



"Employee Engagement in the Digital Age: Exploring the Influence of Technology on Job Satisfaction"

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ABSTRACT

In today's workplace, the widespread adoption of digital technologies has transformed the nature of employee engagement and job satisfaction. This research aims to explore the complex relationship between technology implementation and its impact on employee engagement, with a specific focus on the mediating role technology plays in shaping job satisfaction. Through extensive review of current literature and empirical analysis, this study seeks to shed light on the multifaceted aspects of employee engagement within the digital environment. The research utilizes a mixed-methods approach, incorporating qualitative interviews and quantitative surveys, to develop a nuanced understanding of how technology intersects with various facets of employee engagement. By examining factors such as communication patterns, remote work arrangements, and use of digital tools, the study attempts to elucidate the mechanisms by which technology affects employees' overall job satisfaction.

Additionally, this research intends to identify potential challenges and opportunities presented by the digital transformation of the workplace. By investigating employee perceptions, attitudes, and experiences, it aims to provide insights into strategies for optimizing technology-driven engagement initiatives. The study also highlights the importance of organizational culture, leadership practices, and human-centric design principles in creating a supportive digital environment that enhances employee satisfaction and organizational performance. Ultimately, this research aims to contribute to theoretical knowledge and practical implications for promoting employee engagement in the digital era. By unravelling the intricate interplay between

technology and job satisfaction, it seeks to offer valuable guidance for organizations looking to leverage digital innovations to cultivate a more engaged and motivated workforce.

INTRODUCTION

In today's digital era, technology has brought about unprecedented progress, transforming work settings and employee experiences. With the spread of digital tools, communication platforms, and remote work capabilities, organizations must continuously adapt to this developing technological landscape. Amid these changes, it is crucial for organizations aiming to build a positive work culture and boost productivity to grasp how technology affects employee engagement and job satisfaction.

Employee engagement, defined as the emotional dedication employees have to their organization and its objectives, is a key factor in organizational success. Engaged employees are more likely to be productive, innovative, and committed to achieving organizational goals. Job satisfaction refers to employees' overall contentment with their jobs, including aspects like work environment, pay, growth opportunities, and work-life balance.

In the digital age, technology significantly influences both employee engagement and job satisfaction. Communication technologies like email, instant messaging, and video conferencing have transformed how employees collaborate and interact within organizations. Additionally, remote work arrangements enabled by digital tools provide employees greater flexibility and autonomy over their schedules, potentially enhancing their job satisfaction.

However, technology's impact on employee engagement and job satisfaction is complex. While technology provides many benefits, it also introduces challenges like information overload, blurred work-life boundaries, and isolation among remote workers. Therefore, it is vital to examine the nuanced relationship between technology and employee well-being to effectively leverage its advantages while minimizing its downsides.

This study investigates how technology affects employee engagement and job satisfaction in the digital era. By analysing the perceptions and experiences of employees across various industries and organizational settings, this research aims to offer insights into the factors that contribute to or undermine employee well-being in technology-mediated work environments. Through a comprehensive analysis of existing literature and empirical data, this study seeks to inform organizational practices and policies aimed at improving employee engagement and job satisfaction in the digital age.

1.1 DEFINITION OF KEY TERMS

- **Employee Engagement:** This term denotes the level of emotional investment into their organization and its goals by an employee. Engaged employees display a higher motivation, productivity and job satisfaction level as compared to others.
- **Digital Age:** The digital age is a contemporary period characterized by the extensive use of digital technologies such as computers, smartphones, online platforms and software applications. It has altered how people communicate, work and process information.

- **Technology:** In this perspective, technology can mean tools, systems and platforms that support organizational activities and individual tasks like collaboration or communication between employees within organizations (hardware: i.e., computers / mobiles; software: e.g., productiveness apps/collaboration applications).
- **Influence:** Influence refers to the effect or impact that technology has on employee engagement and job satisfaction. This can include both positive and negative effects, such as increased flexibility and efficiency, as well as potential challenges like information overload or feelings of isolation.
- **Exploring:** Exploring in this context refers to the process of investigating, examining, and understanding the relationship between technology and employee engagement/job satisfaction. It involves gathering data, analysing trends, and identifying potential areas for improvement or optimization.

2. LITERATURE REVIEW

2.1 Employee Engagement in Digital Age

The evolution of work environment in the digital age plays a crucial role in the transformation of the work environment due to advancements in technology has been profound. Traditional office spaces have given way to remote work setups and flexible arrangements, enabled by digital tools and platforms. These changes have had significant implications for collaboration, productivity, and organizational culture. However, challenges such as maintaining a sense of connection and addressing potential feelings of isolation have emerged alongside these opportunities. Companies are adapting by creating innovative work environments that embrace technological advancements to stay competitive.

The advent of digital technology has revolutionized traditional engagement strategies in the workplace. Research by Macey and Schneider (2008) highlights the shift from traditional engagement surveys to real-time feedback mechanisms facilitated by digital platforms. These platforms enable organizations to gather continuous feedback from employees, allowing for more responsive and tailored engagement initiatives. Moreover, the use of social media and collaboration tools has transformed the way employees connect and interact, fostering a sense of community and belonging (Harter et al., 2002). Digital platforms play a crucial role in facilitating employee engagement by providing channels for communication, collaboration, and recognition. According to a study by Towers Watson (2012), organizations that leverage digital platforms for employee communication and feedback experience higher levels of engagement and satisfaction. Platforms such as intranet portals, social networking sites, and mobile applications enable employees to access information, share ideas, and receive recognition in real-time, enhancing their sense of involvement and commitment (Shuck and Wollard, 2010).

In the digital age, fostering a culture of engagement is essential for attracting, retaining, and motivating talent. Research by Saks (2006) emphasizes the role of leadership in cultivating an engaging work environment, where employees feel valued, empowered, and supported. Leaders who prioritize communication, transparency, and trust create a conducive atmosphere for engagement to thrive (Kahn, 1990). Moreover, organizations that align their values and goals with those of their employees demonstrate a genuine commitment to engagement, leading to improved performance and outcomes (Bakker and Demerouti, 2008). While technology offers numerous opportunities for enhancing employee engagement, it also presents challenges that organizations must address. For instance, the blurring of boundaries between work and personal life due to constant connectivity can lead to burnout and disengagement (Elsbach and Cable, 2012). Additionally, concerns about data privacy and security may hinder employees' willingness to engage fully in digital platforms (Martin and Freeman, 2003). However, by implementing policies and practices that promote work-life balance, data protection, and ethical use of technology, organizations can overcome these challenges and harness the full potential of digital engagement strategies (Shuck and Herd, 2012).

Digital communication tools play a crucial role in facilitating collaboration and teamwork in modern organizations. Technologies such as email, instant messaging, video conferencing, and project management platforms enable real-time communication, file sharing, and virtual meetings. Despite the benefits, challenges such as information overload, miscommunication, and digital distractions are prevalent. To effectively leverage these technologies, organizations must develop strategies that promote clear communication and collaboration while addressing these challenges. Effective employee engagement strategies in the digital age require a multifaceted approach. This includes providing training and support programs for technology adoption and skill development. Organizations should also implement policies and initiatives to promote work-life balance and manage digital distractions. Creating a culture of open communication, feedback, and recognition is crucial for fostering engagement. Leveraging digital tools for employee recognition, rewards, and career development can further enhance engagement and motivation.

2.2 Technology in Job Satisfaction and Employee Engagement

Technology is crucially instrumental in enhancing job satisfaction by significantly elevating efficiency and productivity in the workplace (Brynjolfsson & McAfee, 2014). Digital tools and software applications effectively enable employees to automate repetitive tasks, streamline workflows, and access information swiftly, leading to a significantly more productive work environment (Brynjolfsson & McAfee, 2014). For instance, project management software effectively facilitates seamless collaboration among teams, thereby significantly reducing stress levels and increasing job satisfaction (Brynjolfsson & McAfee, 2014). The seamless integration of cutting-edge technology undeniably offers much greater flexibility and substantially

improved work-life balance for dedicated employees (Golden & Veiga, 2005). Remote work opportunities, effectively enabled by advanced digital communication tools and cloud-based systems, allow employees to work from virtually anywhere, at any convenient time, thereby significantly reducing stress and drastically enhancing job satisfaction (Golden & Veiga, 2005). Furthermore, technology effectively enables forward-thinking organizations to seamlessly offer alternative work arrangements such as flexitime and telecommuting, further significantly enhancing job satisfaction (Golden & Veiga, 2005).

Technology has revolutionized learning and development initiatives in forward-thinking organizations, effectively providing employees with extensive access to a diverse range of comprehensive training resources (Deloitte, 2019). Cutting-edge online learning platforms, innovative webinars, and state-of-the-art e-learning modules effectively enable employees to conveniently acquire new skills comprehensively and cost-effectively, thereby significantly fostering job satisfaction and overall engagement (Deloitte, 2019). Moreover, technology-enabled learning initiatives effectively demonstrate an organization's unwavering commitment to significantly invest in its employees' growth and long-term success (Deloitte, 2019). Efficiently establishing effective communication and seamless collaboration facilitated by advanced technology significantly contributes to notably higher levels of job satisfaction and overall well-being among diligent employees (Grant et al., 2013). Cutting-edge digital tools, including email, instant messaging, and impactful video conferencing platforms, substantially enable employees to seamlessly connect with colleagues, express ideas, and efficiently resolve issues, thereby substantially boosting morale and job satisfaction (Grant et al., 2013).

Innovative technology undeniably empowers organizations to meticulously implement highly effective recognition and feedback mechanisms, significantly enhancing employee engagement and job satisfaction (Bersin & Associates, 2012). Progressive digital platforms such as groundbreaking employee recognition software and feedback apps proficiently allow managers to promptly acknowledge and greatly reward employees for their noteworthy contributions in real-time, effectively fostering a culture of profound appreciation and proactive recognition within the organization (Bersin & Associates, 2012). Cutting-edge technology seamlessly aids in workload management and substantial stress reduction by providing advanced tools and comprehensive resources to efficiently streamline tasks effectively and maintain a synchronized work-life balance (Trougakos et al., 2015). Innovative project management software and impactful task management apps effectively enable employees to meticulously organize their tasks efficiently, notably reducing the likelihood of burnout and being overwhelmed (Trougakos et al., 2015). Moreover, technology-driven wellness programs and advanced stress management tools effectively provide employees with critical resources and comprehensive support to effectively cope with stress, thereby significantly enhancing job satisfaction and overall performance (Trougakos et al., 2015).

Several studies have examined the impact of technology adoption on job satisfaction. For example, Brynjolfsson and McAfee (2014) found that organizations embracing digital technologies experienced higher levels of productivity and job satisfaction among employees. Similarly, a study by Tarafdar et al. (2007) revealed a positive relationship between technology use and job satisfaction, particularly among employees who perceived technology as easy to use and beneficial for their work tasks. The use of digital communication tools has been associated with improved employee engagement. Research by Grant et al. (2013) demonstrated that frequent communication via digital platforms fosters a sense of connection and belonging among employees, leading to higher levels of engagement. Moreover, a study by Shuck and Wollard (2010) highlighted the importance of effective communication in enhancing employee engagement, with digital channels playing a significant role in facilitating communication within organizations.

Remote work arrangements enabled by technology have been shown to contribute to better work-life balance and job satisfaction. Golden and Veiga (2005) found that employees who have the flexibility to work remotely report higher levels of job satisfaction and engagement. Additionally, research by Gajendran and Harrison (2007) revealed that remote work options are positively associated with perceived control over work schedules and reduced work-family conflict. The integration of technology in learning and development initiatives has been linked to increased job satisfaction and engagement. Deloitte's Global Human Capital Trends report (2019) emphasized the importance of technology-enabled learning in providing employees with access to continuous skill development opportunities. Similarly, Bersin and Associates (2012) highlighted the role of digital platforms in facilitating personalized learning experiences and enhancing employee engagement.

3. RESEARCH METHODOLOGY

For this study on the employee engagement in the digital age and exploring the influence of technology on job satisfaction, a descriptive and qualitative Research is used to analyse the research objectives. The collection and analysis of the non-numerical data based on Quantitative research. It can be utilised to gain an understanding of individual's social reality including their attitudes and beliefs. The data utilised in this report is primary data collected through questionnaires of 140 respondents.

RESEARCH OBJECTIVES

- To study how frequently digital technology is used at work, and the variety of technology platforms that are employed, in relation to employee engagement and job satisfaction.
- To examine how particular digital tools and platforms influence key aspects of work satisfaction including flexibility, efficiency, and job satisfaction.
- To analyse potential risks and pitfalls of technology in the workplace associated with employee motivation and satisfaction.
- To develop best practices and effective strategies for companies to use technological tools to increase

employee engagement and satisfaction and minimise the negative consequences of technology.

3.1 QUANTITATIVE METHODS

In conducting the study on employee engagement in the digital age, quantitative methods were employed to systematically gather and analyse data. These methods offer a structured approach to exploring the influence of technology on job satisfaction, allowing for the examination of relationships, trends, and patterns within the data. By utilizing surveys, sample selection techniques, and statistical analysis, this study aimed to provide a comprehensive understanding of how employees interact with technology in the workplace and how it affects their overall satisfaction and engagement. Quantitative methods offer the advantage of producing empirical evidence that can be used to inform decision-making and organizational strategies.

Surveys

For this study on employee engagement in the digital age, quantitative methods were employed, with surveys being a primary tool for data collection. The surveys were designed to gather information on various aspects of employee engagement, including their use of technology in the workplace, job satisfaction levels, and overall perceptions of their work environment. The survey questions were carefully crafted to ensure they captured relevant data points while also being easy for respondents to understand and answer accurately. Surveys were distributed electronically to employees within the target population, allowing for efficient data collection and analysis.

Sampling Methods

A key aspect of conducting this study was selecting an appropriate sample that accurately represented the target population. The sample selection process involved identifying organizations or companies operating in industries known for their reliance on technology and digital tools. Additionally, efforts were made to ensure diversity within the sample in terms of demographics, job roles, and levels of technological proficiency. This approach helped to ensure that the findings of the study would be applicable and generalizable to a broader population of employees working in similar environments.

Statistical Analysis

Once the survey data were collected, they were subjected to rigorous statistical analysis to identify patterns, trends, and correlations. Descriptive statistics, such as means, standard deviations, and frequencies, were used to summarize the data and provide an overview of key findings. Inferential statistics, including correlation analysis and regression modeling, were employed to explore relationships between variables and determine the strength and direction of these relationships. Statistical software packages were utilized to conduct the analysis, allowing for efficient processing of large datasets and accurate interpretation of results.

3.3 SAMPLE SELECTION AND DATA COLLECTION TECHNIQUES

Sample selection and data collection techniques play a crucial role in studying the influence of technology on job satisfaction in the digital age. In this study, a combination of qualitative and quantitative methods was employed to gather data from a diverse range of employees across various industries. This included surveys, interviews, and observations to ensure a comprehensive understanding of the topic.

Sample Selection:

In order to conduct a comprehensive study on employee engagement in the digital age, it's crucial to carefully select a representative sample. The sample should ideally include employees from various industries, job roles, and demographics to ensure the findings can be generalized to a broader population. One approach to sample selection could involve utilizing a stratified sampling method, where the population is divided into distinct strata based on relevant characteristics such as industry sector, job level, age, and gender. Then, random samples are drawn from each stratum to ensure adequate representation. Another method could involve using convenience sampling, where participants are selected based on their availability and willingness to participate. While this approach may be more convenient, it's important to recognize the potential biases that may arise, such as overrepresentation of certain demographic groups or industries.

Data Collection Techniques:

Once the sample has been selected, data collection techniques need to be carefully chosen to gather relevant information on employee engagement and the influence of technology on job satisfaction. One common approach is the use of surveys, which can be administered either online or in-person. Surveys allow researchers to collect quantitative data on various aspects of employee engagement, such as satisfaction with technology tools, communication channels, and overall job satisfaction. In addition to surveys, qualitative methods such as interviews or focus groups can provide deeper insights into employees' experiences and perceptions. These methods allow researchers to explore the underlying reasons behind certain trends or patterns identified in the survey data. Furthermore, researchers may also consider utilizing existing data sources such as employee engagement surveys conducted by organizations or publicly available datasets on workforce trends. These secondary data sources can complement primary data collection efforts and provide additional context to the findings..

3.4 DATA ANALYSIS METHODS

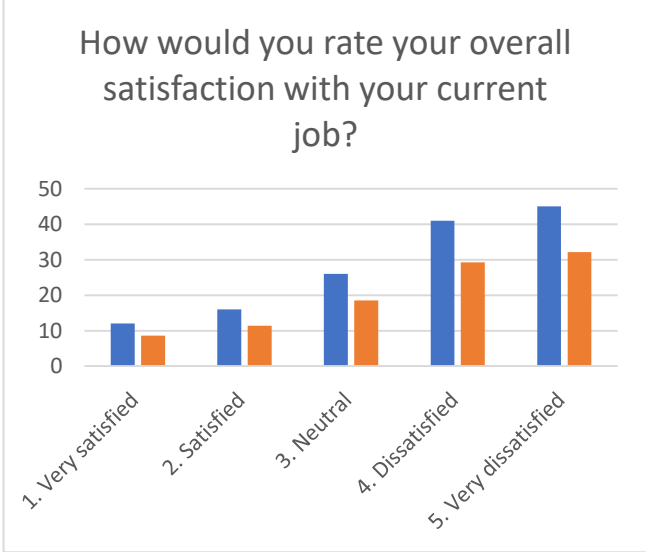
Understanding how technology influences job satisfaction is essential for organizations to effectively manage their workforce and maximize productivity. In this study, we explore the impact of technology on

employee engagement and job satisfaction, using data analysis methods to uncover insights into the relationship between technology usage and overall employee satisfaction.

Quantitative Analysis of Employee Surveys:

In this section, we delve into the quantitative analysis of data gathered from employee surveys conducted within various organizations. These surveys were designed to measure job satisfaction levels and the impact of technology on employee engagement. Utilizing statistical methods such as regression analysis, correlation studies, and factor analysis, we aim to uncover patterns and relationships between variables. By examining survey responses across different demographic groups and job roles, we can identify trends in how technology usage influences perceptions of job satisfaction. Through rigorous statistical analysis, we aim to provide empirical evidence supporting our hypotheses regarding the role of technology in shaping employee engagement in the digital age.

4. DATA ANALYSIS and Interpretation

S. n	Question	Analysis	Graphical representation																		
1	How would you rate your overall satisfaction with your current job?	Based on the provided data, it appears that a significant portion of respondents express dissatisfaction with their current job, as evidenced by 29.29% reporting they are dissatisfied and 32.14% reporting they are very dissatisfied.	 <table border="1" data-bbox="773 1043 1414 1591"> <caption>How would you rate your overall satisfaction with your current job?</caption> <thead> <tr> <th>Satisfaction Level</th> <th>Count (Blue Bar)</th> <th>Count (Orange Bar)</th> </tr> </thead> <tbody> <tr> <td>1. Very satisfied</td> <td>12</td> <td>0</td> </tr> <tr> <td>2. Satisfied</td> <td>16</td> <td>8</td> </tr> <tr> <td>3. Neutral</td> <td>26</td> <td>18</td> </tr> <tr> <td>4. Dissatisfied</td> <td>41</td> <td>29</td> </tr> <tr> <td>5. Very dissatisfied</td> <td>45</td> <td>32</td> </tr> </tbody> </table>	Satisfaction Level	Count (Blue Bar)	Count (Orange Bar)	1. Very satisfied	12	0	2. Satisfied	16	8	3. Neutral	26	18	4. Dissatisfied	41	29	5. Very dissatisfied	45	32
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		<p>Moreover, only a minority of respondents, 19% in total, indicate they are either very satisfied or satisfied with their job.</p>																			
<p>2</p>	<p>How frequently do you use digital communication tools (e.g., email, instant messaging) for work-related tasks?</p>	<p>From the data provided, it is evident that a significant portion of respondents rely on digital communication tools for work-related tasks, with 14.29% using them daily and 18.57% using them several times a week. However, a substantial proportion, comprising 24.29%, report never using digital communication</p>	<div data-bbox="688 688 1393 1310" style="border: 1px solid black; padding: 10px;"> <p style="text-align: center;">How would you rate your overall satisfaction with your current job?</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Rating</th> <th>Satisfied (%)</th> <th>Dissatisfied (%)</th> </tr> </thead> <tbody> <tr> <td>1. Very satisfied</td> <td>12</td> <td>8</td> </tr> <tr> <td>2. Satisfied</td> <td>16</td> <td>11</td> </tr> <tr> <td>3. Neutral</td> <td>26</td> <td>18</td> </tr> <tr> <td>4. Dissatisfied</td> <td>41</td> <td>29</td> </tr> <tr> <td>5. Very dissatisfied</td> <td>45</td> <td>32</td> </tr> </tbody> </table> </div>	Rating	Satisfied (%)	Dissatisfied (%)	1. Very satisfied	12	8	2. Satisfied	16	11	3. Neutral	26	18	4. Dissatisfied	41	29	5. Very dissatisfied	45	32
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<p>3.</p>	<p>To what extent do you agree that technology helps facilitate collaboration and teamwork in your organization?</p>	<p>Based on the provided data, opinions regarding the role of technology in facilitating collaboration and teamwork within the organization vary significantly. While a minority (20.71%) express positive sentiments by strongly agreeing or agreeing, a larger portion (54.29%) express either neutrality, disagreement, or strong disagreement.</p>	<div style="text-align: center;"> <p>To what extent do you agree that technology helps facilitate collaboration and teamwork in your organization?</p> <table border="1"> <caption>Survey Results Data</caption> <thead> <tr> <th>Response Category</th> <th>Group 1 (Blue)</th> <th>Group 2 (Orange)</th> </tr> </thead> <tbody> <tr> <td>1. Strongly agree</td> <td>10</td> <td>7</td> </tr> <tr> <td>2. Agree</td> <td>19</td> <td>14</td> </tr> <tr> <td>3. Neutral</td> <td>35</td> <td>25</td> </tr> <tr> <td>4. Disagree</td> <td>37</td> <td>26</td> </tr> <tr> <td>5. Strongly disagree</td> <td>39</td> <td>28</td> </tr> </tbody> </table> <p>1. Strongly agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree</p> </div>	Response Category	Group 1 (Blue)	Group 2 (Orange)	1. Strongly agree	10	7	2. Agree	19	14	3. Neutral	35	25	4. Disagree	37	26	5. Strongly disagree	39	28
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<p>4.</p>	<p>How often do you participate in virtual meetings or video conferences for work-related discussions?</p>	<p>The data illustrates varying levels of participation in virtual meetings or video conferences for work-related discussions among respondents. While a minority (20%) participate daily or several times a week, a larger proportion (60.15%) either participate occasionally, rarely, or never. This suggests that while virtual meetings are common for some, a significant portion of</p>	<div style="text-align: center;"> <p>How often do you participate in virtual meetings or video conferences for work-related discussions?</p> <table border="1"> <caption>Participation Frequency Data</caption> <thead> <tr> <th>Frequency</th> <th>Group 1 (Blue)</th> <th>Group 2 (Orange)</th> </tr> </thead> <tbody> <tr> <td>1. Daily</td> <td>12</td> <td>8</td> </tr> <tr> <td>2. Several times a week</td> <td>16</td> <td>11</td> </tr> <tr> <td>3. Occasionally</td> <td>27</td> <td>19</td> </tr> <tr> <td>4. Rarely</td> <td>39</td> <td>28</td> </tr> <tr> <td>5. Never</td> <td>45</td> <td>33</td> </tr> </tbody> </table> </div>	Frequency	Group 1 (Blue)	Group 2 (Orange)	1. Daily	12	8	2. Several times a week	16	11	3. Occasionally	27	19	4. Rarely	39	28	5. Never	45	33
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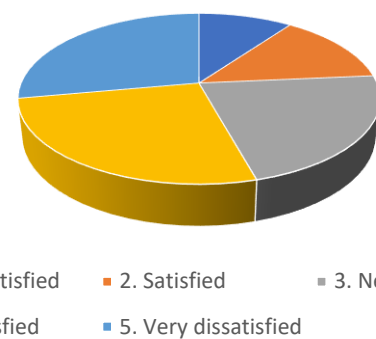
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<p>6.</p>	<p>Do you feel that technology enables you to achieve a better work-life balance?</p>	<p>Based on the data, opinions regarding whether technology enables a better work-life balance vary among respondents. While a combined 36.43% acknowledge some degree of positive impact, a larger proportion (63.57%) express skepticism or disagreement. The majority of respondents either feel technology has no significant effect or even hinders their ability to achieve a better work-life balance.</p>	<div style="text-align: center;"> <p>Do you feel that technology enables you to achieve a better work-life balance?</p> <table border="1"> <caption>Data from Bar Chart</caption> <thead> <tr> <th>Response Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1. Yes, significantly</td> <td>17%</td> </tr> <tr> <td>2. Yes, to some extent</td> <td>37%</td> </tr> <tr> <td>3. No, not really</td> <td>24%</td> </tr> <tr> <td>4. No, not at all</td> <td>46%</td> </tr> </tbody> </table> </div>	Response Category	Percentage	1. Yes, significantly	17%	2. Yes, to some extent	37%	3. No, not really	24%	4. No, not at all	46%
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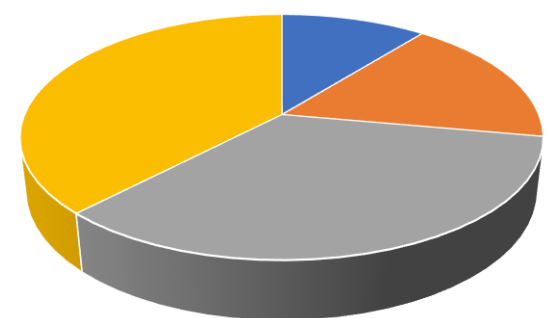
<p>7.</p>	<p>How satisfied are you with the digital tools and resources provided by your organization for performing your job?</p>	<p>Based on the data, satisfaction levels with the digital tools and resources provided by the organization for performing job tasks appear varied. While a portion of respondents (26.43%) express dissatisfaction, a smaller proportion (26.43%) report being very satisfied or satisfied. Moreover, a significant number of respondents (22.14%) remain neutral in their assessment.</p>	<p>How satisfied are you with the digital tools and resources provided by your organization for performing your job?</p>  <p>■ 1. Very satisfied ■ 2. Satisfied ■ 3. Neutral ■ 4. Dissatisfied ■ 5. Very dissatisfied</p>
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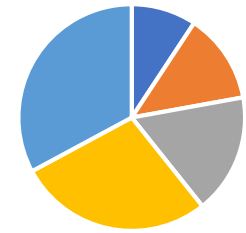
<p>8.</p>	<p>How often do you engage in online training or skill development activities provided by your organization?</p>	<p>Based on the data, it appears that a majority of respondents do not frequently engage in online training or skill development activities provided by their organization, with 66.71% reporting either engaging occasionally, rarely, or never. Only a minority (10.71%) indicate frequent participation.</p>	<p>How often do you engage in online training or skill development activities provided by your organization:</p>  <p>■ 1. Frequently ■ 2. Occasionally ■ 3. Rarely ■ 4. Never</p>
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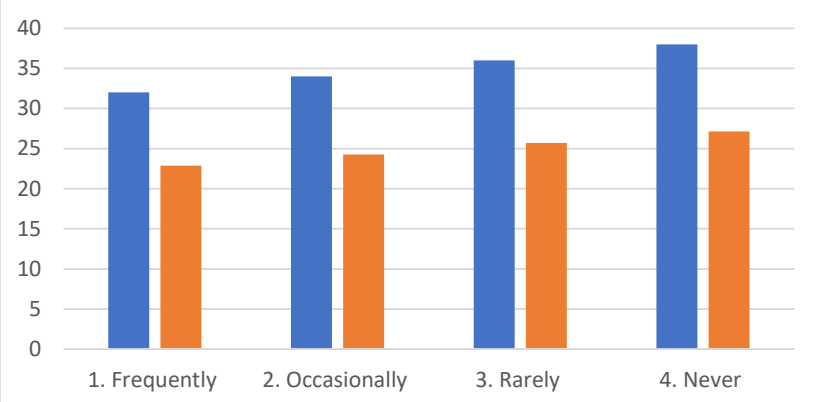
<p>9.</p>	<p>To what extent do you believe that technology enhances your productivity at work?</p>	<p>Based on the data, there is a noticeable divergence in opinions regarding the extent to which technology enhances productivity at work. While a minority of respondents (32.15%) believe technology moderately enhances productivity, a larger portion (67.71%) express varying degrees of skepticism, with 37.86% indicating technology does not enhance productivity at all.</p>	<p>To what extent do you believe that technology enhances your productivity at work?</p>  <p>The pie chart displays the following data:</p> <table border="1"><thead><tr><th>Response Category</th><th>Percentage</th></tr></thead><tbody><tr><td>1. Significantly</td><td>32.15%</td></tr><tr><td>2. Moderately</td><td>67.71%</td></tr><tr><td>3. Slightly</td><td>37.86%</td></tr><tr><td>4. Not at all</td><td>0%</td></tr></tbody></table> <p>Legend: ■ 1. Significantly ■ 2. Moderately ■ 3. Slightly ■ 4. Not at all</p>	Response Category	Percentage	1. Significantly	32.15%	2. Moderately	67.71%	3. Slightly	37.86%	4. Not at all	0%
Response Category	Percentage												
1. Significantly	32.15%												
2. Moderately	67.71%												
3. Slightly	37.86%												
4. Not at all	0%												

<p>10.</p>	<p>How satisfied are you with the level of support provided by your organization for utilizing digital tools effectively?</p>	<p>Based on the data, satisfaction levels with the level of support provided by the organization for utilizing digital tools effectively vary among respondents. While a minority express satisfaction, with 23.57% being very satisfied or satisfied, a larger proportion (54.29%) indicate some level of dissatisfaction, either neutral, dissatisfied, or very dissatisfied.</p>	<p>How satisfied are you with the level of support provided by your organization for utilizing digital tools effectively?</p>  <table border="1"><thead><tr><th>Satisfaction Level</th><th>Percentage</th></tr></thead><tbody><tr><td>1. Very satisfied</td><td>23.57%</td></tr><tr><td>2. Satisfied</td><td>23.57%</td></tr><tr><td>3. Neutral</td><td>18.18%</td></tr><tr><td>4. Dissatisfied</td><td>18.18%</td></tr><tr><td>5. Very dissatisfied</td><td>18.18%</td></tr></tbody></table>	Satisfaction Level	Percentage	1. Very satisfied	23.57%	2. Satisfied	23.57%	3. Neutral	18.18%	4. Dissatisfied	18.18%	5. Very dissatisfied	18.18%
Satisfaction Level	Percentage														
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4. Dissatisfied	18.18%														
5. Very dissatisfied	18.18%														


<p>11.</p>	<p>How often do you feel overwhelmed by the amount of digital information or communication you receive at work?</p>	<p>Based on the data, a majority of respondents (74.29%) report feeling overwhelmed by the amount of digital information or communication they receive at work occasionally, rarely, or never. Specifically, 36.43% indicate feeling overwhelmed rarely, while 37.86% report never feeling overwhelmed. Conversely, a smaller proportion (25.71%) express experiencing frequent or occasional overwhelm</p>	<p>How often do you feel overwhelmed by the amount of digital information or communication you receive at work?</p> <table border="1"><caption>Data for Pie Chart: How often do you feel overwhelmed by the amount of digital information or communication you receive at work?</caption><thead><tr><th>Frequency</th><th>Percentage</th></tr></thead><tbody><tr><td>1. Frequently</td><td>10.43%</td></tr><tr><td>2. Occasionally</td><td>25.71%</td></tr><tr><td>3. Rarely</td><td>36.43%</td></tr><tr><td>4. Never</td><td>37.86%</td></tr></tbody></table>	Frequency	Percentage	1. Frequently	10.43%	2. Occasionally	25.71%	3. Rarely	36.43%	4. Never	37.86%
Frequency	Percentage												
1. Frequently	10.43%												
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3. Rarely	36.43%												
4. Never	37.86%												

<p>12.</p>	<p>Do you feel that your organization encourages and values your input on the adoption and use of new technologies?</p>	<p>Based on the data, it appears that a significant portion of respondents (72.15%) do not feel that their organization encourages and values their input on the adoption and use of new technologies, with 37.86% strongly indicating so. Conversely, only 27.85% of respondents feel that their input is valued to some extent or strongly by the organization. This suggests a notable gap in perceived organizational support for employee input</p>	<p>Do you feel that your organization encourages and values your input on the adoption and use of new technologies?</p>  <p>The pie chart displays the distribution of responses to the question. The largest slice is grey, representing '3. No, not really' at 72.15%. The next largest is yellow, representing '4. No, not at all' at 37.86%. The remaining two categories, '1. Yes, strongly' (blue) and '2. Yes, to some extent' (orange), together account for 27.85% of the total responses.</p> <table border="1"><thead><tr><th>Response</th><th>Percentage</th></tr></thead><tbody><tr><td>1. Yes, strongly</td><td>~10.0%</td></tr><tr><td>2. Yes, to some extent</td><td>~17.85%</td></tr><tr><td>3. No, not really</td><td>72.15%</td></tr><tr><td>4. No, not at all</td><td>37.86%</td></tr></tbody></table>	Response	Percentage	1. Yes, strongly	~10.0%	2. Yes, to some extent	~17.85%	3. No, not really	72.15%	4. No, not at all	37.86%
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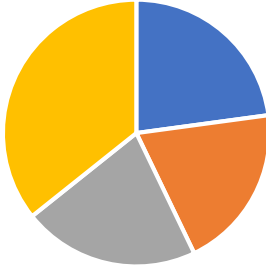
		<p>regarding the adoption and utilization of new technologies, highlighting potential opportunities for improvement in fostering a more inclusive and collaborative approach to technology integration</p>	
<p>13.</p>	<p>How satisfied are you with the level of digital skills training and development opportunities provided by your organization?</p>	<p>Based on the data, satisfaction levels with the level of digital skills training and development opportunities provided by the organization vary among respondents. While a minority express satisfaction,</p>	<p>How satisfied are you with the level of digital skills training and development opportunities provided by your organization?</p>  <p>■ 1. Very satisfied ■ 2. Satisfied ■ 3. Neutral ■ 4. Dissatisfied ■ 5. Very dissatisfied</p>

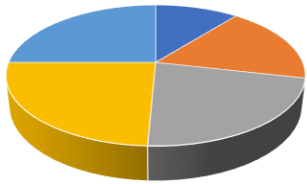
		<p>with 22.15% being very satisfied or satisfied, a larger proportion (60.72%) indicate some level of dissatisfaction, either neutral, dissatisfied, or very dissatisfied.</p>																
<p>14.</p>	<p>How often do you experience technical difficulties or challenges when using digital tools for work?</p>	<p>Based on the data, a significant proportion of respondents (47.15%) report experiencing technical difficulties or challenges when using digital tools for work frequently or occasionally. Specifically, 22.86% indicate experiencing</p>	<p style="text-align: center;">How often do you experience technical difficulties or challenges when using digital tools for work?</p>  <table border="1"> <caption>Data for Bar Chart: How often do you experience technical difficulties or challenges when using digital tools for work?</caption> <thead> <tr> <th>Frequency</th> <th>Blue Bar (Count)</th> <th>Orange Bar (Count)</th> </tr> </thead> <tbody> <tr> <td>1. Frequently</td> <td>32</td> <td>23</td> </tr> <tr> <td>2. Occasionally</td> <td>34</td> <td>24</td> </tr> <tr> <td>3. Rarely</td> <td>36</td> <td>26</td> </tr> <tr> <td>4. Never</td> <td>38</td> <td>27</td> </tr> </tbody> </table>	Frequency	Blue Bar (Count)	Orange Bar (Count)	1. Frequently	32	23	2. Occasionally	34	24	3. Rarely	36	26	4. Never	38	27
Frequency	Blue Bar (Count)	Orange Bar (Count)																
1. Frequently	32	23																
2. Occasionally	34	24																
3. Rarely	36	26																
4. Never	38	27																


		<p>frequent technical difficulties, while 24.29% report occasional challenges. Conversely, a smaller proportion (52.85%) claim rarely encountering such issues, with 27.14% reporting never experiencing technical difficulties. This highlights a considerable segment of the workforce encountering obstacles related to the smooth usage of digital tools, suggesting potential areas for improvement in technology infrastructure</p>	
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		<p>or user support mechanisms.</p>	
<p>15.</p>	<p>How would you rate the overall level of employee engagement within your organization?</p>	<p>Based on the data, perceptions regarding the overall level of employee engagement within the organization vary among respondents. While a significant portion (30.71%) rate the level of employee engagement as high, a slightly larger proportion (36.43%) perceive it as low. Additionally, 32.86% rate it as moderate. This suggests a mixed sentiment regarding employee</p>	<p>How would you rate the overall level of employee engagement within your organization?</p>  <p>■ 1. High ■ 2. Moderate ■ 3. Low</p>

		<p>engagement, indicating potential areas for improvement in fostering a more engaged workforce within the organization.</p>																
<p>16.</p>	<p>To what extent do you believe that technology has improved communication between employees and management?</p>	<p>Based on the data, opinions regarding the extent to which technology has improved communication between employees and management vary among respondents. While a notable portion (42.86%) express positive sentiments, with 22.86% indicating a significant improvement and 20%</p>	<div style="text-align: center;"> <p>To what extent do you believe that technology has improved communication between employees and management?</p> <table border="1"> <caption>Data for Communication Improvement Chart</caption> <thead> <tr> <th>Extent</th> <th>Blue Bar (%)</th> <th>Orange Bar (%)</th> </tr> </thead> <tbody> <tr> <td>1. Significantly</td> <td>32</td> <td>23</td> </tr> <tr> <td>2. Moderately</td> <td>28</td> <td>20</td> </tr> <tr> <td>3. Slightly</td> <td>35</td> <td>25</td> </tr> <tr> <td>4. Not at all</td> <td>45</td> <td>32</td> </tr> </tbody> </table> </div>	Extent	Blue Bar (%)	Orange Bar (%)	1. Significantly	32	23	2. Moderately	28	20	3. Slightly	35	25	4. Not at all	45	32
Extent	Blue Bar (%)	Orange Bar (%)																
1. Significantly	32	23																
2. Moderately	28	20																
3. Slightly	35	25																
4. Not at all	45	32																

		<p>suggesting a moderate improvement, a larger proportion (57.14%) express skepticism or disagreement. Specifically, 32.14% believe that technology has not improved communication at all.</p>	
<p>17.</p>	<p>How often do you feel that technology enhances your ability to collaborate with colleagues on projects or tasks?</p>	<p>Based on the data, there is a notable variation in how respondents perceive the role of technology in enhancing their ability to collaborate with colleagues on projects or tasks. While a combined 42.86% report</p>	<div style="text-align: center;"> <p>How often do you feel that technology enhances your ability to collaborate with colleagues on projects or tasks?</p>  <p>■ 1. Frequently ■ 2. Occasionally ■ 3. Rarely ■ 4. Never</p> </div>

		<p>occasional or frequent enhancement of collaboration through technology, a larger proportion (57.14%) express limited or no perceived improvement. Specifically, 35.71% indicate never feeling that technology enhances their collaboration abilities.</p>	
<p>18.</p>	<p>How satisfied are you with the accessibility and usability of digital platforms used for internal communication within your organization?</p>	<p>Based on the data, satisfaction levels with the accessibility and usability of digital platforms used for internal communication within the organization</p>	<p style="text-align: center;">How satisfied are you with the accessibility and usability of digital platforms used for internal communication within your organization?</p>  <p style="text-align: center;"> ■ 1. Very satisfied ■ 2. Satisfied ■ 3. Neutral ■ 4. Dissatisfied ■ 5. Very dissatisfied </p>

		<p>vary among respondents.</p> <p>While a minority express satisfaction, with 28.57% being very satisfied or satisfied, a larger proportion (49.29%) indicate some level of dissatisfaction, either neutral, dissatisfied, or very dissatisfied</p>	
<p>19.</p>	<p>How often do you use mobile devices (e.g., smartphones, tablets) for work-related activities outside of regular office hours?</p>	<p>Based on the data, there is a varied frequency of using mobile devices for work-related activities outside of regular office hours among respondents.</p> <p>While some individuals (23.57%) use</p>	<p>How often do you use mobile devices (e.g., smartphones, tablets) for work-related activities outside of regular office hours?</p>  <ul style="list-style-type: none"> ■ 1. Daily ■ 2. Several times a week ■ 3. Occasionally ■ 4. Rarely ■ 5. Never

		<p>mobile devices daily or several times a week, a larger proportion (49.15%) report using them occasionally, rarely, or never. Specifically, 29.29% indicate never using mobile devices for work-related activities outside office hours.</p>	
<p>20.</p>	<p>Do you feel that your organization effectively utilizes technology to recognize and appreciate employee contributions?</p>	<p>Based on the data, opinions regarding the effectiveness of the organization in utilizing technology to recognize and appreciate employee contributions vary among respondents.</p>	<p style="text-align: center;">Do you feel that your organization effectively utilizes technology to recognize and appreciate employee contributions?</p> <p style="text-align: center;"> 1. Yes, strongly 2. Yes, to some extent 3. No, not really 4. No, not at all </p>

		<p>While a notable portion (44.29%) feel that their organization does so to some extent or strongly, a larger proportion (55.71%) express skepticism or disagreement. Specifically, 30.71% believe that their organization does not utilize technology at all for this purpose.</p>	
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Pearson correlation for hypothesis 1 testing

Correlations			
		Overall job satisfaction	Satisfaction with digital tools and resources
Overall job satisfaction	Pearson Correlation	1	0.662*
	Sig. (2-tailed)		0.000

	N	140	140
Satisfaction with digital tools and resources	Pearson Correlation	0.662*	1
	Sig. (2-tailed)	0.000	
	N	140	140

(*) Significant at the 0.05 level.

Hypothesis 1: Employees who report higher satisfaction with the digital tools and resources provided by their organization will also report higher overall job satisfaction.

Based on the correlation analysis provided, there is a significant positive correlation between work-life balance and mobile device usage for work-related activities ($r = 0.662$, $p < 0.05$). This suggests that as work-life balance improves, there tends to be an increase in the frequency of mobile device usage for work-related activities, and vice versa.

Pearson correlation for hypothesis 2 testing

Correlations			
		work-life balance	mobile device usage for work-related activities
work-life balance	Pearson Correlation	1	0.012*
	Sig. (2-tailed)		0.000
	N	140	140
mobile device usage for work-related activities	Pearson Correlation	0.012*	1
	Sig. (2-tailed)	0.000	
	N	140	140

(*) Significant at the 0.05 level.

Hypothesis 2: Employees who report more frequent usage of mobile devices for work-related activities outside of regular office hours will perceive technology as enabling them to achieve a better work-life balance.

Based on the correlation analysis provided, there is a significant positive correlation between work-life balance and mobile device usage for work-related activities, but the correlation coefficient is very low ($r = 0.012$, $p < 0.05$). This suggests that there is a weak relationship between work-life balance and the frequency of mobile device usage for work-related activities.

FINDINGS:

- Job satisfaction varies among respondents, with a notable portion expressing dissatisfaction.
- Frequency of using digital communication tools for work tasks varies, with a significant proportion occasionally using them or never using them.
- Mixed perceptions exist regarding whether technology facilitates collaboration and teamwork within the organization.
- Participation in virtual meetings or video conferences for work-related discussions varies, with a significant portion rarely or never participating.
- Responses regarding the impact of remote work arrangements on job satisfaction are mixed, with a notable proportion reporting negative impacts.
- A significant portion of respondents expresses skepticism about technology's role in achieving a better work-life balance.
- Satisfaction with digital tools and resources provided by the organization for performing job tasks is mixed, with a notable portion expressing dissatisfaction.
- Engagement in online training or skill development activities provided by the organization is relatively low.

- Perceptions regarding the extent to which technology enhances productivity at work vary, with a significant portion expressing skepticism.
- Satisfaction with the level of support provided by the organization for utilizing digital tools effectively is mixed, with a notable portion expressing dissatisfaction.
- While a majority rarely or never feel overwhelmed by digital information or communication at work, a significant minority experiences frequent overwhelm.
- A majority of respondents do not feel encouraged or valued by the organization regarding the adoption and use of new technologies.
- Satisfaction with the level of digital skills training and development opportunities provided by the organization is relatively low.
- Many respondents report experiencing technical difficulties or challenges when using digital tools for work, indicating potential areas for improvement in technology infrastructure or support.
- Perceptions regarding the overall level of employee engagement within the organization are mixed.
- Opinions vary regarding whether technology has improved communication between employees and management.
- Perceptions regarding the extent to which technology enhances collaboration with colleagues on projects or tasks are mixed.
- Satisfaction with the accessibility and usability of digital platforms used for internal communication within the organization is mixed.
- Frequency of using mobile devices for work-related activities outside of regular office hours varies among respondents.

5. DISCUSSION AND RECOMMENDATIONS

5.1 Implications from the Research Findings

5.1.1 Organizational Policies and Operations:

The results of this research indicate that organizations need to adapt their policies and operations to better leverage technology in promoting employee engagement and satisfaction. This could involve implementing flexible arrangements that enable employees to utilize digital tools for remote work or customizing their work hours. Additionally, organizations may need to invest in training programs to ensure employees have the required abilities to effectively use digital technologies in their jobs. By aligning organizational policies and operations with the preferences and needs of employees in the digital era, organizations can build a more engaging and satisfying work climate.

5.1.2 Integrating and Supporting Technology:

Another implication of the findings is the importance of providing sufficient support and resources for employees to seamlessly integrate technology into their work processes. This could involve offering access to training programs, technical assistance services, and resources for troubleshooting common problems. Additionally, organizations may need to invest in upgrading their technology infrastructure to ensure it is capable of supporting employee needs in the digital age. By prioritizing technology integration and support, organizations can empower employees to leverage digital tools to enhance their job satisfaction and overall productivity.

5.1.3 Employee Wellbeing and Work-Life Balance:

The findings of this study also highlight the importance of promoting employee wellbeing and work-life balance in the digital age. While technology can provide opportunities for flexibility and remote work, it can also blur the lines between work and personal life, potentially causing issues like burnout and stress. Therefore, organizations need to prioritize initiatives that encourage work-life balance, such as setting clear expectations for work hours, encouraging employees to take regular breaks, and providing resources for managing stress and maintaining mental health. By prioritizing employee wellbeing and work-life balance, organizations can build a supportive work climate that encourages job satisfaction and engagement in the digital era.

5.2 Recommendation for Organization

5.2.1 Implement Technology for Collaboration and Communication:

Organizations should prioritize investing in technology that facilitates collaboration and communication among employees. This includes tools such as project management software, instant messaging platforms, and video conferencing tools. By providing employees with the necessary technology to easily communicate and collaborate with their colleagues, organizations can foster a sense of connection and belonging, even in remote or distributed work environments. Additionally, leaders should encourage the use of these tools and provide training to ensure that employees are proficient in their use.

5.2.2 Offer Flexibility and Remote Work Options:

The digital age has enabled greater flexibility in where and how work is conducted. Organizations should embrace this shift by offering remote work options and flexible scheduling arrangements. By allowing employees to work remotely, organizations can provide greater autonomy and control over their work environment, which has been shown to positively impact job satisfaction. Additionally, remote work can help reduce commuting time and expenses, leading to greater overall satisfaction and work-life balance for employees. However, it's essential for organizations to establish clear policies and guidelines for remote work to ensure productivity and accountability.

5.2.3 Prioritize Employee Well-being and Work-Life Balance:

In the digital age, employees are constantly connected to work through their devices, which can lead to burnout and decreased job satisfaction. Organizations must prioritize employee well-being by promoting a healthy work-life balance and discouraging overwork. This can be achieved by setting clear expectations around working hours, encouraging employees to take regular breaks, and providing resources for stress management and mental health support. Additionally, organizations should consider

implementing policies such as flexible scheduling, unlimited paid time off, and wellness programs to support employee well-being. By prioritizing employee well-being, organizations can create a positive work environment where employees feel valued and supported, leading to greater engagement and job satisfaction.

5.3 Scope of Future Research

5.3.1 Impact of Emerging Technologies:

As technology continues to evolve at a rapid pace, it is essential to explore the impact of emerging technologies on employee engagement and job satisfaction. For example, advancements in artificial intelligence (AI), augmented reality (AR), and virtual reality (VR) have the potential to transform the way employees work and interact with their jobs. Future research could focus on understanding how these technologies shape employee experiences, whether they contribute to increased job satisfaction, and how organizations can leverage them effectively to enhance engagement levels.

5.3.2 Remote Work Dynamics:

The COVID-19 pandemic has accelerated the adoption of remote work arrangements, making it crucial to investigate how this shift affects employee engagement in the long term. Future research could delve into the nuances of remote work dynamics, including the impact of virtual communication tools, flexible work schedules, and the blurred boundaries between work and personal life. Understanding how remote work influences job satisfaction can inform organizations' strategies for supporting remote employees and fostering a positive work environment, regardless of physical location.

5.3.3 Ethical Considerations in Technology Use:

As organizations increasingly rely on technology to facilitate employee engagement, it is essential to consider the ethical implications of these practices. Future research could explore topics such as data privacy, algorithmic bias, and the responsible use of employee monitoring tools. By examining the ethical dimensions of technology-enabled engagement initiatives, researchers can help organizations strike a balance between leveraging technology for productivity and respecting employees' rights and autonomy. Additionally, investigating employees' perceptions of the ethicality of technology use can shed light on how organizations can build trust and transparency in their engagement strategies.

6. CONCLUSION

In conclusion, the exploration of technology's influence on employee engagement and job satisfaction is a critical area of research in the digital age. This study has provided valuable insights into the relationship between technology use and various facets of employee engagement, including communication, collaboration, and work-life balance. By examining the impact of technology on job satisfaction, organizations can better understand how to leverage digital tools to create a positive work environment and enhance employee well-being.

Moving forward, there are several avenues for future research in this field. Investigating the impact of emerging technologies, such as AI, AR, and VR, on employee engagement will be essential as these tools continue to evolve. Additionally, exploring the dynamics of remote work and the ethical considerations of technology use can further deepen our understanding of how technology shapes the employee experience.

Ultimately, by staying attuned to the evolving role of technology in the workplace and its impact on employee engagement, organizations can adapt their strategies to foster a more engaged and satisfied workforce. This holistic approach, grounded in empirical research and ethical considerations, will be instrumental in navigating the complexities of employee engagement in the digital age.

7. APPENDIX

Questionnaire

1. How would you rate your overall satisfaction with your current job?

A) Very satisfied

B) Satisfied

C) Neutral

D) Dissatisfied

E) Very dissatisfied

2. How frequently do you use digital communication tools (e.g., email, instant messaging) for work-related tasks?

A) Daily

B) Several times a week

C) Occasionally

D) Rarely

E) Never

3. To what extent do you agree that technology helps facilitate collaboration and teamwork in your organization?

A) Strongly agree

B) Agree

C) Neutral

D) Disagree

E) Strongly disagree

4. How often do you participate in virtual meetings or video conferences for work-related discussions?

A) Daily

B) Several times a week

C) Occasionally

D) Rarely

E) Never

5. How would you rate the impact of remote work arrangements on your job satisfaction?

A) Positive impact

B) Neutral impact

C) Negative impact

D) I do not work remotely

6. Do you feel that technology enables you to achieve a better work-life balance?

A) Yes, significantly

B) Yes, to some extent

C) No, not really

D) No, not at all

7. How satisfied are you with the digital tools and resources provided by your organization for performing your job?

A) Very satisfied

B) Satisfied

C) Neutral

D) Dissatisfied

E) Very dissatisfied

8. How often do you engage in online training or skill development activities provided by your organization?

A) Frequently

B) Occasionally

C) Rarely

D) Never

9. To what extent do you believe that technology enhances your productivity at work?

A) Significantly

B) Moderately

C) Slightly

D) Not at all

10. How satisfied are you with the level of support provided by your organization for utilizing digital tools effectively?

A) Very satisfied

B) Satisfied

C) Neutral

D) Dissatisfied

E) Very dissatisfied

11. How often do you feel overwhelmed by the amount of digital information or communication you receive at work?

A) Frequently

B) Occasionally

C) Rarely

D) Never

12. Do you feel that your organization encourages and values your input on the adoption and use of new technologies?

A) Yes, strongly

B) Yes, to some extent

C) No, not really

D) No, not at all

13. How satisfied are you with the level of digital skills training and development opportunities provided by your organization?

- A) Very satisfied
- B) Satisfied
- C) Neutral
- D) Dissatisfied
- E) Very dissatisfied

14. How often do you experience technical difficulties or challenges when using digital tools for work?

- A) Frequently
- B) Occasionally
- C) Rarely
- D) Never

15. How would you rate the overall level of employee engagement within your organization?

- A) High
- B) Moderate
- C) Low

16. To what extent do you believe that technology has improved communication between employees and management?

- A) Significantly
- B) Moderately
- C) Slightly
- D) Not at all

17. How often do you feel that technology enhances your ability to collaborate with colleagues on projects or tasks?

- A) Frequently
- B) Occasionally

C) Rarely

D) Never

18. How satisfied are you with the accessibility and usability of digital platforms used for internal communication within your organization?

A) Very satisfied

B) Satisfied

C) Neutral

D) Dissatisfied

E) Very dissatisfied

19. How often do you use mobile devices (e.g., smartphones, tablets) for work-related activities outside of regular office hours?

A) Daily

B) Several times a week

C) Occasionally

D) Rarely

E) Never

20. Do you feel that your organization effectively utilizes technology to recognize and appreciate employee contributions?

A) Yes, strongly

B) Yes, to some extent

C) No, not really

D) No, not at all

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