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An Empirical Study of Employee Welfare and Adaptation Strategies During Technological Change and Digital Transformation

Sonali Mohite[1]. Dr. Ankur Kumar Agrawal[1]
[1]Department of Commerce and Management University: Mangalayatan University. Aligarh, India

ABSTRACT
In the rapidly evolving landscape of technological change and digital transformation, employee welfare and adaptation strategies had become critical areas of focus for organizations. This study explored the multifaceted impact of digital transformation on employee well- being, emphasizing the importance of mental health, job satisfaction, and overall workplace resilience. Key adaptation strategies were identified, including comprehensive training programs, continuous support systems, and the cultivation of a positive organizational culture that embraced change. By leveraging these strategies, organizations were able to enhance their employees' ability to adapt to new technologies, thereby fostering a more resilient and productive workforce. This research explores the how organizations could support their employee through this transition by providing the proper training and support and inclusive policies. This study was based on simple random sampling, and a questionnaire was utilized to gather data from respondents, and SPSS used for analysis. To evaluate the impact of the technological change and digital transformation on employee welfare and adoption strategies a regression test was applied to determine the impact and Cronbach's alpha used to test data quality. This research provided insights into how organisations could manage a balance between the technology innovations and employee satisfaction facilities, to make sure their workforce remained able to adapt in the face of change
Keywords: Digital transformation, Employee welfare, Technological change

1. INTRODUCTION:

In the rapidly evolving landscape of modern business, technological change and digital transformation have become driving forces reshaping industries across the globe[1]. While these improvements provide unprecedented prospects for growth as well as efficiency, they also pose substantial difficulties to the workforce[2]. This paper explores the critical intersection of employee welfare and the strategies necessary for adaptation in this era of digital upheaval[3].

As organizations embrace new technologies and digitize their operations, employees often find themselves navigating a shifting terrain of job requirements, skill demands, and workplace dynamics[4]. The welfare of these employees— encompassing their physical, mental, and economic well-being is paramount not only from an ethical standpoint but also as a key factor in organizational success[5]. This introduction sets the stage for an in-depth examination of how companies can support their workforce through this transition while simultaneously fostering the adaptability needed to thrive in a digitally transformed business environment[6].

2. BACKGROUND

The digital age has brought extraordinary technology advancements and organizational transformations[7]. As firms struggle to stay competitive in this quickly changing world, the impact on the workforce has become a critical area of concern[8]. The convergence of employee well-being and technology transformation creates both obstacles and opportunity for firms attempting to traverse this complicated landscape[9]. Digital transformation, defined as the integration and digital technology with all sectors of business[1], is increasingly a must as opposed to a choice for many firms. While this transition offers improved efficiency and creativity, it also introduces considerable adjustments to work processes, job positions, and organizational structures[10]. These changes can have profound effects on employee well-being, job satisfaction, and overall workplace dynamics[11]. The goal of this research is to evaluate the multidimensional effects of digital transformation[12] and employee wellbeing and to propose effective adaption techniques that firms can apply to help their workforce throughout this transition[13]. By focusing on key areas such as mental health, job satisfaction, and workplace resilience, this research aims to provide valuable insights for organizations seeking to balance technological innovation with employee well-being[14]

Motivation and Objective

This research is motivated by the rising influence the digital transformation affecting work settings and the need to safeguard employee [15]well-being in the midst of these changes[16]. As technological advancements continue to evolve, organizations must prioritize employee welfare while reaping the benefits of these innovations[12]. This study aims to explore how employees experience technological change and the strategies they adopt to maintain welfare during digital transformation[17].

3. OBJECTIVE

To assess the impact of digital transformation on

employee welfare, focusing on work-life balance, job security, and mental health.

Hypothesis

H1: Digital transformation positively impacts employee welfare by improving work-life balance, enhancing job security, and promoting better mental health among employees.

H0: Digital transformation negatively impacts employee welfare by disrupting work-life balance, reducing job security, and increasing mental health issues among employees.

Statement of contribution

This study adds to the current literature by giving empirical information about the impact of digital transformation in employee wellbeing, as well as insights into the adaptation strategies employees' use. Additionally, the study highlights how organizations can play an active role in fostering a supportive environment during technological changes, which is essential for ensuring employee well-being and productivity.

4. LITERATURE REVIEW

This literature review explores various studies and theoretical perspectives on employee welfare and adaptation strategies, particularly within the context of management and commerce disciplines[18]. It aims to provide a comprehensive understanding of how technological change influences employee well-being and the strategies that can support effective adaptation in the workplace[19].

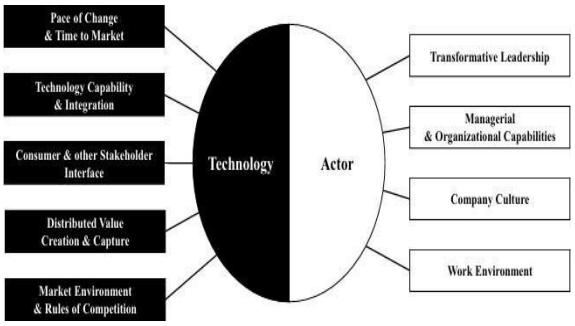

Figure 1. Digital transformation high-level thematic map emerging from the analysis of the literature Source: (Swen Nadkarni et.al 2021)

Organizations are increasingly adopting advanced technologies such as IoT and blockchain, with leadership support and employee training emerging as critical success factors. This conclusion is based on a qualitative study employing interviews and case studies with supply chain professionals [20].

The terms used to describe the integration of digital technology in business operations, such as digitization, digital transformation, and business process transformation, often overlap despite their distinct meanings and implications. While digital transformation and digital innovation highlight the strategic and transformative aspects of technology, digitization and digitalization focus more on the operational and technical dimensions [21]

firm's adaptability to changing market conditions significantly influences digital workplace transformation, which improves employees' work-life balance and boosts overall productivity and efficiency. Additionally, the study highlights the critical role of digital leadership in driving workplace digital transformation [22].

Human Resource Management (HRM) encompasses the strategies and practices businesses and organizations use to manage their workforce. It includes workforce planning, recruitment, and talent management, along with other critical aspects such as knowledge management, strategic HRM, corporate social responsibility, employee training and development, performance evaluation and compensation, labor relations, employee welfare, and performance management [23].

identified significant themes and gaps, and recommended future research focusing on industry-specific impacts and longitudinal analyses [24].

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This study examines the susceptibility of occupations to computerization, contributing to existing research in two key ways. First, it introduces a novel method for classifying occupations based on their responsiveness to computerization, leveraging advancements in Machine Learning (ML) and Mobile Robotics (MR). Second, it applies this method to predict the likelihood of computerization for 702 specific professions and evaluates the potential impacts of future information technology on labor market outcomes in the United States [25].

5. METHOD

Research technique is a scientific as well as methodological approach to issue solving in research. The research methodology discusses research methodologies and takes into account the reasoning behind them. The study's research methodology consists of research design, a sampling framework, data collecting, an analytical framework, and limitations.

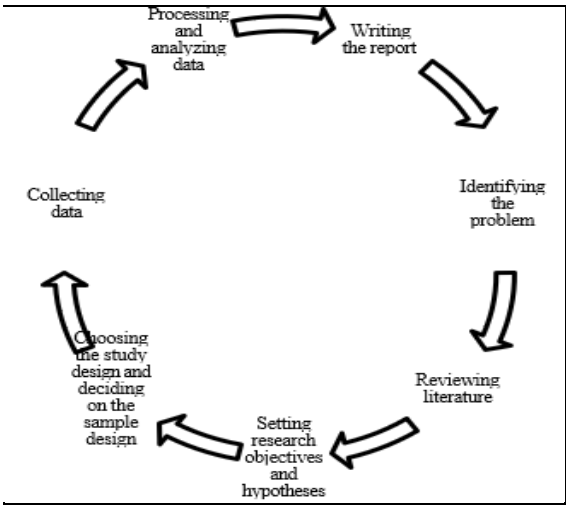

Figure.2 Research Plan

Research Design

Source: https://www.iedunote.com/research-process

This study used a quantitative research approach to explore the effects of digital transformation overall

employee well-being and the efficacy of different adaption techniques. The study was done by gathering data from the latest year 2023 to 2024.

Sampling and Data Collection

Participants in the research were selected using simple random sampling. This strategy assures that every person of individuals has a comparable opportunity to become chosen, thereby decreasing sampling bias. A standardized questionnaire was issued to workers from several firms experiencing digital transformation. The questionnaire was created to evaluate many elements of employee well-being, including work happiness, mental health, and viewed capacity for responding to technological developments. It also contained questions concerning the adaption tactics used by their organizations.

Data Collection

Data for this study will be collected primarily through surveys. A survey will be performed to collect quantitative data from workers at firms that have undergone digital transformation. The poll seeks to investigate employee opinions of the influence of new technology on the work environment. Key topics of research include their degree of happiness with these technologies, observed improvement in effectiveness and productivity, and overall work satisfaction. The results will provide light on how workers adjust to technological change, emphasizing the techniques they adopt to ensure their well-being in the face of digital

transformation. This research will assist firms understand the crucial role that employee adaptability plays in achieving effective digital integration.

Data Analysis

The acquired data was processed by employing SPSS (Statistical Package for Social Sciences). Descriptive statistics were employed to characterize the sample's characteristics and important factors of interest. To analyze the influence of technical change as well as digital transformation overall employee wellbeing and the success of adoption initiatives, regression analysis was used. This statistical approach enables the investigation of the link between numerous independent factors (in this example, features of digital transformation as well as adaption methods) and a dependent variable (employee wellbeing) (Field, 2013). Cronbach's alpha was utilized to determine internal consistency as well as dependability of the data gathered from the survey. This metric ensures that all the questions in the assessment consistently assess the same concept.

Data analysis and interpretation

In this part, we give a full analysis of the obtained data, presenting crucial insights that provide light on the demographics and dynamics of the chosen region. Descriptive statistics is a branch of statistics that studies gathering information, interpretation, evaluation, presentation, and organization. Its primary objective is to sum up and describe the important parts of a dataset, providing a clear and concise overview of the information provided. Descriptive statistics assist researchers, analysts, and decision-makers make sense of data by reducing complicated information to useful patterns and insights.

Table 1 Gender

Gender	Frequency	Percentage
Male	70	70%
Female	30	30%

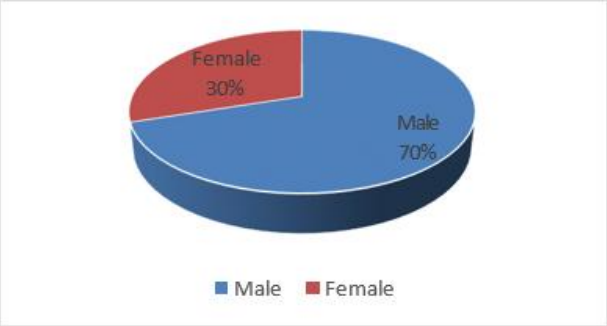

Figure 3 Age

The graph shows a breakdown regarding gender distribution among respondents. Out their total, 70% constitute male, constituting the majority, while 30% represent female. This suggests that there is a considerable gender imbalance throughout the sample, with men outnumbering women. This gap may reflect wider patterns within the study's setting or unique biases in the participant selection method. Understanding how gender is distribution is critical for determining how various genders may impact or be influenced by the study's results.

Table 2 Age

Age (Years Old)	Frequency	Percentage
25-35	28	28%
36-50	59	59%
51 years and above	13	13%

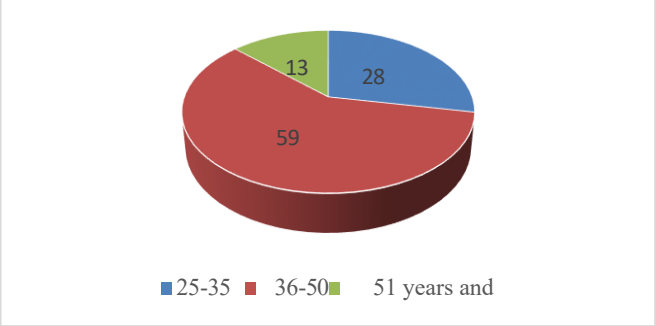

Figure 4 Age

The age's distribution of responders. The bulk of

responders (59%) are between the ages of 36 and 50. This shows that the majority of the participants being middle-aged. The 25-35 demographic accounts for 28% of the entire sample, demonstrating a considerable presence of young adults as well. Only 13% of the people who responded are 51 years and above, indicating that elderly adults are underrepresented in this survey. This age distribution could influence the study's results and interpretations, particularly if age-related factors impact the subject being researched.

Table 3 What type of technological change has your organization recently implemented

What type of technological change has your organization recently implemented?	Frequency	Percentage
New software systems	54	54%
Automation/AI	19	19%
Cloud-based solutions	18	18%
Other	9	9%

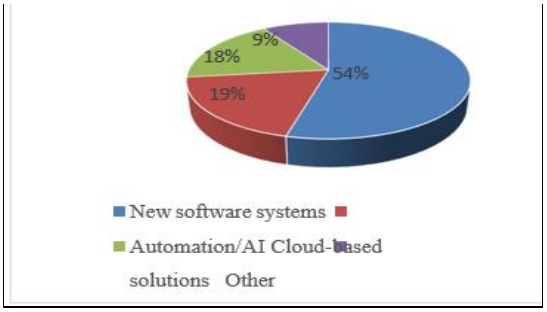

Figure 5 what type of technological change has your organization recently implemented

The graph details the types of technological changes recently implemented by organizations. The most common change is the adoption of new software systems, with 54% of respondents indicating this shift. This suggests that updating or upgrading software is a primary focus for many organizations. Automation or artificial intelligence (AI) follows, with 19% of respondents reporting its implementation. Cloud-based solutions are slightly less common, with 18% of organizations having adopted them. Additionally, 9% of organizations have implemented other types of technological changes, although these are less specified. This distribution highlights a clear trend towards integrating new software and automation technologies, with cloud solutions and other innovations being less prevalent.

Reliability Statistics

Table 4 Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.921	10

Table 4 summarizes the dependability data for the scale utilized in the research. The Cronbach's Alpha score is.921, indicating a high degree of internal consistency across the ten items tested. Cronbach's Alpha values vary between 0 and 1, having values closer to 1 indicating more dependability. In this situation, a score of.921 is much over the usually recognized criterion of.70,
suggesting that the products in the scale are very dependable and consistent in assessing the desired construct.

Table 5 Reliability Statistics

Variables	Cronbach's Alpha
Independent Variable: Digital Transformation	0.795
Dependent Variable: Employee Welfare	0.848
Demographic variables (e.g., age, gender)	0.818

The reliability statistics for the different variables in the study are as follows:
Cronbach's Alpha for digital transformation (an independent variable) is 0.795. This demonstrates strong internal consistency overall the items assessing digital transformation, indicating that the scale employed to measure this variable is credible. Employee Welfare (Dependent the variable): Cronbach's Alpha is 0.848. This demonstrates a high degree of internal consistency overall employee wellbeing items, indicating that the measures are trustworthy and well-aligned. Demographic variables (such as age and gender) have a Cronbach's Alpha of 0.818. This also demonstrates strong internal consistency to feed the items linked to demographic characteristics, suggesting that the scale utilized for these assessments is trustworthy. Overall, Cronbach's Alpha values across all variables significantly above the usually recognized criterion of 0.70, confirming the reliability and consistency of the scales employed in this research.

6. RESULTS,

Table 5 Regression analysis

Anova						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	11.793	1	11.793	51.027	.000[b]
	Residual	139.126	602	.231		
	Total	150.919	603			
a. Dependent Variable: Digital transformation has generally improved my overall welfare at work.						
b. Predictors: (Constant), Digital transformation has made it easier for me to maintain a healthy work-life balance?						

Table 5 shows the results based on the ANOVA test for

regression analysis, which assesses the influence of digital transformation and overall workplace wellbeing. The regression framework has an overall number of squares is 11.793 and a mean square for 11.793. The F-value represents 51.027, which is very significant (p-value =.000). This implies that the regression formula has become statistically significant as well as that the variable that predicts the result (if digital transformation has enabled it simpler to maintain a good work-life balance) has a substantial impact on the dependent variable (total workplace wellbeing). The residual amount the squares is 139.126, without a mean square of.231, indicating that the model does not explain all of the variation in the dependent variable. The entire sum of squared is 150.919, which represents the overall variance across the dependent variable.

Overall, the significant F-value suggests that the predictor variable effectively explains the variation in overall welfare at work, underscoring the importance of digital transformation in improving employees' work-life balance and, consequently, their overall welfare.

Coefficients

Model		Unstandardized Coefficients		STD Coefficients	t	Sig.
		B	Std. Error	Beta		
1		1.090	.059		18.418	.000
	Digital_tools_work_life_balance_effect?	.286	.040	.280	7.143	.000

a. Dependent Variable: Digital transformation has generally improved my overall welfare at work.

In the presented regression investigation, the coefficients that table sheds light on the link between digital tool use and work- life balance in terms of total workplace wellbeing. The amount of the constant is 1.090 with an expected error of 0.059, indicating that it becomes statistically significant at p-value 0.000. This constant indicates the starting point level associated with the dependent variable (total wellbeing at work), when all predictors are zero. The independent variable in question is "The increased use of digital tools has resulted in longer working hours, negatively affecting my work-life balance," which has an unstandardized coefficient of 0.286 and a standardized coefficient (Beta) of 0.280. The t-value is 7.143 with a p-value

of 0.000, indicating that this variable is statistically significant. This positive coefficient suggests that for each unit increase in the perception that increased digital tool usage negatively affects work-life balance, the overall welfare at work improves by

0.286 units. Despite the apparent positive association, it's essential to note that the use of digital tools and longer working hours have a nuanced impact. This result implies that employees who feel their work-life balance is compromised by digital tools might report an improvement in their overall welfare at work, potentially due to other compensatory factors or changes in work dynamics brought about by digital transformation. Overall, while the regression analysis shows a significant relationship, interpreting the results requires a deeper understanding of how digital tools affect employees' work-life balance and the broader implications for their overall welfare at work.

Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.375	1.661	1.488	.1398	604
Residual	-.6611	.6247	.0000	.4803	604
Std. Predicted Value	-.809	1.235	.000	1.000	604
Std. Residual	-1.375	1.299	.000	.999	604

a. Dependent Variable: Digital transformation has generally improved my overall welfare at work.

The residuals statistics obtained from regression analysis demonstrate the fact that the predicted results concerning the variable that is dependent, "Digital transformation has mostly enhanced overall welfare at work," generally quite consistent. The expected numbers fluctuate between 1.375 to 1.661, with a typical value of 1.488 and an accepted deviation of 0.1398, showing some variation in predictions. The residuals, which indicate the difference between actual and projected values, vary from - 0.6611 to 0.6247, exhibiting an average equal 0.0000 and a standard error equal 0.4803, indicating that the model's mistakes distribute around zero exhibiting moderate variance. Standardized predicted values as well as residuals, respective an average value of 0.000 as well as standard deviations approximately 1.000, indicate that the model gives a fair match, while some prediction errors exist. Overall, the model seems to estimate the dependent variable effectively, with residuals suggesting a generally appropriate fit.

7. LIMITATIONS OF THE STUDY

This research on employee well-being and adaption techniques in the face of technological change and digital transformation has certain limitations. First, the data gathered is confined to certain industries, which may not accurately reflect the experiences of the whole workforce across sectors. Second, due to the fast evolution of technology, the results may become out of date over time. Furthermore, relying on self-reported data from workers may add bias, since replies may be affected by personal beliefs or fears about job security.

8. SUGGESTIONS

According to the results, various recommendations may be made to enhance employee welfare and adaption techniques in the face of technological change and digital transformation. First, firms should engage in ongoing training and development programs to assist staff in upskilling and adapting to new technology. Second, building an open communication culture may alleviate employee concerns about digital transformation by keeping them informed and involved throughout the process. Third, businesses should consider establishing flexible work rules and support systems, such as mental health services, to alleviate the stress associated with adjusting to new digital technologies. Finally, leaders should emphasize inclusive change management practices to ensure that people at all levels are prepared to effectively traverse the shift.

9. FUTURE SCOPE OF THE STUDY

The study on employee well-being and adaption techniques in the context of technological transition and digital transformation suggests various areas for further research. One possible approach is to investigate the long-term effect of digital transformation on employee productivity and job satisfaction across sectors. Future research might also concentrate on the impact of artificial intelligence and automation in redefining employment roles, as well as the welfare methods required to handle this transformation. Researchers might also look at the efficiency of various adaption techniques for workers in remote and mixed work contexts. Finally, comparative research across nations and regions might provide light on how cultural and legal variations influence employee adaption and welfare in the digital era.

10. CONCLUSION

In conclusion, the study on employee welfare and adaptation strategies in the face of technological change and digital transformation underscores the complex interplay between technological advancements and employee well-being. The findings reveal that while digital tools and technologies have introduced efficiencies and innovations in the workplace, they also pose significant challenges to work-life balance and overall employee welfare. The increased use of digital tools has led to longer working hours, impacting employees' work-life balance and raising concerns about their overall well-being. However, despite these challenges, technological transformation has generally been associated with improvements in certain aspects of employee welfare, highlighting the need for effective adaptation strategies. Organizations must proactively address the adverse effects of digital transformation by implementing supportive policies, promoting work-life balance, and providing training to help employees navigate these changes. By fostering an environment that balances technological advancements with employee support, companies can enhance overall welfare and maintain a productive, engaged workforce in the digital age

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