., 2007). The majority of earlier studies divided QWL into three categories: the physical, the being, the psychological belonging, and the becoming. The "Being" of a person is defined by their spiritual side, while "belonging" refers to their social, communal, and physical ties, and "becoming" refers to their practical, recreational, and developmental needs (Martel & Dupuis, 2006). Family, friends, coworkers, the workplace, the community (or "shelter"), wellbeing, education, and spirituality are all part of the quality of life domain. The yearly Human Development Index (HDI) for numerous nations throughout the world was issued by the Union National Development Program. The human development program's 1997 report states that the following criteria are used to assess each nation's citizen's level of well-being: Life expectancy, academic success, and standard of living.

Technostress is a condition resulting from the utilization of digital innovations and is defined as stress that individuals encounter as a consequence of their technological use and their inability to adjust to or cope with these modern technological advances in a positive way (Nisafani, et al., 2020). Work-home problems, work pressure, worries regarding one's IT abilities in light of technology's evolutionary development, and reliance on technology for employment all contribute to technostress. In fact, employing digital technology has made work more dispersed, intensified the blurring of the barriers between work and personal life, and resulted in a constant feeling of urgency (Field & Chan, 2018). Similar to how email, smartphones, and new messaging apps like WhatsApp have more communication

and cooperation, they have also raised expectations that workers are constantly accessible, particularly after hours. As a result, employees who experience technostress report reduced productivity, wellbeing, and loyalty to the company (Nisafani, et al., 2020). Digital tools can, when utilized appropriately, alleviate technological stress and have a beneficial effect on employees, which has led to new arguments that technology stress may also have a positive effect on efficiency and creativity at workplace (Tarafdar, et al., 2019).

To maintain strength and give employees the physical and mental freedom they need, we support initiatives that promote their welfare. It is recommended that working environment be improved in the hope of improving the performance of employee wellness initiatives such as healthcare facilities, restrooms with spittoons, child's academic facilities, travelling facilities, and recreational areas, which will in turn enhance employee spirits and boost productivity. Higher employee satisfaction is influenced by their well-being, and most respondents agree that well-being measures help to increase employees' productivity at work. There is an opportunity to enhance the security and health measures for employees. Most of respondents reported their level of satisfaction with every service offered by the manufacturing industry, including medical, care for children, transport, accommodation, and recreational activities, which is good news for the company. The fact that the industrial sector provides the amenities needed by workers is excellent news. The workforce is inspired to put in more effort and produce more as a result. Employees are more successful in achieving their personal and professional goals when their well-being is measured. Manufacturing workers manage their stress levels, work demands, and family responsibilities without experiencing any major problems (Harshitha & Senthil, 2021). Therefore, the above literature postulates the following hypothesis:

Hypothesis 1 (H1). There is a significant relationship between Health and well-being and the transformation of employees to the digital system.

2.6.2 Job security

A substantial amount of organizational change has been exposed by the dramatically changing nature of the workforce in the modern workplace. Employee loyalty, morale, motivation, and perceived job security have all been negatively impacted by organizational transformation such as downsizing, rightsizing, and outsourcing.

According to the Organization for Economic Cooperation and Development (OECD), the most divisive topic in the modern workplace is job security. The primary component of QWL, job security, is the ability of the company to offer secure, long-term employment despite changes in the workplace. Therefore, creating a sense of stability is crucial, particularly in a workplace where many aspects of occupations can be outsourced (Swathi, 2017).

The workers at the company believed they would be able to count on keeping their positions and wouldn't have them abruptly and without warning taken away from them. Due to job security at work, performance of employees improves when they are inspired to complete their tasks. The company views employee job security as a critical element in assisting people in doing more effectively at work, which eventually enhances work effectiveness. Also, a significant factor in boosting work efficiency and the production of high-quality products is employee job security. It was found in several research conducted a few decades ago that job stability and performance were positively correlated. Workers are more likely to put in extra effort to achieve the organization's goals when they are confident that their employment are secure. Additionally, there was a clear connection between performance and job security for employees. Additionally, when employees know they will have jobs in the future, they become more devoted to the company and take on more responsibilities. Although the reference said that there is no correlation between employee job instability and performance, several researches conducted during that decade claimed that job uncertainty negatively affect employee performance and vice versa in the workplace. According to some other research, employees who are satisfied with their level of job security make greater contributions to the company through individual performance. In fact, when workers think about the insecurity of their jobs, they are hesitant to do additional tasks (Ahmed, et al., 2017).

Everyone wants to feel secure and protected at work, and it is widely known that this is one of the key factors influencing employee dedication and productivity. Lack of job security also contributes to a number of other issues, such as low commitment and motivation and, in some cases, depression and other illnesses. Because of globalization and its accompanying elements, lifelong employment is primarily restricted to the public sector, and job security has reduced globally. Jobs are the first casualty as a result of firms' rising cost cutting and trimming efforts to become leaner

and fitter. When workers are hired on temporary, time-limited contracts, these situations are exacerbated. On this account, expatriates are also prone to serious issues. The current study's objective is to ascertain how elements like job instability impact employee satisfaction and performance. Additionally, it examines the connection between workers' labor market standing and their fear over job security. The relationship between these factors has been investigated using T-tests. According to the study's findings, job stability significantly affects employee productivity and happiness (Sanyal, et al., 2018).

Performance of a worker, corporate success, and the state of the economy all have an impact on job security. Job security is influenced by both an individual's performance and the organization's policies and strategies. Employees feel more at ease at work if their jobs and salaries are secure, even though this may have an impact on the QWL. To account for their gone loss shifts in income, large organizations had to go through substantial downsizing and restructuring at the same time that they were flattening. due to the emergence of the aforementioned significant programmatic factors (Jayakumar & Kalaiselvi, 2012). According to a different study, inadequate job stability and well-being, work pressure, and the purchase of subpar working tools are all-natural factors that lead to poor QWL (Kiriago & Bwisa, 2013). As evidenced by certain studies, which claim there is no meaningful association between job security and QWL, the enthusiasm and effort put into one's work have diminished as a result of job insecurity nowadays. Therefore, the above literature postulates the following hypothesis:

Hypothesis 2 (H2). There is a significant relationship between Job Security and the transformation of employees to the digital system.

2.6.3 Job satisfaction

Employees' levels of job satisfaction are evaluated based on how much they like or detest their jobs. It has to do with how well-adjusted a person is to environmental, bodily, and psychological problems. Job satisfaction is defined as the "pleasant or good emotional state arising from the appraisal of one's job and job experiences" in its most basic form. The level of satisfaction with numerous areas of the job has an impact on employee job satisfaction. According to researchers, work satisfaction is a biased impression and assessment of one's current employment and organization by

the employee. The nature of a job and a person's expectations of what the job should offer impact an employee's level of job satisfaction (Lewis, 2019).

The degree to which workers are satisfied with their jobs' responsibilities, objectives, and tasks is known as job satisfaction. Job satisfaction also reflects a person's attitude and feelings about their employer. "Job satisfaction" is demonstrated by a positive attitude toward the work. Employees who experience poor conditions at work develop unpleasant emotions that signify job discontent. In order to achieve high performance or strong commitment towards the organization, which results in high business performance, worker fulfilment is essential. Numerous indicators of QWL, such as pay, promotions, management, fringe advantages, coworker support, and working hours, are correlated in a positive way with employees' positive attitudes toward the company. The elements of QWL that employees perceive also influence how they view their jobs (Sadri & Goveas, 2013). Other researchers have included other factors in measuring job satisfaction, including (i) a good income (ii) rewards and incentives (iii), good working conditions (iii), and (iv) equal employment possibilities (v relationship between peers and superiors (vi) supportive coworker. The study's findings also showed that employee complaints and interpersonal relationships had a negative impact on job satisfaction (Emadzadeh, et al., 2012). Numerous working factors are significantly correlated with job satisfaction, according to some studies (Asgari & Dadashi, 2011).

Later, this concept was expanded to include cognitive and behavioral elements. The cognitive component is the employee's point of view of his or her position or working environment. This implies that an employee may think their work is engaging, stimulating, or in some other way. The behavioral component is an employee's tendency to behave in a certain way toward their work. Regular attendance at work, hard labor, and a desire to stay with the company for a long time are actions that demonstrate the favorable conduct that denotes job satisfaction. Negative behavioral results, on the other hand, indicate job discontent. Employee job satisfaction has different meanings and values in respect to the many aspects of employment. Some people might consider having a work that offers the chance for hard assignments to be crucial, while others could view having income and benefits that meet their expectations as being of the utmost importance. According to the findings of earlier studies, job satisfaction is influenced by a wide range of factors,

including compensation, promotions, supervision, fringe benefits, coworkers' support, and long hours (Swathi, 2017).

Achieving more job satisfaction at work could be done by improving aspects like pay and rewards. In an enterprise, rewards and recognitions are used to increase employee motivation and foster competition among the workforce. The goal-achieving process is indirect for both the business and the individual. A previous study that used empirical evidence to explore the elements impacting QWL included 100 employees from Indian firms (Nanjundeswaraswamy & Swamy, 2012). The study's conclusions were that workplace culture, career growth, supervisor relationships, flexibility in working hours, rewards, motivation, and fringe benefits are crucial QWL factors that influence job satisfaction. The majority of the QWL variables raise the organization's costs, the study also showed. There are other activities, such as team building exercises and motivating activities, which don't add to the expense but yet provide the employee and business with motivation and satisfaction to improve performance. Additionally, a research is conducted to gauge the degree of job satisfaction. The study's conclusions showed that there is a strong correlation between rewards and recognitions and QWL. Another study on nurses' techniques of acknowledgment revealed a significant association between financial restrictions and non-monetary practices and the methods of recognition (Cronin & Becherer, 2013). As a result, it is clear from the literature that every industry uses recognition as a technique to raise employee morale.

The outcome of labor input for their works is salary or wages. Although technically it includes all of the physical and mental labor performed by workers or employees, the income of independent contractors is not covered by the pay and wages. Remuneration, which includes salaries and earnings, is the general term for the benefits provided by the employer, such as paid holidays, vacations, and sick days in addition to fringe benefits. Job satisfaction is related to QWL, which is related to pay, hours worked, and working conditions. A good QWL is defined as having a safe working environment, fair wages, and equitable opportunity for promotion (Mirvis & Lawler, 1984). Numerous authors have discussed the value of compensation and mentioned the parameters of QWL. Employee performance and job satisfaction are influenced by salary. Employees want to have stable employment and a fair wage, which makes them more at ease at work and lowers their quality of life (Drobni, et

al., 2010). Building the relationship between the employees and creating a suitable work environment comes from meeting requirements that are determined by social status and receiving just compensation. A survey on the working conditions of nurses revealed that a better QWL is strongly influenced by compensation and remuneration. Additionally, previous QWL study revealed that salaries and wages had a significant impact on employees' lives. Therefore, the above literature postulates the following hypothesis:

Hypothesis 3 (H3). There is a significant relationship between Job Satisfaction and the transformation of employees to the digital system.

2.6.4 Competency development

Growing in knowledge and abilities is a crucial component of competency development that improves QWL. Therefore, the definition of competency development is defined as the characteristics of the job that promote possibilities for skill and knowledge advancement for either organizational or career development. Opportunities for career development will offer crucial training that will enable each employee to equip themselves with the new skills they need to advance in their careers. The majority of modern firms go above and above to provide their employees with a support system that promotes on-the-job learning, rather than just preparing them for a job. In addition to improving job satisfaction and lowering stress levels, learning opportunities and skill discretion have been shown to improve QWL. Learning mechanisms are linked to the ability to create and use abilities. This is especially true when a job calls for the use of cognitive talents. Regarding learning, more freedom on the job improves knowledge acquisition and application, while more involvement is thought to encourage cognitive development by increasing knowledge transmission among employees. Such a work setting broadens one's knowledge base, fosters a better comprehension of how one's position relates to other organizational procedures, and improves one's problem-solving skills. Employees develop the cognitive and behavioral repertoire necessary to anticipate, manage, or adapt to ambiguous demands in such a setting, decreasing the chance of poor QWL. Contrarily, excessive job demands with little control limit possibilities to learn new skills and knowledge, which promotes negative attitudes and anxiety and worsens QWL (Swathi, 2017).

Because of the adoption of new innovations, there is a change in the kinds of abilities and competencies required in the job. People's capacity for acquiring new abilities and responsiveness to instruction are thus another area of research focus. Employees can conduct and finish job tasks in digital work contexts by having a set of core knowledge, experiences, and capabilities known as "digital competencies." (Oberlander, et al., 2020). In addition to well-known utilized innovations such as document processing and email, employees are increasingly needed to utilize a wider range of software programs and software tools (Brunetti, et al., 2020). As more companies perform the digital transformation, there is an increasing requirement for more skilled technical skills in domains like software design, AI and data science, nanotechnology, automation, IoT, and cybersecurity (Sousa & Rocha, 2019).

According to a study, organizational commitment is assessed by affective commitment, normative commitment, and continuous commitment, as well as employee competency measured by the knowledge, skill, and attitude dimensions, all have a considerable positive influence on the task performance, adaptive performance, and contextive performance of employees. Among the other factors, employee competency has the most bearing. The results of this study offer an evidence for the significance of efforts to increase competency in order to enhance performance. Additionally, it is still necessary to maintain a high level of employee dedication in order to maintain staff performance (Martini, et al., 2018)Another study's goals were to ascertain the relationship between competency and turnover, the relationship between competency and career development, the relationship between competency and career development simultaneously, the relationship between competency and productivity, and the relationship between competency and career development simultaneously. It also sought to find the relationship between competency and productivity. According to the findings of this research, competence affects turnover, career development affects turnover, competence and career development affect turnover, competence affects productivity, career development affects productivity, competence and career development affect productivity, and turnover affects productivity (Rusilowati & Maulida, 2020). Therefore, the above literature postulates the following hypothesis:

Hypothesis 4 (H4). There is a significant relationship between Competency Development and the transformation of employees to the digital system.

2.6.5 Work and non-work life balance

The link between work and home life is a key aspect of QWL and is crucial for both employees and employers. It is challenging to keep work and family life distinct in an environment that is becoming more competitive. Today's workers are more likely to express a strong desire to strike a healthy balance between their professional lives, their personal lives, and their leisure time. The need for national policy in many nations has been raised at the international level. Organizations must assist workers in striking a balance between work and personal obligations. The perceived stress and psychological stress may be lessened and some degree of equilibrium between the two environments may be maintained by reducing the level of spillover. Lower QWL is possible due to the current low degree of organizational support and rise in work-life conflict. Alternative employment practices must be offered by organizations in order to reduce spillover pressure without impeding career advancement. In order to foster and build sustainable human resource practices in the workplace, balance is crucial, especially among the employees. Therefore, it is recommended that one of the QWL measurements be the balance between work and personal life (Swathi, 2017).

An individual's physical, psychological, social, spiritual, and financial welfare are all impacted by work-life balance. It has an influence on a one's overall personality as well as their attitude, beliefs, behaviors, and perception. Since the term "work-life balance" was first used in 1986, it has been difficult for every individual in a company to strike a balance between work and personal life. When there is a healthy balance between work and personal obligations, employees feel their lives are both professionally and personally fulfilling. Work-life balance is a crucial component of human resource management that is garnering attention from organizations, management, and employee representatives across the globe. Due to shifting labor demographics, the idea of work-life balance has gained significance in today's culture. Employees are experiencing physical, psychological, and emotional weariness as a result of their demanding work schedules. They are unable to simultaneously enjoy their personal and work lives. Today, they are fading away day by day from leading a healthy and prosperous life. They are more likely to experience absenteeism, exhaustion, stress, tardiness, burnout, poor performance, lack of motivation, high work turnover, reduced work quality, decreased job

satisfaction, decreased productivity, decreased employee efficiency, decreased employee commitment, etc. (Singh, 2018).

The gap between work and personal life has grown in importance and requires more awareness as a result of growing workplace commitments. Stress can be brought on by the demands of job or personal life. Workers are affected medically and mentally by such situations. Employees must therefore preserve a solid balance between their personal and professional lives. Employers use their employees' work-life balance as a key input when developing solutions to address issues about work-life balance. This essay examines the impact of work-life balance (WLB) on employee performance as well as how Nigerian workers manage difficult work environments and balance their personal and professional lives. It investigates the relationship between work-life balance (WLB) practices and organizational productivity and examines if WLB practices might lower absenteeism and employee attrition. Additionally, it examines obstacles to work-life balance that employees must overcome as well as strategies for improving employee habits. According to the document, work-life balance options should be created to make it simpler for employees to balance their personal and professional lives. Work-life balance is an ongoing worry that must be addressed rather than a conundrum that must be solved once. Work-life balance challenges must become a key component of human resource system and plan if organization goals are to be realized through the people employed. To create a fulfilling, outstanding, and self-motivated work environment, management must create a profound endorsement of individuals and their tasks (Fapohunda, 2014). Therefore, the above literature postulates the following hypothesis:

Hypothesis 5 (H5). There is a significant relationship between Work and Non-work Life Balance and the transformation of employees to the digital system.

2.7 Research Framework

The previous section of this chapter reviewed the meaning of QWL and analyses dimensions of QWL which includes health and well-being, job security, job satisfaction, competence development and the balance between work and non-work life. Also, the discussion about digital transformation meaning, technologies and challenges to its implementation was also presented. Some variables and hypotheses

were identified through this research. Figure 2 shows the research framework signifying the hypotheses postulated in order to understand the possible links among variables.

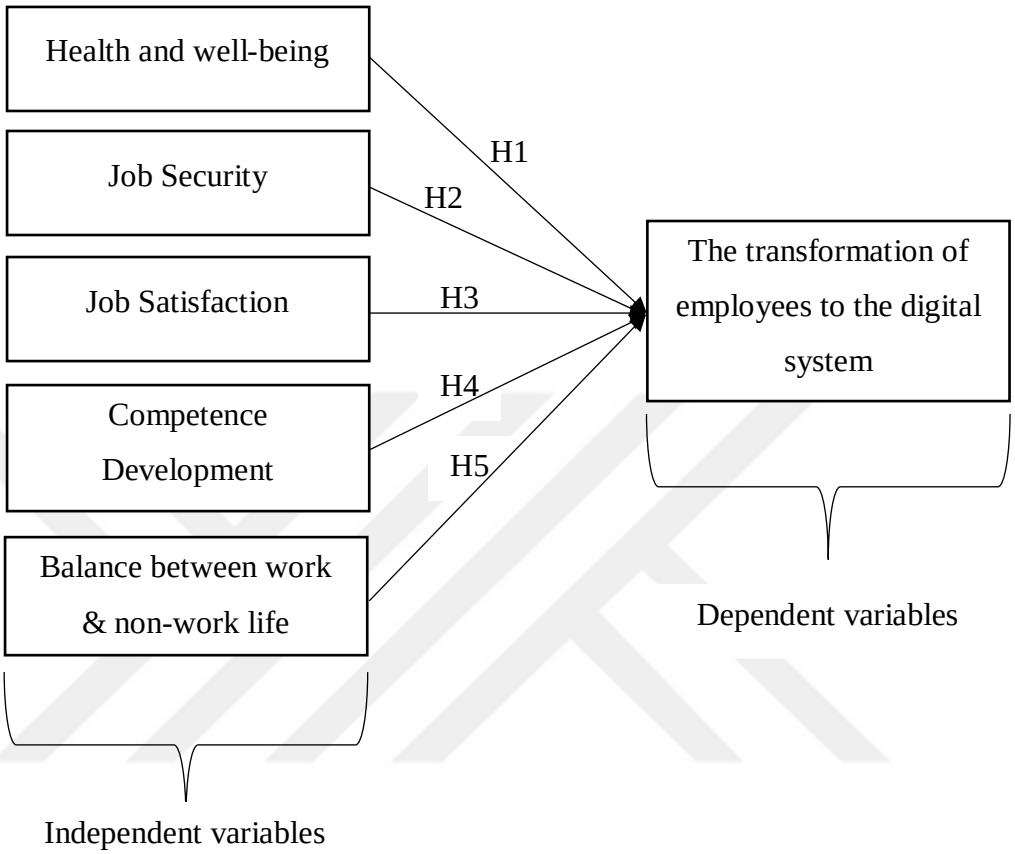

Figure 2.1: Research Framework

Source: The Researcher.

3. METHODOLOGY

This chapter discusses the approaches that was employed during the entire research process. The specific subjects shown in this chapter are the research design, population, sample, sampling technique, data gathering tools, and data analysis techniques. To address the precise details inside the research and gather the crucial facts, both primary and secondary data were employed. A strategy for methodically addressing the research problem is called research methodology. It might be thought of as a science that investigates how scientific investigation is carried out. It includes all of the different methods a researcher frequently employs to look into his study topic and the justifications for each (Kothari & Garg, 2014).

The questionnaires that were distributed to people produced the primary data for the study. In order to improve the questionnaire for the research, a review of earlier studies, textbooks, and journals was used to identify the numerous efforts that have been made in the past to evaluate and test the relationship between various workplace dimensions and the digital transformation of employees. The relevant literature that discussed research and publishing on the topic served as the secondary sources for the data.

Survey research is typically utilized to describe what is present, how much is there, and where it is present. Survey research is utilized to answer questions, resolve issues that have been brought up or noticed, create goals and assess needs, ascertain whether or not certain goals have been fulfilled, create baselines for future comparisons, and track trends over time (Isaac & Michael, 1997).

(Kraemer, 1991) showed three characteristics that make survey research distinct. Survey research is initially employed to objectively describe certain characteristics of a specified group. These components usually include investigating the relationships between various things. Second, since it is acquired from humans, the data required for survey research is biassed. In order to extend the results to the total sample, survey studies additionally employ a portion of the population. In survey research,

independent and dependent variables are employed to limit the study's scope but cannot be precisely managed by the investigator. Before making the survey, the researcher must create a model that forecasts the anticipated interactions between these parameters. The survey is then designed so that the results of the occurrence can be contrasted with this model.

In surveys, large population samples can be utilized to gather data. They are important for collecting personnel data regarding the composition of the sample. There are many different kinds and quantities of variables that can be studied, surveys are easy to create and run, and conclusions can be reached very quickly. Surveys can also shed light on attitudes that are typically difficult to analyze using observational approaches. But it's important to understand that polls just give estimations of the true population; they don't truly measure anything. However, surveys are frequently ineffective when understanding the historical context of a phenomenon is required. It was noticed that biases may arise, either in the type and specificity of the responses that are obtained or in the failure of the intended participants to reply. Respondents who purposely underreport activity to skew survey findings or cover up inappropriate behavior are another type of inaccuracy. Finally, participants could have trouble evaluating their own actions or Keeping in mind the facts surrounding them (Glasow, 2005).

3.1 Study Hypotheses

Based on the literature reviewed, some hypotheses were recognized which need to be tested. These hypotheses are as the followings:

H1: There is a significant relationship between Health and well-being and the transformation of employees to the digital system.

H2: There is a significant relationship between Job Security and the transformation of employees to the digital system.

H3: There is a significant relationship between Job Satisfaction and the transformation of employees to the digital system.

H4: There is a significant relationship between Competency Development and the transformation of employees to the digital system.

H5: There is a significant relationship between Work and Non-work Life Balance and the transformation of employees to the digital system.

3.2 Research Design

An investigator's choice of study components and the creation of certain design features is known as research design. A research design does not consist of an organized sequential, step-by-step methodology. Normally, research is planned logically while taking into account its potential applications. The goals of the study are taken into account when selecting research components. Research hypotheses serve as the cornerstone for building a research project. The following elements make to a research design:

- A research approach or procedure.
- A sampling method.
- Selection of research instruments.
- Selection of statistical methods.

Six phases make up this study, the first of which is a proposal for defining and identifying the challenges, establishing study objectives, and developing a research plan. The second phase of the research, which also included a literature review, analyzed previous studies about the impacts of various work life dimensions on digital transformation. In the third stage of the research, a questionnaire was created and distributed to a sample of managers and employees in various roles. The questionnaire is designed in a way that makes it simple for survey participants to answer the questions in a way that furthers the study's objective. The investigation's fourth phase was the distribution of questionnaires. Utilizing the questionnaire, the information needed to achieve the research objective was acquired. The study's fifth stage focused on the data's analysis and discussion. SPSS, which stands for Statistical Package for the Social Sciences, was used to conduct the primary analysis. The final stage of the study offers conclusions and recommendations.

The progress of the research study is flow-charted in Figure 3:

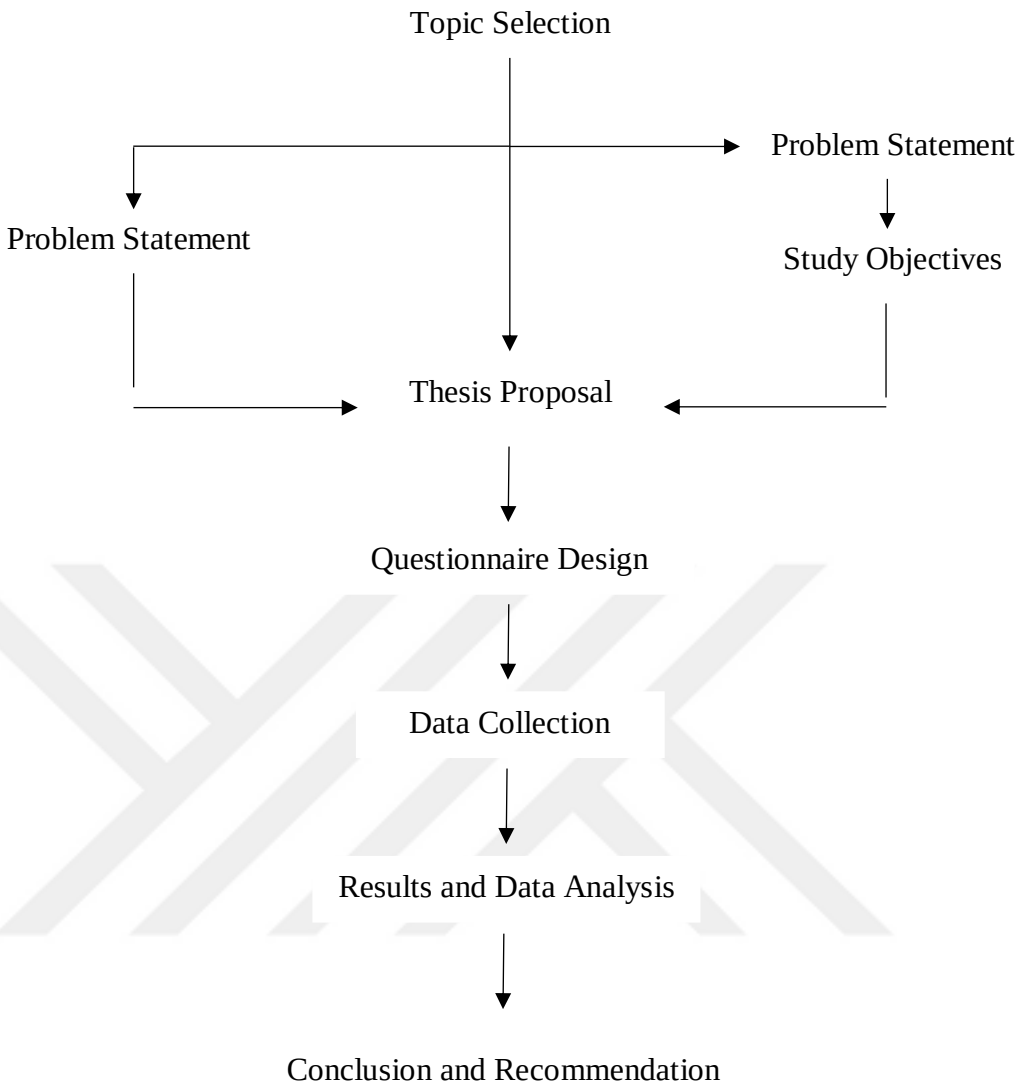

Figure 3.1: Research Flow Chart

Source: The Researcher

3.3 Population and Sample Size

In order to investigate and assess the impact of workplace dimensions on employee digital transformation, a broad spectrum of people (including employees with varying degrees of experience and managers from different levels) working in various industries were addressed. Male and female employees working at various levels across all functions and with a range of educational backgrounds made up the research population. There was no restriction on the industries the workers may work

in. Both full-time and part-time employees were among the participants who were targeted. Each participant has to be at least 18 years old.

3.4 Data Collection Methods

A variety of data sources were used during the study's research. The current study's theoretical and applied elements are built upon one another. Theoretically, for the current investigation, the researcher drew from pertinent scientific studies. Practically, data are gathered, assessed, and tested using a descriptive and analytical technique.

There are two categories of data collection techniques:

1. Primary source: a questionnaire was created specifically to gather primary data about all the study variables and the demographics of the research sample based on prior empirical studies and the research aims.
2. Secondary source: To comprehend the theoretical underpinnings of the study and create its model and hypotheses, books, journals, and theses were used.

As the main source of data for this study, the researchers used a survey. No in-depth research has been done in this field because the study's topic is novel. To best answer this study issue, the researchers believed that primary data should be generated and gathered. A web-based survey served as the study's main method of data collecting. A self-administered questionnaire was selected in this instance. This was owing to the fact that it required less effort and time to administer, as well as less money and effort to gather enormous amounts of data. The questionnaires are simple to construct because of the online dissemination strategy and plenty of web-based. With the aid of web-based technologies, researchers can design their own questionnaires online and use social media to connect with the necessary respondents. Online surveys have a number of benefits, including better geographic accessibility and improved respondent grouping versatility. Primary data includes questionnaires as well as the survey that was done, which was sent out to gather information directly from survey respondents.

Secondary data are readily available to contemporary researchers and were produced by other researchers using materials for their own objectives. Secondary data can be used to supplement and improve primary data. However, no secondary research was

undertaken for the thesis because there hasn't been any research on the subject of how workplace factors affect employees' digital transformation.

3.5 Questionnaire Design

A popular way to collect information for any kind of research project is through questionnaires. A well-designed questionnaire is highly structured in order to collect the same types of data from a large number of individuals in the same way and to enable data analysis that is quantitative and systematic. The most effective use of questionnaires is to collect real data, and effective questionnaire design is essential to ensuring that we receive trustworthy responses to our questions.

There are both open-ended and closed-ended survey items in the questionnaire. Open-ended questions can be used even if a complete list of possible responses cannot be compiled since they allow examination of a number of potential topics arising from a situation. Contrarily, closed-ended questions reduce discrimination against the less literate (in self-administered surveys or interview questionnaires), are quick and easy to complete, are easy to code, record, and statistically evaluate outcomes, and are easy to report results.

Only closed-ended questions were used in the creation of the questionnaire due to their advantages. The questionnaire is divided into three main sections, the first of which deals with information regarding the respondents' demographics. The second makes the respondent feel at ease and helps them feel at ease with the questionnaire survey by obtaining background information for the study from them. The final portion of the questionnaire addresses how workplace factors affect employees' digital transformation.

- **Section One**

Closed-ended questions and five different parameters were used to gather the demographic data. (Gender, age, educational achievement, employment status, and experience).

- **Section Two**

This section shows tests the respondent background of digital transformation through some topics such like the ways that their organizations depends on in order to

achieve digital transformation, the effect of digital transformation on the workplace environment, and effect of digital transformation on the employee performance.

- **Section Three**

After the variables on the effects of workplace dimensions from the employee's perception on the digital transformation were stated; respondents are asked about their agreement on these variables according to their importance. In other words, the respondents rating provides us the idea how much the effect is important in their perception.

According to the following sections, the responses to the third portion of the questionnaire's structured section are based on a Likert scale of five ordinal ratings of agreement with each statement (ranging from 1 to 5). The use of this straightforward scale was motivated by the need to make it easier for respondents to reply, facilitate examination of the data collected, and establish relative importance between the potential replies. It's critical to understand respondents' attitudes or feelings using the Likert scale. On a rating scale, the respondents must state how closely their thoughts align with the question or statement.

Accordingly, depending on their perceptions of the effect of workplace dimensions on the digital transformation of employees, the respondents select one of the following:

- 1 is for Strongly Disagree
- 2 is for Disagree
- 3 is for Neutral
- 4 is for Agree
- 5 is for Strongly Agree

3.6 Validity

The term "content validity" refers to an instrument's capacity to assess numerous facets of a phenomenon under study. In the beginning, a literature review had been employed to guarantee content authenticity. The preliminary instrument was checked for bias, ambiguity, and relevance to the topic or phenomenon under study by practitioners and researchers as the following step in further confirming the content. Academic reviewers accurately completed a macro review that encompasses all the

research constructs in order to test the questionnaire for clarity and to produce a comprehensive research questionnaire. They did this to make sure the paragraphs were sincere, to voice their ideas, to rephrase some paragraphs and make the required changes, and to carefully achieve a balance between the resolution's content in the paragraphs.

3.7 Data Analysis

The process of reviewing, purifying, modifying, and simulating data to identify relevant information, develop conclusions, and enhance decision-making. The analysis of data includes many dimensions and methods, incorporating various methodologies under several titles, in various fields of business, science, and social science.

The Windows-based application SPSS allows for data input, data processing, and the development of graphs and tables of data. All of the investigations presented in this chapter, as well as many more, may be carried out using SPSS, which can manage vast amounts of data. Understanding SPSS would be crucial going forward because it is widely utilized in the social sciences and in business. Basic statistical operations, such as descriptive statistics to ascertain variance, frequency, etc., can be carried out via the Statistical Package for the Social Sciences. There are other functions for analytical statistics, bivariate statistics, predictions for numerical outcomes, and predictions for finding groups for features that are more advanced. Data could be reordered using SPSS to make data processing less complicated. Data can be renamed and edited multiple times as necessary. Actually, there are only two forms of data: strings and numbers (text). The data is then processed sequentially by the Statistical Package for the Social Sciences. The user's level of expertise affects the interpretation. Following treatment, the results could be exported in the form of tables or graphs for use in other applications like Microsoft Word.

The following statistical techniques were applied in this study:

1. Descriptive statistics are utilized to describe all the study variables and questions in order to meet the first and second research objectives. These statistics include percentages, frequencies, means, and standard deviation.

2. In order to evaluate the model's goodness-of-fit, a structural equation model was run.
3. The research hypotheses about the relationship between dimensions of workplace and the digital transformation of employees were further tested using structural path analyses.
4. Analysis of Variance was additionally employed to examine the variations in group means and the associated method.

4. RESULTS AND DISCUSSION

The data interpretation and analysis are the focus of this chapter. By disseminating the survey technique to the sample population and obtaining (58) valid replies, the survey instrument is used in the research to gather the necessary data. The researcher enters the data using (SPSS) in order to examine the data obtained. The researcher also uses appropriate statistical procedures for data analysis, such as the descriptive statistical approach with frequency, mean, percentages, and standard deviation.

4.1 The characteristic of the study sample

The followings are features of the study sample that was used to analyze the data of the applied study that the researcher can ascertain:

4.1.1 Distribution of the sample members according to age

The results depicted that the highest percentage by Age was in favor of 36:45 at a rate of 36.20% and the lowest percentage was in favor of Above 55 at a rate of 5.3, which can be explained through the Table 4.1 and Figure 4.1:

Table 4.1: Frequency Distribution of the Study Sample According To Age

Age					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	18:25	7	12.1	12.1	12.1
	26:35	18	31.0	31.0	43.1
	36:45	21	36.2	36.2	79.3
	46:55	9	15.5	15.5	94.8
	Above 55	3	5.2	5.2	100.0
	Total	58	100.0	100.0	

Source: The Researcher.

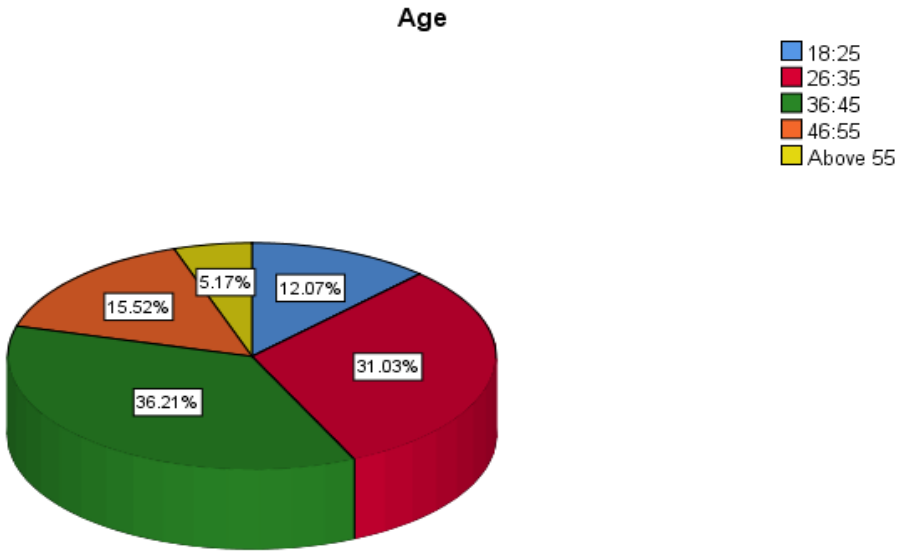

Figure 4.1: Frequency Distribution of the Study Sample According To Age

Source: The Researcher.

4.1.2 Distribution of the sample members according to what is your gender

The results depicted that the highest percentage by What is your gender was in favor of Female at a rate of 51.7 and the lowest percentage was in favor of Male at a rate of 48.3, which can be explained through Table 4.2 and Figure 4.2:

Table 4.2: Frequency Distribution of the Study Sample According To What Is Your Gender

What is your gender					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	**Female**	**30**	**51.7**	**51.7**	**51.7**
	Male	**28**	**48.3**	**48.3**	**100.0**
	Total	**58**	**100.0**	**100.0**	

Source: The Researcher.

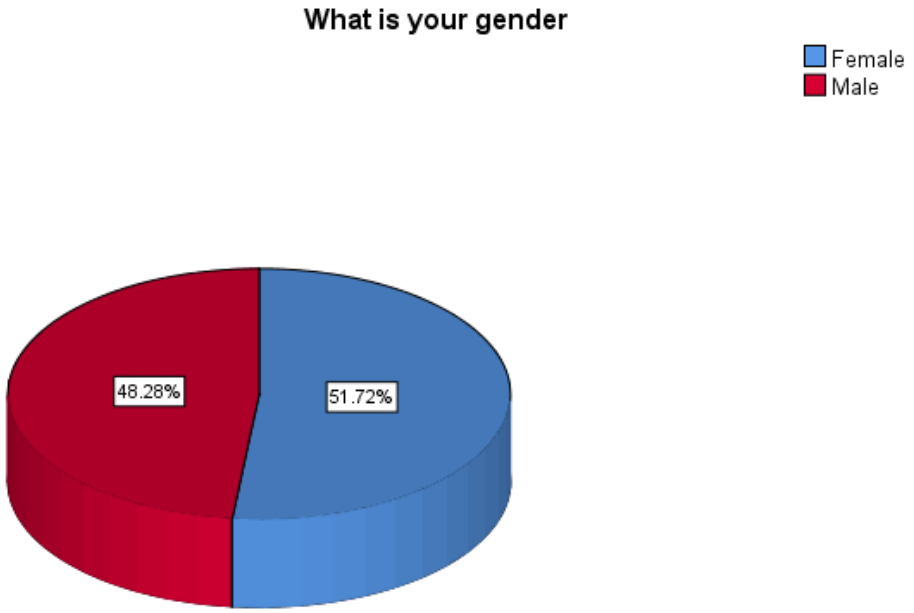

Figure 4.2: Frequency Distribution of the Study Sample According to What Is Your Gender

Source: The Researcher

4.1.3 Distribution of the sample members according to what is your position in your work

The results depicted that the highest percentage by What is your position in your work was in favor of First-line management at a rate of 36.2 and the lowest percentage was in favor of Laboral Staff at a rate of 17.2, which can be explained through Table 4.3 and Figure 4.3:

Table 4.3: Frequency Distribution of the Study Sample According to What is Your Position In Your Work

What is your position in your work					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Middle management and above	17	29.3	29.3	29.3
	First-line management	21	36.2	36.2	65.5
	Laboral Staff	10	17.2	17.2	82.8
	Other	10	17.2	17.2	100.0
	Total	58	100.0	100.0	

Source: The Researcher.

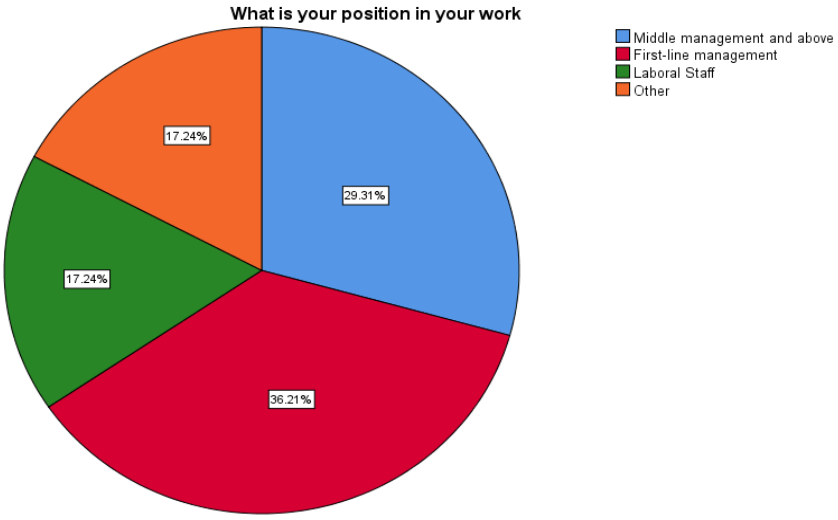

Figure 4.3: Frequency Distribution of the Study Sample According To What Is Your Position In Your Work

Source: The Researcher.

4.1.4 Distribution of the sample members according to what is your experience level

The results depicted that the highest percentage by what is your experience level was in favor of 6:10 years at a rate of 34.5 and the lowest percentage was in favor of 11:20 years at a rate of 17.2, which can be explained through Table 4.4 and Figure 4.4:

Table 4.4: Frequency Distribution of the Study Sample According To What Is Your Experience Level

What is your experience level					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Recently Employed	15	25.9	25.9	25.9
	1:5 years	13	22.4	22.4	48.3
	6:10 years	20	34.5	34.5	82.8
	11:20 years	10	17.2	17.2	100.0
	Total	58	100.0	100.0	

Source: The Researcher

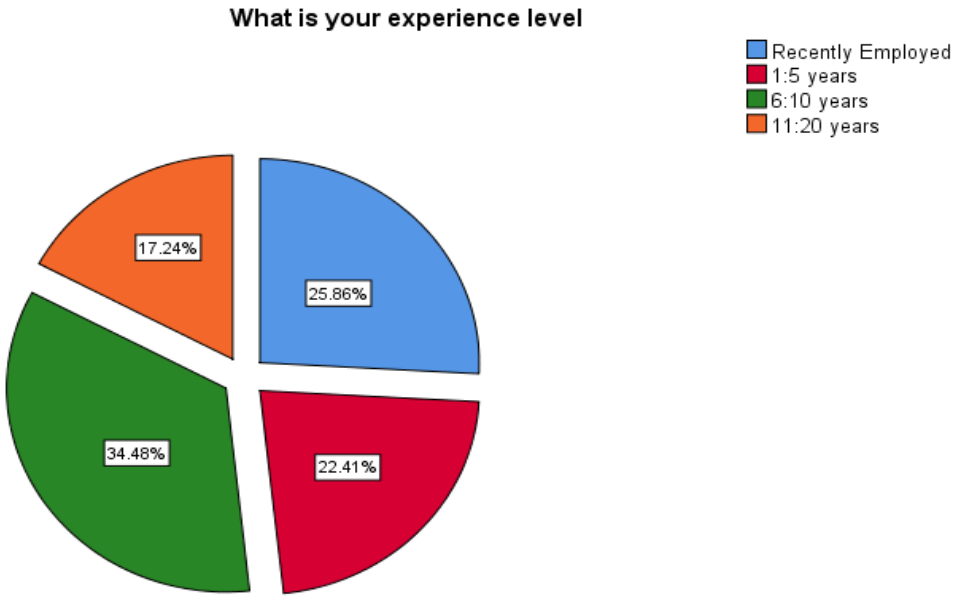

Figure 4.4: Frequency Distribution of the study sample According To What Is Your Experience Level

Source: The Researcher.

4.1.5 Distribution of the sample members according to what is your education level

The results depicted that the highest percentage by What is your education level was in favor of Graduate Degree (Masters, Ph.D.) at a rate of 58.6 and the lowest percentage was in favor of High School Diploma at a rate of 3.4, which can be explained through Table 4.5 and Figure 4.5:

Table 4.5: Frequency Distribution of the Study Sample According To What Is Your Education Level

What is your education level					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	High School Diploma	2	3.4	3.4	3.4
	Bachelor's Degree	20	34.5	34.5	37.9
	Graduate Degree (Masters, Ph.D.)	34	58.6	58.6	96.6
	Other	2	3.4	3.4	100.0
	Total	58	100.0	100.0	

Source: The Researcher.

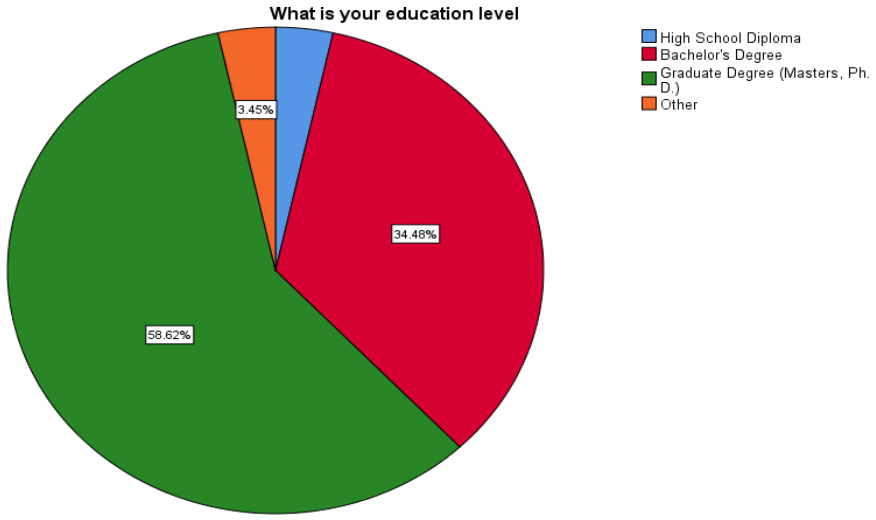

Figure 4.5: Frequency Distribution of the Study Sample According To What İs Your Education Level

Source: The Researcher.

4.1.6 Distribution of the sample members according to Have you ever heard of the term digital Transformation

The results depicted that the highest percentage by Have you ever heard of the term Digital Transformation was in favor of Yes at a rate of 55.2 and the lowest percentage was in favor of No at a rate of 20.7, which can be explained through Table 4.6 and Figure 4.6:

Table 4.6: Frequency Distribution of the Study Sample According to Have You Ever Heard of the Term Digital Transformation

Have you ever heard of the term Digital Transformation					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Yes	32	55.2	55.2	55.2
	No	12	20.7	20.7	75.9
	Maybe	14	24.1	24.1	100.0
	Total	58	100.0	100.0	

Source: The Researcher.

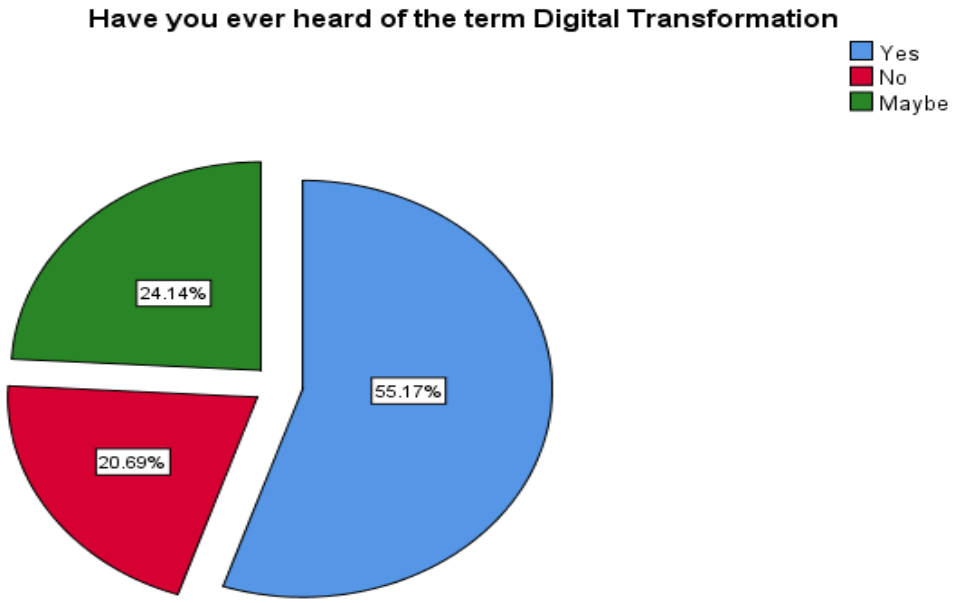

Figure 4.6: Frequency Distribution of the Study Sample According to Have You Ever Heard of the term Digital Transformation

Source: The Researcher.

4.1.7 Distribution of the sample members according to do you think digital transformation is important to the survival of organizations nowadays

The results depicted that the highest percentage by Do you think Digital Transformation is crucial for the survival of organizations nowadays was in favor of Yes at a rate of 65.5 and the lowest percentage was in favor of No at a rate of 8.6, which can be explained through Table 4.7 and Figure 4.7.

Table 4.7: Frequency Distribution of the Study Sample According to Do You Think Digital Transformation Is Important to the Survival of Organizations Nowadays

Do you think Digital Transformation is important to the survival of organizations nowadays					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Yes	38	65.5	65.5	65.5
	No	5	8.6	8.6	74.1
	Maybe	15	25.9	25.9	100.0
	Total	58	100.0	100.0	

Source: The Researcher.

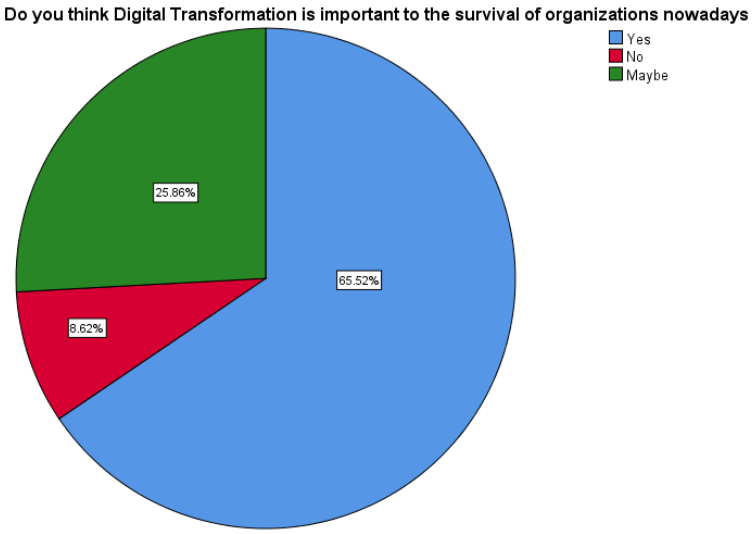

Figure 4.7: Frequency Distribution of the Study Sample According To Do You Think Digital Transformation Is Important To the Survival of Organizations Nowadays

Source: The Researcher.

4.1.8 Distribution of the sample members according to In your workplace, you currently use the following digital tools/systems

The results depicted that the highest percentage by In your workplace, you currently utilization the following digital tools/systems was in favor of Online Channel at a rate of 43.1 and the lowest percentage was in favor of ERP at a rate of 3.4, which can explained through Table 4.8 and Figure 4.8:

Table 4.8: Frequency Distribution of the Study Sample According To In Your Workplace, You Currently Use the Following Digital Tools/Systems

In your workplace, you currently use the following digital tools/systems					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	ERP	2	3.4	3.4	3.4
	SCRM	4	6.9	6.9	10.3
	Online Channel	25	43.1	43.1	53.4
	Artificial Intelligence	9	15.5	15.5	69.0
	Other	18	31.0	31.0	100.0
	Total	58	100.0	100.0	

Source: The Researcher.

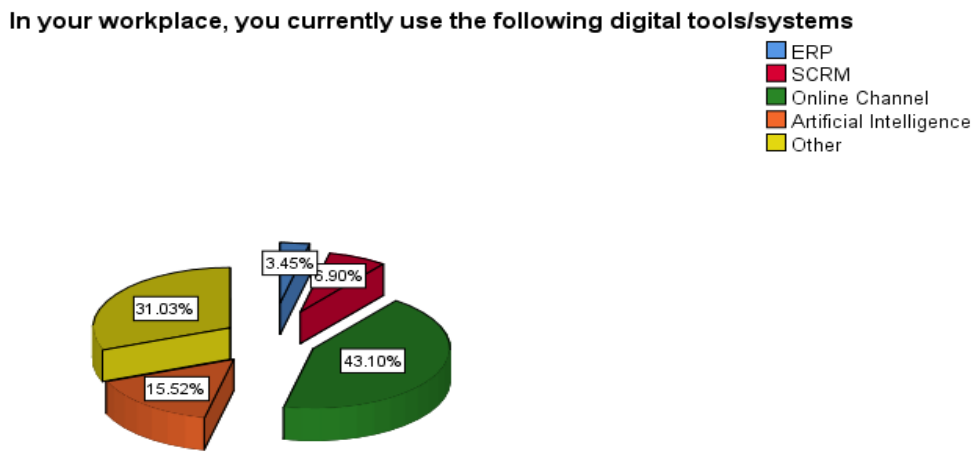

Figure 4.8: Frequency Distribution of the Study Sample According To In Your Workplace, You Currently Use the Following Digital Tools/Systems

Source: The Researcher.

4.1.9 Distribution of the sample members according to how proficient are you in using the digital tools mentioned above

The results depicted that the highest percentage by How proficient are you in using the digital tools mentioned above was in favor of Quite proficient at a rate of 27.6 and the lowest percentage was in favor of Very proficient at a rate of 13.8, which can be explained through Table 4.9 and Figure 4.9:

Table 4.9: Frequency Distribution Of The Study Sample According To How Proficient Are You In Using The Digital Tools Mentioned Above

How proficient are you in using the digital tools mentioned above					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Very proficient	8	13.8	13.8	13.8
	Quite proficient	16	27.6	27.6	41.4
	Even	12	20.7	20.7	62.1
	Unfamiliar	13	22.4	22.4	84.5
	Not Proficient at all	9	15.5	15.5	100.0
	Total	58	100.0	100.0	

Source: The Researcher.

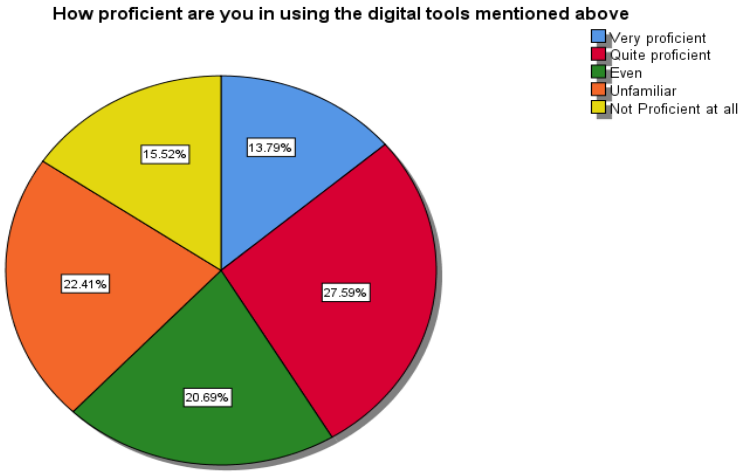

Figure 4.9: Frequency Distribution Of The Study Sample According To How Proficient Are You In Using The Digital Tools Mentioned Above

Source: The Researcher.

4.1.10 Distribution of the sample members according to how difficult it is for you to use digital tools in your work scenario

The results depicted that the highest percentage by How difficult it is for you to use digital tools in your work scenario was in favor of Limited personal knowledge and ability at a rate of 32.8 and the lowest percentage was in favor of Unwilling to accept new things at a rate of 1.7, which can be explained through Table 4.10 and Figure 4.10:

Table 4.10: Frequency Distribution of the Study Sample According To How Difficult It Is For You to Use Digital Tools in Your Work Scenario

How difficult it is for you to use digital tools in your work scenario					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	The digital tool itself is difficult to operate	2	3.4	3.4	3.4
	High learning cost of using it.	11	19.0	19.0	22.4
	Limited personal knowledge and ability	19	32.8	32.8	55.2
	Unwilling to accept new things	1	1.7	1.7	56.9
	Unwilling to change the current work status	1	1.7	1.7	58.6
	No difficulty in using digital tools	19	32.8	32.8	91.4
	Other	5	8.6	8.6	100.0
	Total	58	100.0	100.0	

Source: The Researcher.

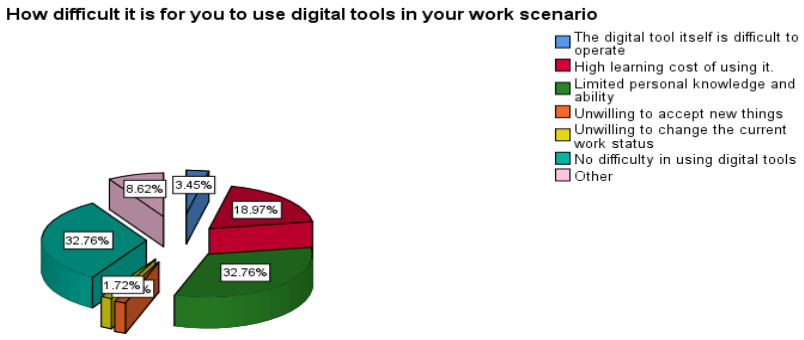

Figure 4.10: Frequency Distribution of the Study Sample According To How Difficult It Is For You to Use Digital Tools in Your Work Scenario

Source: The Researcher.

4.1.11 Distribution of the sample members according to what factors do you think motivate you to use digital tools

The results depicted that the highest percentage by What factors do you think motivate you to use digital tools was in favor of improve work efficiency at a rate of 24.1 and the lowest percentage was in favor of Colleagues around you are using it at a rate of 15.5, which can be explained through Table 4.11 and Figure 4.11:

Table 4.11: Frequency Distribution Of The Study Sample According To What Factors Do You Think Motivate You To Use Digital Tools

What factors do you think motivate you to use digital tools					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	The enterprise or the leader requires it.	11	19.0	19.0	19.0
	Colleagues around you are using it.	9	15.5	15.5	34.5
	Personal Preference	12	20.7	20.7	55.2
	Improving your own capability.	12	20.7	20.7	75.9
	improve work efficiency.	14	24.1	24.1	100.0
	Total	58	100.0	100.0	

Source: The Researcher.

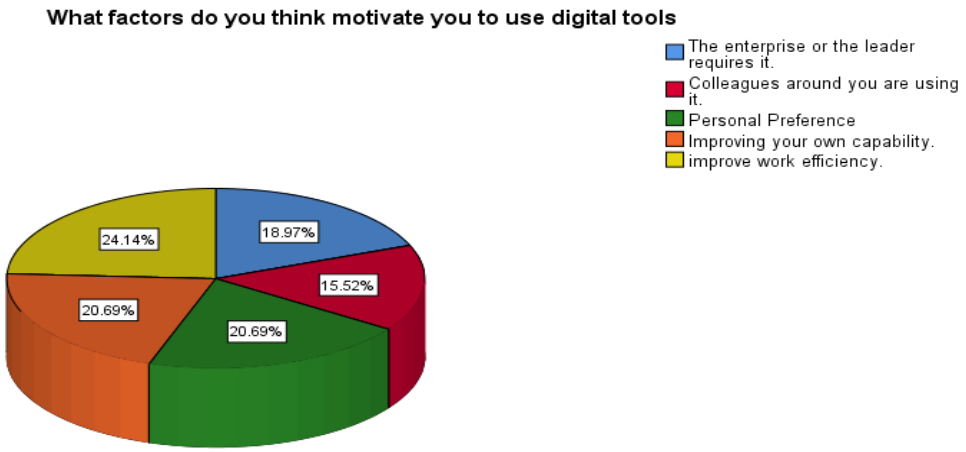

Figure 4.11: Frequency Distribution of the Study Sample According To What Factors Do You Think Motivate You to Use Digital Tools

Source: The Researcher.

4.2 Hypothesis of the study

H1: There is a significant relationship between Health and well-being and the transformation of employees to the digital system.

To test the first hypothesis, the researcher used the one-sample T-test for all the paragraphs of the first axis and the total score for its paragraphs. Table 4.12 presents the results:

Table 4.12: The Survey Results about the Relationship between Health and Well-Being and the Digital Transformation of Employees

One-Sample Statistics					t	Sig. (2-tailed)
n	**Phrase**	**N**	**Mean**	**Std. Deviation**		
1	Digital transformation has adverse impacts on employees as it causes workrelated stress and wellbeing	58.00	2.60	0.97	-3.106-	0.00
2	Concerns about one's own IT skills in the face of rapidly evolving technology would be damaging to the digital transformation	58.00	2.95	0.91	-.435-	0.67

Table 4.12: (Cont.) The Survey Results about the Relationship between Health and Well-Being and the Digital Transformation of Employees

One-Sample Statistics					t	Sig. (2-tailed)
n	**Phrase**	**N**	**Mean**	**Std. Deviation**		
3	The introduction of digital innovations has caused the degradation of work, created an ongoing sense of urgency, and intensified the blurring of the lines between personal life and work	58.00	3.07	0.81	0.65	0.52
4	The stress arises from digital transformation could also result in positive results at work, improving effectiveness and fostering innovation	58.00	3.64	1.07	4.54	0.00
5	Enhanced employee well-being could result in optimism and self-efficacy, which raise task perseverance and learning potential and eventually improve performance, resilience, and flexibility as the digital transformation occurs	58.00	3.43	1.01	3.25	0.00
	total	58.00	3.14	0.50	2.11	0.04

The previous table shows the following:

- The arithmetic mean at the study sample level for all statements was 3.14, while the standard deviation was 0.5, while the highest value was 3.64 and the lowest value was 2.60.
- The arithmetic means of all expressions that express the first hypothesis is equal to (3.14), which is greater than the default mean (3) This result indicates the agreement of the study sample that There is a strong link between Health and well-being and the transformation of employees to the digital system
- The value of (T) for all expressions expressing the this hypothesis was (2.11), which is greater than the tabular value of t, and the value of the significance level (Sig.) for all expressions of the axis was equal to (0.04), which is a

value less than (0.05), which confirms that There is a strong link between Health and well-being and the transformation of employees to the digital system

Based on the previous results, the first hypothesis was accepted, which states, "There is a strong link between Health and well-being and the transformation of employees to the digital system ".

H2: There is a significant relationship between Job Security and the transformation of employees to the digital system.

To test the second hypothesis, the researcher used the one-sample T-test for all the paragraphs of the first axis and the total score for its paragraphs. Table 4.13 presents the results:

Table 4.13: The Survey Results about the Relationship between Job Security and the Digital Transformation of Employees

One-Sample Statistics					t	Sig. (2-tailed)
n	**Phrase**	**N**	**Mean**	**Std. Deviation**		
1	Employees don't prefer digital transformation as they fear that new technologies will threaten their jobs	58.00	3.24	0.92	1.99	0.05
2	The emergence of new technologies provides more job opportunities	58.00	3.45	0.99	3.43	0.00
3	Technologies could have negative challenges for job security and the existence of meaningful work opportunities, even for higher-skilled workers	58.00	3.09	0.88	0.74	0.46
4	If employees think that technological progress will result in less interesting tasks or work resources, their acceptance and usage of new technologies will likely be affected	58.00	3.47	0.90	3.93	0.00

Table 4.13: (Cont.) The Survey Results about the Relationship between Job Security and the Digital Transformation of Employees

One-Sample Statistics						
n	**Phrase**	**N**	**Mean**	**Std. Deviation**	**t**	**Sig. (2-tailed)**
5	Higher views of job insecurity brought on by new technology are connected positively with cynicism, depression, and turnover intentions but negatively with organizational commitment and career satisfaction	58.00	3.22	0.94	1.82	0.07
total		58.00	3.29	0.45	4.93	0.00

The previous table shows the following:

- The arithmetic mean at the study sample level for all statements was 3.29, while the standard deviation was 0.45, while the highest value was 3.47 and the lowest value was 3.22.
- The arithmetic mean of all expressions that express the first hypothesis is equal to (3.29), which is greater than the default mean (3) This result indicates the agreement of the study sample that There is a strong link between Job Security and the transformation of employees to the digital system.
- The value of (T) for all expressions expressing the this hypothesis was (4.93), which is greater than the tabular value of t, and the value of the significance level (Sig.) for all expressions of the axis was equal to (0.00), which is a value less than (0.05), which confirms that There is a strong link between Job Security and the transformation of employees to the digital system.

Based on the previous results, the second hypothesis was accepted, which states, " There is a strong link between Job Security and the transformation of employees to the digital system.".

H3: There is a significant relationship between Job Satisfaction and the transformation of employees to the digital system.

To test the third hypothesis, the researcher used the one-sample T-test for all the paragraphs of the first axis and the total score for its paragraphs. Table 4.14 presents the results:

Table 4.14: The Survey Results about the Relationship between Job Satisfaction and the Digital Transformation of Employees

One-Sample Statistics					t	Sig. (2-tailed)
n	**Phrase**	**N**	**Mean**	**Std. Deviation**		
1	Digitalization can affect workers' job satisfaction positively by decreasing the percentage of repetitive tasks and increasing that of interesting one	58.00	3.50	0.96	3.97	0.00
2	Digitalization can affect workers' job satisfaction negatively by increasing the level of stress or decreasing work-life balance	58.00	3.10	1.05	0.75	0.46
3	The increase in productivity generated by digitalization is positively associated with job satisfaction	58.00	3.59	0.70	6.36	0.00
4	The increase in the autonomy at work derived by digitalization is positively associated with job satisfaction	58.00	3.47	0.86	4.11	0.00
5	More flexible forms of work allowed by digitalization are positively associated with job satisfaction	58.00	3.52	0.88	4.46	0.00
total		58.00	3.43	0.45	7.31	0.00

Source: The Researcher.

<u>The previous table shows the following:</u>

- The arithmetic mean at the study sample level for all statements was 3.43, while the standard deviation was 0.45, while the highest value was 3.95 and the lowest value was 3.10.
- The arithmetic mean of all expressions that express the first hypothesis is equal to (3.43), which is greater than the default mean (3) This result indicates the agreement of the study sample that There is a strong link

between Job Satisfaction and the transformation of employees to the digital system.

- The value of (T) for all expressions expressing the this hypothesis was (7.31), which is greater than the tabular value of t, and the value of the significance level (Sig.) for all expressions of the axis was equal to (0.00), which is a value less than (0.05), which confirms that There is a strong link between Job Satisfaction and the transformation of employees to the digital system.

Based on the previous results, the third hypothesis was accepted, which states, " There is a strong link between Job Satisfaction and the transformation of employees to the digital system. ".

H4: There is a significant relationship between Competency Development and the transformation of employees to the digital system.

To test the fourth hypothesis, the researcher used the one-sample T-test for all the paragraphs of the first axis and the total score for its paragraphs. Table 4.15 presents the results:

Table 4.15: The Survey Results about the Relationship between Competency Development and the Digital Transformation of Employees

One-Sample Statistics					t	Sig. (2-tailed)
n	**Phrase**	**N**	**Mean**	**Std. Deviation**		
1	Advancements in new innovations are altering the types of skills and competencies required in the workplace	58.00	3.62	0.99	4.78	0.00
2	The cognitive abilities such as a willingness to learn and openness to change are critical in digital competencies	58.00	3.60	0.92	5.01	0.00
3	Factors such as attitudes and personality also play a role in workplace transformation into the digital system	58.00	3.62	0.91	5.17	0.00

Table 4.15: (Cont.) The Survey Results about the Relationship between Competency Development and the Digital Transformation of Employees

One-Sample Statistics					t	Sig. (2-tailed)
n	**Phrase**	**N**	**Mean**	**Std. Deviation**		
4	Less skilled workers need more encouragement and support to upskill in order to cope with the new technologies	58.00	3.60	1.01	4.56	0.00
5	Support from top management and technological skills and competencies has a significant impact on the digital transformation of employees	58.00	3.67	1.00	5.13	0.00
total		58.00	3.62	0.68	6.96	0.00

The previous table shows the following:

- The arithmetic mean at the study sample level for all statements was 3.62, while the standard deviation was 0.68, while the highest value was 3.67 and the lowest value was 3.60.
- The arithmetic mean of all expressions that express the first hypothesis is equal to (3.62), which is greater than the default mean (3) This result indicates the agreement of the study sample that There is a strong link between Competency Development and the transformation of employees to the digital system.
- The value of (T) for all expressions expressing the this hypothesis was (6.96), which is greater than the tabular value of t, and the value of the significance level (Sig.) for all expressions of the axis was equal to (0.00), which is a value less than (0.05), which confirms that There is a strong link between Competency Development and the transformation of employees to the digital system.

Based on the previous results, the fourth hypothesis was accepted, which states, “There is a strong link between Competency Development and the transformation of employees to the digital system.".

H5: There is a significant relationship between Work and Non-work Life Balance and the transformation of employees to the digital system.

To test the fifth hypothesis, the researcher used the one-sample T-test for all the paragraphs of the first axis and the total score for its paragraphs. Table 4.16 presents the results:

Table 4.16: The Survey Results about the Relationship between Work and Non-Work Life Balance and the Digital Transformation of Employees

One-Sample Statistics					t	Sig. (2-tailed)
n	**Phrase**	**N**	**Mean**	**Std. Deviation**		
1	Digitalization of working processes and online communication allow more flexibility in where and when people work	58.00	3.79	0.83	7.25	0.00
2	The flexibility in time and place resulted from digitalization is typically assumed to allow work to fit better around home and family responsibilities	58.00	3.53	0.88	4.61	0.00
3	The work-life balance through this digital era differs depending on the gender of the employee: male or female	58.00	3.05	1.07	0.37	0.71
4	Increased Communication and Work Extension are some strategies that enhance work-life balance and encourage the digital transformation of employees.	58.00	3.62	0.91	5.17	0.00
total		58.00	3.50	0.67	5.68	0.00

Source: The Researcher.

The previous table shows the following:

- The arithmetic mean at the study sample level for all statements was 3.50, while the standard deviation was 0.67, while the highest value was 3.79 and the lowest value was 3.05.

- The arithmetic mean of all expressions that express the first hypothesis is equal to (3.50), which is greater than the default mean (3) This result indicates the agreement of the study sample that There is a strong link between Work and Non-work Life Balance and the transformation of employees to the digital system.
- The value of (T) for all expressions expressing the this hypothesis was (5.68), which is greater than the tabular value of t, and the value of the significance level (Sig.) for all expressions of the axis was equal to (0.00), which is a value less than (0.05), which confirms that There is a strong link between Work and Non-work Life Balance and the transformation of employees to the digital system.

Based on the previous results, the fifth hypothesis was accepted, which states, " There is a strong link between Work and Non-work Life Balance and the transformation of employees to the digital system".

5. CONCLUSION

The objective of the thesis is to test the relationship between workplace dimensions and employee digital transformation inside companies. By examining how each dimension of workplace quality affects the transformation process, this relationship is clarified. Health and well-being, job security, job satisfaction, competence development, and the balance between work and personal life are among these factors.

This investigation is conducted using a close-ended questionnaire which is created and distributed to a sample of managers and employees in various roles. SPSS is used to perform the data analysis and interpretation for the questionnaire findings.

The results indicate a strong link between employee shift to the digital system and their health and well-being. Work would become more fragmented as a result of digital transformation, which would also increase the ambiguity of the lines between work and personal life. Moreover, improved employee wellness might lead to optimism and a sense of self-efficacy, which in turn would increase task perseverance and learning capacity and ultimately enhance performance, resilience, and flexibility as the digital transition takes place.

Also, there is a considerable connection between employee transition to the digital system and job security. Even for higher-skilled individuals, the respondents agreed that technologies may have a detrimental impact on job security and the availability of worthwhile employment possibilities. Also, employees' acceptance and use of new technology will probably be impacted if they think that technological advancement would lead to fewer engaging activities or work resources.

The findings supported the notion that job satisfaction and the transition of workers to the digital system are significantly related. The respondents chose the idea that job satisfaction is favorably correlated with the productivity improvement brought about by digitalization. Moreover, job satisfaction is favorably correlated with the rise in workplace autonomy brought about by digitization. Also, more flexible work

arrangements made possible by digitization are positively related to employment happiness.

According to the findings, there is a clear connection between staff conversion to the digital system and competency development. The transition of the workplace to the digital system is also influenced by factors like attitudes and personality. Moreover, cognitive abilities like a readiness to learn and adapt are crucial in developing digital competences. Also, the types of competencies and abilities needed in the workplace are altering as a consequence of developments in new innovation.

The work-life balance of employees and their transition to the digital system are significantly related. According to the survey respondents, increased flexibility in terms of where and when individuals work is made possible by the digitalization of work processes and online communication. Also, it is commonly believed that the flexibility in time and location brought about by digitization will enable work to better fit around obligations to one's home and family.

As a future work, the researcher recommends the development of an organizational framework which aids in the digital transformation with respect to the different workplace dimensions. It should take into consideration this study's results of how could workplace dimensions be related to the digital transformation of employees and how could the challenges of this transformation be overcome.

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APPENDIX

Appendix-A: Questionnaire

The Relationship between the Dimensions of the Quality of the Workplace and the Transformation of Employees to the Digital System

Dear Participants,

You are welcome to take part in this study by responding to the following questionnaire survey to investigate the relationship between the dimensions of workplace and the digital transformation of employees in organizations. These dimensions are health and well-being, job security, job satisfaction, competence development and the balance between work and non-work life.

The significance of the research is that there are few studies which concern about the relationship investigated in this study. The study can be used as a resource for future research on similar topics. Furthermore, it will create a link and a starting point for ongoing research in the areas related to the digital transformation of employees. The academics will also use the framework suggested in this study to talk about potential issues with digital transformation of workplaces and how could workplace dimensions affect the process of digital transformation of employees.

The following survey should take approximately 5 to 10 minutes to be completed. I appreciate you taking the time to help me with this study. You are under no obligation to respond to any of the questions, but doing so will help me finish my research and improve understanding of this research focus. The information gathered will be kept private and used only for academic research.

Once again, I greatly appreciate your cooperation.

Name*

Section 1: Please give the following general information about yourself before participating in this questionnaire:

Age:

- 18:25
- 26:35
- 36:45
- 46:55
- Above 55

What is your gender?

- Female
- Male

What is your position in your work?

- Middle management and above
- First-line management
- Laboral Staff
- Other

What is your experience level?

- Recently Employed
- 1:5 years
- 6:10 years
- 11:20 years
- Above 20 years

What is your education level?

- High School Diploma
- Bachelor's Degree
- Graduate Degree (Masters, Ph.D.)
- Other

Section 2: This section includes screening questions and it tests your background about digital transformation. It also concerns about the type of digital tools you use in your work and which factors help you to improve your digital skills.

1. Have you ever heard of the term Digital Transformation?
    - Yes
    - No

2. Do you think Digital Transformation is important to the survival of organizations nowadays?
    - Yes
    - No

3. In your workplace, you currently use the following digital tools/systems:
    - ERP
    - SCRM
    - Online Channel
    - Artificial Intelligence
    - Other *_____

4. How proficient are you in using the digital tools mentioned above?
    - Very proficient
    - Quite proficient
    - Even
    - Unfamiliar
    - Not Proficient at all

5. How difficult it is for you to use digital tools in your work scenario?
    - The digital tool itself is difficult to operate
    - High learning cost of using it.
    - Limited personal knowledge and ability
    - Unwilling to accept new things
    - Unwilling to change the current work status
    - No difficulty in using digital tools

- Other *_____

6. What factors do you think motivate you to use digital tools?
    - The enterprise or the leader requires it.
    - Colleagues around you are using it.
    - Personal Preference.
    - Improving your own capability.
    - improve work efficiency.
    - Other *_____

Section 3: This section concerns about the respondents' opinions on the relationship between different workplace dimensions and the digital transformation of employees.

H1: There is a strong link between Health and well-being and the transformation of employees to the digital system.

7. Digital transformation has adverse impacts on employees as it causes work-related stress and wellbeing.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

8. Concerns about one's own IT skills in the face of rapidly evolving technology would be damaging to the digital transformation.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

9. The introduction of digital technology has caused the fragmentation of work, created an ongoing sense of urgency, and intensified the blurring of the lines between work and personal life.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

10. The stress arises from digital transformation could also lead to positive outcomes at work, improving effectiveness and fostering innovation.
    - Very Inefficient
    - Inefficient
    - Neutral
    - Efficient
    - Very Efficient

11. Enhanced employee well-being could result in optimism and self-efficacy, which raise task perseverance and learning potential and eventually improve performance, resilience, and flexibility as the digital transformation occurs.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

H2: There is a strong link between Job Security and the transformation of employees to the digital system.

12. Employees don't prefer digital transformation as they fear that new technologies will threaten their jobs.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

13. The emergence of new technologies provides more job opportunities.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

14. Technologies could have negative implications for job security and the availability of meaningful work opportunities, even for higher-skilled workers.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

15. If employees believe that technological progress will result in less interesting tasks or work resources, their acceptance and usage of new technologies will likely be affected.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

16. Higher perceptions of job insecurity due to new technologies are negatively associated with organizational commitment and career satisfaction and positively associated with cynicism, depression, and turnover intentions.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

H3: There is a strong link between Job Satisfaction and the transformation of employees to the digital system.

17. Digitalization can affect workers' job satisfaction positively by decreasing the percentage of repetitive tasks and increasing that of interesting ones.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

18. Digitalization can affect workers' job satisfaction negatively by increasing the level of stress or decreasing work-life balance.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

19. The increase in productivity generated by digitalization is positively associated with job satisfaction.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

20. The increase in the autonomy at work derived by digitalization is positively associated with job satisfaction
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

21. More flexible forms of work allowed by digitalization are positively associated with job satisfaction
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

H4: There is a strong link between Competency Development and the transformation of employees to the digital system.

22. Advancements in new technologies are shifting the types of skills and competencies needed in the workplace
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

23. The cognitive competencies such as a willingness to learn and openness to change are critical in digital competencies
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

24. Factors such as attitudes and personality also play a role in workplace transformation into the digital system.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

25. Less skilled workers need more encouragement and support to upskill in order to cope with the new technologies.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

26. Support from top management and technological skills and competencies has a significant impact on the digital transformation of employees.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

H5: There is a strong link between Work and Non-work Life Balance and the transformation of employees to the digital system.

27. Digitalization of working processes and online communication allow more flexibility in where and when people work.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

28. The flexibility in time and place resulted from digitalization is typically assumed to allow work to fit better around home and family responsibilities
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

29. The work-life balance through this digital era differs depending on the gender of the employee: male or female.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

30. Increased Communication and Work Extension are some strategies that enhance work-life balance and encourage the digital transformation of employees.
    - Strongly Disagree
    - Disagree
    - Neutral
    - Agree
    - Strongly Agree

Thanks for your participation.

RESUME

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ABOUT:

Hardworking Sales Managers skilled in assessing sales team performance to identify areas for improvement. Effective at creating training materials and presentations to help increase sales. Hardworking and organized with excellent communication skills. Hardworking Sales Manager skilledin assessing sales team performance to identify areas for improvement. Effective at creating training materials and presentations to help increase sales. Hardworking and organized with excellent communication skills.

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