

An Empirical Study on Digital Transformation and Employee Involvement in IT Industry..

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ABSTRACT

The digital transformation of an enterprise includes not only the work style and communication methods workers prefer: it is also an integral part today's IT workforce he has engaged in its decision-making processes. Technological success can be achieved through people approach is the sticking point of future business get any lasting achievements especially with respect to an environment where everything is interconnected and always changing. IT staff are now becoming part of the new trend in the technology field TEDA service: or transformation; successful digital transformation moving from a comprehensive model in general business management to one that is more particular. Wilsey applied a form of analytic research methodology and collected primary data from a standardised 5-point Likert scale questionnaire, which was mailed to 356 corporate IT executives. Tested Cronbach's alpha, calculated descriptive means, a correlation analysis, regression analysis, distinguishing validity plus modeling for reliability and legitimacy of the data. Thus, the top-level dimensions in this one with significant strength leaning toward staff involvement are: digital leadership (mediation variable) to digital skills and digital infrastructure. Fit indices of SEM revealed good model fit and reliability estimates as well validity tests showed adequate internal consistency (also Cronbach's alpha level in 0.833 to 0.879) plus excellent construct validity correspondingly. One extra point made in the article: if digital skills are in place and given their proper leadership, it may mean substantial changes for the quality of IT's employees. Results indicates that still, Innovation and organisation behavior persisting Emperor is of technology and people.

Keywords: Digital Transformation, Workforce Engagement, Digital Leadership, Digital Skills, IT Companies, Structural Equation Modeling..

INTRODUCTION

Digital transformation is a top priority for many organizations that profoundly changes how they function, communicate with clients and stakeholders, make decisions, and drive impact through dynamic applications of emerging digital technologies from cloud computing operations and automation tools to analytics systems and collaborative digital apps. Digital business operations, project collaborations and service deliverables of IT setups are largely rooted in digital systems. It has also been recently uncovered through research that technology adoption by itself will be incapable of generating transformational change without employee outlook, involvement, and behavioural readiness. Thus, digital transformation is more than just a technology issue and hinges on employee attitude, psychological readiness, and

willingness to engage (Abhari, 2025). A positive digital environment creates more buy-in from employees to embrace change and get involved in digital initiatives.

Employee engagement is how involved workers are in decision-making, generating ideas and solving organizational challenges. As a new technology alters how people work, the types of skills in demand and encourages different ways of communicating, employee involvement is key to digitally transforming firms. According to a systematic review by Mehmood and Farshchian (2023), employee participation involves communication, skill development, trust and autonomy. A failure to involve employees in planning and implementation leads many digital transformation initiatives off track. It conveys that employee engagement forms the crux of value generation in digital transformation.

Digital transformation in IT businesses, Digital infrastructure, leadership and skills The digital leadership encourages innovation and collaboration, the digital infrastructure supports collaboration and process efficiency, and the digital skills help employees adapt to changing systems. According to research, the reason leadership and competence development is critical is that employees tend to do better at their job when management takes an active role in promoting digital learning and engagement.

Although digital transformation has been explored through innovation, technology adoption and human resource lenses, until now no empirical research has integrated these facets to make sense of IT staff engagement. This contrasts with literature, where organizational innovation and digital HR systems are underrated; while behavioural evidence for sectors is lacking. The current research analyzes the effects of digital infrastructure, leadership and skills on employees' involvement in IT organizations through reliability analysis, correlation, multiple regression and Structural equation modelling. This study illustrates how technology and human factors influence employee engagement in more digitalized workplaces, adding insights to both the fields of digital transformation research and organizational behaviour.

REVIEW OF LITERATURE

Since it also impacts technological systems, members' behavior, involvement, and decision-making of organizational studies are currently concentrating on digital transformation as well. A recent study emphasizes employee engagement being among the most important contributors of transformation success, as even technology adoption cannot enable change across an organization without gaining employees support and involvement in digital initiatives.

According to Kaveh Abhari (2025), employee perception of digitisation has a strong correlation with participation in transformation initiative. Employees who have a positive experience with digital tools are also more involved in the organization's digital projects and transformation journey, both psychologically and practically, according to the survey. Psychosocial preparation, perceived autonomy, competence and relatedness were major predictors of employee engagement during transition (Chen et al., 2020). These findings suggest that digital transformation needs to be a people process — an organizational change journey and not just a technology project.

Andreea Vărzaru et al. (2024) examined digital technology and innovation in organizations. Digital technologies increase the speed of information transmission, realtime decision making and collaborative problem solving which in turn improve organizational creativity learnt the study. Digital platforms improve corporate communication, transparency and cross-functional integration that in turn support innovation — as the authors wrote. Digital transformation streamlines employee engagement through common digital resources and collaborative tools.

Sukhleen Bindra et al. (2025) found that digital HR platforms improve communication, automate administrative processes and enable continuous employee engagement to enhance staff responsiveness. The results take people to note that the digital HR system significantly facilitates employee access of information as well as evaluation and opportunities of desired learning at an organizational level which encourages star employees to actively participate in organizational activities. Improving transparency and responsiveness through digital HR transformation builds trust and engagement among employees.

Guangming Cao et al. (2025) Organizational culture has immense impact on the success of digital transformation. Their research shows that open, innovation-driven, leadership-supported organizational environments positively impact employee digital adaptability. Leaders who encourage experimentation and co-learning have more employee engagement in digital initiatives, as well as successful transformation.

Because most digital transformation programs fail when employees are not part of planning, implementation and adaption phases' current literature repeatedly indicates the importance of employees' participation. The systematic reviews suggest that maintaining digital connection can happen with open communication, employee skill development and trust within organization, autonomy of employees etc. And with digitally adopting, human change initiatives can make digital feel acceptable after early employee involvement on changes decreases resistance.

2.1 Research Gap

Recent literature has acknowledged the concept of digital transformation but lacks clarity on the relationship with IT staff involvement. Abhari (2025) has found limited evidence of employee participation in digital transformation despite its requirements for most IT organizations where digital technologies are critical to everyday operations.

Vărzaru et al. (2024) The paper rejects employee participation; engagement, and other organizational innovation as alternatives to digital innovations. Bindra et al. (2025) focused on digital HR transformation but none have considered organizational engagement beyond HR activity, whereas Cao et al. (2025) found that organization culture is an important determinant of digital capability but didn't test its direct impact on employee engagement. Therefore, this study bridges the gap in the literature by adopting an integrated empirical approach to explore how digital transformation characteristics influence IT staff involvement.

RESEARCH METHODOLOGY

The study used descriptive, analytical type of research design for investigating digital transformation & employee involvement of IT firms. Descriptive methods were used to analyze, the digital transformation processes and employee voicing, while analytical methods involved statistical tests that analyzed selected factors. The research examined behavioral effects in relation to transformation

among IT personnel, due the heavy digitalization of IT firms.

The responses received were 356 from a convenience sample pool of IT professionals available and willing to respond. Data were collected through structured questionnaire as the primary data, developed from constructs available in literature. The instrument (i) used a 5-point Likert scale from strongly disagree (1) to strongly agree (5) in an attempt to capture respondent perceptions uniformly. According to both statistical methods of reliability analysis (1) and descriptive, correlation, regression (2), as well as structural equation modeling (3), this study empirically validates the 4C structures developed herein at a publication-level of generalizability.

Table 1: Methodology Framework

Particular	Description
Research Design	Descriptive + Analytical
Sector	IT Organizations
Sample Size	356 Respondents
Sampling Technique	Convenience Sampling
Instrument	Structured Questionnaire
Scale	5-point Likert Scale

Source: Primary Data

3.1 Constructs and Items

The measuring constructs used for the analysis of the digital transformation and participation of IT staff are illustrated in Table 2. The study assessed the digital infrastructure, leadership and skills and engagement of employees. Digital infrastructure was assessed according to whether digital technologies enhance workplace efficiency and cloud-powered tools facilitate collaboration, mirroring the technological environment in which employees work.

Table 2: Constructs and Items

Construct	Code	Measurement Item
Digital Infrastructure	DI1	Digital systems support work efficiency
Digital Infrastructure	DI2	Cloud tools improve collaboration
Digital Leadership	DL1	Leaders promote digital innovation
Digital Leadership	DL2	Management supports digital participation
Digital Skills	DS1	Employees receive digital training

Digital Skills	DS2	Employees adapt to new systems quickly
Employee Involvement	EI1	Employees participate in decisions
Employee Involvement	EI2	Employees actively contribute ideas

Source: Primary Data

It was related to high managerial values: Statements regarding leadership support for digital innovation and management encouragement of involvement in digital/IT highlighted the role of leadership as a driver of transformation. To have widespread use of technology, organizations and their employees need to be prepared via digital training to learn how to adapt the system. The behavioral outcome of interest, we conceptualized as employee involvement (i.e., decision-making and idea sharing). Consistency was achieved by using coded items (DI1–EI2) to operationalize each construct and measuring the constructs through a five-point Likert scale. Scored based on primary data, the items measured digital transformation traits and their impact on IT personnel involvement.

OBJECTIVES OF THE STUDY

To measure employee involvement in digitally transformed workplaces.

To analyze the relationship between digital transformation and employee involvement.

To identify and find major predictors influencing employee involvement.

4.1 Hypotheses

H1: Digital transformation significantly influences employee involvement in IT organizations.

H2: Digital leadership is a significant predictor of employee involvement.

H3: Digital skill development has a positive impact on employee participation.

5. DATA ANALYSIS

5.1 Reliability Analysis

Table 3 provides a reliability analysis of the study constructs using Cronbach's alpha to evaluate internal consistency between questionnaire items. The alpha values of all constructs are higher than 0.70, indicating reliability and consistency of the measuring scale. Digital infrastructure and support and digital systems have an alpha value of 0.842, suggesting that there is strong consistency in the measures associated with technological support (e.g., smartphone availability, broadband access) and digital systems (e.g., intranets).

Table 3: Cronbach's Alpha

Construct	Alpha
Digital Infrastructure	0.842
Digital Leadership	0.861
Digital Skills	0.833
Employee Involvement	0.879

Source: Primary Data

Digital leadership reliably captured practices in this area of digital transformation related to the leadership aspect at 0.861. The alpha value for digital skills was 0.833 indicating that training and adaptability of the employees are effectively measured in context with their aptness to effective digital capabilities. The variable with the highest alpha value was employee involvement ($\alpha = 0.879$) showing excellent internal, or item-remainder consistency when evaluating work environment composition with respect to participation and idea generation from employees. These results indicate that the items of the questionnaire are reliable and acceptable for conducting correlation, regression, and structural equation modeling.

5.2 Descriptive Statistics

To describe the variation and average response by respondents, Table 4 displays mean and standard deviation descriptive statistics of key study variables. The highest mean value of 4.08 was related to the variable digital skills, indicating possible staff training in the use of new technologies. Mean values of 4.02 on digital infrastructure imply that IT firms believe digital systems and cloud-based applications are good for work performance and collaboration.

Table 4: Mean and Standard Deviation

Variable	Mean	SD
Digital Infrastructure	4.02	0.68
Digital Leadership	3.96	0.72
Digital Skills	4.08	0.65
Employee Involvement	3.89	0.71

Source: Primary Data

The mean score of digital leadership was 3.96 suggesting that the leaders stimulate the digital innovation and staff participation. Mean employee engagement was 3.89, which suggests that employees moderately to strongly agree that they are involved in the decision-making process and provide ideas to their firms. Low standard deviation values (0.65–0.72) indicate that judges' decisions were consistent in all domains. The findings show that IT sectors have a good digital transformation and positive employees commitment.

5.3 Correlation Analysis

The correlation matrix between DI, DL, DS and employee involvement is shown in Table 5. All variables exhibited a positive correlation, so that progress in one dimension of digital transformation results fuels increases on the others. This support, therefore, relates to technological preparedness and indeed the development of digital skills (Since Digital Leadership correlates positively strong with Digital infrastructure ($r = 0.621$) and also with Digital Skills ($r = 0.634$)).

Table 5: Correlation Matrix

Variable	DI	DL	DS	EI
DI	1			
DL	0.621	1		
DS	0.598	0.634	1	
EI	0.673	0.711	0.689	1

Source: Primary Data

It is highest when considering digital leadership ($r = 0.711$) overall, followed by the direct effects of digital skills ($r = 0.689$), and digital infrastructure to a lesser extent ($r = 0.673$), showing how engaging users in IT businesses can be stimulated through strong leadership efforts. All the correlation coefficients are positive and somewhat high, verifying significant associations between research variables and enabling for regression and structural equation modeling (SEM) assessments to ascertain causality.

5.4 Multiple Regression Analysis

The Multiple Regressions were run, linking each of the six components of digital transformation and IT Staff involvement in explaining them in Table 6. Their three factors play a positive and statistically significant role on employee participation as their significance values are 0.000 i.e., below the threshold limit of 0.05. The standardized beta coefficients ($\beta = 0.356$, $t = 5.944$) indicate the leadership support for digital initiatives as the most powerful predictor of employee commitment.

Table 6: Regression Results

Predictor	Beta	t-value	Sig
Digital Infrastructure	0.284	4.821	0.000
Digital Leadership	0.356	5.944	0.000
Digital Skills	0.301	5.112	0.000

Source: Primary Data

$$R^2 = 0.648$$

Digital skills significantly and positively influence engagement of employees in organizational processes ($\beta = 0.301$, $t = 5.112$), highlighting the need for training and versatility. Devoted information technology ($\beta = 0.284$, $t = 4.821$) demonstrates the effect of technical

infrastructures and tools improving employee engagement at work place. Contracted information systems ($\beta = -0.285$, $t = -3.628$) indicate that insufficient involvement of technological systems decreases employees engaged in their work place. They indicate strong explanatory power ($R^2 = 0.648$) of digital infrastructure, leadership and skills for understanding employee involvement variance.

5.5 Convergent Validity

The results for convergent validity are presented in Table 7. Convergent validity is measured by composite reliability (CR) and Average variance retrieved.

Table 7: Convergent Validity

Construct	CR	AVE
Digital Infrastructure	0.88	0.61
Digital Leadership	0.89	0.64
Digital Skills	0.86	0.59

Source: Primary Data

Digital infrastructure (0.88), leadership (0.89) and skills (0.86) recorded CR score above 0.70, indicating good internal consistency and reliability. Digital infrastructure (0.61), leadership (0.64) and talents (0.59) are also above 0.50, showing that each construct accounts for more than half of the variation in its measurement items. The most convergent valid element is high digital leadership identity as the major descriptor of digitizing. These findings indicate that constructs of the study were static validity and suitable for structural equation modeling.

5.6 Structural Equation Modeling Path Coefficients

Structural equation modeling path coefficients in Table 8 show a direct effect of digital transformation dimensions on employee involvement. All three hypotheses are confirmed with statistically significant and positive p values ($p < 0.001$) for each path. Digital leadership has the largest impact on employee involvement ($\beta = 0.36$), indicating that when management works to support digital, employees will participate more fully in this initiative.

Table 8: Structural Equation Modeling Path Coefficients

Hypothesis	Path	Standardized Beta (β)	Significance
H1	Digital Infrastructure → Employee Involvement	0.28	$p < 0.001^{***}$
H2	Digital Leadership → Employee	0.36	$p < 0.001^{***}$

	Involvement		
H3	Digital Skills → Employee Involvement	0.31	$p < 0.001^{***}$

Source: Primary Data

Digital skills also shows a large positive effect ($\beta = 0.31$) together with digital infrastructure ($\beta = 0.28$). To summarize, the SEM results confirm that factors of digital transformation are significantly increasing employee engagement in IT organizations.

5.7 Measurement Loadings of Constructs

Table 9: Measurement Loadings of Constructs

Construct	Indicator	Loading
Digital Infrastructure	DI1	0.78
Digital Infrastructure	DI2	0.74
Digital Leadership	DL1	0.81
Digital Leadership	DL2	0.76
Digital Skills	DS1	0.77
Digital Skills	DS2	0.72
Employee Involvement	EI1	0.82
Employee Involvement	EI2	0.79

Source: Primary Data

Table 9 shows measurement loadings of observed indicators used for each study construct representation. Considering that Loadings values greater than 0.70 can be acceptable in structural equation modeling samples, the ranges of factor loadings prove that all the indicators of these dimensions explain well their construct (all ranged between 0.72 to 0.82). Primarily, digital infrastructure DI1 (0.78) and DI2 (0.74) exemplified technical support as well as cooperation systems. Results summary DL1 (0.81) and DL2 (0.76) show support from top management for digital initiatives. The two employee involvement indicators EI1 (0.82) and EI2 (0.79), loaded most strongly on the dimension, confirming participation in decisions as well as contribution of ideas as reliable captures of employee involvement. The digital skills indicators DS1 (0.77) and DS2 (0.72) validates the adequate measurement of employee digital capability. Findings demonstrate construct validity, and the measurement approach is appropriate for SEM analysis.

5.8 Results of Structural Equation Model

Table 10 presents the fit indices of the structural equation modeling model. The chi square ($\chi^2=142.35$) demonstrate

a well fitted model and large p value (<0.001) guarantees that the results are at least statistically testable.

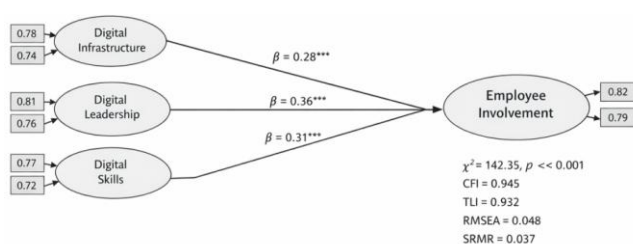
Table 10: Model Fit Indices

Fit Index	Obtained Value	Recommended Value	Interpretation
χ^2	142.35	—	Acceptable
p-value	< 0.001	< 0.05	Significant
CFI	0.945	> 0.90	Good Fit
TLI	0.932	> 0.90	Good Fit
RMSEA	0.048	< 0.08	Excellent Fit
SRMR	0.037	< 0.08	Excellent Fit

Source: Primary Data

Comparative fit index (CFI = 0.945) and Tucker–Lewis index (TLI = 0.932) values above the recommended threshold level of 0.90 indicated good model fit.] The range for all fit indices produced were RMSEA=0.048 and SRMR = 0.037 (Normed chi-square of studied model=4;), which are below the cutoff criteria for goodness of fit (RMSEA $< .08$, SRMR $< .08$) demonstrate that the model proposed fits evolutionary historical data of these genes. These indices are aligned with the SEM model explain on the dimensions of digital transformation including IT and staffing involvement.

Figure 1: Results of Structural Equation Model



Source: Primary Data

6. DISCUSSION:

6.1 Digital Transformation Induces Employee Involvement or Engagement:

The study shows that the personnel engaged in IT feel a stronger impact from digital transformation. Overall the strong mean values around the digital infrastructure, leadership and skills suggest respondents see themselves as being active in terms of their firms' digitisation. This shows IT companies have normalized digital technology as part of their workday — allowing employees to connect and collaborate together. The findings align with earlier research that determined a digital transformation succeeds when people take the initiative to adapt, not just to technologies in their organization.

6.2 There is a Positive Relationship between Digital Leadership and Employee Involvement:

Regression analysis and structural equation modeling have verified that digital leadership puts in place the best predictors of employee involvement. Support from leadership for digital project is a prime influencer ($\beta = 0.356$) and SEM path coefficient ($\beta = 0.36$), acting as a catalyst in decision-making and ideation by the employees. The role of leadership behaviour is also critical in the journey of technology transformation, as employees in such organisations are able to flourish with management fostering innovation, aiding communication and helping digital inclusion at all levels. Recent articles argued that a well embedded digital culture through leadership enables less resistance to change, better system adoption within the scope of organisations.

6.3 Digital Skills also Reduces Employee Involvement or Engagement:

Organization members with products training and adjustment make them highly likely to become involved in organization stuff. A high mean value of 4.08 and significant regression with $\beta = 0.301$ indicate that the capability must be developed to enable further meaningful digital engagement. Confidence that employees have in digital technologies appears to improve IT companies' decision-making and collaboration. It further strengthens the notion that digitalisation in an organisation is more of equipping and reskilling capabilities rather than simply implementing technology.

6.4 Significance of Digital Infrastructure for Participation in the Organization:

Considerable stimulation on Employee Engagement emerged through it although a relatively lesser impact was found with regards to Leadership and Skills Cloud-based co-creation tools and technology empower employees' attendance in organizational processes resulting good regression coefficient $\beta = 0.284$. Furthermore, employee participation is clearly illustrated with high correlation $r = 0.673$. A robust digital infrastructure can facilitate communication, exchange of ideas and knowledge transfer which is important for IT work environments. An infrastructure alone without a proper coverage by management and preparatory work from the employees themselves (low coefficient) will not bring the numbers.

6.5 Statistical Validation:

The framework is underpinned by The constructs have satisfactory reliability (all Cronbach's alpha > 0.80), and convergent validity, as they exceed the recommended thresholds with almost all loading significant. CFI (0.945), TLI (0.932), RMSEA (0.048) and SRMR (0.037) indices of fit SEM model show that the model explains well the relationship between digital transformation characteristics and employees participating in it. The regression analysis ($R^2 = 0.648$) shows that selected variables explain turn significantly employee behaviour for participation.

6.6 Practical Implication of this Research for IT Organisation:

The research implies that technology and human process

are required to handle the digital transformation by IT organisation. More focus should be on building adequate digital infrastructure and capability of the workforce by leadership for higher rates of employment. Indigenous organizations that establish an atmosphere of digital learning, transparent communication and integrative management have higher employee engagement metrics and transformation success.

6.7 Managerial Implications:

The discoveries from this study are very useful for IT managers in the time of digital transformation. Digital dharma is the best predictor overall of employee engagement and managers should cultivate digital involvement with supportive tenets in leadership, along with clear communication and creativity. Leaders need to integrate digital technologies into business-as-usual and drive decision-making through collaborative problem-solving. A relentless focus on digital skills: Organizations need to make investments in continued employee training, upskilling and building of the digital capabilities needed to prepare the workforce to embrace new technology. Along with effective digital systems and cloud based platforms that drive communication and involvement, a robust digital infrastructure is also essential. Digital transformation will only happen when managers combine investment in technology with investment in leadership and people.

6.8 Theoretical implications:

This study brings the technological and behavioural factors into a same empirical domain that enriches digital transformation literature. These findings suggest that the context owners of these challenges are IT employee involvement, related digital infrastructure and leadership and skills, thereby enriching the theory of digital transformation. Prior studies examined digital transformation through a technological/innovative perspective, but this study emphasizes employee participation as an organizational-level outcome of the issue. The findings extend organizational behaviour theory, as we demonstrate how digital transformation influences participation through leadership support and staff capability. The present empirical verified structural model, thus serves for augmented implication for additional inquiry in approximation towards concurrently both digital transformation and employee engagement especially, within heavy-ested IDR (e.g. it) to test-out the sectoral gird may in share-an isolated barriers per borders.

7. CONCLUSION

The Digital Transformation Enabling Stakeholder Engagement at IT Service Companies: The Impact of Technology Literacy, Leadership Style and Employee Competencies The most significant predictor of stakeholder engagement is digital leadership, followed by technology linkages and skills; Thus to digitally transform an organization you need support from leaders as well as employees not just the technology. The findings also further solidify correlations and regressions of more robust friendly digital ecosystems serving as postive predictors of employee ideation/input into organizational decision making with effective management

encouragement. Confirmatory structural equation model with high indices of reliability, validity and fit confirms that the model is a good-fit to study the relationship between digital transformation characteristics and employee involvement. "By pairing digital tools with human-centered management practices, continuous development opportunities and collaborative leadership styles, IT organizations can create a more flexible and participative workforce that helps drive the success of transformation initiatives," the study concluded.

Study Limitations

Those reading the conclusions of this study should keep its limitations front-of-mind. The study focuses on IT organizations, which could limit the extent of generalization across industries with factors related to different digital maturity levels. For one, convenience sampling may not accurately reflect IT workers. Third, self-reported questionnaire responses might have been biased or impacted by individual perspective. The study only examined three facets namely, digital infrastructure, digital leadership and digital skills —missing out components like organizational culture, digital trust and innovation climate. Thirdly, cross-sectional designs can only tell about employee perceptions at one point in time and do not reflect gradual strategies for digital transformation.

Future Study Scope

Focusing on Digital Transformation as a key subject, overlapping in industries like manufacturing banking healthcare and education that this study may cover. Researchers employ probability sampling to improve the representativeness of their sample and its generalizability. E.g. These stage adaptations for explanatory models with wider range can be not only applicable also for company culture and working employee digital trust in age of job happiness and innovation behaviour. A longitudinal perspective would enable us to investigate how employees' engagement develops across the process of digital transformation. In future research advanced analytical models (e.g., multi-group models, etc.) can be employed. Structural equation modeling: the comparisson between organization environments and employees grouping..

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