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**An Empirical Analysis of the Association between
Digitalization and Employee Quality of Work Life in
Nepalese Tourism Industry**

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Abstract

This study examines the relationship between the digitalization of Employee Quality of Work Life (EQWL) in relation to the tourism sector in Nepal. It is a quantitative and positivist research. The descriptive and correlational research design was used. The primary data were collected from 399 tourism employees using the structured questionnaires. Pearson correlation testing was used for data analysis. Results indicate that positive relationships are strong and statistically significant. The digital tool usage, digital competence, organizational digitalization, digitalization adoption and even organizational support are highly correlated with EQWL. Everyone who wants to create a sustainable working environment needs to look at digital transformation from an overall perspective. Integrating technology is a process that demands technical expertise, adoption of technology by the user and strong corporate infrastructure. Theoretically, the Job Demands-Resources (JD-R) model and the TAM, SDT and DOI models are integrated in this study. In practice, managers

need to focus on “user-friendly infrastructure” and on-going competence training. Policy makers should incorporate digital readiness as part of a sustainable tourism program. It uniquely identifies digital competence and organizational support as key resources that have a beneficial buffer from the work stressors in the tourism sector.

Introduction

The global tourism and hospitality industry is undergoing a paradigm shift, with fast technological developments creating a fundamental change of the operational paradigms, the service delivery and employment nature. It has come to light that, in this fast-paced service industry, employee well-being is becoming the strategic concern. The industry is usually perceived as heavy workload, erratic hours, and emotional labour which demands a paradigm shift from job satisfaction towards a whole employee quality of work life (EQWB) for sustaining in the workforce (Husamoglu et al., 2023). Moreover, recent global upheavals have highlighted the precarious nature of hospitality environment making it crucial to place EQWB at the center stage in order to rejuvenate and sustain resilient workforce (Gao et al., 2025).

Against this background, Organizational Digitalization (OD) has emerged as disruptive force compelling traditional hospitality firms to rethink their core business model through integrating real-time data, artificial intelligence, and interconnected systems (Troisi et al., 2023). Successful OD involves robust and visionary leadership that can anticipate the changes in the global markets and use complex data ecosystems to create value propositions and competitive advantages (Chimakati & Nzinga, 2024). But, the hypothetical advantages of strategic digitalization are highly dependent on real Digitalization Adoption (DA) on the ground. In the context of Nepal, despite high rates of mobile penetration, the utilization of digital system remains relatively low. Systemic bottlenecks, regulatory gaps, and lack of infrastructure are frequently identified as major barriers to the adoption of the new technologies. Meaningful adoption cannot be achieved unless these systems are supported by strong governance support, data privacy assurances, and user-centric designs that can translate the technological potential to tangible performance outcomes (Mahmud, 2025).

The effective implementation of these new-fangled systems eventually relies on personal capabilities of the workforce and the successful correspondence between the new technology and the everyday work. When digital resources are properly aligned with job requirements, they will lead to reduced repetitive administrative tasks, and allow employees to focus on personalized service, which significantly improves both job satisfaction and performance (Gebhardi et al., 2025). It is essential to have a supportive organizational environment and a workforce with strong Digital Competence to engage in active and effective use of digital tools (Oberlaender et al., 2020). As technological disruptive shifts competency requirements towards advanced digital literacy, organizations and institutions of higher education must collaborate to build this capacity. The high-digital competence of employees makes them agents of change in firms, instead of feeling overwhelmed with the new and complex job demands (Palmucci et al., 2025).

As much as digitalization promises obvious avenues to the operational efficiency, the interconnectedness related to such technologies may introduce dramatic pressures, which can be regarded as extreme digital job demands (Yen, 2024). Organizational Support (OS) serves as an essential protective buffer to avoid technological burnout and helps reduce high turnover intentions (Moustafa, et al., 2024). Comprehensive digital training, provision of customized resources, and authentic support of mental health through the promotion and monitoring of employee wellbeing rather than an exclusive emphasis on productivity-driven leadership, can strengthen resilience and adaptability amid rapid digital changes (Akbar, 2025). Hence, it is essential to get the complex interaction between such technological improvements and human aspects. The study helps to examine the intricate interrelationship between digitalization and EQWB in the Nepalese tourism sector.

Review of literature

Theoretical review

This paper employs a variety of the theoretical foundations of organizations to explore the concept of employee well-being. The main general model is the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2017). The high rate of digitalization creates new demands of the technological jobs which are steep and intense. The unrelenting digital connectivity may drain critical employee energy and reduce overall work life quality. On the other hand, this extreme strain in a digital workplace is directly buffered by provision of adequate personal and organizational resources (Bakker & Demerouti, 2017). Technology Acceptance Model (TAM) and the Diffusion of Innovations (DOI) theory explain how employees adopt and utilize digital resources within the workplace. These models assume that effective technology implementation is possible when there are clear performance benefits, perceived ease of use, and a unique advantage over traditional methods (Davis, 1989; Rogers, 2003). Self-Determination Theory (SDT) points out the psychological need of learning to master these new systems (Ryan and Deci, 2000). An employee fulfillment of his basic need of competence will decrease technical frustration and greatly enhance operational autonomy. The Social Exchange Theory (SET) is a theory that describes reciprocal actions that are necessary to deal with these technological changes (Cropanzano et al., 2017). According to principle of reciprocity, when organization provides sound structural support, employees are likely to respond with increased commitment to the organization. Supported employees will have more willing to accept complex digital transitions and ultimately enhance the overall quality of work life.

Empirical review and hypotheses development

Relationship between digital tool utilization and employee quality of work life

Digital Tool Utilization (DTU) can be defined as the capacity to apply the technology in the workplace. It includes software, hardware and digital communication platforms. Quality of Work Life (EQWB) is an overall well-being of employees. It is composed of job satisfaction, work-life and mental health. It automates monotonous tasks and eases mental load. The enhanced productivity has a direct relationship in enhancing the day-to-day work experience.

Thus, the proper utilization of technology will significantly boost the overall EQWB. The recent empirical researches support the positive relation. Kamboj (2023) determined that technology decreases the pressure of excessive workload. This is a good mitigation that helps to maintain work-life balance of the employees. Cascio and Montealegre (2016) related the level of engagement with the use of digital tools. The tools increase the flexibility of day to day running and its availability. As Jeilani and Hussein (2025) established that digital adoption has a positive impact on the wellbeing of the workers. Costin et al. (2023) discovered that the use of structured platform enhances job satisfaction. The proper use of tools is effective in alleviating severe emotional exhaustion. Lastly, Baurai (2025) affirmed that when the entire state is well-digitized, it raises the overall well-being. Proper management of technology offers an important psychological employment facility.

H1: There is significant positive relationship between Digital tool utilization and Employee quality of work life.

Relationship between digital competence and employee quality of work life

Digital Competence (DC) is the technical competence of an employee. It is the intrinsic ability to gain, evaluate and utilize digital systems in a safe and efficient way. Digital Competence allows the successful Digital Tool Utilization. Complex software can be easily worked by the most qualified employees. By efficiently using tools, it makes the day to day running of the organization easier. This operation efficiency helps to reduce the cognitive load and repetitive nature of tasks to the minimum. Thus, there is a direct impact of a good management of technology to Employee Quality of Work Life. Adequate digital skills will cushion against the stress brought about by technology in the work place. Combined, DTU and DC would help in producing a more adaptive and healthy working environment. Mungia et al. (2024) set the fact that the overall job satisfaction is much greater with greater digital competence. In the utilization of new systems, experienced workers have fewer operations frustrations. Bajraliu and Qorraj (2023) demonstrated that solid digital skills contribute to a better work-life balance of employees. The high competence of the employees will help them to adjust to remote and flexible work arrangements. Ashfiyah (2025) linked high digital aptitude with a higher labor health and working efficiency. Nelson (2025) defined that the efficient technology adaptation is one of the primary considerations in terms of decreasing psychological stress. Finally, Rini and Syaharani (2025) showed that digital adaptability has a positive impact on the quality of work life in organizations.

H2: There is significant positive relationship between Digital Competence and Employee quality of work life.

Relationship between organizational digitalization and employee quality of work life

Employee Quality of Work Life (EQWB) is a wellbeing and satisfaction of a worker. Organizational Digitalization (OD) is the strategic, company-wide integration of digital systems. This is a radically different re-definition of old business models. OD uses real-time data in enhancing operational agility. The reform ensures sustainable international competitiveness in the long run. OD lays the groundwork of the technological infrastructure

required in the modern working environment. This is a structural change which is dynamic and enabling to effective DTU. These tools can help the employees to automate the routine day to day work. Under such automation, the quantity of mental load and operational strain is greatly reduced. This in turn leads to a lot of efficiency which significantly increases the overall EQWB. Evans and Hoole (2024) showed that OD could assist in creating a supportive environment that would stimulate the use of tools. Pasha et al. et al. (2025) demonstrated that an adequate digital infrastructure can help to decrease the volume of tasks that have to be performed daily. Duan et al. (2023) found that the enhancement of the quality of work-life among the employees is associated with strategic digitalization. Finally, the research carried out by Bolli and Pusterla (2026) confirmed that job satisfaction is maximized when the level of digitalization of the company is adjusted to the number of tools that should be used daily.

H3: There is significant positive relationship between Organizational Digitalization and Employee quality of work life.

Relationship between digitalization adoption and employee quality of work life

Digitalization Adoption (DA) refers to the behavioral acceptance of technology in organizations. It is in which the new digital systems are practically implemented. Quality of Work Life (EQWB) of the employees is a measure of good health in the workplace. DA is that successful streamlines complicated workflows of operation. Streamline workflows are essential in reducing the cognitive load dramatically. The technologies implemented also enable greater flexibility of the operations. Large DA thus plays a major role in improving the overall EQWB. Digital opportunities are transformed into the reality of well-being of the workers through the real implementation. Paganin and Simbula (2021) demonstrated that the active adoption of high technologies is able to reduce stress at the workplace. Lim (2008) also related positive user acceptance as having a direct connection with increased job satisfaction. Grant et al. (2013) also demonstrated how DA enhances work flexibility and well-being during work at home. Straub (2026) found out that an effective digital adoption can have an enormous influence in alleviating workload pressure on a daily basis. Finally, Bashir et al. (2026) also determined that long-term structural uplifting of overall quality of work life was achieved by sustained DA.

H4: There is significant positive relationship between Digitalization Adoption and Employee quality of work life.

Relationship between organizational support and employee quality of work life

Organizational Support (OS) demonstrates the willingness of an employer to care about the well-being of his/her workers. It entails material possessions and the necessary psychological support. This aid helps to establish mutual trust in the workplace. Employees feel that they are indeed appreciated in their professional contributions. It entails the provision of the necessary resources, training, and emotional support. Quality of Work Life (EQWB) of employees is an indicator of total occupational wellness. It includes mental health, work-life balance and general job satisfaction. OS is an important psychological resource. It countermeasures directly against severe stressors at the workplace. This assistance creates

a high level of organizational commitment by means of social exchange. Thus, strong OS significantly increases the general EQWB. True support guarantees a strong response to stressful changes in operations. The study conducted by Hauff et al. (2024) was found to be supportive leadership that directly improves employee well-being. In a study by Andrews and Wan (2009) it has shown that proactive mental health services can greatly lower job strain. Lam et al. (2025) reported resource provision to have a strong mediating effect between OS and EQWB. Sim and Jeong (2025) identified equitable scheduling practices with increased job satisfaction. Lastly, Li et al. (2025) established that holistic organizational support is a useful intervention to prevent digital burnout.

H5: There is significant positive relationship between Organizational Support and Employee quality of work life

Although the overall effects of digitalization have been well-researched, there is a clear gap in the existing literature that is specifically focused on Employee Quality of Work Life (EQWB) in structurally vulnerable economies such as the Nepalese tourism industry. Moreover, existing researches are mainly quantitative and therefore do not capture the subtle elements of technostress that are inherent in high pressure service settings. The multidimensional aspects of psychological empowerment and differences in digital literacy rates are under-researched within the existing theoretical frameworks.

Methodology

Study area

This study area of this research is within the Nepalese tourism industry.

Research design

The research philosophy used in this study is the positivist research philosophy. This paradigm is based on observable and measurable facts to arrive at objective reality (Saunders et al., 2009). Aligned with this philosophy, the study employs a deductive reasoning approach. Empirical observation and data collection was used to test the theoretical frameworks. The study applies a quantitative method to measure variables and analyze the data. Moreover, the descriptive and relationship research designs are implemented. The descriptive element describes the features of the respondents. The relationship analyses the positive or negative direction of association between the specified variables (Hair et al., 2019).

Nature and source of data

The data collected in this study was only of primary sources with quantitative method.

Population and sample size

This research was deemed to have an unknown target population who are working in the Nepalese tourism industry. Therefore, employees working in Nepalese tourism industry were selected the respondents of this study using purposive sampling, non-probability method. The formula of the unknown population for the sample size created by Cochran (1977) helped to determine the required sample size. When this formula was applied to a standard

95 percent confidence level and a 5 percent margin of error the minimum required sample size at that level was 384.17 participants.

Data collection method

Structured, pre-tested five-point Likert scale questionnaire was used to collect primary data. The dual-distribution approach was used to have a sufficient and diverse sample. The questionnaire was distributed both physically and online. About 250 questionnaires were sent online and 85 responses were obtained. At the same time, 500 paper questionnaires were distributed to the potential respondents physically, however, 340 questionnaires were returned. This work led to the complete original gathering of 425 responses. After a thorough data screening process to select and eliminate incomplete or unengaged responses, a final valid sample of 399 questionnaires was retained to be the final sample of valid responses. This last sample size is sufficient to meet the minimum requirement as set out by Cochran formula.

Validity and reliability

The test of validity and reliability of the collected data using structured questionnaire was conducted through the use of the Cronbach alpha coefficient (Taber, 2018). Next, the assumption of data normality was assessed by conducting skewness and kurtosis tests. Parametric testing employed the normal distribution to be ensured using graphical analysis with histogram, PP plot, and Scatterplot (Hair et al., 2019).

Data analysis

The analysis of data was performed with the help of statistical software SPSS to test the link between the research constructs. Lastly, the research found the strength and direction of the correlations between the variables through Pearson correlation analysis.

Ethical approval

The text of the research provided does not contain any reference to, nor any statements about, ethical approval.

Result and discussion

Result analysis systematically interprets collected data to answer specific research questions. It transforms raw numerical data into meaningful and actionable academic insights. Researchers employ statistical tests to identify significant patterns and causal relationships. This rigorous evaluation determines whether the empirical evidence supports the formulated hypotheses. Ultimately, it provides the factual foundation necessary for drawing valid conclusions.

Demographic analysis

Table 1 presents the demographic profile of the study sample, including age, gender, education, and income.

Table 1: Profile of respondents

Characteristic	Category	Frequency	Percent
Age group	18-28 Years	260	65.2
	29-43 Years	122	30.6
	44-59 Years	17	4.3
Gender	Male	245	61.4
	Female	154	38.6
Educational Level	Up to +2 Level	64	16
	Bachelor	262	65.7
	Master and above	73	18.3
Monthly Income	Up to 30,000	208	52.1
	30,001 to 50,000	130	32.6
	50,001 to 75,000	42	10.5
	Above 75,000	19	4.8

Table 1 describes the demographic profile of the respondents that were surveyed. The sample is mainly young as 65.2 percent of the sample is between the age of 18-28 years. The males make 61.4 per cent of the total sample. The rest 38.6 percent are female participants. Regarding the education, the definite majority of the citizens is the owners of a Bachelor's degree (65.7%). A smaller proportion 18.3 percent have earned a Master, or higher degree. The distribution of the reported monthly income is skewed with more in the lower scales. Over half of the participants (52.1%) earn up to 30,000. On the other hand, only 4.8 percent of the respondents report an income of above 75,000. This age distribution indicates that the group of participants is predominantly young, educated, and of low-to-middle income.

Descriptive statistics and reliability analysis

Descriptive statistics can be used to provide a summary of the central tendency and dispersion of the sample data collected (Hair et al., 2019). The measurement of skewness and kurtosis are used to determine whether the data distribution fulfills the normality assumption (George and Mallery, 2024). Reliability is a systematic evaluation of internal consistency of the multi-item measurement scales. Specifically, the alpha of Cronbach is calculated to make sure that some of the items in the survey are effective measures of their intended construct (Taber, 2018). The combination of these preliminary statistical tests makes the dataset powerful and appropriate to perform inferential analysis (Hair et al., 2019). Table 2 indicates the summary of descriptive statistics, reliability coefficients of the main constructs of the research.

Table 2: Descriptive statistics and reliability analysis of study constructs

Constructs	Cron batch Alpha	Mean	Std. Deviation	Skewness	Kurtosis
Well_Being	0.953	34.900	9.152	-0.402	-0.520
DTU	0.941	18.211	5.775	-0.840	-0.527
DC	0.864	17.409	4.610	-0.526	-0.449
OD	0.939	18.003	5.420	-0.669	-0.578
ATD	0.934	17.925	5.043	-0.668	-0.374
OS	0.931	17.952	5.008	-0.463	-0.557

Table 2 provides a summary of the descriptive statistics and reliability coefficients of constructs of the study. Cronbachs alpha was used in assessing construct reliability. The alpha coefficients were between 0.864 and 0.953. These values are much higher than the minimum level of 0.70 that is recommended (Taber, 2018). This will ascertain high internal consistency in all scales of measurements. Also, skew and kurtosis were used to test normality of data. The values of skewness were between -0.840 and -0.402. Kurtosis values fell between -0.578 and -0.374. All the indices are well below the acceptable range of ± 2 when it comes to a normal distribution (George and Mallery, 2024). As such, the dataset complies with the parametric assumptions that are necessary to proceed with the inferential statistical analysis (Hair et al., 2019).

Correlation analysis and hypothesis testing

Correlation analysis is a statistical tool that is employed to determine the strength and direction of the linear relationship between two continuous variables. It provides a correlation coefficient, usually referred to as Pearson r, which has a range of -1 to +1 to measure this association. Notably, whereas this method determines important statistical correlations. Table 3 shows the findings of Pearson correlation analysis, which describes the strength and direction of the bivariate relationship between the key constructs in the study.

Table 3: Correlation coefficients

	Well Being	DTU	DC	OD	ATD	OS
Well Being	1					
DTU	.700**	1				
DC	.708**	.836**	1			
OD	.725**	.845**	.794**	1		
ATD	.714**	.859**	.851**	.824**	1	
OS	.868**	.753**	.721**	.791**	.739**	1

**. Correlation is significant at the 0.01 level (2-tailed).

Table 3 shows the bivariate Pearson correlation coefficients of the main study variables. Hypothesis 1 included the assumption that there was a strong positive correlation between Digital Tool Utilization (DTU) and Employee Quality of Work Life (EQWB). The correlation

analysis also indicates that there is a strong, positive and statistically significant relationship between the two constructs ($r = .700, p < .01$). This empirical data is a strong support of H1. The results show that a higher use of digital tools is strongly related to a higher quality of work life among employees.

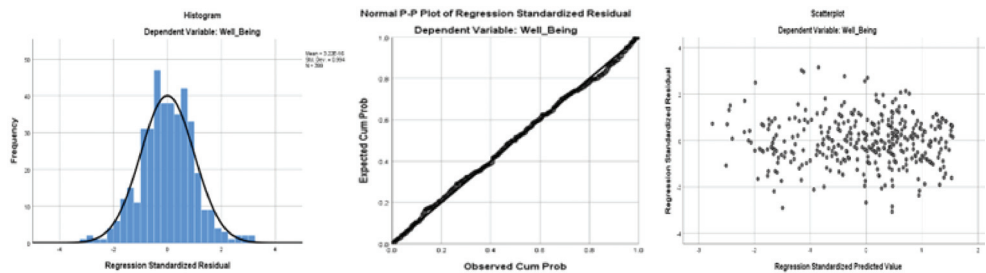
Hypothesis 2: It was hypothesized that there was a significant positive relationship between Digital Competence (DC) and Employee Quality of Work Life (EQWB). As indicated in Table 3, the analysis of Pearson correlation analysis shows that there is a strong and statistically significant positive relationship between these two variables ($r = .708, p < .01$). This empirical result offers quality evidence to support H2. Accordingly, the findings indicate that those employees that have a higher degree of digital competence have a much-improved quality of work life.

Hypothesis 3 was the hypothesis that Organizational Digitalization (OD) and Employee Quality of Work Life (EQWB) had a significant positive relationship. The Pearson correlation analysis in Table 3 indicates that there is a strong and statistically significant positive relationship between the two variables ($r = .725, p < .01$). This empirical result gives a strong support to H3. As a result, the findings demonstrate that workers that have to work in highly digitalized organizational settings enjoy an even more impressive quality of work life.

The fourth hypothesis was that there was a strong positive correlation between Digitalization Adoption (DA) and Employee Quality of Work Life (EQWB). The Pearson correlation analysis outlined in Table 3 depicts that there is a strong and statistically significant positive association between the two variables ($r = .714, p < .01$). This is an empirical result that gives strong arguments to H4. Therefore, the findings suggest that the increased rates of digitalization adoption among workers are strongly linked to the improvement of the quality of work life.

The fifth hypothesis was that there was a significant positive correlation between Organizational Support (OS) and Employee Quality of Work Life (EQWB). The Pearson correlation analysis in Table 3 indicates that there is a positive association between the two variables that is strong and statistically significant ($r = .868, p < .01$). This empirical observation gives a solid justification of H5. The findings, therefore, suggest that employees who receive greater degrees of support by their organization have a much better quality of work life.

Figure 1: Graphical parametric assumptions testing



The statistical assumptions that need to be made for the dependent variable *Well_Being* were assessed visually using three key diagnostic plots (Hair et al., 2019). The regression standardized residuals are first shown in a histogram that displays a symmetrical bell-shaped curve with a mean that is close to zero and a standard deviation close to one. The same is indicated by the Normal P-P plot, which shows that the cumulative probabilities of the observed data are closely aligned to the diagonal line which is expected if the data is normally distributed. Lastly, the scatterplot of standardized residuals vs the predicted values shows that the residuals are randomly distributed with no discernible pattern. No funneling (cone shape) or explicit curvature demonstrates visually that the critical assumptions for homoscedasticity (equal variance) and linearity have been met with this data (Hair et al., 2019).

Discussion

The higher the quality of work life among employees, the more digital tools they use and, conversely, giving employees the right technological tools is one of the ways to positively influence the quality of their work life. At its core, digital integration is effective for simplifying day-to-day processes, doing away with repetitive administrative tasks, and giving workers greater flexibility in their workday. This observation is solidly in line with the Job Demands-Resources (JD-R) model and the Technology Acceptance Model (TAM). JD suggests that when sufficient organizational resources such as advanced digital technologies are available to buffer against job-related stress, then employee engagement is more likely to occur, while TAM posits that the perceived usefulness and ease of use of the technologies is directly related to employee engagement. Furthermore, this result aligns well with the latest empirical research demonstrating the positive impacts digital transformation has on welfare in the workplace. The earlier studies have also reached the same conclusions, which is more sustainable and high-quality working environment through optimal use of technology (Bakker & Demerouti, 2017; Ghislieri et al., 2018; Tarafdar et al., 2019).

The strong positive relationship between digital competence and employee quality of work life suggests that having good skills in technology has a significant positive relationship with employee quality of work life. In theory, it implies that when employees are in high capacities to navigate electronic environments, then they are less technologically frustrated, they have greater autonomy and they manage their daily workflows more effectively. This discovery is strongly anchored in the Self-Determination Theory (SDT) of motivation which states that satisfying the core psychological need of an employee in competence directly contributes to enhancing the autonomy and well-being of an employee. Moreover, it is a solid fit with the Job Demands-Resources (JD-R) theory, which defines digital competence as a highly valuable personal resource that empowers employees and effectively countermeasures the stress that technology causes (technostress). Moreover, this finding is very consistent with the empirical literature that shows the positive effects of technological competence on well-being at the workplace. Past researches have also determined that strong digital skills encourage the promotion of work-life integration, reduce psychological fatigue, and promote a more satisfying, high-quality working environment (Bakker & Demerouti, 2017; Marsh et al., 2022; Salanova et al., 2013).

The fact that the organizational digitalization and the quality of work life of employees are significantly positively correlated is an indication that the ability to incorporate high-level technologies into the larger corporate framework has a significant positive impact on the quality of work life of the employees. In concept, this implies that a digitally mature organization provides a lean, modernized, and connected environment which minimizes bureaucratic friction and creates more agile working conditions. This observation is a strong indicator of the Job Demands-Resources (JD-R) theory, in that structural organizational digitalization is a macro-level resource that reduces job demands, streamlines work processes, and enhances a highly engaging work environment. Moreover, the finding is very much in line with recent empirical studies investigating the digital transformation and workforce dynamics. Past researches have also reached a similar conclusion that extensive digitalization of organizations leads to increased job satisfaction, better internal communication, and eventually promotes high-quality, sustainable job experience (Colbert et al., 2016; Meske & Junglas, 2021; Parry & Battista, 2019; Trenerry et al., 2021; Vial, 2019).

The fact that the adoption and integration of digital technologies into everyday activities are positively correlated with a significant positive correlation, shows that the actual process of acceptance and integration of digital technologies into everyday activities have a significant positive correlation, thus strengthening the occupational well-being. Theoretically, this would imply that once employees go beyond accessibility and actively engage with digital systems, they will experience better task performance, increased autonomy, and an overall smoother work experience. Theoretical background of this finding is that as employees perceive the relative advantage and usefulness of new digital systems, increasing numbers of them will become increasingly active in terms of adopting new digital systems. This effective use of technology is an invaluable resource which lessens the effort needed to handle more challenging tasks and increases the psychological meaningfulness of work within the broader framework of the Job Demands-Resources (JD-R) theory. Moreover, this outcome is extremely consistent with the empirical literature highlighting the transformative effect of technological acceptance. Similar findings have been reached by earlier studies that have concluded that the higher the level of digitalization adoption, the greater the level of job satisfaction, the lower the level of job-related anxiety, and the more positive is the overall quality of work life (Abdulkareem et al., 2024; Brivio et al., 2018; Han et al., 2025).

The high positive correlation between organizational support and work quality of employees shows that the perceived assistance and care of the organization are considered as core drivers of occupational health. In conceptual terms, this implies that when employees feel that their efforts are appreciated and their welfare is given priority, they experience a greater psychological attachment to their work, and therefore experience less stress and a higher level of life satisfaction. The Social Exchange Theory (SET) that underlies this finding strongly, proposes an exchange mechanism in which the employees reciprocate the perceived organizational support with favorable attitudes and increased well-being. This will be in line with the Job Demands-Resources (JD-R) theory that identifies organizational support as a key job resource that will lead to the engagement of employees and a significant resource

of organizational support that will serve as a strong protective measure against exhaustion at the workplace. Moreover, this finding is very comparable to much empirical evidence emphasizing the paramount importance of supportive work environments. Past research has uniformly revealed that high levels of organizational support are associated with increased job satisfaction, increased loyalty and overall better quality of work life (Bakker & Demerouti, 2017; Kurtessis et al., 2017; Rhoades & Eisenberger, 2002).

Conclusion

The empirical results of this study show that there is a significant positive correlation between the use of digital tools, digital competence, organizational digitalization, digitalization adoption and organizational support with the quality of employees' life at work in the tourism sector. The results of this study show that, conceptually, incorporating technology is a complex process that involves many dimensions for tourism professionals dealing with high pressure service situations. It reflects perceived usefulness of the tools offered (TAM), psychological need satisfaction by skill mastery (SDT), active behavioural acceptance of the innovative systems (DOI) and a care and commitment between management and behaviour (SET). These conceptual elements collectively converge under the umbrella of the Job Demands-Resources (JD-R) model, which establishes the personal and organizational digital assets as significant resources in the process of coping with the stressors intrinsic to the hospitality sector, and consequently to enhance employee engagement. Finally, this study confirms that digital transformation, a comprehensive approach involving the adoption of digital tools, psychological empowerment, behavioral changes, and strong organizational support is essential to build a sustainable high-quality working environment in the contemporary tourism industry.

The results of this research provide important theoretical progress in the field of occupational well-being and offer a multi-theoretical, integrative approach specifically for the contemporary, digitalized tourism sector. This research provides a further enhancement of the JD-R model, by adding the TAM and Diffusion of Innovations (DOI) theory to the workplace stress and engagement evaluation. This integration helps to clarify how digital tools from being available resources are being used and how they can be identified as buffers to job demands by being actively used. In addition, the study explicitly uses the theoretical framework of Self-Determination Theory (SDT) which, in theory, places "digital competence" not only as a set of skills, but as a psychological resource that can satisfy the need to master and be independent, which leads to a decrease in technostress. Lastly, the incorporation of Social Exchange Theory (SET) provides a basis for the ecosystem as organizational support is seen as the starting point for the whole chain of events, and a digitally mature and supportive organizational infrastructure leads to better employee well-being, which in turn is reflected in better organizational performance. In the end, it offers a very multi-dimensional perspective for future researchers to explore the intricate relationship between human psychology, technology adoption and job satisfaction in service-oriented industries.

The management of the tourism and hospitality sector should highlight the importance of investing in digital infrastructure as a strategic approach to ensure quality front of house

service delivery, in terms of enhancing employees' wellbeing. Management should focus on ensuring the use of simple digital tools that automate the management of guests, booking and communication, and thus minimize repetitive working tasks for employees. Therefore, operators of the tourism sector must continue to train staff on the Digital Competence suitable for service-oriented tasks, so that they do not feel overwhelmed by new technology. When an organisation's culture is conducive to the active embrace of digitalization, the tourism sector can expect to improve staff retention and build more sustainable and satisfied employees to provide better guest experiences.

Industry and Government level, these results indicate that the digital workforce readiness should be part of tourism development policies as an integral component of sustainable tourism development. Policymakers need to create programs to promote the digitalization of small and medium-sized tourism businesses (SMEs) so that employees in less-resourced firms are not disadvantaged from the digital revolution. Policies should also promote the development of digital literacy standards on an industry-wide level to promote the mobility and career sustainability of tourism professionals. Moreover, the labor rules in the tourism industry should take into account the role of organizational support and digital well-being, create a balance in the technological field and safeguard the quality of the labor life of the employees in a 24/7 digital service economy.

Future research direction

Future research might build on this work to explore how the digital transformation affects the well-being of tourism employees over time, in various seasons. This research is confirmed that there is a strong positive correlation, and it is suggested to be studied using structural equation modeling to explore the mediating variables in this study, namely the psychological empowerment level and the digital literacy level. In addition, comparative analyses of different parts of the tourism sector (e.g., luxury hospitality and budget travel services) would give more insights into the impact of organizational context on digitalization adoption. Additionally, quantitative methods could be paired with qualitative ones, such as in-depth interviews or focus groups, to capture the more complex factors of "technostress" that may not be included in quantitative metrics in high pressure service settings, which may be of interest to future scholars.

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