Workplace transformation in Vinamilk: An insight into employee behavior on digital workplace transformation

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Abstract

The traditional way of working is predicted to be replaced by the digitization of the working environment to promote employee flexibility without affecting productivity, as a digital workplace is the ideal environment to incubate productive and successful employees. This paper aims to examine the linkages between job autonomy, job relatedness and employees' intention to support digital transformation in the workplace. A structural equation model linking job autonomy, relatedness, job performance, employee well-being, and employee's work intention is tested using data collected from 150 employees of Vinamilk from May to August 2022. The research results indicate that the influence of job autonomy and relatedness have positively strong impact on employee performance and well-being, and thus, driving employee's intention to actively support the business's digital workplace transformation. This research has an important and meaningful implications for managers when undertaking the digital transformation of the workplace

1. Introduction

Currently, the COVID-19 epidemic has caused significant damage to organizations and businesses, pushing them to transform to overcome the pandemic and grow stronger. The term "*workplace transformation*" refers to the use of workplace change efforts as a motivator for people to work. This is also an opportunity to transition to a new, more dynamic working paradigm and increase business efficiency, increase employee motivation, and assist the company in achieving higher performance. There are five main types of transformation in the workplace, including: organizational transformation, leader, company culture transformation, digital systems transformation, and business process transformation (Todd, 2022).

Under the impact of COVID-19 pandemic, digital transformation in the workplace has become a trend and is taking place on a large scale at a rapid pace globally. With the purpose of improving operational efficiency and achieving organizational objectives through digital transformation, the concept of "*digital workplace transformation*" refers to the idea that companies should adopt digital transformation as part of their digital strategy. The digital workplace relies heavily on mobility and artificial intelligence, which may erase geographical barriers to cooperation and ensure

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that firm information is available to employees around the clock, no matter where they are. According to Lindsay (2021), collaboration, employee engagement, productivity, content management, and business operations are among the most common workplace digital goals. Employee behavior and intent in a digital workplace will become crucial in the transition, in addition to their use of digital technologies at work. Positive employee behaviors and intents are vital to firms while working in a digital environment because transformation journeys like this seek to improve employee performance and productivity via the use of technological tools, as well as contribute to their personal happiness. Workers' psychological needs like autonomy and relatedness are satisfied in this way. Employees' psychological needs determine their expectations of performance and well-being in a digital work environment, which includes their attitudes, positive actions, and intents to support digital transformation.

Vietnam Dairy Products Joint Stock Company (Vinamilk) has been in business since 1976, making it the country's leading dairy farming and dairy product company. It is currently a multinational nutrition corporation that operates in over 50 countries with over 10,000 employees and 35 Vinamilk domestic factories. On December 22, 2021, Vinamilk was announced as the No. 1 best place to work in Vietnam by Anphabe, marking the third consecutive year that Vinamilk has held this position. Vinamilk has always been active in digital transformation in the workplace so that employees can be more comfortable and productive, especially during the context of COVID-19 pandemic (Vinamilk, 2022).

This study is expected to achieve the following three objectives: Firstly, this research paper will provide insight into employee behavior towards digital transformation in the workplace through two aspects: (1) job autonomy, and (2) relatedness. Secondly, the authors examine employee performance and well-being when working in a digitally transformed workplace. Finally, research examines how employees'

intentions change and whether they support businesses implementing digital transformation. With the results provided by this research, organizations may better comprehend the behavior of workers while adopting digital transformation in the office and devise strategies to better change the workplace.

This research paper will have a detailed structure of six sections, as follows: Section 1 is an introduction to the research background and objectives. Section 2 presents an overview of the literature on digital workplace transformation, hypotheses developed for the research model. Section 3 presents the research methods and data used in this study. Section 4 presents the results of the data collected through the survey. Section 5 is the discussion of the relationship between the variables in the research model. Section 6 summarizes the key findings and provides recommendations.

2. Literature review

Connectivity, simple access to information, speed of reaction, networking, and the capacity to make real-time choices are now critical to the success of modern enterprises. In order to remain competitive and desirable, companies must improve the working conditions of their employees by promoting efficiency, innovation, and development while also removing current obstacles to communication. Succeeding depends on a digital transformation plan that can both change the company and its culture while also generating commercial value. Following digital transformation, corporate success is dependent not just on digital technology and tools, but also on the intentions and actions of individuals in the face of problems. It can also be seen that as firms become more digital, the communication of information between employees improves, since the exchange process becomes faster and more transparent. This also helps boost staff efficiency and productivity when they're working on any assignment or project for the company. Therefore, this study will assess the implementation of digital transformation in the workplace through

two aspects: job autonomy and relatedness.

2.1. Theoretical framework

2.1.1. Digital transformation workplace
The integration of digital technology into all sections of a business, employing technologies to alter the fundamentals of how it runs and its business model while also delivering new value to its clients and speeding up corporate procedures, is known as "digital workplace transformation." Digital transformation necessitates a shift in company culture, pushing organizations to continually adapt, try new ideas, and embrace failure. In addition, the term *'digital workplace transformation'* refers to how new technologies are altering how people do their jobs and how they interact with one another inside the firm (Brocke et al., 2018). According to recent results, digital transformation has several benefits for businesses, including lower operating costs, greater quality, an improved customer experience, increased productivity and revenue, and improved employee productivity, experience, performance, and personal satisfaction (Deci et al., 2017).

This is important for employee behavior and intentions in helping businesses transform their workplaces. Whether the transition is successful or not depends on the support of employees. Active employee participation will make the workplace redesign process go more smoothly and produce better outcomes, since the redesign will result in a workplace that meets the expectations and needs of the employees. In this environment, employees' psychological requirements are critical: the desire for autonomy and relatedness impact employees' behavior and willingness to embrace the future workplace (Deci et al., 2017).

2.1.2. The job autonomy in the digital transformation workplace
The degree of freedom with which an employee must execute their work is referred to as "job autonomy". Autonomy, according to Ryan and Connell (1989), is defined as the ability to initiate and regulate one's own

behaviors. Some studies have documented the advantages of remote work based on employee autonomy (Gąendran et al., 2014). Many firms are adopting digital workplace transformation as a result of the challenging epidemic environment. Businesses will allow workers to work from home if they link and share information with departments over the Internet. However, a number of other studies have found that remote work has negative consequences for work relationships and employee happiness. To be more productive, remote workers must work longer hours and more fiercely, but many also feel isolated and exhausted (Bélanger et al., 2013). However, employee autonomy, on the other hand, might be disrupted by family issues, making it hard for them to focus on their work while working from home.

2.1.3. The relatedness in Digital transformation workplace
Relatedness is defined as a sense of belonging and connection to others, and it is at the heart of most wellbeing theories (Baumeister and Leary, 1995). The degree to which a person feels linked to others, has loving connections, and belongs in a community is reflected by relatedness, which is more of an interpersonal component. The theory holds that these needs are universal in the sense that their relationship to well-being and functioning should remain strong regardless of corporate cultural context, and empirical research demonstrates that this is related to the happiness of individuals (Deci et al., 2017). Technology device-specific features (such as video chat, collaboration features, emojis, contacts, promotions, and so on) could lead to to genuine interpersonal involvement by ensuring that the experiences are meaningful and satisfying (Jeno and Diseth, 2014).

2.1.4. The performance of employees in Digital transformation workplace
Employee performance refers to how well a person performs in their job, completes essential tasks, and behaves in the workplace. According to Perkbox (2021), the quality, quantity, and efficiency of work are all factors

in determining performance.

The digital transformation will assist organizations in making the most of their workers' working capabilities. Because low-value-added jobs are automated, the technological system may do so without paying employees' salaries, giving them more time to grow their knowledge, vocation, and accomplish other vital tasks. As a result of digital transformation, managers may also examine the work quality of each employee using report data collected at the end of the day, week, month, or quarter. A successful digital transformation organization has digitized and utilized technology efficiently by utilizing and exploiting data on the cloud computing platform. As a result, each team member may work more freely from anywhere, rather than needing to report to the office. Nacencomm (2021) found that they are less concerned with what employees do with their time and instead concentrate on the employee's goals and performance.

2.1.5. The well-being of employees in Digital transformation workplace

Employee wellbeing is defined as the overall mental, physical, emotional, and economic health of an employee. Employee well-being must be prioritized to recruit and retain the finest employees. Investigate what makes workers feel like they're part of a team and how they can contribute to the company's success to keep them satisfied (Nacencomm, 2021). When the company undergoes digital transformation, each employee will benefit from reduced manual procedures and wait times. This makes employees feel more at ease and less under strain at work. When working in a digital transformation setting, these elements allow employees to gain greater experience (Nacencomm, 2021). Furthermore, the digitally transformed workplace enables members to work more freely in terms of time.

2.1.6. The intention of employees to support the business's digital transformation

Enterprises will employ current technological instruments such as proper work management software, information exchange software amongst members... while undertaking digital transformation of workplaces. These factors make employees feel more at ease when working, communicating, and sharing knowledge. The digital transformation of workplaces is the ideal approach to helping businesses encourage workers and reduce their desire to quit, especially since the COVID-19 pandemic is having a big influence on many sectors of society. On the contrary, it makes people work harder and more productively (Ricoh, 2021).

2.2. Hypotheses development

2.2.1. Job autonomy in Digital transformation workplace with Performance and Well-being

Some studies have demonstrated that self-control improves people's performance at work and school (Jeno and Diseth, 2014). In reality, if management approaches are incapable of granting liberty to individuals in the workplace, employee productivity and creativity would suffer significantly (Khedhaouria et al., 2014). There is additional research that suggests that workplace digital transformation has a positive impact on employee autonomy and work effectiveness (Deng and Joshi, 2016). From that, autonomy has a negative effect on employee burnout but a positive effect on job commitment. Employees will be more engaged and innovative in their jobs if organizations empower and promote their autonomy. As a result, the following proposal is made:

H1a: In the digital transformation workplace, job autonomy has a positive impact on job performance.

According to Kim et al., (2016), autonomy improves an individual's pleasure and well-being while also having a favorable impact on employee interaction. Employees will never be inspired to work for a corporation that gives them little autonomy and tells them what to do all the time. Employees dislike it when their boss orders them to do something they don't want to do. Employees receive a sense of empowerment, satisfaction, and productivity when they make their own decisions, and their

positivity and energy boost the work environment. As a result, a hypothesis is proposed:

H1b: In the digital transformation workplace, job autonomy has a positive impact on wellbeing expectations.

2.2.2. Relatedness in Digital transformation workplace with Performance and Well-being
Employee performance is also influenced by their interactions with other members of the company. According to Lee and Hwang (2015), the psychological need for relatedness is the need for people to feel linked to others who have similar values and to sustain that connection. This necessitates employee collaboration, interchange, and sharing of ideas, information, and knowledge. When it comes to digital transformation, it assists firms in innovating the way people operate. As a result of the increased connectedness in the digital work environment, an individual's performance improves (Karoui et al., 2015).

H2a: In the digital transformation workplace, relatedness has a positive impact on job performance.

Furthermore, a interpersonal interactions have been proven to produce positive emotions (Reis et al, 2000). When employees converse and engage with others with whom they have a sense of belonging and trust, they are generally happy and content (Bucher, Fieseler, and Suphan, 2013). They will experience the importance of connection in the workplace, especially if they work in a digital transformation company, because people communicate information through the media even when they are not working. As a result, in a digital work environment, interpersonal ties have been found to have a major impact on employee satisfaction.

H2b: In the digital transformation workplace, relatedness has a beneficial impact on well-being.

2.2.3. The intention of employees in Digital workplace transformation with Performance and Well-being
Employee performance and well-being, according to Tarafdar et al., (2015), are a source of incentive for workers to work and the key to company success when altering workplaces. Employees who believe that the digital environment will make it easier for them to execute tasks with higher performance, pleasure, and personal happiness will be more engaged at work and more eager to support the digital transformation of their companies. Furthermore, people will feel more at ease working with digital technology, especially given the present pandemic. As a result, it has two hypotheses:

H3: Job performance positively influences employees' intentions to actively support digital workplace transformation.

H4: Employees' well-being positively influences employees' intentions to actively support the digital workplace transformation.

2.3. Research model

This research model is based on a study by
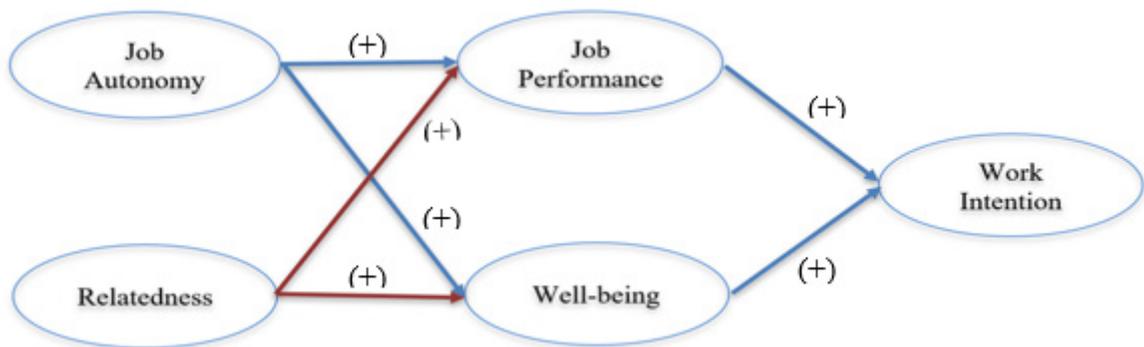
Source: (Author, 2022)

Figure 1. Research Model for Digital Transformation Workplace and Work Intention

Selimović et al., (2021) that shows the impact of autonomy and its relationship to productivity and well-being, while also affecting the intention of employees when businesses implement digital transformation of workplaces.

3. Research methodology

3.1. Sampling method

Researchers use convenience sampling to get market research data from a group of available respondents. Because it is incredibly rapid, simple, and cost-effective, this is the most often used sample technique. This form of sampling does not require the random selection of participants based on any set of criteria (such as demographics); rather, researchers can subjectively pick random individuals who are willing to be contacted and participate in the study. And because of the impact of the epidemic, this method of sampling will be conducted online via google form. This will make data collection more difficult than collecting data face-to-face. So, if you want to solve these problems, figuring out the sample group is a very important step. This research performs a survey of non-managerial staff at Vinamilk's branches in Hanoi, which focuses on office workers where digital transformation has taken place most strongly in the two years of the COVID-19 pandemic. Out of a total population of 1,500 employees, 150 would be sampled from May to August 2022 using SmartPLS sofware. To figure out this sample size, the researcher uses a sample size calculation tool with a confidence level of 95% and a margin of error of 3%.

3.2. Measurement properties

This study has five variables, including 1 dependent variable (WI: Work Intention in Digital workplace transformation); 2 mediating variables (JP: Job Performance in Digital workplace transformation; WB: Well-being in Digital workplace transformation) and 2 independent variables (JA: Job autonomy in Digital workplace transformation; RE: relatedness in Digital workplace transformation). Likert 5 scale measurement is used in which responders specify their level of agreement to a statement in five points: (1) Strongly disagree; (2) Disagree; (3) Neutral (4) Agree; (5) Strongly agree. Detail of items is described in Appendix.

3.3. Analysis technique

The core properties of a study's data are described using descriptive statistics, and a quick summary of the sample and metrics are provided in this section. In this study, partial least squares structural equation modeling (PLS-SEM) was adopted to test the hypothesized model. PLS-SEM refers to a multivariate analysis technique used to test the structural relationship between constructs (Hair et al., 2013). This is suitable for predictive models with various high-collinear factors, which are used as path

Table 1. Variables in model

Variable	Types	Items	Measurement	Sources
Job autonomy (JA)	Independent	4	Rating (Likert 5 Scale)	Deci et al. (2017)
Relatedness (RE)	Independent	5	Rating (Likert 5 Scale)	Deci et al. (2017)
Job performance (JP)	Mediating	4	Rating (Likert 5 Scale)	Selimović et al. (2021); Venkatesh et al. (2003)
Well-being (WB)	Mediating	4	Rating (Likert 5 Scale)	Selimović et al. (2021); Agarwal and Karahanna (2000)
Work intention (WI)	Dependent	4	Rating (Likert 5 Scale)	Selimović et al. (2021); Venkatesh et al. (2003)
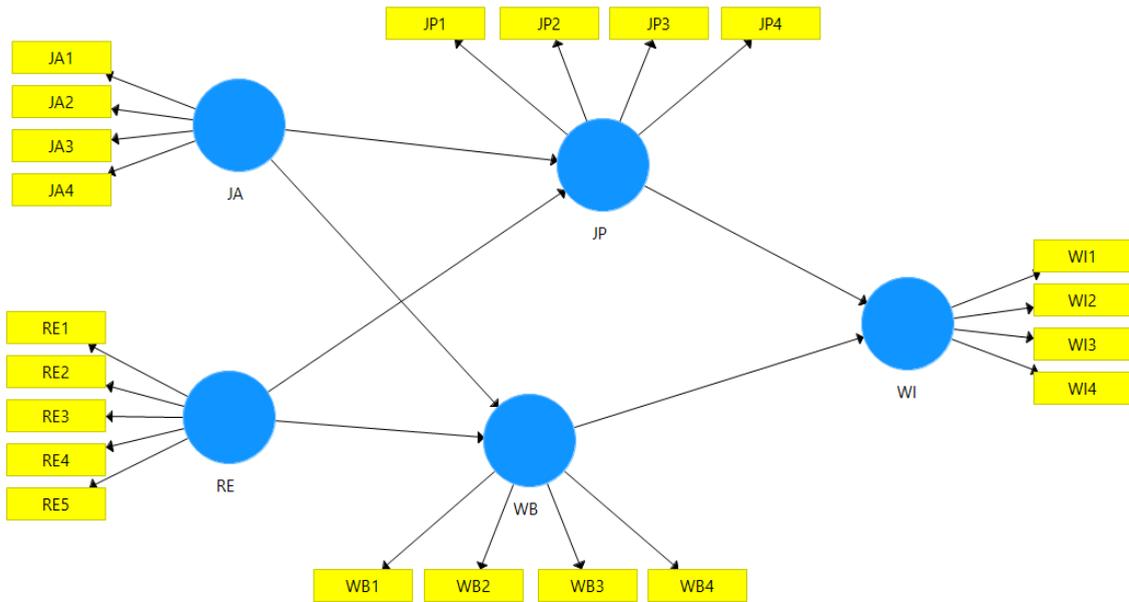
Figure 2. The model examines the relationships of job autonomy, relatedness, job performance, well-being and work intention

models to study the relationship between these variables by analyzing if the pair of scores is strong or not (Brooks and Tobias, 1996).

4. Empirical results

4.1. Demographic analysis

Table 2 shows the gender count of the survey respondents, including 77 male employees, 70 female employees, and 3 employees from other gender groups. The statistics show that most of the respondents are in the age group of 31- 40 years old, 63 people to be exact, accounting for 42% of the total number of respondents. In addition, there are 43 participants in the age group of 20- 30 years old. The percentage of respondents who are 40–50 years old and older than 50 years old is in the range of 14- 15% of total respondents. The majority of respondents are employees with 1- 5 years of experience working at Vinamilk, which has 61 employees. The next most popular option is employees with less than 1 year of experience, which is 50 employees. Next is the group of employees with more than 10 years of experience and the group of 5-10 years with 20 and 19 employees, respectively.

Table 2. Demographic analysis

	Respondent Characteristic	No. Employee	Percentage (%)
Genders	Male	77	51.3
	Female	70	46.7
	Other	3	2
Age	20 - 30	43	28.7
	31 - 40	63	42
	41 - 50	23	15.3
	>= 51	21	14

	Respondent Characteristic	No. Employee	Percentage (%)
Years of experiment	Less than a year	50	33.3
	From 1 to 5 years	61	40.7
	From 5 to 10 years	19	12.7
	More than 10 years	20	13.3
Department	Accounting	23	15.3
	R&D	41	27.3
	Supply chain	27	18
	Marketing	24	16
	HRM	22	14.7
	Other	13	8.7

Source: (Author, 2022)

4.2. Descriptive analysis of variables

The response format to measure all variables was based on a 5-point Likert scale anchored by "Strongly disagree"/"Strongly agree". The mean values for Job Autonomy range between 3.8 and 4.3. This demonstrates that the majority of respondents choose options 3 or 4, while a minority select options 5 (neutral, agree, and strongly agree). Mean value for Job Relevance is between 4.09 and 4.19 indicating that the majority of respondents picked options 4 or 5 (agree and strongly agree) when asked whether they feel linked and associated to other company members throughout a digital transformation. According to the data, the Mean value for Work Intention ranges from 4.25 to 4.77. This indicates that the majority of respondents selected options 4 or 5 (agree and strongly agree) when questioned about their plan to work after the digital transformation of the organization. In addition, the Mode values suggest that the option Agree (4) was picked the most for statements WI3 and WI4, while respondents selected the option Strongly Agree for statements WI1 and WI2 (5).

Table 3. Descriptive analysis of variables

	Mean	SD	Min	Max
JA1	3.887	0.512	3	5
JA2	4.133	0.598	3	5
JA3	4.367	0.536	3	5
JA4	4.307	0.517	3	5
RE1	4.09	0.28	4	5
RE2	4.11	0.31	4	5
RE3	4.19	0.4	4	5
RE4	4.09	0.29	4	5
RE5	4.14	0.37	3	5
JP1	4.53	0.5	4	5
JP2	4.48	0.5	4	5

	Mean	SD	Min	Max
JP3	4.39	0.49	4	5
JP4	4.49	0.5	4	5
WB1	4.23	0.52	3	5
WB2	4.34	0.54	3	5
WB3	4.31	0.55	3	5
WB4	4.3	0.59	3	5
WI1	4.77	0.44	3	5
WI2	4.59	0.56	3	5
WI3	4.29	0.53	3	5
WI4	4.25	0.49	3	5

Source: (Author, 2022)

4.3. Evaluation of measurement model

4.3.1. Reliability

In essence, Outer Loading is the square root of the R^2 of the linear regression from the latent variable to the observed variable. According to Hair et al. (2016), if the outer loading needs to be greater than or equal to 0.7, then the observed variable is appropriate. Because $(0.7)^2 \approx 0.5$, it means that the latent variable explained 50% of the variation of the observed variable. It can be seen that all values in the Outer Loading table of the model are higher than 0.7; this proves that the latent variable explains at least 50% of the variation of the observed variable

in this model.

Cronbach's Alpha is an index used to assess the reliability of the variables. In theory, the higher this coefficient, the better the reliability of the variables. However, this is not entirely correct. Cronbach's Alpha coefficient is too large (about 0.95 or more), indicating that there are many variables on the scale that do not differ from each other (Hair et al., 2019). In this study, the Cronbach's Alpha of the 5 variables is all higher than 0.7 and meets the requirements of the Cronbach's Alpha coefficient. This means that the survey can measure the variables in the model accurately.

Table 4. Outer Loadings

	JA	JP	RE	WB	WI
JA1	0.791				
JA2	0.784				
JA3	0.757				
JA4	0.831				
JP1		0.854			
JP2		0.853			
JP3		0.869			
JP4		0.875			
RE1			0.740		
RE2			0.918		

	JA	JP	RE	WB	WI
RE3			0.805		
RE4			0.883		
RE5			0.882		
WB1				0.815	
WB2				0.84	
WB3				0.81	
WB4				0.809	
WI1					0.806
WI2					0.807
WI3					0.855
WI4					0.769

Source: (Author, 2022)

Table 5. Construct Reliability and Validity

	CR	AVE	CA	JA	JP	RE	WB	WI
JA	0.87	0.626	0.801	**0.791**				
JP	0.921	0.744	0.886	0.303	**0.863**			
RE	0.927	0.719	0.901	0.399	0.343	**0.848**		
WB	0.89	0.67	0.837	0.403	0.405	0.291	**0.819**	
WI	0.884	0.656	0.825	0.475	0.446	0.296	0.553	**0.81**

Source: (Author, 2022)

4.3.2. Validity

Besides the reliability scale Cronbach's Alpha, the *Composite Reliability* (CR) is preferred by many researchers. According to Henseler and Sarstedt (2013), it is confirmed that the threshold of 0.7 is the appropriate level for the CR index. At the same time, many other researchers, such as Hair et al. (2010), Bagozzi & Yi (1988), also agree that 0.7 is an appropriate threshold. All five variables have CR coefficients ranging from 0.808 to 0.904, which means that this study is reliable.

The *average variance extracted (AVE)* was used to evaluate the convergence of the variables. According to Hock & Ringle (2010), a scale has convergent value if the AVE is 0.5 or higher. This means that the latent variable will, on average, explain at least 50% of the variation of each observed variable. In this research, the AVE index reaches values from 0.626 to 0.744, which means that five latent variables all explain 60% to 70% of the variation of each observed variable. *The discriminant value* indicates the distinctiveness of a structure when compared with other structures in the model. According to Henseler et al. (2015), they used simulation studies to demonstrate that discriminant validity is better evaluated by the heterotrait-monotrait (HTMT) index. HTMT must be less than or equal to 0.9 (Hair, 2010). In this study, the values of the HTMT ratio are in the range of 0.296–0.863, which is below the threshold of 0.9. This proves the discriminant value between latent variables in this research model.

4.4. Evaluation of structural model

Table 6. R-square

R Square	
JP	0.56
WB	0.6
WI	0.63

Source: (Author, 2022)

Table 7. Path coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
JA -> JP	0.197	0.204	0.079	2.497	0.013
JA -> WB	0.342	0.34	0.088	3.902	0.000
JP -> WI	0.265	0.27	0.066	4.015	0.000
RE -> JP	0.264	0.263	0.078	3.381	0.001
RE -> WB	0.155	0.157	0.059	2.627	0.009
WB -> WI	0.445	0.442	0.071	6.229	0.000

Source: (Author, 2022)

Table 8. Collinearity

JA1	JA2	JA3	JA4			JP1	JP2	JP3	JP4
1.694	1.746	1.725	1.885			2.394	2.17	2.821	2.775
RE1	**RE2**	**RE3**	**RE4**	**RE5**		**WB1**	**WB2**	**WB3**	**WB4**
1.749	42.92	2.683	3.015	4.021		1.962	1.87	1.921	1.946
WI1	**WI2**	**WI3**	**WI4**						
2.228	2.52	3.158	2.556						

Source: (Author, 2022)

A commonly used linear model fit measure is the coefficient of determination (R) squared. According to Hair et al. (2019), R-square values usually have an intermediate level of 0.5 to divide into 2 branches of strong significance/ weak significance, from 0.5 to 1, the model is good, less than 0.5, the model is not good. In this study, the R-square value is 0.56 to 0.63, which is higher than 0.5 and is considered appropriate for the study.

With p-value, there are 6 relationships with a value lower than 0.05, which means that these 6 relationships are all statistically significant. Looking at the Orginal Sample (OS) value, all variables have a positive relationship with the model. Besides, the level of impact of two variables JP and WB on WI in order from strong to weak is WB, JP with standardized impact coefficients of 0.445 and 0.265, respectively.

The VIF coefficient is used to evaluate multicollinearity in this research model to check whether there is any error in the regression results. VIF results are divided into two regions: Outer VIF and Inner VIF. According to Hair et al. (2019), if the VIF is greater than 5, the model has a very high probability of showing multicollinearity. Based on the results, we can see that there is no multicollinearity in the research model.

5. Discussion

In this section, the research will focus on analyzing and discussing the significance of the statistical results. Hypotheses about variables will be considered in this part with explanations. This result shows that the *Job Autonomy is positively related to employee performance and happiness in a digital workplace (H1a and H1b)*. Employees who feel they have the right to choose the way they work and the right to use technology devices in the organization will work with higher efficiency and will also feel more comfortable and satisfied with business. This has been demonstrated in previous studies: if the enterprise meets the psychological needs of its employees, work performance and happiness in the work environment will increase. (Kim et al., 2016). From here, it can be seen that the relationship between job autonomy and employee performance and happiness has a strong influence on each other when the company transforms the workplace. When businesses transform digitally, employees can freely choose working methods, such as working from home or in the office. They can choose the method that they feel most comfortable with and work most efficiently with. Besides, managers who encourage employees to use their technology devices also make employees feel more comfortable and work harder.

The results of this study suggest that *employee connection with other employees has a positive effect on employee performance and happiness in a digital workplace (H2a and H2b)*. It means that employees who feel connected and related to other employees have higher job performance and are happier. This is in line with previous studies that have shown psychological satisfaction is positively related to job performance and happiness in the digital workplace (Meske and Junglas, 2020). This means that interpersonal relationships have a significant influence on employee performance and happiness in a digitally transformed workplace. With the use of technology, employees can communicate with each other and interact with customers and other stakeholders faster, which increases work productivity, higher performance. Besides, the relationship between employees will make them feel familiar and respected, which makes employees more confident when working and sharing personal stories. Thereby, increasing the cohesion and solidarity among the employees in the company.

In this study, hypotheses *H3 and H4 are both supported*. This means that employee happiness and productivity in a digitally transformed workplace will have an impact on employees' intent to actively support the business's digital workplace transformation. Some previous studies have also demonstrated that if employees are productive and feel satisfied, they will have the intention to support when the business transforms the workplace. And performance and happiness are the two key factors in workplace transformation. (Wang et al., 2017). Therefore, when employees come into contact and work with modern technology systems,

Table 9. Hypotheses results

Hypothesis	Relationship	Original Sample (OS)	P-value	Results
H1a	Job Autonomy -> Job Performance	0.197	0.013	Supported
H1b	Job Autonomy -> Well-being	0.342	0.000	Supported
H2a	Relatedness -> Job Performance	0.264	0.001	Supported
H2b	Relatedness -> Well-being	0.139	0.000	Supported
H3	Job Performance -> Work Intention	0.265	0.000	Supported
H4	Well-being -> Work Intention	0.445	0.000	Supported

Source: (Author, 2022)

they will have more skills in using technology, which helps them work and complete tasks faster; interact with partners promptly, and work more creatively at work (Hsi, 2007). In addition, employees using technology devices can increase work performance and gain more knowledge about the use of technology. From there, employees will work actively and support businesses in their digital transformation, intending to stay for a long time and coming up with ideas for business development. Besides work performance, the need for happiness has also been shown to be important for employees' job intentions when the company digitally transforms the workplace (Attaran et al., 2019). From here, employees who work actively and feel happy in the digital working environment will tend to stick with the business for a long time and help come up with ideas to help businesses digitally transform their workplaces more successfully.

However, there is some research that suggests that employee autonomy does not contribute significantly to employee performance and happiness in a digital workplace. Based on the study to which the researcher refers, "*Digital workplace transformation in the financial service sector: Investigating the relationship between employees' expectations and intentions,*" by Selimović, Pilav-Velić and Krndžija (2021), they think this is true when they conduct research in the field of finance-banking because it is an organization with a stable and coherent structure and way of operating. Specifically, the procedures in these organizations are of a high standard for tasks that require precise performance, such as signing, approving loans, repaying loans, etc. And while staff are trained to work in a certain way, they do not have many opportunities to participate in the decision-making process, affecting the autonomy of employees (Belias et al., 2015).

6. Conclusion and recommendation

The research results indicate that the influence of job autonomy and relatedness have positively strong impact on employee performance and well-being, and thus, driving employee's intention to actively support the business's digital workplace transformation. Currently, this is the era of technology development, so organizations and businesses are trying to provide a full digital infrastructure and actively train employees to use technology devices to help them work better, faster, and solve problems quickly. In this study, it can be seen that the psychological needs of employees, such as autonomy and relevance, are important points in supporting successful digital transformation businesses. This research has an important and meaningful implications for managers when undertaking the digital transformation of the workplace. In order to ensure employee performance and well-being during the digital transformation, businesses must support the basic psychological needs of employees. For example, companies should train employees to use technology devices fluently, encouraging employees to participate, contribute, connect, share, and exchange personal ideas in completing tasks.

However, this study still has limitations. Research only focuses on examining and analyzing two independent variables, Job Autonomy and Relatedness; two mediating variables is Well-being and Job Performance; and one dependent variable, is Work Intention. And this research paper only focuses on analyzing quantitative data instead of qualitative data. Therefore, researchers should conduct research on the reasons and give appropriate explanations to understand the employee's intention to work when the enterprise digitally transforms the workplace. As for the research method, future researchers should choose a larger sample group to have a deeper look at the influence of workplace digital transformation on employee intentions. This will help the researcher have a more accurate view, and the research paper will also have more value. Besides, researchers should design a way to collect data other than using questionnaires like Google Forms as an interview method.■

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APPENDIX

Constructs	Items	Description
Job Autonomy (JA)	JA1	I feel like I can be myself while working in a digitally transformed workplace
	JA2	I feel I can decide how much I want to use devices in the digitally transformed workplace
	JA3	The manager always encourages me to be proactive in my work when the company is digitally transformed
	JA4	The manager allows me to choose the way that I see best suited to perform my duties in the digital transformation workplace
Relatedness (RE)	RE1	I feel in harmony with everyone in the company
	RE2	People working in digital environment are very friendly to me
	RE3	I feel like everyone in the company takes time to share their stories with me
	RE4	I feel like people always listen to my contribution
	RE5	I feel everyone cares and supports me to work better
Job Performance (JP)	JP1	I find the digitally transformed workplace helpful in my work
	JP2	I feel the speed of getting things done is faster when businesses do digital transformation of workplaces
	JP3	I feel that I work more actively and achieve the goals I have set when the business transforms the workplace
	JP4	I can exchange information with colleagues faster and increase teamwork efficiency
Well-being (WB)	WB1	I feel very motivated and willing to work as the company digitally transforms the workplace
	WB2	I work more comfortably when businesses digitally transform the workplace
	WB3	I feel more confident working and communicating in a digital transformation work environment
	WB4	I feel satisfied and proud to work in a digital transformation environment
Work Intention (WI)	WI1	I strongly support the digital transformation of businesses
	WI2	I will stick with the business longer
	WI3	I am very actively involved in the digital transformation of the business
	WI4	I try to give valuable ideas and contributions to the business when transforming the digital workplaces