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Unlocking the Power of Digitalization: How Technology Shapes Employee Engagement and Organizational Performance

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Abstract

This study investigates the extent to which digital measures affect employee engagement and productivity at PT. Bogajaya Megah Abadi. Using a phenomenological design, the researcher explores the personal narratives that emerge as staff adapt to new devices. Data was obtained through in-depth interviews and guided group discussions, involving six employees from various levels. Preliminary findings indicate that modern technology applications accelerate communication flows and make team collaboration feel more seamless. However, some individuals expressed feelings of isolation due to a significant reduction in face-to-face meetings. From a management perspective, digitalisation has successfully reduced process times, lowered operational costs, and improved service quality. The biggest challenge remains during the transition period, where training and new habits must be established. To bridge this gap, the study recommends that companies schedule regular training sessions and encourage social activities in the office. Researchers also encourage further study, perhaps by comparing these findings with other companies or attributing the specific effects of one technology platform to individual and team performance.

Keywords: Digitalization, Work Engagement, Organizational Performance, Employee Adaptation, Technology Adoption Challenges.

1. Introduction

Digitization has taken center stage in contemporary commerce, reshaping operational routines from manufacturing floors to financial trading desks, and in the process redefining nearly every sector of the economy. Across nearly every sector, the marriage of digital technology and business strategy now routinely births entirely new operating models while reshaping competition, conduct, and bottom-line performance [1]. Retailers, for example, exploit cloud-based sales platforms and real-time logistics dashboards to open fresh channels, smooth distribution, and deepen customer engagement, thus protecting market share even as the landscape shifts [2]. HR executives lean on e-recruitment suites and automated payroll systems to shrink paperwork, elevate communication speed, and court the digital-native Generation Z, who expect such conveniences as a baseline [3]. Observers point to sturdy IT infrastructure, visible leadership backing, and a skilled workforce as the triad of ingredients that supercharges these projects while easing operational strains and enriching customer experience [4]. When firms re-engineer their workflows through code, they trim waste, lift quality, and keep production nimble enough to outpace rivals [5]. This playbook is not the sole province of giants; small and medium enterprises harvest similar advantages, using online tools to scale quickly and meet emergent demand curves [6]. For EU policymakers, the digital shift serves as a cornerstone for crafting an economy that grows sustainably while remaining competitive on the world stage. Consultants and managers alike are busy prototyping platforms, dashboards, and agile workflows to squeeze every ounce of value from the digital toolbox [7]. Scholars now warn that this rush is no passing fad; it is the very bedrock upon which future enterprise success will rest, because only a fully wired operation can out-innovate, out-speed, and out-adapt its harried customers [5] [8].

Digitization has invaded almost every part of organizational life and now reaches far beyond IT departments; it shakes up both computers and coffee breaks. Employee engagement, once the soft cornerstone of human-resource work, suddenly feels tethered to the speed of bandwidth. Traditional concepts of work-staff roles, unions, and even the mental picture of the nine-to-five have begun to bend; fresh HR playbooks, therefore, must pack gadget support next to legal compliance [9] [10]. Generations Y and Z often sail through these changes, discovering apps and

collaboration boards that boost motivation nearly by accident [11]. In contrast, longer-tenured employees who learned their craft before the cloud may hit unexpected rough patches, and their hesitation can quietly drain overall productivity [12]. Given that digital comfort now varies from comfortable to downright unsettled, the people team must invent targeted onboarding, steady training, and clear feedback loops if it hopes to hold the workforce together while the culture rewires itself. HR practitioners are now overhauling engagement strategies by integrating user-friendly digital platforms. The goal is to create an open and flexible space where every team member can easily share ideas and stay informed [11] [13]. On another front, artificial intelligence is gradually being woven into hiring workflows and routine people-management tasks. When AI is introduced thoughtfully, it can streamline candidate selection and send a clear signal that the organization values reliability and fair play, even if some employees initially fear being monitored [14]. Still, moving work online is a double-edged sword. Many users report clearer schedules and faster output, yet the same technology can blur boundaries and create new sources of stress if left unchecked [15] [16]. For that reason, no-one-size-fits-all solution will succeed; planners must gauge how comfortable different staff groups already are with tech before rolling out another shiny tool [17].

PT. Bogajaya Megah Abadi recently documented its venture into digital transformation, an initiative that proved anything but one-dimensional. Staff morale and broader organizational output felt the reverberation. Welcoming new software and cloud platforms tidied workflows and sharpened messaging, and that upgrade tracked closely with sharper employee productivity numbers [18] [19]. Still, the shift to a screen-based office compelled a rethink of how the company rouses its people; yesterday's engagement formula no longer fits. Digital engagement models promise businesses a clearer view of operations while allowing them to shift gears when necessary, benefits many executives associate with greater efficiency and stronger sustainability [11]. The sweeping push into online markets also reshapes job quality: research shows that e-commerce expansion typically boosts pay and benefits, whereas heavy spending on fixed assets can pull in the opposite direction [20]. Employee commitment during these technological overhauls isn't purely top-down; how freely colleagues trade knowledge, how often they move between roles, and whether they feel psychologically empowered together shape the level of engagement, and recent studies indicate those factors cover a big slice of the story [21]. Stronger digital leadership, paired with genuine organizational backing, lifts both job satisfaction and day-to-day work involvement, a finding that underscores the human side of any tech rollout [22]. Even so, the same screens that connect teams at dusk can start to fray them: use of work platforms after hours follows a curvilinear curve, trimming emotional fatigue up to a point before burnout sets in [23]. As firms march toward Industry 4.0, success pivots on readying talent and embedding a digital-first culture, because ongoing skills training and an adaptive mindset still drive performance more than any piece of software. Identifying Human Capital Readiness and Digital Culture toward Employee Performance in Facing Industry 4.0: Case of Pt Perusahaan Listrik Negara Province. Digital literacy serves as a foundational competence in the effective adoption of digital technologies [24]. When staff members are trained to navigate software, data, and online platforms, they are far more likely to exploit the full potential of the tools at hand [25]. Should PT. Bogajaya Megah Abadi couple this literacy with strong leadership and ongoing support, the initiative can enhance both employee engagement and overall organizational performance.

This study aims to explore a number of crucial questions that arise in conjunction with digitalisation at PT. Bogajaya Megah Abadi. The first question concerns the extent to which technological shifts can change employee engagement levels, given that their motivation, interaction, and commitment are often influenced by new digital tools. The second question examines similar impacts on organisational performance, as adopted innovations typically have a direct impact on productivity, efficiency, and the quality of work outcomes. Additionally, this research seeks to identify the challenges and opportunities faced by field teams; responses to technology are never uniform, so obstacles must be identified to ensure solutions can be implemented in a timely manner.

This study aims to investigate how digitisation measures affect work engagement levels at PT. Bogajaya Megah Abadi, while also assessing the consequences of digital transformation on the company's overall performance. In the process, the researchers hope to provide practical recommendations to help management manage new technologies in a reliable manner and empower employees. From a theoretical perspective, this study seeks to enrich the discourse on the relationship between digitalisation, work engagement, and company performance, particularly in the Indonesian business environment, which is rapidly moving towards the digital world. With the results obtained, it is hoped that the leadership of PT. Bogajaya Megah Abadi can optimally utilise digital tools and platforms so that organisational productivity and employee engagement in the office can grow simultaneously.

The business world today is rapidly moving into the digital realm, and the urgency of this research stems from the necessity to explore the impact of technological changes on the people involved in it. A company is no longer merely a logistical machine; it has transformed into an algorithm that continuously alters procedures, culture, and even working hours. Examining how this shift affects employee engagement and organisational performance will provide HR managers with practical insights to design more effective digital strategies. Although many articles

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and reports have addressed similar themes, research gaps remain. Most studies, no matter how detailed, still swing the bow outside the local context, while the relationship between digitalisation, business performance, and its impact on employee engagement in Indonesian companies has not been investigated in depth. Quantitative approaches dominate, and the voices and perceptions of those undergoing the process are sometimes lost in the numbers. This investigation aims to fill that gap with a phenomenological framework, so that personal experiences can be clearly conveyed to readers. The focus will be on Generation Y and Z, two groups that have rarely been highlighted in previous studies, so that their stories and perspectives on the digital workplace in Indonesia are no longer overlooked.

The following study focuses on employees of PT. Bogajaya Megah Abadi who belong to Generation Y and Z. This group, due to their daily habits, interacts more frequently with digital technology. The two central variables addressed are work engagement and company performance. The impact of digitalisation on these two aspects is the main issue to be explored. The research is designed using a qualitative approach. Data collection is conducted through in-depth interviews and focused group discussions. The scope is limited to this one company; other entities or sectors will not be included.

2. Research Methods

This study adopts a qualitative approach based on phenomenological design to explore the subjective experiences of PT. Bogajaya Megah Abadi employees regarding the impact of digitalisation. The decision to move into the qualitative realm was made because it provides ample space for researchers to capture the feelings, impressions, and personal stories that arise when new technology is introduced. Within the phenomenological framework, the primary focus is on what individuals feel, something that is often overlooked in statistical data. Through such exploration, it is hoped that the meaning employees attach to digital changes can be revealed, along with its impact on work engagement and organisational performance. The perceptions obtained are likely to be diverse, given that each person brings different backgrounds and experiences.

This study used six informants from various levels at PT. Bogajaya Megah Abadi. They were not chosen at random; generations Y and Z occupy these positions and are more familiar with screens than paper. The participants consisted of one digital marketing manager, one human resources manager, one head of the information technology division, two operational staff, and one junior employee. The researchers hoped that this variety of positions would capture the impact of digitalisation from multiple angles. In the field, data was collected through in-depth interviews and focus group discussions. The interviews explored personal stories, while the FGDs captured the collective voice of each department. The combination of these two methods was intended to provide a comprehensive picture of how digital tools impact work engagement and company performance.

As a key instrument, researchers compiled a set of interview questions aimed at uncovering employees' concrete experiences with digitalisation permeating their work routines. The list covers everything from the impact of new devices on how tasks are completed to feelings of engagement that may have increased after the technology was implemented. In addition to interviews, focus group discussions were designed separately to capture collective voices on company changes and their impact on team cohesion. All sessions, whether individual interviews or group discussions, will be recorded with explicit consent from each participant; these recordings are crucial to ensure no valuable details are lost. After the fieldwork is complete, the transcripts are printed, and each segment is marked with specific codes to track the major themes that emerge around digitalisation, engagement, and performance. This thematic analysis process is expected to provide a detailed picture of how much employees value the new technology and how that perception, in turn, influences the company's momentum.

3. Results and Discussions

3.1. Result

Based on in-depth interviews and a series of Focus Group Discussions (FGDs), several important themes emerged regarding the impact of digitalisation on work engagement and performance at PT. Bogajaya Megah Abadi. The first theme highlights the positive influence of technology on work engagement. Many respondents, without artificial intervention, emphasised how digital systems encourage their work to be more organised and fast-paced. One marketing manager commented, *'With cloud-based project management tools, I can track team progress and provide immediate feedback; it feels like I'm right in the middle of their work.'* Such statements indicate that modern tools often provide employees with an emotional anchor for their routine tasks. However, some senior employees expressed the opposite of this enthusiasm. *'I spend more time typing messages and opening emails,'* complained one company veteran, *'which drains some of the direct emotional connection with the group.'* This

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testimony underscores that technological efficiency gains often come hand in hand with the loss of human moments typically present in face-to-face dialogue.

The application of digital technology in the business environment appears to have yielded positive results for the performance of the companies studied. In terms of productivity and operational efficiency, respondents generally reported noticeable improvements. One IT division head illustrated this ease with the statement, *'With inventory management software aligned with the financial system, we know the status of goods in real time and record them more accurately.'* Cross-departmental integration and automation were repeatedly cited as keys to saving time and effort. However, these benefits did not come without challenges. Some employees complained about the lengthy adjustment process, which made daily work feel slow. One operational staff member noted, *'The initial process was very disruptive; we were forced to learn under pressure, and it was confusing.'* Ultimately, these stories show that while digitalisation can indeed drive productivity to better levels, the challenges of transition remain an unavoidable stumbling block.

Digitalisation, as found in this study, has a direct impact on company performance in terms of process speed, team collaboration, and service quality. Most informants reported that digital platforms connecting departments enabled them to complete work faster and with better coordination. One human resources manager said, *'We can share files and information very quickly through this system, so work gets done faster.'* However, a number of employees still had difficulty adapting to the new set of tools, and these challenges hampered efficiency in the early stages of implementation. One junior staff member admitted, *'At first, we felt overwhelmed by the number of new systems we had to master.'* These cases show that the expected performance improvements from digitalisation can be hampered by the inability to optimise adaptation in the early stages.

3.2. Discussion

At PT. Bogajaya Megah Abadi, the surge toward digitalization has noticeably reshaped the landscape of employee engagement. By routing everyday conversations and project updates through platforms such as Slack and Microsoft Teams, staff members report feeling both more involved and more efficient, even when the screen is the only shared space they have. This observation mirrors research that connects the rapid adoption of digital tools to improved knowledge-sharing and quicker decision-making in contemporary firms [26]. Moreover, a sleek digital workspace doubles as a magnet for young talent; prospective hires often list flexible cloud-based systems as a key reason for choosing one employer over another. In practice the switch lets PT. Bogajaya Megah Abadi project an up-to-date employer brand capable of holding onto skills once thought easy to poach [27]. That said, the very screens that enable all this progress can also thin out the face-to-face hallways that some veterans consider essential fuel for their engagement. A handful of employees have quietly mentioned that spontaneous, in-person chats still carry a spark digital windows struggle to imitate, and managers are beginning to take those whispers seriously. Studies increasingly show that the very platforms meant to connect workers can just as easily push them apart; managers frequently report spikes in loneliness beside gains in productivity [28] [29]. Many researchers point to a core psychological need for interpersonal closeness, warning that any ICT intervention bent solely on efficiency risks leaving that need unattended [29]. Other teams observe that successful digital overhauls hinge on an uneasy equilibrium among technology, workflow design, and human temperament; tip that balance, they say, and fatigue or blurred home boundaries follow fast [16]. For all the clear upsides-better connectivity, faster feedback-campaigns meant to boost employee energy through tech must be staged with the same care planners once devoted to office aisles and coffee breaks [12] [11].

Digital technology continues to reshape how firms perform, often lifting productivity and fine-tuning day-to-day operations. When an organization adopts a full Enterprise Resource Planning (ERP) suite, it huddles sales, payroll, inventory, and a dozen other functions onto one screen; that move can shave process lag and trim expense lines in a heartbeat [30] [31]. Manufacturing trials show that the deeper a shop dives into digital tools, the sharper its operational numbers tend to look, proof that investment and outcome can march in step rather than die apart [32] [33]. Extra controls slide into place almost by default, and the constant upkeep of management oversight grows lighter, so the bottom-line boost is hardly a surprise [34]. Even so, migrating to a pixel-perfect system brings hurdles that can trip up the unwary. Investing in employee training and system upgrades during a digital rollout takes more time and budget room than many managers expect put the cost in hard numbers [35]. Smooth onboarding does not happen overnight; step-by-step adoption eases user anxiety while letting the IT backbone settle into place [36]. When the dust finally clears, firms routinely report sharper insights, happier customers, and a noticeable edge over rivals [37] [38]. The pandemic rushed that timetable forward, leaving companies no choice but to tinker with their playbooks and grab the latest cloud or AI tools just to stay in the game [39]. Growing pains aside, a deliberate shift toward digital ways of working remains one of the surest routes to healthier balance sheets and steady expansion.

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The transition to a digital workplace invariably stirs up problems that sit at the uneasy crossroads of hardware, software, and human behaviour. New platforms are pressed into service overnight, leaving employees fumbling before help desks open and manuals arrive. In those first chaotic days, technostress can settle in, sapping enthusiasm and blurring the line between work and personal time [40]. Oddly enough, a good number of younger staff, the very cohort hailed as digital natives, find themselves stranded because school did not teach them how to weld modern apps to real-world business problems [41]. The speed drum of ongoing digital reform pounds on, daring workers to keep up even as training laggardly trickles out; that relentless tempo exposes the widening rift between what organisations assume employees can do and what those same workers can actually pull off [41] [42]. Management insiders often admit the fault lies with the launch plan itself: skimpy briefing sessions and forgettable slide decks leave crews tapping keyboards in the dark. When comprehensive drills and follow-up coaching never materialise, fresh technologies morph from tools of insight into silent, blinking barriers. Many modern workplaces still keep human resources and information technology in separate lanes, but researchers argue that blending those functions can lift overall morale and boost productivity. When the two sides cooperate, employees often notice that the technology feels less like a burden and more like a support system [43]. Regular training sessions and informal mentoring are proven antidotes to technostress, allowing team members to build skills, gain confidence, and experiment without fear [40] [44]. Cultivating a norm where people are encouraged to share feedback on software allows firms to tweak tools so they actually fit the workflow, rather than demanding the workflow bend around the tools [43]. In this formula, digital literacy acts as a force multiplier; when employees know their way around a platform, they engage with it more fully and waste less time troubleshooting [25]. Comprehensive upskilling, grounded in real job tasks, keeps older workers in the fold and helps firms outrun rivals in a marketplace that never stands still [45] [44].

4. Conclusion

A study at PT. Bogajaya Megah Abadi found that the company's digitalisation measures had a direct impact on how engaged employees were in their daily work and on the organisation's overall output. New digital tools adopted from collaboration platforms to communication apps facilitated the exchange of ideas, although many workers complained of feeling isolated due to the reduction in face-to-face interaction. On the other hand, the automated systems implemented appear to reduce the time spent on routine tasks, thereby increasing the company's efficiency and productivity. However, the transition to this technology has not been smooth; many staff members need to adapt and undergo training to maximise the functionality of these tools. In other words, empirical evidence shows that digitalisation provides a positive boost, but initial barriers to technology adoption still impact short-term effectiveness. This research encourages PT. Bogajaya Megah Abadi to be more aggressive in offering long-term training programmes and technical support so that all staff can keep up with the pace of technological change. The implementation of repetitive learning, both through physical workshops and interactive online sessions, is considered essential to prevent skills from becoming obsolete. The daily work routine, which is now largely conducted in virtual spaces, still needs to be balanced with opportunities for face-to-face interaction or small social activities to prevent feelings of isolation. Face-to-face interaction, even if only occasional, has proven effective in strengthening team bonds and boosting motivation. Every applied system integrated into workflows must be continuously evaluated; technology should streamline tasks, not impose new burdens on employees. Ultimately, these recommendations aim to position digitalisation as a catalyst for efficiency and workplace engagement, rather than merely an additional, cumbersome tool. A suggestion for further research is to investigate the digitisation process in companies from different sectors to test the extent to which the patterns revealed at PT. Bogajaya Megah Abadi can be expanded. Future studies could also focus on specific technologies, such as Enterprise Resource Planning systems or collaboration management platforms, so that the effects of each tool on individual and team performance can be revealed in more detail. Additionally, researchers are advised to explore the challenges employees face when adapting to new digital systems and the strategies companies employ to overcome these obstacles, so that digitalisation efforts can yield more optimal results.

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