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Workplace Stress in the Era of Digital Transformation: A Psychological Approach to Employee Well-Being

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Abstract

Digital transformation has fundamentally reshaped the world of work, bringing both significant opportunities and psychological challenges for employees. The massive integration of digital technologies, ranging from artificial intelligence to ubiquitous connectivity, has given rise to new forms of workplace stress such as technostress, cognitive overload, and digital presenteeism. These challenges are further intensified by the “always-on culture,” which blurs the boundaries between work and personal life, thereby increasing the risk of burnout, mental fatigue, and declining job satisfaction. This study aims to comprehensively examine the psychological mechanisms underlying the relationship between digital transformation and employee well-being, while also identifying organizational strategies to mitigate its adverse impacts. The research employs a literature review method by analyzing recent academic sources from 2020 to 2025, obtained from international databases such as Scopus, Web of Science, and PsycINFO. Thematic analysis was conducted to identify patterns, themes, and emerging trends related to workplace stress in digital contexts. The findings reveal that digitalization escalates multitasking demands, job uncertainty, and reduced employee autonomy, ultimately undermining psychological well-being. Nevertheless, organizational support, digital literacy, and effective work–life balance policies are shown to reduce these psychological burdens. This study emphasizes the importance of psychology-based interventions, digital leadership oriented toward well-being, and adaptive stress management programs that align with the dynamics of digital work. The implications of this research are significant for the development of industrial–organizational psychology theory as well as human resource management practices, particularly in fostering healthier work environments amid the ongoing digital transformation.

Keywords: Digital Transformation, Workplace Stress, Employee Well-Being, Technostress, Organizational Psychology

1. Introduction

The pervasive integration of digital technologies has fundamentally reshaped contemporary work environments, introducing both unprecedented opportunities and novel challenges to employee well-being [1]. This paradigm shift, often termed digital transformation, has profound implications for the psychological state of the workforce, warranting a focused examination of emergent stressors [2]. Specifically, the rapid pace of technological change often induces anxiety and pressure among employees struggling to adapt to new systems and processes, thereby diminishing their overall work engagement [3]. This transformation introduces new forms of occupational stress, such as technostress, characterized by information overload and the fear of missing out, which can significantly impact mental health and lead to increased exhaustion [4]. Moreover, the expectation of constant connectivity and the blurring of work-life boundaries further exacerbate these pressures, contributing to higher workload and complexity [5].

These evolving dynamics necessitate a deeper understanding of the psychological mechanisms through which digital transformation influences employee well-being, moving beyond traditional stress models to encompass the unique demands of a digitally mediated workplace [6]. This research aims to bridge existing gaps in the literature by systematically analyzing the specific stressors arising from digital transformation and their psychological impact on employees, adopting a comprehensive psychological framework. Such an approach is crucial for developing targeted interventions and organizational strategies that promote psychological well-being amidst continuous technological advancement [7]. The increasing digitalization of work contexts presents an ambiguous impact, simultaneously affecting job demands and resources, thereby underscoring the urgency for research into the psychological underpinnings of this phenomenon [8].

The pervasive and accelerating adoption of digital technologies, ranging from artificial intelligence and automation to ubiquitous connectivity and big data analytics, has fundamentally reshaped the operational landscape of organizations worldwide, creating an intricate interplay between technological advancement and human psychological adaptation [9]. This pervasive digital transformation, while promising enhanced efficiency and innovation, concurrently introduces a unique set of psychosocial stressors that necessitate careful consideration from an organizational psychology perspective [2]. Specifically, the constant pressure to acquire new digital competencies, coupled with the blurring of work-life boundaries due to pervasive connectivity, contributes significantly to heightened stress levels and diminished employee well-being [10]. This phenomenon is often compounded by increased cognitive load from managing multiple digital tasks and the expectation of constant availability, leading to phenomena such as digital presenteeism and techno-stress [11], [12].

These stressors can manifest as cognitive overload, mental fatigue, and reduced productivity due to the constant shifting of attention across multiple digital stimuli, impacting the allocation of mental resources [12]. Furthermore, the rapid evolution of digital tools often outpaces an employee's ability to adapt, fostering a sense of insecurity and anxiety regarding job displacement or obsolescence [13]. This continuous demand for adaptation, alongside the potential for increased surveillance and algorithmic management, further exacerbates feelings of alienation and loss of control over one's work environment [13]. This challenging economic context, intensified by the rapid integration of computer science, robotics, and artificial intelligence into the workplace, has demonstrably impacted workers' mental health, contributing to increased job stress and perceived lack of social support [14].

Despite the growing recognition of digital transformation's impact on employee well-being, a significant research gap persists in comprehensively understanding the specific psychological mechanisms through which these new stressors operate and how they interact with individual differences [15]. While existing literature acknowledges concepts like technostress, there remains a dearth of studies employing robust psychological frameworks to explore the nuanced interplay between digital demands, individual coping strategies, and long-term well-being outcomes [16], [17]. This gap is particularly evident in the limited exploration of how organizational policies and support systems can mitigate these technologically induced stressors in remote work settings [18].

Moreover, there is a clear absence of research that systematically investigates the moderating role of psychological capital, resilience, or personality traits in buffering the adverse effects of digital transformation on employee mental health [19]. Another significant void exists in the exploration of proactive organizational interventions beyond conventional stress management programs, specifically those designed to foster digital literacy and psychological safety in rapidly evolving digital work environments. This study will address these critical omissions by exploring how specific aspects of digital transformation, such as increased reliance on communication platforms and data-driven decision-making, influence employee perceptions of control, autonomy, and work-life balance. This research aims to identify the primary psychological stressors induced by digital transformation, analyze their impact on employee well-being, and propose evidence-based psychological strategies for enhancing adaptive capacity within digitally evolving workplaces.

2. Research Methods

This qualitative study employs a library research approach to systematically review and synthesize existing academic literature from national and international journals published between 2020 and 2025, focusing on the psychological impact of digital transformation on employee well-being. This approach enables a comprehensive understanding of the multifaceted nature of workplace stress in the contemporary digital era, utilizing a rigorous analytical framework to identify patterns, themes, and emerging trends within the extant scholarship [20]. The methodological rigor of this literature review is underpinned by a systematic selection process, ensuring the inclusion of high-quality, peer-reviewed articles that directly address the intersection of digital transformation and employee psychology. Specifically, this design facilitates the identification of prevailing theoretical perspectives, empirical findings, and methodological approaches that have characterized recent investigations into workplace stress within digitally evolving environments, thereby pinpointing areas requiring further empirical scrutiny and theoretical development [18].

This involved a multi-stage process of identifying, screening, and selecting relevant scholarly articles, reports, and theoretical frameworks to ensure comprehensive coverage of the chosen domain. Initial database searches were conducted using specific keywords such as digital transformation, workplace stress, employee well-being, technostress, and organizational psychology, in various combinations, across prominent academic databases including Scopus, Web of Science, and PsycINFO [18]. The search parameters were refined to include only peer-reviewed articles published between 2020 and 2025 to ensure the topicality and relevance of the retrieved literature. This comprehensive approach allowed for the capture of a broad spectrum of research perspectives, encompassing

various methodologies and theoretical underpinnings related to the psychological ramifications of digital advancements in the workplace [18], [20].

The collected data will be subjected to a rigorous thematic analysis, employing an inductive approach to identify recurring patterns, concepts, and relationships within the selected literature [21]. This process will involve several iterative steps, including familiarization with the data, generation of initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final report [18]. This systematic approach ensures that the analysis moves beyond mere summation of findings, allowing for the construction of a nuanced understanding of how digital transformation impacts employee well-being [22]. Specifically, it will enable the identification of emergent stressors, adaptive mechanisms, and effective interventions documented across diverse organizational contexts.

3. Results and Discussions

3.1. The Impact of Digital Transformation on Workplace Stress

The pervasive integration of digital technologies across all organizational functions fundamentally reshapes the nature of work, leading to novel forms of psychological pressure on employees [23]. This transformation introduces complexities such as increased multitasking demands, which, despite offering potential benefits in managing diverse responsibilities, often result in heightened job stress, anxiety, and reduced creative engagement, especially when resources are insufficient to manage task-switching effectively [12]. Furthermore, the rapid pace of technological change necessitates continuous learning and adaptation, often inducing technostress, a phenomenon characterized by an inability to cope with new digital technologies in a healthy manner, leading to decreased job performance, increased burnout, and higher turnover intentions [16], [24]. This stress is often rooted in the perceived inability to manage or adapt to advanced technologies, leading to feelings of anxiety and negative physiological responses [25].

This heightened reliance on Information and Communication Technologies can also extend working hours and blur the boundaries between professional and personal life, leading to work-life imbalance and additional psychological strain [18]. This pervasive always-on culture, fostered by ubiquitous digital connectivity, significantly contributes to emotional exhaustion and a diminished capacity for psychological detachment from work, impacting overall well-being. Moreover, the constant pressure to maintain digital proficiency and the potential for increased surveillance through digital tools can erode employee autonomy and contribute to feelings of disempowerment [26]. These factors collectively exacerbate existing job demands, potentially leading to increased cognitive load and emotional labor, which can manifest as chronic stress and reduced job satisfaction among employees [27].

The absence of clear boundaries between work and personal life, coupled with the pressure for constant digital availability, further intensifies these stressors, contributing to a state of chronic occupational fatigue [18]. This omnipresent digital connectivity also impedes psychological recovery, as individuals struggle to disengage from work-related communications and demands, thereby amplifying technostress and the risk of workaholism [28]. This persistent exposure to digital demands without adequate recovery mechanisms can severely impact mental health, leading to burnout, exhaustion, and reduced engagement [12], [29]. Beyond individual well-being, this digital saturation can also erode organizational cohesion, as reliance on virtual communication may diminish opportunities for spontaneous social interaction and informal support, which are crucial for fostering a sense of community and belonging among employees [18].

This can further exacerbate feelings of isolation and diminish collective resilience against workplace stressors, necessitating robust organizational strategies to mitigate these adverse effects and promote a healthier digital work environment. The intentional design of digital devices and platforms often exacerbates attentional overload, as they are engineered to capture and retain user engagement, thereby contributing to information overload and a diminished capacity for focused work [30]. This phenomenon, often termed infobesity, significantly impedes cognitive processing and decision-making, compelling employees to filter and prioritize an overwhelming influx of data, which further intensifies cognitive strain [31]. Furthermore, the continuous barrage of digital information can induce significant psychological stress, particularly as it often leads to information overload, a condition where individuals are unable to process or comprehend the vast quantities of data presented, resulting in heightened feelings of anger, stress, boredom, and over-stimulation [26], [32].

Such digital overstimulation, particularly stemming from the pervasive use of information and communication technologies, significantly contributes to technostress, a form of stress specifically linked to the inability to cope with or adapt to new technologies [33]. This can manifest as various techno-stressors, including techno-overload,

where the volume and intensity of digital interactions become overwhelming, and techno-invasion, where technology blurs the boundaries between work and personal life [18]. These distinct aspects of technostress collectively diminish an employee's psychological well-being and productivity, underscoring the critical need for effective management strategies to mitigate their adverse effects [34]. Consequently, employees might experience increased techno-overload, characterized by the feeling of being compelled to do more work due to technology use, and techno-invasion, which refers to the intrusion of technology into personal life, leading to a constant connection to work [35].

These relentless digital demands contribute to a state of chronic occupational fatigue, severely impacting an individual's ability to psychologically detach and recover from work, thereby elevating the risk of burnout. This persistent digital engagement, coupled with multitasking demands, depletes an employee's cognitive and emotional resources, underscoring the urgent need to investigate its profound impact on overall well-being [12]. While extensive research has documented the general impact of digital transformation on various aspects of organizational life, there remains a notable research gap concerning the nuanced psychological mechanisms through which these changes specifically contribute to workplace stress, particularly from a holistic employee well-being perspective [36], [37]. Moreover, the rapid evolution of technology and its integration into daily work processes often outpaces organizational support systems and individual coping mechanisms, creating a fertile ground for novel forms of psychological distress and burnout not fully addressed in existing literature [38], [39].

3.2. Psychological Factors Influencing Employee Well-Being in the Digital Age

This section delves into specific psychological constructs and their interplay with digital transformation, aiming to elucidate the pathways through which technology-driven changes impact employee mental health and overall well-being [12]. Specifically, it explores how factors such as cognitive load, perceived control, psychological detachment, and technostress interact within a digitally transformed workplace to shape an employee's psychological state and overall job satisfaction [12], [40]. Furthermore, the pervasive nature of digital tools can significantly blur the boundaries between work and personal life, leading to increased work-family conflict and diminished work-life balance, which are critical determinants of employee flourishing [41]. This blurring of boundaries is particularly exacerbated by constant digital availability, fostering a culture of always-on connectivity that prevents adequate psychological recovery and contributes to chronic stress [12].

The heightened demands for self-management in remote work settings, often facilitated by digital platforms, can further complicate efforts to maintain work-life balance, necessitating explicit strategies for boundary-setting and time management. The lack of physical separation between work and home environments often associated with remote work arrangements, further intensifies the challenge of disengaging from professional responsibilities, impacting sleep quality and overall psychological detachment from work [21]. This constant digital tethering, while offering flexibility, inadvertently cultivates an environment of perpetual readiness, making it arduous for employees to mentally disengage and achieve restorative downtime [42], [43]. Compounding this, the absence of informal social interactions inherent in traditional office settings, which are often limited or replaced by formal virtual meetings, can lead to feelings of isolation and reduce opportunities for spontaneous social support [20], [44]. The diminishment of organic social connections can adversely affect team cohesion and individual well-being, contributing to a sense of disconnectedness from the organizational community.

This isolation can also exacerbate feelings of loneliness and detachment, leading to a decline in overall mental health and job satisfaction [18]. Moreover, the increased autonomy in remote work, while seemingly beneficial, can paradoxically increase stress for some individuals who thrive on structured environments, requiring organizations to provide tailored support mechanisms [45]. The digital transformation also introduces complexities in career development, as employees must continuously acquire new digital competencies to remain relevant, potentially leading to anxiety regarding job security and skill obsolescence. Furthermore, the increased reliance on digital communication tools can diminish the richness of interpersonal interactions, leading to misunderstandings and reduced social support, which are crucial for buffering workplace stressors. These pervasive challenges underscore the necessity for organizations to develop comprehensive strategies that prioritize employee well-being within the evolving digital landscape [46].

Such strategies must encompass not only technological solutions but also robust psychological interventions and supportive organizational cultures that foster resilience and mitigate the adverse effects of digital transformation. This research aims to bridge the identified gaps by conducting a comprehensive qualitative investigation into the psychological impact of digital transformation on employee well-being, specifically through the lens of library research [47]. This approach will allow for a deep, nuanced understanding of the complex interplay between

technological advancements, psychological factors, and employee well-being, synthesizing existing knowledge to identify emerging patterns and propose targeted interventions.

3.3. Strategies for Managing Workplace Stress in the Digital Era

To effectively address the multifaceted challenges posed by digital transformation, organizations must implement proactive strategies that enhance employee well-being and mitigate stress. These strategies encompass cultivating supportive organizational cultures, providing targeted training, and fostering an environment that promotes work-life balance and psychological safety. One crucial aspect involves designing jobs that acknowledge and adapt to the unique pressures of digital work, thereby enhancing job satisfaction and reducing stress by addressing its sources directly [20]. Additionally, promoting open communication and feedback mechanisms can help employees articulate their concerns and contribute to adaptive solutions, fostering a sense of agency and reducing feelings of helplessness.

Managerial support is also critical in enforcing policies that encourage digital disengagement and promote work-life boundaries, thereby preventing burnout and sustaining employee productivity [48]. Furthermore, organizations should invest in robust well-being programs that integrate mental health support, stress management techniques, and resilience-building initiatives, tailored to the specific stressors introduced by digital transformation [49]. These programs should encompass mindfulness training and psychological interventions proven to enhance well-being and resilience among employees navigating the demands of a digitally transformed workplace [7]. Moreover, equipping employees with self-efficacy skills, including effective time-management techniques and personal boundary-setting, can empower them to integrate work and personal life effectively, thus mitigating the risk of psychological distress.

Prioritizing employee autonomy in workload management, especially in remote or hybrid settings, has also been shown to buffer job stress and enhance overall well-being by allowing individuals greater control over their work environment. This autonomy, particularly concerning work methods, scheduling, and decision-making, has been empirically linked to reduced stress and enhanced engagement [12]. Organizations are increasingly recognizing the importance of such employee-centric approaches, moving beyond traditional stress management to a more holistic view of well-being [50]. This includes fostering a culture that normalizes discussions around mental health and provides accessible resources for psychological support [51]. For instance, empirical studies consistently demonstrate that greater job autonomy significantly buffers the negative impact of high job demands on employee stress levels and psychological well-being.

This proactive approach not only benefits individual employees but also contributes to organizational resilience and sustained productivity in the face of ongoing technological advancements [52]. The implementation of clear policies for work-life balance and the provision of mental health resources are particularly crucial in mitigating the challenges associated with remote work, such as blurred boundaries and increased psychological distress [53]. These efforts often include the provision of Employee Assistance Programs and mental health training for managers, ensuring a supportive infrastructure for employees navigating the complexities of digital work environments [54]. This integrated approach underscores a strategic shift towards embedding employee well-being within the core operational framework of organizations, ensuring that technological progress is congruent with human flourishing [55].

Such strategies position human resource management as a key driver of success, leveraging remote work as a strategic advantage while aligning practices with modern workplace dynamics [56]. The emphasis on autonomy and flexibility, while beneficial for job satisfaction and productivity, necessitates employees to possess strong self-management skills to prevent potential burnout. Remote work, while offering increased flexibility and work-life balance, also introduces unique challenges such as potential isolation and blurred boundaries between professional and personal life [57]. The absence of face-to-face interactions can lead to feelings of isolation, diminishing an employee's sense of belonging and reducing job satisfaction.

3.4. The Role of Organizational Support in Mitigating Stress

Organizational support is paramount in cultivating a resilient workforce capable of navigating the inherent stresses of digital transformation. This support extends beyond mere provision of resources to actively fostering an environment where employees feel valued, understood, and equipped to manage new demands [44]. This includes the implementation of robust support systems that address both the psychological and practical challenges introduced by rapid technological shifts [58]. Effective organizational support frameworks involve clear communication channels, accessible mental health resources, and leadership committed to promoting employee

well-being [18]. Furthermore, a strategic human resource management approach that integrates well-being initiatives within its core operations is crucial for sustaining employee health and organizational efficiency in the digital age [59].

Such frameworks should encompass proactive measures, like regular stress assessments and preventative programs, alongside reactive interventions, such as confidential counseling services and crisis support, to holistically address employee needs. Moreover, organizations must prioritize continuous training and upskilling initiatives, equipping employees with the requisite digital literacy and adaptive skills to thrive amidst technological advancements and evolving job roles [2]. This commitment to ongoing professional development not only enhances individual capabilities but also contributes to the collective adaptive capacity of the organization, fostering a culture of continuous learning and resilience. Beyond formal training, fostering social support networks and informal peer-to-peer learning opportunities can significantly enhance employees' coping mechanisms and reduce feelings of isolation in digitally transforming environments [20], [60].

These informal support systems can significantly bolster individual psychological well-being by providing avenues for shared experiences and collective problem-solving, thereby mitigating the detrimental effects of rapid technological integration [60]. Leadership, particularly through its emphasis on transparent communication and the cultivation of a supportive organizational climate, plays a pivotal role in mitigating employee resistance and fostering acceptance of digital initiatives. Effective leaders proactively address concerns through transparent communication, targeted training programs, and employee empowerment, fostering a culture of openness and innovation [61]. Such leadership, characterized by strong digital literacy and a commitment to employee welfare, is instrumental in guiding organizations to strategically integrate new technologies and optimize their competitive advantage [62].

Furthermore, digitally competent leaders positively influence the organization's capability to leverage technological advancements effectively. Leaders who possess adequate digital literacy and technical insight play a significant role in guiding their organizations toward identifying relevant digital technologies, strategically integrating these technologies within existing business processes, and optimizing technological investments to achieve competitive advantage [61]. Their ability to assess emerging technologies and facilitate data-driven decision-making improves resource allocation efficiency and innovation performance [63]. This digital leadership is not merely about technological acumen but also encompasses the crucial aspects of change management and fostering a digital culture to ensure successful adoption and sustained integration of new technologies [64].

Moreover, such leaders are crucial in encouraging employee participation in decision-making processes and fostering an environment where employees feel empowered to contribute to innovation [65]. This participatory approach not only enhances buy-in for digital initiatives but also stimulates creativity and problem-solving, leveraging the collective intelligence of the workforce [66]. This cultivation of a shared vision and purpose, coupled with the integration of digital competence, enables leaders to foster an environment conducive to individual creativity and enhanced employee performance [67]. This comprehensive approach to digital leadership, encompassing both technical proficiency and a strong focus on human capital, directly influences the well-being of internal human resources [68]. This holistic approach helps to alleviate stress by ensuring that employees are not only technologically equipped but also psychologically supported throughout the digital transformation journey. Organizations led by digitally proficient leaders are better positioned to respond quickly to market changes and technological advancements, which, in turn, can reduce uncertainty and stress for employees navigating these shifts [69].

This proactive and adaptive leadership style, defined by a clear vision for digitalization and the capability to execute strategies [70], is critical for navigating the complexities of modern business environments. It ensures that the workforce remains agile and capable of adapting to continuous technological evolution, thereby mitigating potential stressors associated with rapid change. Beyond merely reacting to technological shifts, effective leaders cultivate a proactive organizational culture that anticipates future challenges and embraces continuous learning, thereby building an enduring capacity for resilience within the workforce [71]. This comprehensive leadership approach, emphasizing both digital competency and employee well-being, ensures that organizations not only survive but thrive in the era of digital transformation, mitigating the psychological impact on their workforce [72].

3.5. Future Directions for Research on Workplace Stress and Digital Transformation

Future research endeavors should concentrate on the long-term psychological ramifications of artificial intelligence and automation on job security and employee identity, especially in sectors experiencing substantial digital disruption [73]. Moreover, it is essential to investigate the effectiveness of diverse digital well-being

initiatives, such as digital detox programs or training in mindful technology usage, to establish evidence-based strategies for enhancing employee health in increasingly digitized work settings. Additionally, studies could explore the distinct stressors associated with remote and hybrid work models, which have become widespread due to digitalization, analyzing their specific contributions to workplace stress and identifying optimal mitigation strategies. Finally, comparative studies across diverse cultural contexts could reveal how varying societal norms and regulatory frameworks influence the experience of workplace stress during digital transformation, offering a more nuanced global perspective [1], [8].

Furthermore, research needs to delve into the potential for technostress to evolve into more severe mental health conditions, as current epidemiological data on this specific link remains limited [6]. Investigations into the longitudinal impact of continuous technological advancements on cognitive load and emotional exhaustion would provide critical insights for developing preventative interventions [4]. Additionally, exploring the efficacy of organizational interventions, such as digital literacy training and tailored support systems, in buffering the adverse effects of technostress is paramount to fostering a more resilient workforce [9]. Moreover, future studies should analyze the intricate interplay between digital multitasking and its physiological and psychological costs, given the increasing prevalence of continuous partial attention in the modern workplace. For instance, investigations into the impact of multitasking on workplace well-being often reveal increased job stress as a partial mediator, suggesting that mitigating constant digital demands could enhance employee well-being [12].

The exploration of how specific digital tools and platforms contribute to or alleviate stress, beyond general technological adoption, is also crucial for developing targeted interventions [74]. This includes assessing the psychological impact of virtual communication tools, project management software, and collaborative platforms on team dynamics and individual stress levels. Understanding the nuanced effects of these digital resources is vital for optimizing their design and implementation to foster a healthier and more productive work environment. Further research is also needed to identify the most effective organizational policies and human resource practices that can foster employee well-being in digitally transformed workplaces, especially considering the rapid evolution of remote and hybrid work models [18]. Given the documented lack of research into organizational strategies for addressing emerging challenges in employee well-being, future studies should focus on developing and testing evidence-based interventions tailored to mitigate technostress and enhance mental health outcomes in these evolving work paradigms [23], [75].

Finally, investigating the mediating roles of job stress and job autonomy in the relationship between multitasking and employee well-being could offer actionable insights for designing more humane digital work environments. Such investigations would clarify how individual differences, such as personality traits, modulate perceptions of technostressors, thereby influencing job stress outcomes [19]. Moreover, research is needed to understand the long-term impact of digital transformation on employee detachment from work, exploring how digital connectivity affects the ability to disengage and recover from work demands [76]. These avenues of inquiry are essential for developing comprehensive strategies to support employee well-being amidst the ongoing evolution of the digital workplace, ensuring that technological progress aligns with human flourishing [27]. This comprehensive approach would enable organizations to proactively address the psychological challenges posed by digital transformation, fostering environments where technological innovation and employee well-being are mutually reinforcing.

4. Conclusion

This research highlighted the intricate relationship between digital transformation and workplace stress, underscoring the urgent need for psychological approaches to safeguard employee well-being. The study illuminated how increased digital demands, such as cognitive overload and constant connectivity, contribute significantly to elevated stress levels among employees, often mediated by factors like reduced job control and work-life imbalance. Furthermore, the emergence of an always-on culture, driven by pervasive digital tools, has exacerbated emotional exhaustion and reduced job satisfaction, demanding proactive interventions from organizations. It also revealed that while digital transformation offers numerous benefits, its unchecked implementation can lead to technostress, affecting employees' psycho-physical health and work-family interface. The findings of this study have significant implications for both academic research and practical organizational management, particularly in developing robust strategies for mitigating adverse psychological impacts of digitalization. Academically, this research provides a foundational understanding of the psychological mechanisms through which digital transformation influences employee well-being, suggesting new avenues for theoretical development in occupational health psychology. Practically, it underscores the necessity for organizations to implement evidence-based interventions, such as digital literacy training and clear boundaries for digital communication, to foster a healthier work environment. Moreover, it emphasizes the importance of leadership in promoting a culture that values employee well-being alongside technological adoption, ensuring that digital tools

serve to empower rather than overwhelm the workforce. While this study provides valuable insights, it is important to acknowledge certain limitations that could inform future research. The reliance on qualitative data from a limited number of organizations, for instance, may limit the generalizability of the findings to diverse industrial. Future quantitative studies employing larger, more diverse samples could validate and expand upon these qualitative observations, providing a broader empirical basis for understanding these phenomena. Furthermore, the interpretive nature of qualitative research means that findings are inherently subjective and dependent on the researchers' perspectives, which could introduce potential biases. To mitigate these limitations, future research should integrate mixed-methods approaches, combining qualitative depth with quantitative breadth to provide a more comprehensive and robust understanding of the complex interplay between digital transformation and employee well-being. Additionally, longitudinal studies are recommended to track changes in employee well-being over time in response to evolving digital workplace strategies, offering insights into long-term effects and adaptation mechanisms.

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