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The perceived influence of digitalisation and digital transformation of the Human Capital function on employees' engagement levels and intention to quit within a large retail corporation in the Western Cape

By

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Thesis submitted in partial fulfillment of the requirements for the degree of Master of Commerce Degree in Industrial Psychology at the Faculty of Economic and Management Science, of the University of the Western Cape.

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Department of Industrial Psychology

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DECLARATION

I hereby declare that "The perceived influence of digitalisation and digital transformation of the Human Capital function on employees' engagement levels and intention to quit within a large retail corporation in the Western Cape" is my own work. It has not been submitted before for any degree or examination at any other institution of higher learning, and that all references have, to the best of my knowledge, been indicated and acknowledged as complete references. It is being submitted for the degree of Magister Commercii– Industrial Psychology at the University of the Western Cape.

Full Name: Linda Petersen

Signed: _____ **Date:** _____

The logo of the University of the Western Cape, featuring a classical building facade with six columns and a pediment.

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ABSTRACT

This study was motivated by the need for enquiry into the perception of employees operating within a fast-paced retail environment and having to navigate the complexity of a digitalised Human Capital Function. Employees are considered the backbone of any organisation, and the growth and success of any organisation is usually dependent on its employees. Turnover intention is defined as the cognitive process of thinking, planning and desiring to leave a job. Whilst turnover can prove to be a time-consuming exercise to Human Resources (HR) Practitioners, the cost and damage involved in operating with a disengaged workforce far exceeds the former. Work Engagement has emerged as a critical driver of organisational success which has the potential to significantly influence employee experience, retention and likewise, turnover intention. The objective of the study is to determine the perceived effect of digitalisation on employee experience within a large retail corporation in the Western Cape, and to deduce whether this directly impacts on employees' work engagement. Moreover, it seeks to investigate whether a relationship exists between work engagement and the intention to quit. It firstly explores digitalisation as a driver of engagement and how a lack of engagement can stir the desire in employees to quit. The research was conducted among (n=80) employees in a large retail corporation in the Western Cape, and a total of (n=80) responses were received out of the distribution. In order to study the relationship between digitalisation and engagement, data was collected using a quantitative, non-probability sampling design, based on the method of convenience. The data was collected using four different measuring instruments namely the Employee Net Promoter Score (eNPS) (employee experience), Technology Work Engagement Scale (TechnoWES) (for digitalisation), the Utrecht Work Engagement scale (UWES – 9) and Intention to Quit Questionnaire. The IBM Statistical Package for Social Sciences (SPSS) version 28 was used to analyse quantitative data collected to assess the reliability and validity of the instrument, as well as the bivariate relationship between the variables. The hypotheses were empirically tested using various statistical methods. The relationships between work engagement and the intention to quit; digitalisation and work engagement; digitalisation and employee experience were confirmed.

LIST OF ABBREVIATIONS AND ACRONYMS

HR: Human Resources

EX: Employee Experience

DEX: Digital Employee Experience

CX: Customer Experience

eNPS: employee Net Promoter Score

ITQ: Intention to Quit

UWES: Utrecht's Work Engagement Scale

N: Population

n: sample

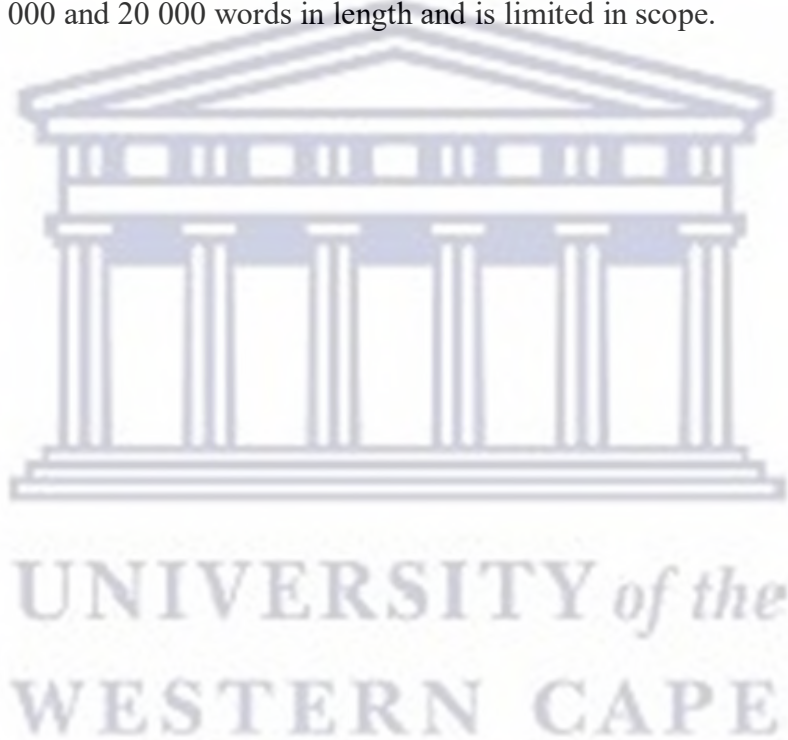
TOE: Theory of Organisational Equilibrium

SPSS: Statistical Package for the Social Sciences



TO NOTE

- This mini thesis was prepared utilising APA 7th edition referencing guidelines.
- The thesis constitutes 50% of the structured Master's Degree in Industrial Psychology. Therefore, the mini thesis is only one requirement of the coursework for the Master's Degree.
- According to the University of the Western Cape thesis guide, a mini thesis is normally between 7 000 and 20 000 words in length and is limited in scope.



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DEDICATION

This work is dedicated to my parents. Your love and support have enabled me to move mountains.

I will forever treasure you.

“If I have seen further than others, it is by standing upon the shoulders of giants.”

Isaac Newton



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CHAPTER ONE

INTRODUCTION, RESEARCH INITIATING QUESTIONS AND RESEARCH OBJECTIVES

1.1 INTRODUCTION AND BACKGROUND

“The challenge today is not just retaining talented people, but fully engaging them, capturing their minds and hearts at each stage of their work lives”

(Lockwood, 2007, p. 1).

With the proliferation of the next generation cloud-based solutions, corporate digital transformation has now reached all businesses and technology operational areas. This brings along with it intuitive application suites with comprehensive functionality to drive productivity, standardisation, automation and scalability. According to a report published by Market US (2023), The Global Digital Transformation Market was valued at USD 535 billion in 2022 and is projected to reach USD 3,375 billion by 2032, with a CAGR of 20.8%. This growth trajectory is mainly ascribed to an increased adoption of avant-garde technology, such as big data analytics, Artificial Intelligence (AI), and cloud which has accelerated the exponential growth of all sizes of businesses throughout the globe. The World Economic Forum (2016) reports that diversified workplaces would emerge in industry due to mobile, cloud technology, big data and computing power. It further predicted that Artificial Intelligence (AI), Machine Learning (ML), and advanced robotics will drive the workforce increasingly beyond 2022.

As the Fourth Industrial Revolution (4IR) continues to unfold, organisations are increasingly exploring ways in which to harness new and emerging technologies to maximise the efficiency of production and consumption, expand into new markets, and compete for new products for a global consumer base composed predominantly of digital natives. Harnessing the transformative potential of the Fourth Industrial Revolution requires business leaders across all industries to formulate a comprehensive workforce strategy capable of meeting the challenges of this new era of accelerating change and innovation.

Research conducted by The World Economic Forum (2016) predicts a complete overhaul of the current workplace. This means that by the year 2022, it was expected that automation will result in a reduction in the current workforce, redundancy of some traditional jobs, and that the demand for a re-skilled workforce will increase exponentially.

The increase in workplace automation has the potential to improve productivity and augment the work of human employees. Whilst automation technology can help remove the burden of repetitive administrative work and enable employees to focus on solving more complex issues while reducing the risk of error and facilitate a focus on value-added tasks, it also has the potential to adversely affect the overall employee experience (EX) and levels of engagement.

Following the initial waves of Finance, Sales, Marketing, Information Technology (IT) and Support functions, the Human Resources (HR) function has more recently embraced digital transformation. The impact of digitalisation on HR has been profound - elevating HR from a back-office support function to a Strategic People Operations organisation and a significant stakeholder within organisations (Lawler & Morhman, 2003). HR has an integral role to play in the evolution of the workplace. The transformation requires HR practitioners to actively leverage technology to help steer the people strategy in a future-focused way.

Digital Technology has completely acclimatised and intensified the processes and systems in various functions across industries, and the HR function is no exception. In the last two decades, digital tools like online job boards, applicant tracking systems (ATS), professional networking sites such as LinkedIn, Facebook and Twitter have exponentially changed the HR landscape right from a job posting or job application to recruitment and onboarding, work engagement, performance management, and finally employee separation - capturing valuable insights during exit interviews. According to Casey (2019), manual, repetitive processes have been replaced with newer, automated processes. The objective is to catenate all HR processes across the organisation over a period, thus enabling greater transparency and efficiency. However, the digitalisation of HRM should not simply be viewed as a makeover process. HR leaders must be sensitised to the fact that it entails fundamental change, which requires that employees must be hand-held throughout this change. The journey toward digitalised and automated HR could be somewhat

cumbersome and require a considerable bandwidth of team members as it has the potential to influence the organisation's overall productivity. The pace of the digital disruption can be measured within months, but it takes years for the business, in the intensely competitive business environment, to completely embrace the change in the form of automation and digitalisation in the way in which it operates (Strohmeier & Kabst, 2009). Reddy and Reinartz (2017) purports that a proper digital transformation strategy will encourage business processes to make revolutionary changes in the way businesses operate, interact and configure. Furthermore, it has been suggested that change management has by far become the most enduring bottleneck in the technologically advanced era; whereas others have suggested that technological adoption has remained the foremost concern for businesses to embark on their journey towards success (Becton & Schraeder, 2009). It is becoming more evident that the world of work is changing, and along with this change comes the manner in which employees' experience work.

Operating within the retail industry particularly demands employee behaviours such as product knowledge and active listening to drive customer satisfaction. Gibson and Gibbs (2006) are of the view that in order for employees to display such behaviours, they must be mentally and emotionally engaged in their work. Consistently delivering an impeccable customer experience (CX) requires a motivated and engaged workforce – and thus great employee experience (EX). Current and prospective employees are all consumers who engage with various organisations daily and should thus also benefit from the drive to improve customer experience (CX). Creating a great employee experience (EX) is imperative when one considers the challenge for enterprises to attract the next generation of talent. Millennials and Generation Z workers have different expectations and this begets the question why they should not be able to choose their own devices and apps HR and IT should act as catalysts, facilitating the drive toward creating a secure environment that empowers employees to choose the best tools for the job.

Organisations that embrace new technologies, new ways of organising the workplace and boosting employee experience are going to be the first port of call for the talent of tomorrow. A plethora of research points to one formula: a well-crafted employee experience leads to better work engagement (Morgan, 2017). A corollary of this is that HR Practitioners have shown growing interest in how to drive employee experience, and in turn work engagement within the retail

industry. For this reason, more and more organisations are recognising the necessity to develop the intellectual capital of their workforce to enable them to become active players in the global arena (Burke & El-Kot, 2010). The 21st century organisation is characterised by dynamic and diverse factors – all of which points to driving a positive employee experience to enable work engagement and retention of a talent pipeline in the organisation.

Given the importance of digitalisation and automation of the HR systems, there is a dearth of research studies that have been conducted to allay employees' uncertainty and fears of the impending changes. The few studies available have been conducted by the World Economic Forum, however, did not show how the employees perceive the proposed changes. The purpose of this study is to develop the body of knowledge in this domain by answering the research question: What is the perceived effect of the digitalisation and digital transformation of HR on employees' work engagement, and what impact does it have on employees' intention to quit within a large retail corporation in the Western Cape.

1.2 Problem Statement

As the Fourth Industrial Revolution unfolds and organisations explore new ways in which to harness new and emerging technologies to maximise the efficiency of production and consumption, there is an increased impact on the current workforce. The changes brought about by digital transformation are radical as it encompasses both a shift in process as well as changes to longstanding structures. Kahn (1990) is of the view that a smooth transition requires an actively engaged workforce able to express themselves cognitively and emotionally whilst doing their work as this will benefit the organisation. According to Cohen (2017), maintaining a level of engagement should form part of the strategy to maintain excellence and maintain the organisations competitive advantage. With the expectation that automation will lead to a drastic reduction in the human workforce and an accelerated demand for specialist roles related to understanding and leveraging the latest emerging technologies workforce, employees are having to rethink their current place within the workforce. These factors create a sense of uncertainty and fear within employees and consequently directly affect the psychological condition of employees (Winasis et al., 2021). If this is not handled appropriately, it might have a negative impact on the changes itself and ultimately affect work engagement levels. Organisations will thus have to reframe their

approach to how they relate to their employees. According to Casey (2019), the new digitalised workplace demands a new way of thinking about human resource management and requires that the employee's total experience be placed at the center, beyond increasing perks or "funifying" the workplace, to engaging the employee in the workplace.

1.3 Research Questions

The primary aim of the proposed research is to answer the question: What is the perceived effects of digital transformation and digital transformation of HR on employee experience and its impact on employees' engagement and intention to quit within a large retail corporation in the Western Cape. The sample of interest are employees of varying levels of seniority who are employed by a major retail corporation in the Western Cape.

1.3.1. Main Research Questions

In essence, the study sets out to answer the question: What is the perceived effect of the digitalisation and digital transformation of HR on employee experience and its impact on employees' engagement and intention to quit within a large retail corporation in the Western Cape?

1.3.2. Specific Research Questions

- Is there a relationship between Digitalisation and intention to quit?
- Is there a significant relationship between employee work engagement and their intention to quit?
- Is there a significant relationship between digitalisation and employee experience?
- Is there a significant relationship between digitalisation and work engagement?
- Which of the three variables (digitalisation, work engagement and employee experience) predict intention to quit?

1.4 Research Objectives

The purpose of the research is to add empirical research to the current conceptual base concerning the digitalisation and digital transformation of HR and how these variables relate to overall employee experience.

1.4.1. Main Research Objectives

The main objective of the study is to determine the perceived effect of digitalisation on work engagement and intention to quit within a large retail corporation in the Western Cape.

1.4.2. Specific Research Objectives

Whilst the main objective of the study is to determine the perceived effect of digitalisation on work engagement and intention to quit within a large retail corporation in the Western Cape. The main objective is further converted to the following specific objectives study:

- To determine the perceived relationship between digitalisation and intention to quit within the specific organisation
- To determine if a relationship exist between work engagement and intention to quit
- To determine if a relationship exists between digitalisation and employee experience?
- To determine whether there is a significant relationship between digitalisation and work engagement
- To determine the significant predictors of intention to quit among the variables' used in the study

1.5 Significance of the Research

Employee experience (EX) can be defined as the cumulative impact of employee interactions with the organisation across their entire professional journey from onboarding and training to upskilling, promotions, and offboarding (Morgan, 2017) The author postulates that as the world becomes more fascinated with robots and automation, this experience is more important than ever.

In order for organisations to prevent job losses pursuant from newly adapted robotics, talent shortages and growing disengagement of its workforce, it is critical that businesses take an active role in supporting their existing workforces through reskilling and upskilling and create an enabling environment.

The experiences organisations design is ultimately what shapes the actions that employees take and the relationships and associations they want to have with the organisation. It thus becomes critical that research is initiated to uncover the impact of digitalisation and automation of HR, and how these variables relate to overall employee experience. In doing this, employers can take the necessary precautionary steps to enhance those factors that contribute to an enhanced employee experience (EX).

This study will thus help understand how digitalisation and digital transformation relate to employee experience and ultimately the engagement levels of a selected number of employees at a large Retail Corporation within the Western Cape. This study will enable business leaders to develop and implement strategies that will improve how employees perceive their organisation and contribute to the levels of engagement.

1.6 Outline of chapters

This study is structured into 5 main chapters. The Introduction in **Chapter 1** presents an overview of the problem statement and objectives of the study.

Chapter 2 consists of a review of the literature. This section provides a theoretical background of the study. It focuses on digitalisation and how this relates to employee experience and engagement amongst employees at a selected retail corporation in the Western Cape.

The Research methodology in **chapter 3** provides a discussion of the research methodology employed in the study. It encompasses the research design, more specifically a description of the sample size, selection methods and procedure to follow to collect the data, questionnaire and its psychometric properties as well as statistical techniques employed test hypothesis.

Chapter 4 contains the research results and analysis. This section reports on the results obtained from the data. Analysis will be done using statistical techniques.

Chapter 5 provides a summary of the research study and discusses the findings pursuant from the research. This chapter also outlines the limitations of the study and provides recommendations for future research.

The literature review in the next chapter will primarily concentrate on the areas of digitalisation, digital transformation, employee experience and work engagement.

1.7 Summary

This chapter served as an introduction and background to the concepts and variables being investigated in this study. It discussed the research questions, objectives and the motivation of the study and finally outlines the formation of the proceeding chapters. The following chapter focuses on reviewing current and past literature relevant to the study.



CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

According to Obenzinger (2002 as cited in Cawe, 2006), a literature review presents a meaningful context of a project within the universe of research that already exists. According to Creswell (2005), a review of the literature is a written summary of journal articles, books and other documents which succinctly illustrate historic and current information and organises the literature into topics and documents for a proposed study. A literature review sets the foundation for any discussion or analysis or contemplation of implications or anticipation of future research. In reviewing the current and historical literature, the following text will provide brief definitions and explanations, and draw distinctions amongst the variables researched to ensure adequate comprehension of the variables in question and how they relate to one another. These variables are digitalisation, employee experience, work engagement and intention to quit. These variables have been thoroughly interrogated to establish the relationship between, and effect on each other. A vast array of literature has been consulted and numerous previous studies interrogated to gain enhanced perceptivity of the study.

Digitalisation is an evolving topic of serious discussion in society, academia, and industry. According to Chappo-Wade-Safina (2018), the concept of digitalisation is, however, often misinterpreted and misapplied to digitisation. Bloomberg (2018) further purports that although the three concepts have distinct meanings, they are often used interchangeably. Despite the terms being highly specialised and fundamentally different, they are often indistinguishably used, broadly defined and inconsistently applied. Although these terms are closely associated and often used interchangeably in a broad range of literature, there is analytical value in explicitly making a clear distinction between these two terms. Many business leaders erroneously believe that digitising processes will result in digitalisation or digital transformation. Disambiguating these concepts is not just a semantic exercise, it is an exercise in grasping the full transformative potential of a digital mindset and strategy. This research firstly aims for a deeper analysis of these terms to support understanding about differences and communalities. It presents findings from

literature research to highlight aspects to differentiate these terms as well as the general implications they trigger.

2.2 Digitisation vs Digitalisation

Digitisation is the conversion of analog to digital. Maltaverne (2017) refers to digitisation as “the conversion from analogue to digital” (e.g., digitisation of data). Digitisation refers to the internal optimisation of processes such as work automation and paper minimisation which results in the reduction of costs for organisations. Deegan and Tanner (2002) had earlier on argued that digital capture is only one aspect of the many processes involved in the highly complex chain of activities that are attendant upon the creation, management, use and preservation of digital objects for the long term. Digitisation thus refers to the process of converting information from a physical format to the digital one. It means converting something non-digital into a digital representation to be used by computer systems and automate processes or workflows.

Digitalisation is a term that describes the phenomenon of adopting digital technologies in business and society. The term also covers the affiliated changes in the connectivity of individuals, organisations, and objects (Urbach & Röglinger, 2019). Digitalisation is creating acute changes in the world of work. Castells (2000) stated that the key feature of wireless communication is not mobility but perpetual connectivity. Unruh and Kiron (2017) describe digitalisation as “the innovation of business models and processes that exploit digital opportunities. Digitalisation, meaning the growing use of information and communication technology in every area of our lives, has impacted all levels of society and influenced the way business is done. Digitalisation has created many challenges as well as excellent opportunities in the workplace and life in general. In the context of digitalisation and its impact on society, the notion of digital convergence should be emphasised. Tilson, Lyytinen, and Sørensen (2010) point out that digitalisation has a profound impact on society as it promotes convergence across sectors. This is based on the convergence of (digitised) media, which drives social and technical change in the fields of production of culture and knowledge, political participation and collective action, statehood, globalisation, and social structure.

Gartner (2015), as cited in Gray (2015) defines digitalisation with a more business-oriented focus, noting that digitalisation is the use of digital technologies to change a business model and provide

new revenue and value-producing opportunities; it is the process of moving to a digital business. This definition spans relationships between different businesses, in addition to business and government, and the vital relationship to customers. The goal is to realise digitalisation so that there is a clear relationship between the services offered by businesses and the actual needs of customers. In a Digital Business Acceleration Survey conducted in 2021, Garter claims that customers are increasingly shifting toward total digital experiences. Organisations should thus shift to provide this, and concurrently unify their own internal operations to remove silos.

2.3 Definition Digital Transformation

Digitalisation is a concept that is quite distinct from digital transformation. An organisation might undertake a series of digitalisation projects, ranging from automating processes to retraining workers to use computers. Digital transformation, in contrast, is not something that organisations can implement as projects. This broader term refers to the customer-driven strategic business transformation that requires cross-cutting organisational change as well as the implementation of digital technologies. Digital transformation initiatives typically include several digitalisation projects, but executives who believe that there is nothing more to digital transformation than digitalisation are making a profound strategic mistake. According to Westerman et al. (2011), digital transformation refers to the use of technology to radically improve the performance or reach of enterprises. Executives in all industries are using digital advances such as analytics, mobility, social media, and smart embedded devices — and improving their use of traditional technologies such as Enterprise Resource Planning (ERP) to transform relationships, internal processes, and value propositions. In reality, digital transformation requires the organisation to deal better with change overall, essentially making change a core competency as the enterprise becomes customer-driven end-to-end. Such agility may facilitate ongoing digitalisation initiatives but should not be confused with them. Whilst modern information systems make it possible to solve almost every complexity, including HR Management, the transformation of the Human Capital mindset brings along with it a different set of complexities. Rachinger, et al. (2018) purports that whilst Digital technologies have the propensity to improve efficiency in human resource management and reduce the labour intensity of HR functions, accelerate the adoption of managerial and human capital decisions, improve the quality of analytical data and metrics and allow forecasting for the current and strategic periods, the resistance of employees, in particular, representatives of the older

generation, can also affect the efficiency of using digital technologies and the development of digital transformation in the organisation. It thus becomes imperative for organisations to craft out a digital transformation strategy with the end-users/ employees in mind. Figure 2.1 provides a graphical representation of the differences between the three concepts.

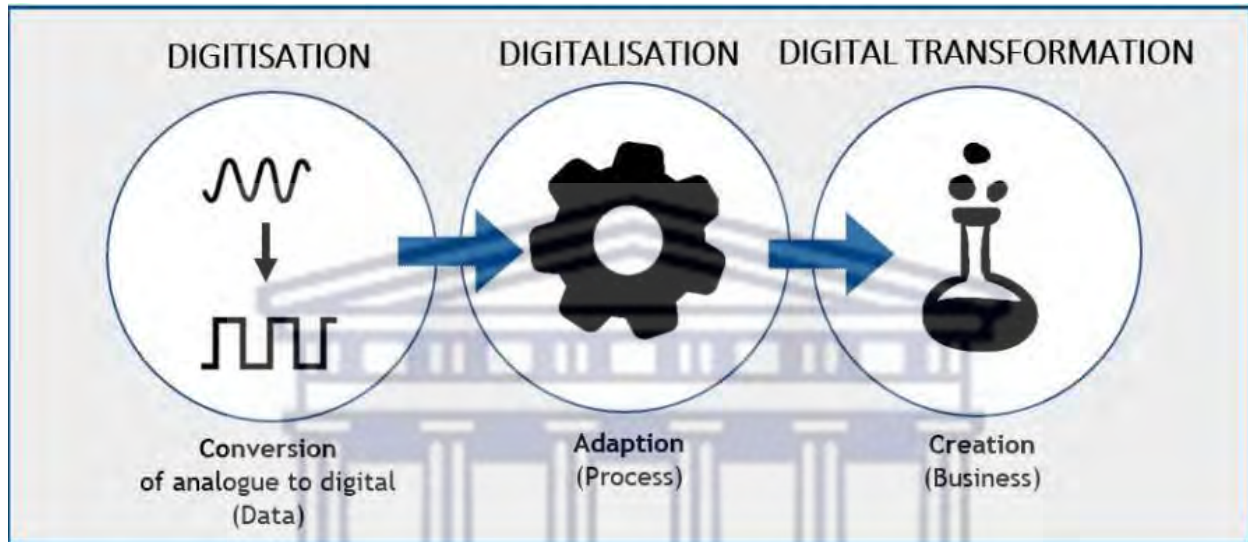


Figure 2.1: Definition of Digitisation, Digitalisation and Digital Transformation (Maltaverne, 2017) retrieved from

https://www.researchgate.net/publication/337167323_Action_Fields_of_Digital_Transformation_A_Review_and_Comparative_Analysis_of_Digital_Transformation_Maturity_Models_and_Frameworks#fullTextFileContent

2.4 Definition of Employee Experience

Employee experience (EX) is the sum of perceptions that employees have about their organisation (Morgan, 2017). The author purports that despite efforts on the part of an organisation, the experience of employees ultimately depends on how such an employee perceives and reacts to the intentions behind the activities designed. The objective of curtailing good employee experience to employees is to manage and retain talent. Those organisations that succeed in crafting an impeccable employee experience for their employees are at the advantage of retaining satisfied and engaged employees.

Morgan (2017) is of the view that an organisation which focuses on EX should be creating a place where employees want to show up instead of assuming that employees need to show up. The EX-equation formula developed by Morgan (2016a) comprises culture + technology + physical space = EX. The cultural environment refers to the “feeling” component. This refers to the vibes an employee gets and the mood and tone that the workplace sets, such as leadership style and overall structure of the organisation. The physical environment is the one that employees can see, touch, taste, and smell, for example, the office and cafeteria. The technological environment refers to the tools employees use to fulfill their daily duties, including devices, applications, software, user experience, design, and digital transformation (Morgan, 2015). The definition of EX varies across diverse literature (Ludike, 2018; Plaskoff, 2017; Raia, 2017), but a commonality exists in describing it as a holistic end-to-end employee journey and their interactions with everything and everyone within an organisation.

According to Plaskoff (2017), EX is a people-first management philosophy that identifies what functions well in organisations by looking at workplace elements that have the greatest influence on employees. As most talent managers focus on the transactional side of human relations, EX places employees at the heart of the equation. A positive customer experience is probably the result of a strong EX, which is crucial for business (Tavis, 2020). Jacob Morgan, who is pioneering the concept refers to employee experience as the combination of an organisation's cultural, physical, and technological environments that enables, empowers, and enhances employee's overall evaluation of their workplace, about the positiveness of such workplaces (Morgan, 2017). Employee experience encompasses everything an employee experiences in an organisation, no matter how big or small, positive or negative, from the time they apply for a job until they want to sign out as an alumna (Farndale & Kelliher, 2013; Gallup, 2018). It speaks of those work-related complexities and norms of creativity, empowerment, and cooperation that are likely to encourage, empower, and engage workers at all stages of their careers (Dery et al., 2018).

The above definitions make it clear - Employee experience is the relationship an organisation creates with employees. Essentially, it is the culmination of the various processes, spaces, and channels organisations use to communicate how they prioritise and value their workforces. This relationship is the by-product of the design of three primary domains namely the **Procedural**

Employee Experience, the Textural Employee Experience, and the Emotional Employee Experience.

2.4.1 Procedural Employee Experience

This refers to the experience of the actual work an employee does and encompasses how the work is structured and the structure of the systems and processes employees participate in to fulfil their roles and responsibilities (Morgan, 2017).

Procedural Employee Experiences designed with intent and foresight revolves around optimising how employees participate in the systems and processes they utilise daily. The intentional design of the Procedural EX considers ease of participation, speed of task completion, and how seamlessly an employee can transition from one system to the next.

2.4.2 Textural Employee Experience

This domain is all about the texture of a work environment, it refers to the literal and figurative places where work is conducted or undertaken. Morgan (2017) conceptualises EX into three primary environments: physical, cultural, and technological. Each of these environments are viewed as their own “places of work,” forms part of what contributes to the unique texture of experiences.

The physical environment involves how an organisation physically arranges their workspaces. The layout and design of everything from cubicles to shared collaboration spaces to open floor plan which all impact employees’ ability to get their work done (Morgan, 2017).

The technology environment concerns the technology companies provide employees to fulfil their roles. Utility is a chief concern in this environment. For any program or tool an employee uses, consideration must be given to the usefulness, accessibility, flexibility and intrusiveness of such (Morgan, 2017).

The cultural environment - Culture is often defined as “the way we do things around here.” As it concerns the Textural EX, culture is an environment created by those shared practices. These

values, rituals, norms, traditions, and beliefs all create an environment of shared purpose that motivates employees to go above and beyond (Morgan, 2017).

The environment an organisation creates, and the experiences they provide, need to facilitate employees' work and enable them to keep pace in a highly competitive, rapidly changing global economy.

2.4.3 Emotional Employee Experience

The emotional employee experience concerns how employees think about the company, how they interact with peers and leaders, and how they understand and navigate their work environment (Organ & Ryan, 2002).

The emotional employee experience is in no way limited to the experiences and feelings of any one employee. What employees think and feel in a day, week, month, or even just a moment ultimately cascades into thoughts and feelings about their collective experiences. Employees typically do not keep these feelings about their experiences to themselves. These feelings are communicated with their colleagues and, together, build collective perceptions about what it is really like to work at the organisation. This is critical, as the feelings are ultimately a rubber stamp on the sum of the employees' experiences. They are a marker of final determination, indicating whether experiences were, in simple terms, "good" or "bad." In this way, the emotional employee experience is perhaps the most important of the three domains. If an organisation operates where employees predominantly have negative emotions about their work experiences, the chances that the EX-strategy is not a successful one (Organ & Ryan, 2002).

Work engagement is influenced by positive employee experience, and over time, this will in all probability lead to a "positivity spiral" of culture, experience, and engagement (Maylett & Wride, 2017). Increasingly, more and more organisations are investing in employee experience—and some of them are even getting it right. Companies that invest in employees experience 4.2 times average profit, 4 times profit per employee, 2.8 times revenue per employee, etc., according to an analysis of 250 organisations (Morgan, 2017). Technology companies are on the forefront championing EX movement in a big way.

2.5 Definition of Work Engagement

Engagement and EX are linked, but EX is the way to sustainably get the latter (Gallup, 2018). William A. Kahn study on work engagement was crucial to studies on work engagement and beyond (Kahn, 1990). Employee experience is a continuation of job engagement, not a substitute for it (Tucker, 2020). Employee experience puts employees at the center of the conversation to examine aspects of work and management practices that are enabling them to be successful continuously or those that are limiting them to deliver on their promise. Work engagement is a more top-down approach about employers deciding on policies, processes, practices, and systems that are likely to impact on people and their jobs (Morgan, 2017). While employee experience is long-term focused and offers potential for ongoing employee happiness throughout an employee's employment, job engagement shows employers' short-term perspective on managing scarce talent. Experience is, after all, the primary means of delivering engagement. There is currently no widely agreed definition of work engagement (Markos & Svirdevi, 2010); the idea was first defined in reference to Kahn's (1990) work, which proposed that engagement entails the expression of the self via work and other employee-role activities. Kahn (1990) further opines that engagement comprises the simultaneous employment and expression of an individual's preferred self in task behaviours that promote connections to work and others. In terms of Kahn's (1990) definition, work engagement essentially relates to the harnessing of members' selves to their work roles. Herein they find expression in physically, cognitively and emotionally exerting themselves in their work. The views that workers have about the company, its executives, and their working environment are the subject of the cognitive component of work engagement. The emotional component pertains to the attitudes that workers have toward the organisation and its leaders, as well as their feelings toward each of those three components. The physical efforts people make to fulfill their responsibilities are the subject of the physical component of work engagement. Consequently, involvement, in the words of Kahn (1990), is "to be psychologically and physically present when occupying and performing an organisational role. A great deal of the time, work engagement has been defined as an employee's level of discretionary effort or their sense of emotional and intellectual commitment to the company (Baumruk 2004, Richman 2006, Shaw 2005). (Frank et al., 2004). Although it is widely acknowledged that work engagement is a multifaceted construct, as Kahn (1990) first proposed, the common theme shared by all these definitions of work engagement is captured by Truss et al. (2006), who define it simply as "passion

for work." This psychological state is seen to encompass the three dimensions of engagement discussed by Kahn (1990) captures the common theme running through all these definitions.

The Gallup Organisation (2005) defines work engagement as the involvement and enthusiasm for work. This implies that an engaged employee is more likely to perform better than a disengaged employee. According to Roberts and Davenport's (2002) theory, employees who are genuinely invested in their work and who relate to it personally are frequently driven by the task at hand. These employees make good use of their abilities and interests, find their jobs interesting and demanding, and as a result, they perceive that they've accomplished something personally. Maslach and Leiter (1997) articulate engagement as the antithesis of burnout which is characterised by energy, involvement and efficacy. These three characteristics are the direct opposite of the characteristics of burnout which are exhaustion, cynicism and inefficacy.

From the above definitions one can deduce that work engagement is in essence a positive attitude that an employee fosters toward their work, which is reflected in their enthusiasm and satisfaction. Engaged employees feel as though they are an integral part of the organisation and that they contribute to the achievement of goals. "The withdrawing or defending of oneself physically, cognitively, or emotionally during their work role performance" is how Kahn (1990) defined personal disengagement. According to this definition, disengaged workers appear to be emotionally and cognitively cut off from the actual work environment, and their actions have become robotic and carefree when it comes to completing tasks. These workers lack the motivation or excitement to complete tasks and exhibit unfavorable attitudes at work.

Work engagement is important because it is closely associated with positive organisational outcomes such as job satisfaction, motivation, commitment and decreased turnover intention whilst simultaneously improving the organisational health and wellbeing of employees (Bakker, Demerouti & Schaufeli, 2003). An engaged employee is more inclined to be committed to the organisation, and conversely a disengaged employee will be less committed and have a greater intention to leave the organisation (Saks, 2006).

According to Chughtai and Buckley (2007), investing in an environment that is conducive to an engaged workforce is critical for the growth and profitability of the organisation.

2.5.1 Dimensions of Work Engagement

Drawing inspiration from Kahn's (1990, 1992) work, Rothbard (2001) adopted a slightly different view and described engagement as a two-dimensional motivational construct that encompasses attention (defined as “the cognitive availability and the amount of time one spends thinking about a role”; p. 656). Those who view work engagement as the positive antithesis of burnout take a very different view (Maslach et al., 2001). Unlike individuals experiencing burnout, engaged workers perceive their work as challenging rather than stressful and demanding. They also feel an energetic and effective connection with their work. Whilst research dictates that work engagement can be conceptualised as a multi-level construct, this study is primarily concerned with engagement at an individual level and considers work engagement as a separate, independent concept that has a negative correlation with burnout. For the purpose of the current research, the following dimensions are considered relevant for work engagement:

- ***Vigour*** is characterised by high levels of energy and mental resilience when performing work related tasks, the willingness to invest discretionary effort in one's work, the absence of fatigue and persistence in the face of adversity (Schaufeli et al., 2002). Along with a strong level of perseverance in the face of adversity, there is a determined investment in the actual work. This aspect can be determined based on Atkinson's motivational theory which purports that motivation is strength of doing work or resistance against that. Thus, as components of job engagement, strength and resistance are discussed, and their meaning is consistent with the common understanding of motivation.
- ***Dedication*** is characterised by deriving a sense of significance from one's work, by feeling fervent and a sense of pride about one's job and feeling inspired and challenged by it (Schaufeli et al., 2002). Being inspired, enthused, and deeply invested in your work are characteristics of dedication (Rayton & Yalabik, 2014). According to Song et al. (2012), dedication is the ability to derive meaning from one's work, feel excited and proud about the job one is assigned, and feel inspired and challenged by it.

-
- **Absorption** is characterised by complete immersion in one's work and having difficulties detaching oneself from it (Schaufeli et al., 2002). Absorption, is defined as a general lack of conscious awareness of the amount of time spent on the job, a strong sense of detachment from your surroundings, and a high degree of concentration on your work (Rayton & Yalabik, 2014). Being absorbed in one's work entails being focused and involved, making time seem intangible and making it challenging for oneself to become disengaged from one's work. Additionally, having work experience is enjoyable for individuals. They only do that because they have that, and they don't think paying a high salary for a job is as important as it is for other people (Hayati et al., 2014).

2.6 Theoretical Framework

2.6.1 The Emergence of Engagement in Business and Academia

Although it is not entirely clear when the term “engagement” was first used in the work context, the Gallup Organisation is credited with coining the term in the 1990s. In 1988 results pursuant from a survey conducted by the organisation on approximately 10 000 employees on “strong workplaces” were obtained. This measuring instrument containing 12 questions sought to assess employees’ perception of such workplaces, and later became known as the Q¹², Gallup Engagement Questionnaire (see Figure 2.2).

Figure 2.2

Q¹² Gallup Engagement Questionnaire

THE 12 ELEMENTS OF GREAT MANAGING

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q¹² – emerged from Gallup's pioneering research as those that predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

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The Gallup Q¹² items are Gallup proprietary information and are protected by law. You may not administer a survey with the Q¹² items or reproduce them without written consent from Gallup.

GALLUP

Gallup's Engagement Questionnaire retrieved from <https://news.gallup.com/businessjournal/28270/fourth-element-great-managing.aspx>

Around the turn of the century the concept of engagement began to spark keen interest with Practitioners and businesses alike. This was mainly attributed to the changes that were – and still are taking place within organisations.

Conjointly, these changes constitute what can be termed “psychologisation” of the workplace. Psychologisation implies that the majority of the current changes require a consequential psychological transformation and involvement from employees. More than ever, employees require psychological capabilities in order to thrive and to contribute to organisational success. Organisational change requires adaptation, diversity requires perspective taking, teamwork requires assertiveness, working in vertical networks requires communication skills, job crafting

requires personal initiative, boundarylessness requires self-control and mental and emotional demands require resilience (Harter et al., 2010).

In modern organisations employees' psychological capabilities are of paramount importance. Contrary to the traditional workplace, employees in modern organisations bring their entire being to the workplace. For engaged employees who are happy and completely committed to their work, their passion for what they do is fueled by their commitment to their employers and their roles, which is frequently reflected in the organisation's success. This term, also referred to as affective commitment is in essence an employee's emotional attachment to the organisation. Strong affective commitment among staff members makes them more devoted, engaged, and motivated to achieve company objectives. Organisational management practices often have a direct impact on this kind of commitment. Employee affective commitment will be higher when employees feel valued and supported in pursuing their well-being.

Ulrich (1997) postulates that employee contribution becomes a critical business issue, because in trying to produce more output with less employee input, organisations have no choice but to try and engage not only the body, but also the mind and soul of every employee. The above is indicative of how critical work engagement is; firstly, the organisation's human capital becomes increasingly important because much more is required from a much more condensed workforce; secondly, the modern organisation requires employees who are both willing and able to invest in their jobs psychologically.

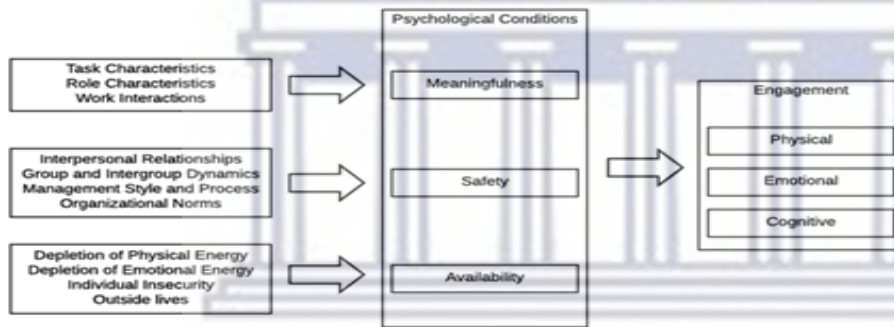
Between 2000 and 2010 there was a proliferation in the number of publications on the subject of work engagement and work engagement; also emerging was the science of positive psychology. Proclaimed by a group of scholars working with Martin Seligman, Positive Psychology refers to the scientific study of optimal human functioning that intends to discover and promote factors that allow individuals, organisations and communities to thrive. It is evident that work engagement fits this novel approach that has gained significant momentum in the past decade. The Positive Psychology movement has created the fertile soil that has propelled engagement into greater heights in academia.

2.6.2 Kahn's Need Satisfying Approach

This model is based on Kahn's (1990) approach that the cognitive aspect of employees' engagement at work includes their beliefs about the organisation, management, and working conditions. Kahn holds the view that individuals who engage on a deeper level in their role at work are able to drive personal strength or energies into role behaviours and demonstrate the self within that particular role. The model explains that when the preferred self is expressed, the individual engages in task behaviours that build up connection to work and to others (Kahn, 1990).

Figure 2.3

Kahn's need satisfying model



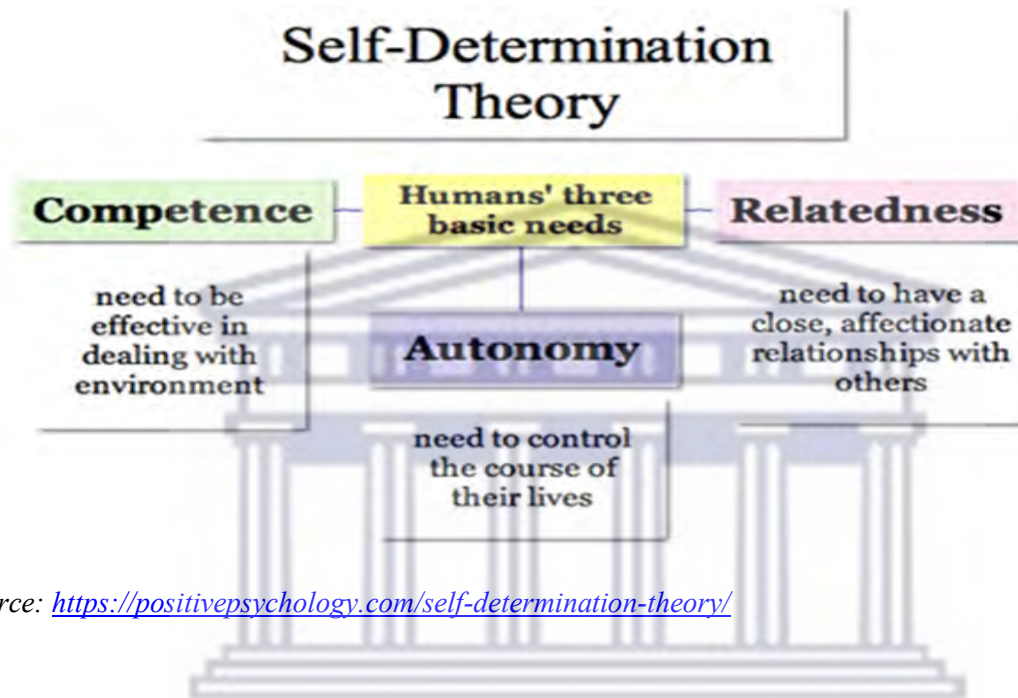
Source: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.868.2141&rep=rep1&type=pdf>

2.6.3 Self-Determination Theory

This theory helps to explain work engagement in conjunction with psychological states and behavioural repercussions pursuant from the absence of work engagement. This theory bases work engagement on two forms of motivation – intrinsic and extrinsic motivation. According to this theory, an intrinsic motivation encourages task performance for its own sake out of the individual enjoyment and interest. Extrinsic motivation encourages task performance for its own sake out of the individual enjoyment and interest. Extrinsic motivation encourages task performance for instrumental reasons; however, extrinsic motivation is predominant in the work context. This theory explains that employees who are engaged in what they are doing experience better physical and psychological wellbeing than those employees who are less engaged (Meyer & Gagne, 2008).

Figure 2.4

Self-Determination Theory



Source: <https://positivepsychology.com/self-determination-theory/>

2.7 Digitalisation¹

Recently, a new concept and scale of techno-work engagement was developed to identify the positive well-being aspects of technology use at work (Mäkiniemi et al., 2019). The development of the Technowes Engagement Scale marked a significant milestone in the field of technology and human interaction research. Originating in the early 21st century, this scale emerged as a vital tool for measuring individuals' engagement with technology in various contexts. It was crafted through rigorous empirical research, drawing upon interdisciplinary insights from psychology, sociology, and human-computer interaction studies. The scale's evolution has mirrored the rapid advancements in technology, adapting to assess engagement across diverse platforms and devices, from traditional desktop computers to smartphones, wearables, and virtual reality environments.

¹ The Technowes Engagement scale was adopted to measure digitalisation perceptions in this study.

Developed and validated by (Mäkiniemi et al., 2019), the concept of techno-work engagement represents this positive experience in the work with technology opposed to the negative experience of technostress. Researchers continuously refine and expand the TechnoWES Engagement Scale to capture the nuanced ways in which humans interact with technology, making it an invaluable instrument for understanding our ever-evolving relationship with the digital world. Developing a scale of this nature was deemed essential since prior research predominantly focused on the negative or demanding aspects of technology use (Ragu-Nathan, Tarafdar, Ragu-Nathan, & Tu, 2008). Moreover, the fact that an employee does not report negative well-being experiences, such as technostress, related to technology use is not necessarily indicative of positive experiences. Consequently, it is not possible to measure positive experiences with scales that focus on negative experiences. Tarafdar, Cooper and Stich (2017) recently suggested that there is a need to consider the positive aspect of technostress, also referred to as techno-eustress (i.e., the perception of technology use as challenging, thrilling and motivating). The authors argued that mastering such challenges could lead to positive outcomes, such as greater work engagement. Techno-work engagement refers to employees' technology-related experiences of well-being, and it is defined as a fulfilling state of mind associated with the use of technology (Mäkiniemi et al., 2017; Mäkiniemi et al., 2019). Similar to work engagement, it is a positive motivational state characterised by vigour, dedication and absorption.

2.8 Definition of Turnover Intention

Turnover behaviour denotes the volitional movement of employees across the membership boundary of an organisation. Mossholder et al. (2005) refers to turnover intention as an employees' contemplation to exit their organisation in spite of the opportunity to stay. This process occurs over multiple stages and includes attitudinal, decisional and behavioural components (Martin & Roodt, 2008). Described as the final sequence of withdrawal cognition in the turnover process, the intention to quit connotes the likelihood that an employee will quit their job in the foreseeable future (Perez, 2008). Whilst not all intention to leave is succeeded by actual turnover, the intention represents a significant outcome variable (Chang et al., 2013). Behavioural intention and actual behaviour are highly correlated (Ajzen, 1991).

Previous studies on the factors that influence employee retention or turnover may not have distinguished between the factors' effects on employees' intentions to stay or leave (Johnston,

1995). It is assumed without question that the intentions of staying and leaving are just two sides of the same coin. For example, it was discovered that employees' behavioral intentions were significantly predicted by perceived organisational support (POS), suggesting that high POS will result in an intention to stay and low POS will result in an intention to leave (Johnston, 1995). This implication however has to be empirically verified. For instance, it was believed that the same factors that affected job satisfaction in employees would also affect job dissatisfaction. Consequently, if an organisation were to eliminate a factor which affects job satisfaction, it would experience an increase in job satisfaction among employees. Herzberg (1966), however, discovered a distinct phenomenon. He discovered that there are two sets of factors: one set (motivation factors) affects job satisfaction, while the other (hygiene factors) has no effect on job satisfaction but may raise it due to the factors' absence. Employee turnover intentions are influenced by numerous factors. Previous research implies that trust, work-life balance, job satisfaction, and management support are the main factors that affect employee retention. Promoting employee well-being also considerably reduces employee turnover. Over time, other factors that were previously unimportant have come to light, including leader-member exchange, workplace culture, happiness, joy in the workplace, career management, creative work behavior, and employee delight. Further studies have indicated that a positive attitude towards work, reflected in the enthusiasm and full engagement in work significantly reduces the intention to quit (Lockwood, 2007). Numerous previous studies have provided compelling evidence for the correlation between work engagement and intention to leave. Employees that are engaged are typically excited about their work and filled with positive energy, which helps them concentrate and ultimately enjoy what they do. An employee's enjoyment prevents them from thinking negatively or from acting in a way that is lower quality but still positive. One example of this kind of behavior is the decision to stay in the organisation. Taking cognisance of the fact that approximately 9 to 25 percent of turnover intention is manifested in actual turnover, it is fundamentally important that employers are cognisant of the salient variables that coerce the development of such.

The above clearly speaks to the ambiguity of turnover intentions, which reflects the attitude an employee has toward an organisation. Robbins and Judge (2015) denote that attitudes are extremely complex, which requires the consideration of several fundamental components in order to truly understand them.

2.8.1 Intention to Quit Theories

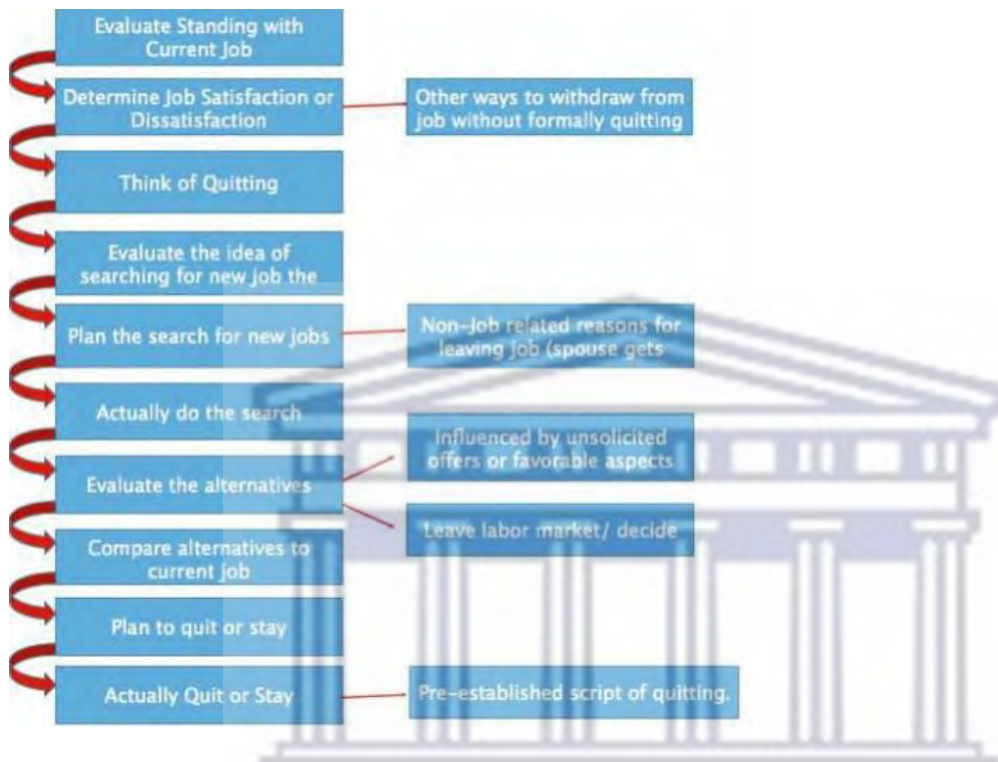
Intention to quit is also termed turnover intention (Shields & Ward, 2001). Contrary to actual turnover, turnover intention is ambiguous in that it essentially reflects the attitude that an employee has towards the organisation. Because of the complexity of individual attitudes, several fundamentals must be considered in order to understand them. The terms turnover intention and intention to quit are used interchangeably in the literature in order to describe the likelihood that an employee will quit his or her job in the near future. Tett and Meyer (1993) define turnover intention as the conscious and deliberate willfulness to leave the organisation, whilst Souza-Poza and Hannenberg (2004) define it as the probability that an individual will change his or her job within a certain time period. Psychological research proposes that there is a positive relation between the intention to quit and actual turnover (Griffeth et al., 2000). It is imperative to gain a comprehensive understanding of the complex nature of turnover intention. The baseline of initiating the process of understanding turnover intention can be deduced from turnover models proposed in literature. Some of the pioneers in formulating such theories include March and Simon (1958) and Mobley (1977).

2.8.2 Mobley's Decision Process Model

Mobley (1977) demonstrates by means of a step by step process the complex decision process an employee passes through when contemplating the intention to quit. This decision occurs in multiple stages, and the approach is described as a sequence of cognitive actions which start with evaluating one's existing job (Harpert, 2012). The decision-making process is initiated by an evaluation of the status quo. If a negative evaluation arises, it may potentially lead to job dissatisfaction and promote turnover intentions. The decision process is depicted in figure 2.5.

Figure 2.5

Mobley's Decision Process model



Mobley's Decision Process Model. Retrieved from: <http://whatsyourjobattitude.weebly.com/mobleys-model.html>

2.8 Conceptual Framework

A body of knowledge indicates that employee job engagement perceptions have a number of fundamental organisational outcomes. Among these are the issues of retaining employees and customers alike. Retail sectors in particular suffer from exceptionally low engagement levels and addressing this issue has become a critical component of the HR strategic plan. Studies indicate that retail workers are the least engaged of all occupations. According to Engage for Success, 77% of retail employees are disengaged with the brand values of their organisation. A further study conducted by Gallup indicated the national average of disengaged employees at 33%. Addressing the core drivers that lead to these outcomes – primarily lack of engagement, will enable retailers to substantially decrease costs.

It is evident that the retail sector faces a unique set of challenges when it comes to its workforce. Business leaders are realising the link between the employee and the customer experience, and the

impact of such on the organisations bottom line. Engagement levels are quintessential to the organisation maintaining its competitive edge. In this context, the strategic case for creating a business case for engagement should be clear.

2.9 The Relationship among the variables used in the study

2.9.1 Digitalisation and Intention to Quit

Technology is an important factor within the work environment and is linked to individual and organisational outcomes (Limbu et al., 2014). These outcomes may be positive or negative (Diaz et al., 2012). Positive outcomes may be associated with increased efficiencies, and conversely negative outcomes may be associated with total disengagement and increased turnover intention. The future of work cannot be separated from the utility value played by technology (Colbert et al., 2016; Coyle, 2017; Habraken & Bondarouk, 2017). It is thus important to understand the impact of digitalisation and how it contributes to turnover intention.

Hypothesis 1: There is a negative relationship between digitalisation and intention to quit.

2.9.2 Work Engagement and Intention to Quit

The above paragraphs outlined all the variables and how these uniquely impact one another. How work engagement correlates with turnover intention is clearly justified from various past literatures. Engaged employees tend to be enthusiastic regarding their work, occupied with high levels of positive energy, causing them to focus in completing their work and hence making them enjoy their work (Schaufeli et al., 2002). This enjoyment causes an employee not to think about negative thoughts or display their higher-positive quality behaviour (Hsieh & Wang, 2015) An example of such behaviour is having the notion not to leave the organisation. In short, work engagement theoretically predicts turnover intention.

Hypothesis 2: There is a negative relationship between work engagement and intention to quit.

2.9.3 Digitalisation and Work Engagement

Technology has shown to be a significant aspect influencing both the frontline and backstage workforce in their everyday work (Ostrom et al., 2015). In the digitalised era, new forms of management, leadership, strategies, service designs, and working processes are emerging

(Udovita, 2020). When rapid changes like digitalisation occur, the level of uncertainty, either negative or positive raises. Thereof, significant effects are seen on the employees' productivity, commitment, and loyalty (Umans et al., 2018). On one hand, digitalisation has proved to contribute to making employees' performances more efficient in terms of faster decision making and lower risk (Umans et al., 2018). On the other hand, also the characteristics of the job influence the employees' engagement at work. Marsh et al., 2022 explored the effects of an intensified digital workforce driven by the COVID 19 pandemic which has illuminated the benefits of digitalisation, but also shone a spotlight on the dark side of this phenomenon. The findings show that a great deal of knowledge has been discovered about some negative side effects of email and smartphones, stress in particular. Beyond specific information and communication technologies (ICTs), a more comprehensive understanding of how they might appear in relation to employees' overall digital work experience is lacking, as is a clear understanding of the objective demands of the technology that these effects are linked to. Much remains to be understood across the full range of dark side effects in relation to the digital workplace including the associations between them and how they relate to cognitive and affective outcomes.

Oldham and Da Silva (2015) purport that fully engaged employees foster innovation and teamwork, and that technological platforms may aid in creating environments that foster innovation by facilitating access to new and varied information, work engagement, and help putting creative ideas into practice. Since digital technologies are imperative for achieving new forms of engagement and collaboration, digitalisation can be viewed as an enabler (Huy & Shipilov, 2012). According to Kane, Palmer, Phillips, Kiron, and Buckley (2016), organisations can achieve strategic success through the efforts of engaged and committed employees when they have an effective digital culture as a common denominator. Larkin (2017) asserts that technology gives employees a direct line of communication with management through which they can discuss issues, exchange ideas, and possibly even make strategic contributions.

According to Larkin (2017), digital cooperation will dismantle corporate silos and enable teams to interact socially and enhance one another's work in real time. As the changes impact on most areas of the organisation, it also has great influences in the human resource practices and the working environment. Changes that occur are fundamental, disruptive and very dynamic. Conventional work processes must be radically changed to ensure organisations can adapt in the competitive

landscape. The consequences of these changes directly affect the psychological condition of employees. If this is not handled properly it might have a negative influence on employee commitment and engagement.

Hypothesis 3: There is a relationship between digitalisation and work engagement.

2.9.4 Digital and employee experience

One of key variables that predicts turnover intentions is work engagement. Engaged employees are energetic and always focus in completing their work. They interpret work as challenging rather than stressful or demanding. Taking this into consideration, one has to consider the changes pursuant from digital transformation and how this links to decreased engagement and possible intentions to quit. The future of work will be greatly impacted by the benefits and challenges posed by digitalisation, and it is thus critical for organisations to make sure their human capital is continuously equipped with the relative competencies necessary to support the organisation in remaining relevant over time (Antikainen et al., 2018; Brougham & Haar, 2018; Nerdrum and Erikson, 2001). As a result, current discussions argue that team leaders in the digitally advanced world of today must be capable of managing and implementing radical innovations (Brougham & Haar, 2018; Ogbeibu et al., 2021a; Oosthuizen, 2019).

Hypothesis 4: There is a positive relationship between digitalisation and employee experience

2.9.5 The relationship between employee experience and intention to quit

Employee Experience and Intention to Quit

Workplace culture, enabling technologies, adaptable HR policies and procedures, and most importantly, inclusive leadership all contribute to how an employee perceive and experience their work environment. Employee engagement is determined by positive EX, which is likely to start a "positivity spiral" of engagement, culture, and—most importantly—the bottom line of the

organisation. The effects of working conditions on employees' outcomes, including their intentions to leave, can be both positive and negative. Perceived work circumstances may influence turnover intentions, according to a variety of studies conducted on a range of working samples (Houkes et al., 2001; Huang et al., 2007; Podsakoff et al., 2007; Poilpot-Rocaboy et al., 2011; Burakova et al., 2014). According to Mueller and Price (1990), psychological, sociological, and economic factors all play a role in voluntary turnover. Their explanatory model for voluntary turnover incorporates a variety of drivers, including personality traits, working conditions, and environmental factors. The authors purport that when employees' expectations of the organisation are not met, it negatively affects their dedication to their work and job happiness, which ultimately leads to their decision to leave the organisation. In the long run, a "positivity spiral" of culture, experience, and engagement is likely to result from a positive work experience, which in turn influences employee engagement and influences their commitment to the organisation (Maylett & Wride, 2017). Organisations are increasingly investing in employee experiences, and some of them are even doing it well. An analysis conducted of 250 organisations revealed that organisations who invest in their employees' experience increases in average profit of 4.2 times, profit per employee of 4 times and revenue per employee of 2.8 times. (Morgan, 2017).

EX is an ongoing journey of encouraging individuals to perform at optimum throughout their employee lifecycle. Given the major impact on an organisation's long-term financial the appropriate amount of energy must be spent to ensure that EX is not left unmanaged. Therefore, it is critical for employers and HR professionals to understand how employees think and feel in order to support organisations in making the right decisions and enhancing the experiences they provide for their internal consumers.

Hypothesis 5: There is a negative relationship between employee experience and intention to quit.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In the preceding chapters the research question was presented which created a segue into the formulation of the research question. The literature review which followed provided a cohesive summary of existing knowledge pertaining to the variables used in the study. This was followed by the research hypotheses. In this chapter an outline of the research design will be presented which attempts to answer the research question. In order to study the relationship between digitalisation and engagement, data was collected using a quantitative, non-probability sampling design, based on the method of convenience. In non-probability sampling, the researcher selects samples based on his/her subjective judgment as opposed to random selection. Ultimately, this suggests that findings pursuant from the study cannot be confidently generalised to the population (Sekaran, 2001, p.277). With convenience sampling the researcher selects the population because they are conveniently available to the researcher. This is especially useful in instances where time is a critical resource to the researcher and results are required fast and effectively (Terreblance et al., 2006). The meta-theory of the study is based on the positivist paradigm. This paradigm assumes that a single reality exists, and that the knowledge obtained within this reality is done so objectively and void of the influence of human behaviour (Crowther & Lancaster, 2008). Babbie and Mouton (2001) opine that the use of quantitative research in social science is essential as it serves as an empirical system in establishing relationships between the variables being studied. In the current study this method was used to gather data in the form of a web-based questionnaire distributed to respondents.

3.2 Research design

According to Cohen and Arieli (2011), research implies the "gathering and analysis of information or data and extricating new meaning from it or developing unique solutions to problems or cases. Different social scientists defined research design in their own unique way. Mcombes (2021) defines research design as a strategic approach to answering research questions by means of empirical data.

Creswell and Creswell (2022) advance three types of research designs namely qualitative, quantitative and mixed methods. Qualitative research seeks to explore and understand the meaning individuals or groups assign to a social or human problem. Data is typically collected in the participant's setting, data analysis inductively building from particulars to general themes, and the researcher making inferences of the meaning of the data. Quantitative research tests objective theories by investigation of the relationship among variables. These variables were measured by use of instruments, in order for the numerical data to be analysed using statistical procedures. (Creswell, 2008) Mixed methods research combines or associates both qualitative and research methods and involves philosophical inferences, qualitative and quantitative approaches, and the mixing of both approaches in a study. Yu (2009), as cited in Creswell & Clark (2007).

This study used a research strategy based on descriptive statistics and the quantitative method. The goal of descriptive research is to characterise and define a phenomenon (Nassaji, 2015). It is more concerned with the "what" than the "how" or "why" of a situation.

3.3 Sampling and Research Participants

3.3.1 Population

According to Sekaran (2003), a population refers to the entire group of people, events or things of interest that the researcher is interested in investigating. The study aims to gather a broader understanding of the effects of digitalisation within a large retail corporation in the Western Cape. As the target population would comprise of people or objects in which the researcher wishes to generalise the study findings the target population for this study was approximately 120 employees across various occupational levels employed at a selected retail corporation in the Western Cape.

3.2.2 Sample

Sampling is the process of selecting units (e.g., people, organisations etc.) from a population of interest so that by studying the sample we may fairly generalise our results back to the population from which they were chosen. Sekaran (2001) defines a sample as a subset of the population. It comprises members selected from the population (Sekaran, 2001). The author postulates that using sampling is necessary as in some instances it would be practically impossible to collect data from the entire population and it would be practically impossible to collect data from, or test or examine

every element in research investigations. For this research study a sample of 80 employees across various occupational levels was drawn from a selected retail corporation in the Western Cape. The occupational levels included Administrators, Store Managers, HR Professionals and Senior Managers.

Sekaran (2000) distinguishes between two categories of sampling, namely probability and non-probability sampling. Probability sampling occurs when the elements in the population have some known chances or probability of being selected whereas non-probability sampling elements do not have known or predetermined chances of being selected as subjects. To elicit participation for this study, a non-probability sampling design in the form of convenience sampling was used.

Sekaran (2000) defines convenience sampling as the type of sampling that involves collecting information from members that are conveniently available to provide information. Convenience sampling is the best way of getting some basic information quickly and efficiently. Another advantage of this sampling is that it is inexpensive and convenient. A disadvantage would be that the sampling is not an accurate representation of the population, skewing the results quite radically and rendering any conclusive data hard to make convincing and from which to draw generalisations, regarded as a form of sampling bias, meaning that the results from the study conducted with such a sample cannot be generalised to the population as a whole. Table 3.1 provides the biographical statistics of the sample.

Table 3.1

Biographical statistics of the sample

Distribution	Frequency (80)	Percentage (%)
Gender		
Female	38	48%
Male	39	49%
Non-binary/non-conforming	2	3%
Transgender	1	1%

		100%
Age (years)		
20 - 29	15	19%
30 - 39	24	30%
40 - 49	28	35%
50 - 59	11	14%
60 – 69	2	3%
		100%
Race		
Black (African)	17	21%
Coloured	31	39%
Indian	6	8%
White	26	33%
		100%
Marital Status		
Divorced	7	9%
Married	51	64%
Never Married	22	28%
		100%
Home Language		
Afrikaans	9	11%
English	55	69%
Northern Sotho	1	1%
South Sotho	5	6%
Swazi	1	1%
Tsonga	1	1%
Tswana	3	4%
Xhosa	3	4%
Zulu	2	3%
		100%
Occupational Level		
Junior Management	8	10%
Middle Management	23	29%
Senior Management	31	39%
Skilled worker	18	23%
		100%

3.2 Data Collection Procedure

For the purpose of this study a quantitative research method utilising scientifically consistent and valid questionnaires to collect the data was employed. Data was collected upon obtaining ethical clearance from the HRSECC committee at the University. The Chief People Officer at the organisation in question gave permission for the collection of data from a population of N=120 across the head office and field environment. Responsibility for circulating the questionnaires was handed to the Senior HR Business Partner who also ensured that copies were available.

The data was collected using four different questionnaires, namely the Employee Net Promoter Score (eNPS), Technology Work Engagement Scale (TechnoWES), the Utrecht Work Engagement scale (UWES – 9) and Intention to Quit Questionnaire. The questionnaires were preceded by a cover letter which explained the purpose of the study. The cover letter elucidated that participation was voluntarily and that confidentiality will be maintained throughout the study.

3.3 Data collection instruments

Biographical Questionnaire

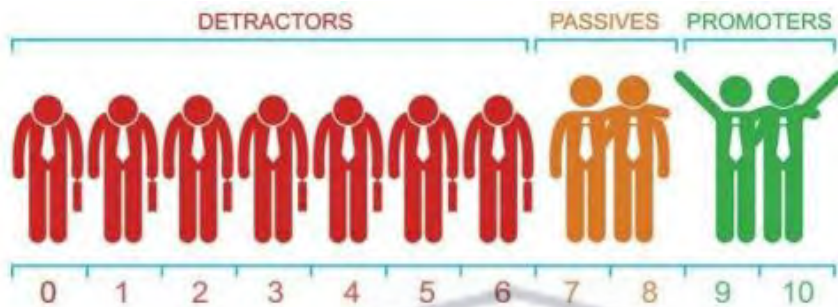
A self-developed biographical questionnaire was used to gather information about the respondent's age, race and gender, number of years in their occupation and standard hours worked per day.

Net Promoter Score (NPS)

Net Promoter Score (NPS) is a tool typically used to gauge the loyalty of an organisation's customer relations and loyalty. The employee Net Promoter Score (eNPS) is a concept that is derived from the NPS system which allows employers to measure their employees' willingness to be ambassadors for the organisation. It does this by asking the question "on a scale from 1 to 10 "How likely is it that you would recommend this company as a place to work?"

Figure 3.1

The NPS system



Source-<https://www.peoplepulse.com/resources/useful-articles/nps-net-promoter-score-completeguide/>

Promoters are those who answer 9 – 10 and are considered the most loyal.

Passives are those who answer 7 – 8. They are not considered necessarily negative but are also not entirely loyal.

Detractors are those who answer 0-6 and who are not likely to recommend employment at the organisation. (refer Figure 3.1 above)

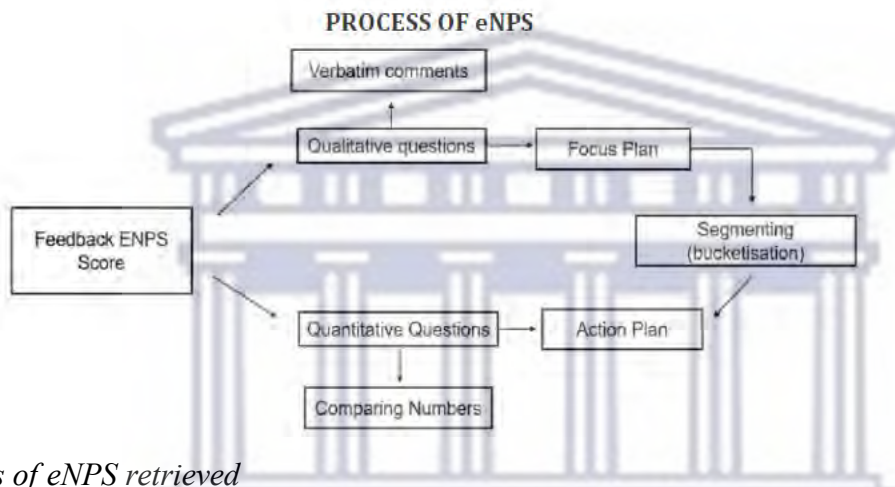
Although the Employee Net Promoter Score is a relatively new metric which is derived from the Net Promoter Score as proposed by Reichheld (2003), the measure has been found to be more reliable compared to other metrics measuring the same constructs (Rajasekaran, 2019). Highly satisfied employees advocate for the organisation on behalf of their friends and family. Employers must thus determine the issues involving the employee and seek to find workable solutions. Finding problems is best accomplished by asking employees about their opinions and conducting a survey. ENPS is the appropriate tool because employees are not able provide customers with 100% satisfactory service until they are 100% satisfied themselves. eNPS is thus a means to address and resolve concerns employees may have. In addressing these concerns and implementing actions to improve, the organisation could benefit by having a more engaged workforce.

Surveys and questionnaires are used to gather data; the questions are separated into quantitative and qualitative categories based on the feedback received. Verbatim comments are asked in qualitative inquiries, which are then carefully read, categorised according to the different

questions, and assessed. After evaluation, the comments are applied to the points that need more action. Quantitative questions ask staff members to rate the company based on a range of criteria, which are then compared and broken down. Recurring problems or questions are taken seriously, and a plan of action is created to address them.

Figure 3.2

The eNPS process



Process of eNPS retrieved

https://www.researchgate.net/publication/330103327_IMPACT_OF_EMPLOYEE_NET_PROMOTER_SCORE_IN_ORGANISATIONAL_GROWTH?enrichId=rgreq-fc540d86750cb1640f57f2faee6c6509-XXX&enrichSource=Y292ZXJQYWdlOzMzMDEwMzMzMyNzIzBUzo3MTA4NzMwMTOzNDE2MzJAMTU0NjQ5Njc0MjA5OA%3D%3D&el=1_x_2&_esc=publicationCoverPdf

Results pursuant from a study conducted by Legerste (2013), utilising the eNPS in conjunction with other questionnaires indicated that all concepts have a Cronbach Alpha higher than 0.70, indicating that the scales of items used for the constructs are considered reliable (Field, 2005).

Digitalisation

Digitalisation was measured using the Technology Work Engagement Scale (TechnoWES). Technology Work Engagement measures individuals' engagement with technology in various contexts. Developed and validated by (Mäkineniemi et al., 2019), The concept of techno-work engagement represents this positive experience in the work with technology opposed to the negative experience of technostress. Organisations are continuously looking for methods to enhance service delivery and optimise their HR operations in the fast-paced field of human

resources. The implementation of HR shared services is a strategic approach aimed at providing employees and the organisation as a whole with streamlined and efficient HR processes. The term "HR shared services" describes how HR-related tasks can be centrally located using technology and made easily available to all members of the organisation. It entails putting in place employee self-service portals, automating HR procedures, setting up a single point of contact for inquiries about HR, and other tasks that contribute to the unification of HR operations. Whilst the benefits are plenty and include cost efficiency, standardisation and consistency, freedom from the administrative burden and a shift toward strategic initiatives, it also has a crucial element of technology integration. With HR systems automated, employees are required to increasingly interact with technology in order to access what is perceived to be a personal service. This may lead to the perception of abandonment and could potentially affect employee morale and engagement. Techno-work engagement was measured with the TechnoWES, which captures positive well-being related to technology utilisation at work (Mäkineniemi et al., 2019). The TechnoWES consists of nine items that represent the three aspects of techno-work engagement (i.e. techno vigor, techno dedication, and techno absorption; measured with three items each). Respondents will be asked to evaluate how often they have certain kinds of feelings and thoughts using a 7-point scale (1 = never; 7 = daily). An example of an item describing techno vigour is 'When I utilise technology in my work, I feel that I am bursting with energy.' An exemplary item measuring techno dedication is 'I am enthusiastic about utilising technology in my job.' Finally, an example techno absorption item is 'I feel happy when I am immersed in using technology in my work.' Technology-related self-efficacy, as an individual workplace resource, was measured by three items (e.g. 'I feel confident that I have the necessary skills in educational technology') on a 5-point scale (1 = strongly disagree; 5 = strongly agree; items adapted from (Wang et al., 2004). Technology-related job resources will be assessed with three subscales (adapted from Lam, Cheng, & Choy, 2010).

A study conducted by Ahola, Joensuu and Mäkineniemi (2019) to explore how technology-related workplace resources, such as technology-related self-efficacy and autonomy, predict teachers' positive well-being and techno-work engagement yielded the following results:

Table 3.2*TechnoWES psychometric properties*

	CR1	AVE2	(1)	(2)	(3)	(4)	(5)
Technology-related self-efficacy (1)	0.915	0.783	0.885				
Technology-related collegial support (2)	0.914	0.781	0.291	0.884			
Technology-related autonomy (3)	0.811	0.592	0.502	0.422	0.770		
Technology-related competence support (4)	0.760	0.518	0.387	0.397	0.375	0.720	
Techno-work engagement (5)	0.949	0.673	0.529	0.274	0.511	0.425	0.821
Mean			2.98	3.82	4.08	3.28	3.94
SD			1.00	0.87	0.65	0.75	1.50

Composite reliability, ² Average variance extracted.

Utrecht Work Engagement Scale (UWES - 9)

The Utrecht Work Engagement Scale (UWES-24) originally consisted of 24 items (Schaufeli & Bakker, 2003). The scale measured three subscales, namely vigour (nine items), dedication (eight items) and absorption (seven items). The vigour subscale measured employees' energy and level of mental resilience while working, their willingness to invest effort in their work, and their persistence when facing obstacles. The dedication subscale determined whether employees experience a sense of significance at work, and whether they are enthusiastic, inspired and proud of their work connection. The absorption subscale was used to establish whether employees are fully concentrated on their work, so that time passes quickly, and they have difficulty detaching themselves from their work. After the deletion of psychometrically unsound items, only 17 (UWES-17) of the original items remained (Schaufeli et al., 2002). Further psychometric evaluations identified two more weak items (UWES-15) (Demerouti, Bakker, Janssen & Schaufeli, 2001). Subsequent research, conducted among employees in 10 different countries, revealed that

the UWES-17 could be reduced to nine items (UWES-9) (Janse van Rensburg, 2010). A cross-cultural analysis of Italian and Dutch white-collar employees supported the excellent internal consistency reliability (Cronbach's α) of the UWES-9 ($\alpha = .92$) and its subscales, depicted in Table 3.2 (Balducci et al., 2011). Today, the UWES-9 is generally used by researchers and practitioners.

For the purpose of this research study, the three subscales of the UWES-9 were combined. The composite measurement indicator measured work engagement among employees employed by Retail Corporation in the Western Cape. Responses were scored on a seven-point Likert scale (1 = never; 7 = every day).

Table 3.3

Cronbach's Alpha coefficients of the UWES-9 Subscales as tested by Balducci et al., 2011

<i>Cronbach's Alpha of the UWES-9 Subscales</i>	<i>Cronbach's α</i>
<i>Vigour</i>	$\alpha = .86$
<i>Dedication</i>	$\alpha = .89$
<i>Absorption</i>	$\alpha = .76$

Source: Balducci, C., Fraccaroli, F., & Schaufeli, W. B. (2011). Workplace bullying and its relation with work characteristics, personality, and post-traumatic stress symptoms: An integrated model. *Anxiety, Stress & Coping*, 24(5), 499–513.

Intention to Quit Questionnaire

In addition to the Work eNPS, UWES 9 and TechnoWES questionnaires, the Michigan Organisational Assessment Questionnaire – Intention to Quit (ITQ) was used to measure an employee's intention to leave the organisation. The Michigan Organisational Assessment Questionnaire – Intention to Quit (ITQ) measures three items and is administered in the form of a 7-point Likert questionnaire.

The Michigan Organisational Assessment Questionnaire – Intention to Quit consists of 3 questions focusing on the employee’s job, prospective employment as well as themselves. Answers are given by selecting an answer on a 7-point Likert Scale which most closely relates to the employee’s agreement or disagreement with a specific statement. Answers range from 1 -7, with 1 being strongly disagree to 7, being strongly agree. According to Sanchez & Brock (1996), as cited in Fields (2002), the Michigan organisation assessment questionnaire has a Cronbach coefficient alpha value ranging from .67 to .95.

3.4 Data analysis techniques

The statistical analysis was conducted using SPSS version 28 software. Inferential statistical analysis was used to analyse the data. The reliability of the instruments was tested by item analysis. Exploratory factor analysis was carried out to verify the uni-dimensionality of the subscales of the questionnaires as well as identifying poor items.

Pearson correlations were used to test the hypotheses. The hypotheses postulate the significant positive or negative relationship between the two variables which was tested by examining the correlation between the variables.

3.5 Missing Values

Missing values occur when a respondent omits to answer specific questions or when a question does not apply to the specific respondent. According to Pallant (2016), researchers may assign specific values to indicate missing values for their data.

3.6 Item Analysis

Item analysis was used to assess internal consistency on all four measuring instruments using SPSS version 28. By testing validity and reliability, the properties of a whole scale can be determined. Item analysis according to Adedoyin and Mokobi (2013) is a process which examines responses to individual test items in order to assess the quality of those items and of the test as a whole. Tredoux and Durrheim (2002) purports that item analysis is used to identify ‘good’ items and in the process removing or modifying items based on the performance of each item. In order to do

this, it is important that (1) the item enhances the scale's reliability (item facilitation) and (2) high and low scores on the full scale are separated by the item (item discrimination).

Collins (2007) purports that Cronbach's alpha is a way of assessing reliability of a scale by comparing the amount of shared variance, or covariance, among the items making up an instrument to the amount of overall variance. The notion is that if the instrument is reliable, there should be a great deal of covariance among the items relative to the variance. He further purports that Cronbach's alpha is equivalent to taking the average of all possible split-half reliability. As per the guidelines, a Cronbach of 0.90 and above are considered excellent, 0,80 to 0.89 is good, 0.70 to 0.79 is adequate and below 0.70 may have limited applicability (Nunnally, 1978). For this study, the minimum criteria provided by Nunnally (1978) was used. In other words, items with a Cronbach's alpha of 0.70 and above were reported as acceptable.

3.7 Construct Analysis using Exploratory Factor Analysis (EFA)

Exploratory factor analysis (EFA) is used to establish the number of distinct constructs assessed by a set of measures. These unobservable constructs which presumably account for the structure of correlations among measures are known as factors or common factors (Fabrigar & Wegener, 2012). The statistical procedures comprising factor analysis provides insight into the number of common factors which underly a set of measures. Moreover, they also aid in interpreting the nature of these factors. Factor loadings are estimates of the strength and direction each of the common factors exerts on the measures being examined. Such estimates are commonly referred to as factor loadings. Exploratory factor is used when the researcher has no clear expectations about the underlying structure of the correlations. According to Bollen (1989), confirmatory factor analysis (CFA) can be conducted when the researcher has clear predictions about the number of common factors and the specific measures each common factor will influence.

3.8 Confirmatory Factor Analysis

According to Bollen (1989) confirmatory factor analysis (CFA) can be conducted when the researcher has clear predictions about the number of common factors and the specific measures each common factor will influence.

Confirmatory factor analysis (CFA)² is a statistical model that addresses the measurement of latent variables through the specification of a measurement model. CFA requires substantive knowledge to specify a measurement model in advance. It then evaluates how well the model fits the means, variances and covariances of the observed indicators (Roos & Bauldry, 2022). The authors further purport that CFA has a number of uses in the social and behavioural sciences. It is (1) and invaluable tool in the psychometric evaluation of measurement instruments, (2) can be utilised for construct validity through assessment of convergent and discriminant validity and (3) is an essential first step of structural relationships amongst variables as well as the specification of multiple endogenous variables.

3.9 Ethical considerations

The University of Western Cape in Cape Town, South Africa provided ethical approval. Ethical considerations include the respect to anonymity, confidentiality and voluntary participation (McLeod, 2007).

3.9.1 Informed Consent

Salkind (2018), postulates that all participants involved in a study have the right to full information pertaining to the nature of the study. As such, all participants agreed and signed an informed consent form that assured them of anonymity and confidentiality. The purpose of the research was clarified prior to the respondents completing the questionnaire.

3.9.2 Voluntary Participation

Upon inception of the study, participants were informed that participation was unpaid and that they were under no obligation to participate in the research study. Should they not wish to partake they were free to decline. In addition, participants had the freedom to refuse to respond to any questions which made them uncomfortable.

² The study initially intended to also test a model depicting the variables used in the study. However, due to the small sample size it was not possible.

3.9.3 Confidentiality and Anonymity

As part of informed consent, participants were guaranteed confidentiality and anonymity. According to Babbie (2011) Confidentiality and anonymity are two complementary words with different interpretations. Anonymity refers to the ethical protection that respondents remain unidentified; the information is anonymous if the identity of the person to whom the information relays is mysterious (Neuman, 2011).

Confidentiality refers to the ethical safeguard of research participants being studied by holding the data in confidence, thus, not disclosing the information regardless of whether the name of the individual to whom it pertains is known or not (Neuman, 2011). Likewise, anonymity ensures that all participants only be asked to disclose specific biographical details about themselves for data capturing purposes and no names were required. To maintain confidentiality, there is a need to lessen the number of people who handle the data (Salkind, 2018).

3.9.4 Beneficence and non-maleficence

Beneficence and nonmaleficence are fundamental ethical principles that guide research. Beneficence refers to the responsibility of the researcher to promote the wellbeing of the participants whilst non-maleficence refers to the responsibility to not intentionally cause harm to participants. The principles of beneficence and non-maleficence aim to guide researchers in making ethical decisions which is in the best interest of the participants (Singh & Ivory 2015) had to be maintained to guarantee participants' safety from any sort of physical, emotional, or psychological harm. To this end, the researcher protected and defended the participants' rights. In addition, non-maleficence was itemised in this study for the intention of the researcher looking (to minimise harm when it was unavoidable. The researcher made sure that the respondents were protected from any form of harm.

In conclusion, the research was conducted in accord with the ethical requirements to report the findings in a comprehensive and sincere way.

3.10 Conclusion

In this chapter the research methodology used in the study was outlined. It also provided an in-depth inquiry into the data collection process, measuring instruments, as well as the psychometric properties of the measuring instruments. The following chapter will present the results and those results will further be unpacked in chapter five.



CHAPTER FOUR

RESULTS PRESENTATION

4.1 Introduction

In this chapter the results from the data analyses conducted are presented. Firstly, the psychometric properties of the instruments used are presented. This involves the assessment of the reliability of the scales through the item analysis procedure available in the SPSS program. The initial aim was also to conduct dimensional analyses to determine the dimensionality of the scales in preparation of the confirmatory analyses and eventual testing of the theoretical model that guides the study. However, due to the difficulties encountered in getting a good response rate with a minimum sample size of 200 a decision was made to work with the 80 completed questionnaires. The tests to be used for the analyses of data had to be changed from structural equation modelling to regression analyses. The regression analyses make use of total scores for each of the variables therefore a decision was made not to conduct the dimensional analyses.

4.2 Missing Values

When using structured questionnaires, particularly in paper-and-pencil format, the issue of missing responses is frequently encountered because it is challenging to implement rules that permit participants to proceed to the next item only after finishing all previous ones, as is frequently the case in online surveys. There may occasionally be a pattern in the missing responses, which could indicate, among other things, that the respondent may not have understood the question. The respondent may have omitted some items because they were too sensitive. A detailed examination of the missing values pattern in this study suggests that the missing items happened at random. Stated differently, the missing responses lacked any discernible pattern. For this study, no missing values were encountered. The sample size of 80 cases was used.

4.3 Item Analysis

Item analysis was done using SPSS version 28 on all the scales and subscales to find and eliminate items with low internal consistency and to make sure the measuring devices measured what they were supposed to measure.

4.3.1 ³Technology Work Engagement (TechnoWes) Reliability

For the purpose of this study the Technology Work Engagement (Technowes) scale was used. The Technowes Engagement Scale originated in the early 21st century and has since been instrumental for measuring individuals' engagement with technology in various contexts. Developed and validated by (Mäkineniemi et al., 2019), The concept of techno-work engagement represents this positive experience in the work with technology opposed to the negative experience of technostress. The TechnoWES consists of nine items that represent the three aspects of techno-work engagement (i.e. techno vigor, techno dedication, and techno absorption; measured with three items each). Respondents were asked to evaluate how often they have certain kinds of feelings and thoughts using a 7-point scale (1 = never; 7 = daily). An example of an item describing techno vigor is 'When I utilise technology in my work, I feel that I am bursting with energy.' An exemplary item measuring techno dedication is 'I am enthusiastic about utilising technology in my job.' Finally, an example techno absorption item is 'I feel happy when I am immersed in using technology in my work.' Technology-related self-efficacy, as an individual workplace resource, was measured by three items (e.g. 'I feel confident that I have the necessary skills in educational technology') on a 5-point scale (1 = strongly disagree; 5 = strongly agree; items adapted from (Wang et al., 2004). Technology-related job resources will be assessed with three subscales (adapted from Lam, Cheng, & Choy, 2010).

4.3.1.1 Technology Work Engagement (TechnoWes) Reliability output

The Technowes sub-scale, consisting of eight items, showed high internal consistency (Cronbach $\alpha = 0.897$) (Nunnally, 1978). The reliability analysis displayed inter-item correlations ranging between 0.612 and 0.722, revealing a large relationship among the three items. Corrected item-total correlations were found to be satisfying ($0.497 < r > 0.845$), indicating to be above the

³ The TechnoWES scale was used to measure digitalisation perceptions.

required 0.30 (Field, 2013; Pallant, 2016). Further, the sub-scale established a very good internal consistency. Table 4.1 shows the results.

Table 4.1

Reliability and item statistics of the Technowes scale

Reliability Statistics					
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items		
	.897	.897	8		
Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C1	29.78	130.025	.712	.813	.881
C2	29.69	127.306	.714	.806	.880
C3	28.46	132.556	.634	.781	.888
C4	28.75	128.823	.734	.802	.879
C5	29.28	126.683	.814	.762	.872
C6	29.34	116.910	.845	.758	.866
C8	29.68	134.450	.497	.544	.903
C9	29.28	144.101	.513	.632	.897

4.3.2 Utrecht Work Engagement Scale (UWES) Reliability

In measuring work engagement, the Utrecht Work Engagement (UWES) was utilised. The Utrecht Work Engagement Scale was developed by Schaufeli et al. (2002) originating as the opposite of the MBI (Maslach et al., 1997). The Utrecht Work Engagement Scale (UWES-24) originally consisted of 24 items (Schaufeli & Bakker, 2003) and measured three subscales, namely vigour

(nine items), dedication (eight items) and adsorption (seven items). After the deletion of psychometrically unsound items, only 17 (UWES-17) of the original items remained (Schaufeli et al., 2002). Further psychometric evaluations identified two more weak items (UWES-15) (Demerouti, Bakker, Janssen & Schaufeli, 2001). Subsequent research, conducted among employees in 10 different countries, revealed that the UWES-17 could be reduced to nine items (UWES-9) (Janse van Rensburg, 2010). A cross-cultural analysis of Italian and Dutch white-collar employees supported the excellent internal consistency reliability (Cronbach's α) of the UWES-9 ($\alpha = .92$) and its subscales, depicted in Table 3.2 (Balducci et al., 2011). Today, the UWES-9 is generally used by researchers and practitioners.

For the purpose of this research study, the three subscales of the UWES-9 were combined. The composite measurement indicator measured work engagement among employees employed by Retail Corporation in the Western Cape. Responses were scored on a seven-point Likert scale (1 = never; 7 = every day).

4.3.2.1 Work Engagement (UWES-9) Reliability output

The reliability analysis for the 9-item engagement sub scale revealed a good Cronbach's alpha of 0.901 (Table 4.2). It also revealed inter-item correlations ranging between 0.008 and 0.668, indicative of a small to medium relationship between the items in the scale as noted by Cohen's (1988) guidelines. Corrected item-total correlations ranged from 0.314 and 0.881, thus, according to Pallant (2016) and Field (2013), a corrected item-total correlation above 0.30 demonstrates that the items are appropriately measuring what the engagement scale entails. In essence, the engagement scale displayed a very good consistency as shown on Table 4.2.

Table 4.2*Reliability and item statistics of the engagement scale*

Reliability Statistics					
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items		
	.898	.901	9		

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
D1	36.79	130.094	.725	.746	.882
D2	36.07	133.944	.596	.558	.892
D3	36.64	128.816	.767	.820	.879
D4	36.22	125.923	.881	.856	.871
D5	37.40	145.838	.314	.500	.913
D6	36.76	130.791	.783	.735	.879
D7	37.07	130.349	.628	.591	.890
D8	36.86	124.880	.723	.736	.882
D9	35.97	130.961	.627	.617	.890

4.3.3 Michigan Organisational Assessment Questionnaire – Intention to Quit (ITQ) reliability

Intention to quit was measured using the Michigan Organisational Questionnaire – Intention to Quit (ITQ). Questionnaire (Camman, Fichman, Jenkins, & Klesh, 1983). This 3-item scale assesses

the likelihood of looking for a new job, finding a new job with another employer, and considering quitting, with a 7-point Likert scoring format. An example item is “I often think about quitting.” The total score is a sum of three items, with higher scores indicating a greater likelihood of intention to quit. According to Sanchez and Brock (1996), as cited in Fields (2002), the Michigan organisation assessment questionnaire has a Cronbach coefficient alpha value ranging from .67 to .95.

4.3.3.1 Revised Michigan Organisational Assessment Questionnaire – Intention to Quit (ITQ) reliability output

The initial reliability analysis for the 3-item ITQ sub-scale indicated a very low Cronbach’s alpha of 0.424. The item E3 displayed a corrected item-total correlation of -0.128 which is below the accepted 0.30 according to (Pallant, 2016). This item was subsequently deleted from the scale. The revised 2-item ITQ reliability analysis showed an improved Cronbach α of 0.912, which is excellent in relation to the acceptable guideline of 0.70 (Nunnally, 1978). The inter-item correlation for the two items is 0.837 indicating a large relationship among each of the two items as per Cohen’s (1988) guidelines (see Table 4.1). Furthermore, the corrected item-total correlations for the scale were found to be 0.837 respectively meaning that the items are adequately correlating with the total score.

Table 4.3

Reliability and item statistics of the revised ITQ scale

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.911	.912	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
E1	4.23	3.999	.837	.701	.
E2	4.26	3.664	.837	.701	.

4.3.4 Employee Net Promoter Score Reliability

The reliability of the Employee Net Promoter Score was not available as the score is a single continuous variable which does not have items, nor does it have sub-dimensions.

4.4 To determine which of the three variables, that is, net promoter score, work engagement and digitalisation (techno work engagement) predict intention to quit

Pearson correlations were performed on the data to determine the extent to which the variables used in the study are related. This analysis was also performed in preparation for the regression analyses meant to determine whether net promoter score, work engagement and digitalisation predict intention to quit. **Table 4.4** presents the Pearson correlational output. The correlations are all statistically significant at the 0.01 level and range from small to large according to Cohen's (1988) guidelines for interpreting the strength of the relationships among variables.

Table 4.4

Bivariate correlations among the variables used in the study

Scale	Mean	SD	1	2	3	4
TINTENTION	8.49	3.752	.911			
TWORK	41.23	12.809	-	.898		
NET PROMOTER	5.88	2.467	-	.436**		
DIGITALISATION	33.46	12.941	-	.399**	(not available)	
				.569**		
				.672**	.397**	.897
				.241**		

N = 80.

Cronbach's alpha coefficients are presented diagonally and in bold. 1= TINTENTION (Turnover intention), 2 = TWORK (work engagement), 3 =NET PROMOTER (Net promoter score), 4 = DIGITALISATION (Digitisation)

***p* < .001 (Two tailed)

Cohen's (1988) guidelines were used to interpret the Pearson correlational output. According to Cohen (1988), *r* coefficients between .10 to .29 indicate a small correlation; between .30 to .49 denote a medium correlation while those between .50 and 1 indicate a large correlation. Significant large correlations were found among the net score promoter, digitalisation, work engagement and intention to quit (see Table 4.4).

Table 4.5

Model summary

Model	R	R²	Adjusted R²	Standard error of the estimate
	.632	.400	.376	2.964

The next step after the Pearson Correlational analysis was to determine the extent to which work engagement, Net promoter score and Digitalisation predict intention to quit. This was achieved through the use of linear multiple regression analysis. Table 4.5 depicts the model summary results. The R value of .632 indicates a high degree of correlation, whilst the R² or adjusted R² value indicates how much of the total variance in intention to quit is explained by the model. It shows that the model explains 40% of the variance in intention to quit.

Table 4.6

Analysis of variance

Model	Sum of Squares	df	Mean Squares	F	Significance
Regression	444.457	3	148.152	16.867	.000 ^b
Residual	667.531	76	8.783		
Total	1111.988	79			

Dependent variable: Intention to quit. Predictors (constant): TENGAGE = work engagement, NET = Net promoter score, DIGITAL = Digitisation. *df*, degrees of freedom; *F*, variance of the group means. ^b The regression model is statistically significant at $p = 0.000$ ($p < 0.001$).

The analysis of variance table (ANOVA) tests the null hypothesis that multiple R in the population equals 0, which reports how well the regression equation fits the data (i.e. predicts the dependent variable) (Pallant, 2010, p. 161). The regression model is statistically significant at $p = 0.000$ ($p < 0.001$) indicating that the model significantly predicts intention to quit (see Table 4.7).

The significance column in **Table 4.7** indicates that net promoter score and work engagement are making a statistically significant and unique contribution to intention to quit. Net promoter score accounts for 50.3 percent of the variance ($\beta = 0.503$; $t = -5.092$; $p < .001$) while Work engagement accounts for 37.8 percent of the variance ($\beta = 0.378$; $t = -3.092$; $p < .001$).

Table 4.7

Regression analysis: Digitalisation, work engagement, net promoter score and intention to quit

Model	Unstandardised	Standardised	t	Significance	Collinearity statistics	
	Beta	Beta			Tolerance factor	Variance Inflation
Constant	15.481		12.927	<0.001		
DIGITAL	0.062	.213	1.742	0.086	.529	1.891
TENGAGE	-.111	-.378	-3.092	0.03	.528	1.894
NET	-.765	-.503	-5.092	<0.001	.810	1.234

TENGAGE = work engagement, NET = Net promoter score, DIGITAL = Digitalisation

4.5 Chapter summary

Chapter four presented the results from the data analysis conducted using SPSS (version 28). Item analysis was conducted on all the scales to find and eliminate items with low internal consistency. Reliability for all four scales were tested using Cronbach's Alpha. The TechnoWes and U-Wes scales indicated high internal consistency, whilst the ITQ scale presented a low Cronbach's Alpha. eNPS was not available as a score as it is a single continuous variable and does not have sub dimensions. In testing the bivariate correlations among the variables, Cohen's (1998) guidelines were used to interpret the Pearson correlation output. Significant large correlations were found among all of the variables. Further analysis of ANOVA tests indicated the regression model to be significant, indicating that the model significantly predicts Intention to Quit.

CHAPTER FIVE

DISCUSSION OF RESEARCH RESULTS, CONCLUSION AND RECOMMENDATIONS FOR FUTURE RESEARCH

5.1 Introduction

In the preceding chapter, the literature of the study was reviewed for the four variables (work engagement, employee experience, digitalisation and work engagement and intention to quit), the research methodology was outlined, and the results were presented in chapter 4. In this chapter the findings that were presented in chapter four will be discussed in relation to the aims and hypotheses guiding the study.

This study set out to investigate “The perceived influence of digitalisation and digital transformation of the Human Capital function on employees’ engagement levels and intention to quit within a large retail corporation in the Western Cape.” The specific objectives of the study are:

- To determine the perceived relationship between digitalisation and intention to quit within the specific organisation
- To determine if a relationship exist between work engagement and intention to quit
- To determine if a relationship exists between digitalisation and employee experience?
- To determine whether there is a significant relationship between digitalisation and work engagement
- To determine the significant predictors of intention to quit among the variables’ used in the study

5.2 The relationship between digitalisation and intention to quit (hypothesis 1)

Pearson correlation was performed on the data to determine the nature of the relationship between digitalisation and intention to quit. A significant negative relationship was found between digitalisation and intention to quit ($r = -0.241$; $p < 0.01$). The results imply an inverse relationship between the two variables, that is, as digitalisation rises turnover intention decreases. When two variables have an inverse or negative correlation, it indicates that one variable increase while the other decreases. This relationship describes an observable pattern and is not necessarily indicative of causation between the two variables. The observation of a significant negative relationship between the variables is congruent with the research which indicates that digitalisation has largely facilitated the workplace systems and processes. According to Umans et al. (2018), digitalisation has proved to contribute to making employees' performances more efficient in terms of faster decision making and lower risk.

5.3 The relationship between work engagement and intention to quit (hypothesis 2)

Pearson correlations were performed on the data to determine the nature of the relationship between work engagement and intention to quit. A significant negative relationship was found between digitalisation and intention to quit ($r = -0.436$; $p < 0.05$). The results imply an inverse relationship between the two variables, that is, as work engagement rises turnover intention decreases. Numerous empirical studies have consistently determined that there is a negative correlation between work engagement and intention to leave. The strength of the correlation between the two variables, which varies amongst studies, is still up for debate. Cohen, Cohen, West, and Aiken state that an effect size can be used to quantify the degree of correlation between any two variables, with a small, medium, or large effect being the result. According to Cohen et al., as a general rule, a coefficient of determination between 0.01 and 0.09 is considered to have a small effect size, 0.091 to 0.25 is considered to have a medium effect size, and 0.251 to 1 is considered to have a large strength. The findings of Gupta et al., 2017 quantitative study indicate that there is little correlation between work engagement and intention to leave. They used a sample of 228 Indian employees to conduct an online and offline survey. The findings indicate a negative correlation between work engagement and intention to leave. In particular, 9% of the variation in turnover intention can be attributed to work engagement. Thus, the degree of correlation between the two variables is regarded as having a small effect size, according to Cohen et al.

5.4 The relationship between digitalisation and work engagement (hypothesis 3)

Pearson correlations were performed on the data to determine the nature of the relationship between digitalisation and work engagement. A significant positive relationship was found between work engagement and digitalisation ($r = 0.672$; $p < 0.05$). A positive relationship indicates that the variables move in the same direction. As the value of one variable increases, the value of the other variable also increases. One can thus deduce that a more digitally driven workplace is perceived to increase engagement. This is supported by the research which draws attention to the effects of an intensified digital workforce driven by the COVID 19 pandemic which has illuminated the benefits of digitalisation, but also highlighted the dark side of this phenomenon. Whilst some of the research suggest that there are definite negative side effects of the utilisation of digital technology in the workplace, much remains to be understood across the full range of dark side effects in relation to the digital workplace and how they relate to cognitive and affective outcomes (marsh et al). Moreover, research on the topic suggests that digitalisation has proved to contribute to making employees' performances more efficient in terms of faster decision making and lower risk (Umans et al., 2018).

5.5 The relationship between digitalisation and net promoter score (employee experience) (hypothesis 4)

Pearson correlations were performed on the data to determine the nature of the relationship between digitalisation and net promoter score. A significant positive relationship was found between digitalisation and net promoter score ($r = 0.397$; $p < 0.01$). The results imply that as digitalisation increases, the employee net promoter score also increases. The research clearly points out that digitalisation became the enabler during COVID19, making it possible for stakeholders to work in a way that was not possible in the pre-digital era. Significant effects are seen on the employees' productivity, commitment, and loyalty (Umans et al., 2018). On one hand, digitalisation has proved to contribute to making employees' performances more efficient in terms of faster decision making and lower risk (Umans et al., 2018). On the other hand, also the characteristics of the job influence the employees' engagement at work. As determined earlier, employee commitment and loyalty relate to employees being promoters of the organisation.

5.6 The relationship between net promoter score (employee experience) and intention to quit (hypothesis 5)

Pearson correlation was performed on the data to determine the nature of the relationship between net promoter score and intention to quit. A significant negative relationship was found between net promoter score and intention to quit ($r = -0.569$; $p < 0.05$). The results imply an inverse relationship between the two variables, that is, as the net promoter score rises turnover intention decreases. This is supported by the research which suggests that a high net promoter score indicates loyalty and commitment. When an employee is committed to an organisation the likelihood that they will leave the organisation significantly decreases. eNPS provides a vehicle to determine commitment and loyalty and enables the organisation to address and resolve concerns employees may have. In addressing these concerns and implementing actions to improve, the organisation could benefit by having a more engaged, committed workforce.

5.7 The relationship between net promoter score (employee experience) and work engagement

Pearson correlations were performed on the data to determine the nature of the relationship between net promoter score and work engagement. A significant positive relationship was found between net promoter score and work engagement ($r = 0.399$; $p < 0.05$). The results imply that as increased net promoter score increases employees' levels of engagement. The research supports this in that it implies that an engaged employee is more likely to perform better than a disengaged employee. According to Roberts and Davenport's (2002) theory, employees who are genuinely invested in their work and who relate to it personally are frequently driven by the task at hand. These employees make good use of their abilities and interests, find their jobs interesting and demanding, and as a result, they perceive that they've accomplished something personally. Work engagement is closely associated with positive organisational outcomes such as job satisfaction, motivation, commitment and decreased turnover intention whilst simultaneously improving the organisational health and wellbeing of employees (Bakker, Demerouti & Schaufeli, 2003). An engaged employee is more inclined to be committed to the organisation, and conversely a

disengaged employee will be less committed and have a greater intention to leave the organisation (Saks, 2006).

5.8 Which of the variables significantly predict turnover intention?

The significance column in **Table 4.7** indicates that net promoter score and work engagement are making a statistically significant and unique contribution to intention to quit. Net promoter score accounts for 50.3 percent of the variance ($\beta = 0.503$; $t = -5.092$; $p < .001$) while Work engagement accounts for 37.8 percent of the variance ($\beta = 0.378$; $t = -3.092$; $p < .001$). This finding is consistent with the findings discussed in the sections above.

5.9 Practical implications of the findings

The study revealed a significant negative relationship between work engagement and intention to quit. This implies that in order to decrease the number of employees voluntarily exiting the organisation, practical measures should be implemented to enable and encourage work engagement. High employee turnover has negative effects on sales, reduced productivity, higher hiring costs, and unnecessary time spent on onboarding and training new hires. Employee turnover prompts organisational competitiveness, which leads to an increase in financial costs for the organisation

From a Human Resources perspective, high employee turnover rates are usually associated with low productivity and morale among employees. The lack of a trained workforce may result in increased responsibilities and workloads for current employees. Due to the considerable amount of time spent educating new hires about company policy and procedure, the business experiences a decline in sales. Low staff morale is also a result of these factors, as new hires find it difficult to adjust to new responsibilities and procedures and overworked staff members. High employee turnover can make it difficult for businesses to draw in and retain top talent.

The concept of planned behaviour states that an employee's intention is influenced by their perception of their own control over whether to stay or leave, their attitude toward their place of employment, and the subjective norm that shapes their perception of the social pressure associated with turnover (Zaremohzzabieh, et al 2019). Employee engagement is equally important as one of

employees' skills and credentials. Employees that are engaged are committed to achieve and are more likely to work diligently and go above and beyond what is expected of them by the organisation. Therefore, improving the efficacy of the organisations and promoting general economic growth within the retail environment require addressing the issue of employee turnover.

A significant positive relationship between digitalisation and work engagement was established in the study. This implies that in order for organisations to encourage engagement, a more intentional investment must be made in the implementation of technology. The research has established value creation through the use of digital technology. (Umans et al., 2018) purports that the implementation of digitally enabled technologies has shown an increase in employees' productivity, commitment and loyalty. Implementing digital strategies have proven to not only beneficial for organisations in terms of performance and long-term sustainability, but as Oldham and Da Silva (2015) purport, a fully engaged workforce fosters innovation, teamwork and engagement. Investing in digital technologies are an imperative for achieving engagement and collaboration and increasing digitalisation can enable this (Huy & Shipilov, 2012).

A significant negative relationship existed between net promoter score and intention to quit. In the study we found that as the net promoter score rises turnover intention decreases. This is supported by the research which suggests that a high net promoter score indicates loyalty and commitment. The net promoter score was used to gauge employees' experience in this study. Whilst numerous surveys are used in order to determine employee commitment and loyalty, the eNPS provides a vehicle to determine commitment and loyalty and enables the organisation to address and resolve concerns employees may have. In addressing these concerns and implementing actions to improve, the organisation could benefit by having a more engaged, committed workforce. All organisations strive to operate a profitable and sustainable business, so it is critical to examine the factors that facilitate the accomplishment of this objective.

A significant positive relationship was found between digitalisation and net promoter scores. The results imply that as digitalisation increases, the employee net promoter score (employee experience) also increases. Digitalisation has proved to contribute to making employees' performances more efficient in terms of faster decision making and lower risk (Umans et al., 2018). Employee commitment and loyalty relates to employees being promoters of the organisation. In order to achieve such commitment, investing in digital technologies must become a top priority.

Implementing digital transformation strategies were found to not only enhance business performance, but also foster innovation, teamwork and the ability for employees to put their creative ideas into practice. Organisations who fail to keep up to speed with technological advancement thus risk losing top talent which in turn impact operational efficiency and cost.

5.9 Study limitations and direction for future research

Although research relating to digitalisation and its impacts on work engagement and intention to quit is still in its infancy, this study has contributed to an existing knowledge base. It is, however, important to interpret the contributions taking into consideration their limitations.

Data for this study was collected using a quantitative, non-probability sampling design, based on the method of convenience. In non-probability sampling, the researcher selects samples based on his/her subjective judgment as opposed to random selection. The most evident benefit of non-probability sampling is its capacity to focus on specific population groups. Because non-probability methods lack the statistical underpinnings of probability methods, they are frequently disregarded or criticised. On the other hand, a survey that employs stratified, random, or systematic sampling, for instance, might use techniques like postal delivery, which is known for having incredibly low response rates. One could argue that a well-designed study employing non-probability methods allows for the drawing of many valid conclusions, whereas a probability survey with only 10% of the sample responding would allow for fewer conclusions. It would be imperative for researchers to have a high level of confidence in the true representativeness of those 10% of the population. Given that access to the employees in the organisation was limited to the researcher it led to over-reliance on a third party within the organisation to select the participants. Whilst this type of convenience sampling has benefits such as cost and time saving and immediate availability of data, it has the disadvantage of difficulty replicating results and the possibility of inaccurate representation.

It is also important to note that the measuring instrument (questionnaire) was based on self-reporting and led to missing values and some neutral answers resulted in getting poor responses. According to Podsakoff et al. (2003), utilising self-report methods may have resulted in common method bias. Employing the self-reports method for all the variables might have resulted in

common method bias (Podsakoff et al., 2003). The only drawback with self-reporting is that the researcher is unable track or control whether participants will respond.

Although the study was conducted in a large retail organisation situated in the Western Cape, the results cannot be generalised. The initial agreement was that the researcher would have access to a large range of employees across the organisation, a decision was later taken by the Chief People Officer to limit the number and range of study participants. The organisation employs in excess of 30 000 employees across all of the provinces and the Rest of Africa, and consideration should thus be given to extending the research to these employees in the future. The sample used eventually was small, 80 participants.

This study only employed qualitative research seeks to explore and understand the meaning individuals or groups assign to a social or human problem. Data was collected in the participant's setting, with data analysis inductively building from particulars to general themes, and the researcher in turn made inferences of the meaning of the data. Quantitative research tests objective theories by investigation of the relationship among variables. These variables are measured by use of instruments, in order for the numerical data to be analysed using statistical procedure. For future studies a mixed approach could be considered using different types of data collection methods such as interviews and self-reported online surveys.

5.10 Conclusion

In this chapter we focused on presenting of the results obtain through the statistical analysis of the data. This chapter also presented the limitations of the results, implications, and provided recommendations for future study. The projected relationships amongst variables were established with the exception of the negative relationship which exists between digitalisation and the intention to quit. Contrary to the belief in the organisation that increased focus on employing digital technologies was responsible for the increase in turnover, the results of the study indicated the opposite. The relationship between work engagement and the intention to quit was confirmed although it could not be established that the lowered engagement levels within the organisation was as a result of digitalisation. This was further strengthened by investigating the relationship between digitalisation and work engagement which indicated a significant positive relationship.

An increase in the employment of digital technology resulted in increased engagement. This was evident in the positive relationship between digitalisation and eNPS which indicated an increase in eNPS as digitalisation increases. It is expected that with the intentional employment of digital technology, the organisation could experience and increase in work engagement which as a consequence should lower turnover intention.



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