

Psychology of Employee Behavior in the Digital Era: The Role of Burnout, Motivation, Work Engagement, Leadership, and Organizational Support

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ABSTRACT

The digital era has significantly transformed organizational structures, work environments, and employee behavior through the rapid integration of advanced technologies, remote working systems, artificial intelligence, and digital communication platforms. While digital transformation has improved organizational efficiency and productivity, it has also created psychological and behavioral challenges that influence employee well-being and organizational performance. This study examines the psychology of employee behavior in the digital era by exploring the roles of burnout, motivation, work engagement, leadership, and organizational support within modern organizations. The purpose of this research is to investigate how psychological and organizational factors affect employee attitudes, productivity, and engagement in technology-driven workplaces. The study proposes that employee burnout negatively influences work engagement and motivation due to increased workload, technological pressure, and work-life imbalance associated with digital transformation. Conversely, supportive leadership and organizational support positively enhance employee motivation, psychological well-being, and work engagement. Leadership plays a critical role in reducing workplace stress, promoting employee resilience, and creating supportive work environments during organizational change. Organizational support further strengthens employee commitment by providing emotional assistance, professional development opportunities, and flexible workplace policies. The study highlights that organizations balancing technological advancement with employee well-being and psychological support are more likely to achieve sustainable productivity and workforce stability. The findings contribute to the growing literature on organizational psychology and

employee behavior in digital workplaces by presenting an integrated framework linking burnout, motivation, leadership, organizational support, and work engagement. The study also provides practical implications for managers and policymakers seeking to improve employee well-being, organizational performance, and workforce sustainability in the era of digital transformation.

Keywords: Employee Burnout; Motivation; Work Engagement; Leadership; Organizational Support; Digital Transformation; Organizational Psychology.

INTRODUCTION

The rapid advancement of digital technologies has fundamentally transformed organizational operations, communication systems, and employee work behaviors in the modern business environment. Organizations increasingly rely on digital platforms, artificial intelligence, automation systems, and remote working technologies to improve efficiency, innovation, and competitiveness. Although digital transformation has created significant organizational opportunities, it has also introduced psychological and behavioral challenges that affect employee well-being and organizational performance. Employees working in digitally transformed environments frequently experience increased workloads, technological pressure, role ambiguity, and work-life imbalance, which may contribute to emotional exhaustion and workplace stress (Vial, 2019). The growing dependence on digital communication and virtual work systems has altered traditional workplace relationships and increased employee exposure to continuous connectivity and performance expectations. Consequently, understanding the psychological dimensions of employee behavior in the digital era has become an important concern for organizational researchers and practitioners. Scholars argue that employee psychological well-being significantly influences motivation, productivity, work engagement, and organizational commitment in modern workplaces (Schaufeli et al., 2002). Furthermore, organizations that fail to address employee psychological challenges may experience increased burnout, reduced performance, absenteeism, and turnover intentions. Therefore, organizations must develop supportive management practices and workplace policies that balance technological advancement with employee well-being and psychological sustainability. The study of burnout, motivation, leadership, work engagement, and organizational support is essential for understanding how organizations can effectively manage employee behavior in digitally transforming work environments.

Employee burnout has emerged as one of the most significant psychological challenges affecting workforce productivity and organizational sustainability in the digital era. Burnout refers to a state of emotional, mental, and physical exhaustion caused by prolonged workplace stress, excessive workload, and continuous job-related pressure (Maslach & Jackson, 1981). In digitally transformed organizations, employees are frequently exposed to constant technological demands, information overload, virtual communication fatigue, and pressure to maintain continuous availability. These conditions often lead to emotional exhaustion, reduced motivation, and declining work performance. Research indicates that burnout negatively affects employee satisfaction, organizational commitment, creativity, and engagement (Maslach et al., 2001). Furthermore, remote working systems and digital communication platforms have blurred the boundaries between professional and personal life, increasing stress and work-life imbalance among employees. Employees experiencing burnout may demonstrate reduced concentration, lower productivity, absenteeism, and psychological withdrawal from organizational activities. The rapid pace of technological change also contributes to employee anxiety and uncertainty, particularly among individuals lacking digital competencies or adaptability. Organizations that ignore burnout-related issues may experience declining workforce morale, increase turnover rates, and reduce organizational effectiveness. Therefore, organizations must implement supportive strategies such as flexible work policies, stress management programs, employee counseling services, and supportive leadership practices to minimize burnout and

maintain workforce sustainability. Understanding the causes and consequences of employee burnout is essential for developing healthier and more productive organizational environments in the digital era.

Motivation plays a critical role in shaping employee behavior, productivity, and organizational performance within digitally transforming workplaces. Employee motivation refers to the internal and external forces that influence employees' willingness, enthusiasm, and commitment toward achieving organizational objectives (Robbins & Judge, 2019). In modern organizations, technological transformation and changing work environments significantly influence employee motivation levels. Digital workplaces provide opportunities for flexibility, innovation, and professional development; however, they also create challenges such as technological uncertainty, performance pressure, and job insecurity. Motivated employees are generally more adaptable, productive, creative, and engaged in organizational activities, even during periods of technological change. Research suggests that organizations promoting supportive work environments, recognition systems, and employee empowerment achieve higher levels of motivation and organizational commitment (Herzberg, 1968). Furthermore, motivational theories emphasize that employees require psychological support, recognition, career development opportunities, and positive workplace relationships to maintain high performance and engagement. Leadership support and organizational culture significantly influence employee motivation by shaping workplace experiences and emotional well-being. Employees who feel valued, respected, and supported are more likely to demonstrate positive work behaviors and commitment to organizational goals. In contrast, organizations characterized by excessive workload, poor communication, and limited support may experience declining employee motivation and productivity. Therefore, understanding motivational factors within digital workplaces is essential for organizations seeking to improve employee satisfaction, work engagement, and long-term organizational performance.

Work engagement has become an important indicator of employee well-being, organizational productivity, and workforce sustainability in contemporary organizations. Work engagement refers to a positive psychological state characterized by vigor, dedication, and absorption in work-related activities (Schaufeli et al., 2002). Engaged employees demonstrate higher levels of enthusiasm, energy, commitment, and emotional attachment to their work and organizational objectives. In digitally transforming organizations, employee engagement becomes increasingly important because technological changes often disrupt traditional work structures and create uncertainty among employees. Organizations implementing digital technologies and remote work systems must ensure that employees remain psychologically connected, motivated, and actively involved in organizational processes. Research indicates that engaged employees contribute positively to organizational innovation, customer satisfaction, productivity, and competitive performance (Bakker & Demerouti, 2008). Furthermore, work engagement reduces turnover intentions, absenteeism, and workplace stress by promoting positive workplace experiences and psychological well-being. Leadership support, organizational culture, employee recognition, and work-life balance significantly influence employee engagement in modern workplaces. Employees working under supportive leaders and within positive organizational environments are more likely to maintain enthusiasm and commitment despite technological and organizational challenges. However, excessive workload, burnout, and lack of organizational support may negatively affect employee engagement and reduce organizational performance. Therefore, organizations must adopt employee-centered management practices that promote engagement, collaboration, communication, and psychological support within digitally transformed workplaces.

Leadership plays a fundamental role in influencing employee behavior, psychological well-being, and organizational effectiveness in the digital era. Organizational leaders are responsible for guiding employees through technological change, managing workplace stress, and creating supportive work environments that encourage productivity and engagement. Transformational leadership, in particular, has been recognized as

an effective leadership approach for motivating employees, promoting innovation, and managing organizational change (Bass & Avolio, 1994). Supportive leaders provide emotional encouragement, clear communication, professional guidance, and recognition that help employees cope with technological challenges and workplace pressure. In digitally transforming organizations, employees often require continuous learning, technological adaptation, and emotional support to maintain performance and psychological stability. Research indicates that supportive leadership positively influences employee motivation, work engagement, job satisfaction, and organizational commitment (Yukl, 2013). Leaders also play an important role in reducing employee burnout by promoting flexible work arrangements, healthy communication practices, and positive workplace cultures. Furthermore, leadership effectiveness influences employees' perceptions of organizational support and fairness during periods of organizational change. Employees who trust their leaders are more likely to embrace technological innovation and remain committed to organizational objectives. In contrast, poor leadership practices may increase workplace stress, dissatisfaction, and resistance to change. Therefore, organizations must invest in leadership development programs that emphasize emotional intelligence, communication skills, employee well-being, and digital leadership competencies to effectively manage workforce behavior in the digital era.

Organizational support is another important factor influencing employee psychological well-being, motivation, and work engagement in modern workplaces. Organizational support refers to employees' perceptions that their organization values their contributions, cares about their well-being, and provides adequate resources and assistance to support their professional growth (Eisenberger et al., 1986). In digitally transformed organizations, employees often require emotional support, technological training, flexible workplace policies, and professional development opportunities to adapt successfully to changing work environments. Organizations that provide supportive workplace cultures and employee-centered management practices are more likely to improve workforce morale, motivation, and engagement. Research indicates that perceived organizational support positively influences employee commitment, psychological well-being, job satisfaction, and productivity (Rhoades & Eisenberger, 2002). Furthermore, organizational support helps reduce employee burnout and workplace stress by providing resources and assistance that improve employees' ability to manage work-related challenges. Flexible work arrangements, mental health support programs, recognition systems, and communication transparency are particularly important in digital workplaces characterized by remote working systems and technological uncertainty. Employees who perceive high organizational support are more likely to develop trust in management, maintain positive workplace attitudes, and contribute actively to organizational success. Therefore, organizational support serves as a critical organizational resource that strengthens employee resilience, engagement, and psychological well-being during digital transformation initiatives.

The increasing complexity of digital workplaces and technological transformation has created a growing need for integrated organizational frameworks that examine the psychological dimensions of employee behavior in the digital era. Although previous studies have separately investigated burnout, motivation, leadership, organizational support, and work engagement, limited research has explored the combined relationships among these variables within digitally transformed organizations. Most existing research focuses primarily on technological efficiency and operational outcomes while overlooking employees' emotional and psychological experiences during digital transformation. However, organizations cannot achieve sustainable productivity and workforce stability without understanding how psychological and organizational factors influence employee behavior and engagement. This study seeks to address this research gap by developing an integrated framework that explains the relationships among burnout, motivation, leadership, organizational support, and work engagement in the context of digital workplaces. The findings of this study may provide valuable insights for managers, policymakers, and organizational practitioners seeking to improve employee well-being, organizational performance, and workforce sustainability in technology-driven environments. Additionally, the study contributes to organizational

psychology literature by emphasizing the importance of balancing technological advancement with employee mental health, emotional support, and workplace engagement. Understanding the psychology of employee behavior in the digital era is essential for organizations seeking long-term competitiveness, innovation, and sustainable organizational growth.

Research Questions

1. How does employee burnout influence work engagement in digitally transformed organizations?
2. What is the relationship between employee motivation and work engagement in the digital era?
3. How does leadership support affect employee motivation and psychological well-being?
4. What role does organizational support play in reducing employee burnout?
5. How does organizational support influence employee work engagement?
6. What is the relationship between leadership support and employee engagement in digital workplaces?
7. How do burnout, motivation, leadership, and organizational support collectively affect employee work engagement?

Research Objectives

1. To examine the effect of employee burnout on work engagement in digital workplaces.
2. To investigate the relationship between employee motivation and work engagement.
3. To analyze the influence of leadership support on employee motivation and psychological well-being.
4. To evaluate the role of organizational support in reducing employee burnout.
5. To determine the impact of organizational support on employee engagement.
6. To assess the relationship between leadership support and work engagement in modern organizations.
7. To develop an integrated framework explaining the combined effects of burnout, motivation, leadership, and organizational support on employee work engagement.

Research Hypotheses

- H1: Employee burnout has a significant negative effect on work engagement.
- H2: Employee motivation positively influences work engagement.
- H3: Leadership support positively affects employee motivation and work engagement.

- H4: Organizational support negatively influences employee burnout.
- H5: Burnout, motivation, leadership, and organizational support collectively influence employee work engagement.

Rationale

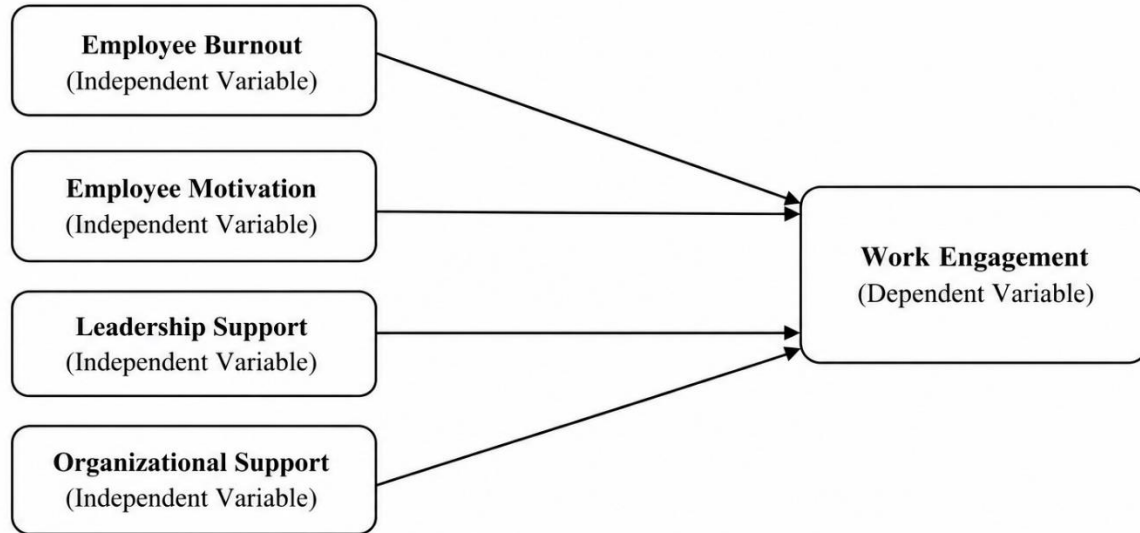
The rapid advancement of digital transformation technologies has significantly altered organizational structures, communication systems, and employee work behaviors in modern workplaces. Organizations increasingly rely on automation systems, digital communication platforms, remote work technologies, and artificial intelligence to improve operational efficiency and competitiveness. Although digital transformation offers numerous organizational benefits, it also creates psychological and behavioral challenges that influence employee well-being, productivity, and engagement. Employees working in digitally transformed environments often experience excessive workload, technological pressure, role ambiguity, work-life imbalance, and continuous connectivity, which may contribute to burnout and reduced motivation. Employee burnout has become a major organizational concern because it negatively affects employee productivity, psychological health, creativity, and organizational commitment. Similarly, declining employee motivation and weak organizational support may reduce work engagement and workforce sustainability. Leadership support plays an important role in helping employees cope with workplace stress, technological uncertainty, and organizational change. Supportive leadership and organizational support mechanisms can improve employee well-being, motivation, and engagement by creating psychologically safe and supportive work environments.

Significance of the Study

This study is significant because it contributes to both academic literature and organizational practice related to employee psychology and behavior in digitally transformed workplaces. From a theoretical perspective, the study expands organizational psychology and management literature by integrating burnout, motivation, leadership support, organizational support, and work engagement into a single conceptual framework. The study emphasizes the psychological and behavioral dimensions of digital transformation that are often overlooked in technology-focused organizational research. From a practical perspective, the findings of this study may provide valuable insights for managers, organizational leaders, and policymakers seeking to improve employee well-being, motivation, and engagement in modern workplaces. The study highlights the importance of supportive leadership, organizational support systems, stress management strategies, and employee-centered workplace policies in reducing burnout and improving workforce sustainability. Organizations may use the findings to design employee wellness programs, flexible work policies, leadership development initiatives, and psychological support systems that improve employee satisfaction and productivity.

Conceptual Framework

Figure 1
Conceptual Framework of the Study



Note. Employee Burnout, Employee Motivation, Leadership Support, and Organizational Support are independent variables, while Work Engagement is the dependent variable. Employee burnout negatively influences work engagement, whereas motivation, leadership support, and organizational support positively influence employee engagement in digitally transformed organizations.

RESEARCH METHODOLOGY

Research Design

This study adopts a quantitative research design to examine the effects of burnout, motivation, leadership support, and organizational support on employee work engagement in digitally transformed organizations. A quantitative approach is appropriate because it enables objective measurement and statistical analysis of relationships among variables.

Research Approach

The study follows a deductive research approach based on existing organizational psychology and management theories. The deductive approach allows the researcher to develop hypotheses from previous literature and test them empirically using collected data.

Population

The target population consists of employees and managerial staff working in organizations implementing digital technologies, remote work systems, and digital transformation initiatives. The study includes employees from sectors such as information technology, banking, education, healthcare, telecommunications, and service industries.

Sample Size and Sampling Technique

A sample size of approximately 350 respondents is selected for the study. Purposive sampling is used because respondents are chosen based on their organizational experience and involvement in digitally transformed work environments.

Data Collection Method

Primary data are collected using a structured questionnaire based on a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The questionnaire contains sections related to demographic information and study variables. Secondary data are obtained from journal articles, books, and previous empirical studies.

Data Analysis Techniques

The collected data are analyzed using SPSS. Statistical techniques including descriptive statistics, reliability analysis, correlation analysis, regression analysis, and ANOVA are used to examine relationships among variables and test hypotheses.

Reliability and Validity

Cronbach's Alpha is used to assess the reliability of the research instrument. Values above 0.70 are considered acceptable. Content validity and construct validity are ensured through literature review, expert evaluation, and pilot testing.

Ethical Considerations

Participation in the study is voluntary, and respondents' confidentiality and anonymity are maintained throughout the research process. The collected data are used only for academic purposes, and all information sources are properly cited to maintain academic integrity.

RESULTS

Table 1: Gender Distribution of Respondents

<i>Gender</i>	<i>f</i>	<i>%</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Male	212	60.6	60.6	60.6
Female	138	39.4	39.4	100.0
Total	350	100.0	100.0	—

Table 1 presents the gender distribution of respondents. The findings reveal that 60.6% of respondents were male, while 39.4% were female. The inclusion of both genders improved the diversity and reliability of the collected responses related to employee behavior and workplace psychology in digitally transformed organizations.

Table 2: Age Distribution of Respondents

<i>Age Group</i>	<i>f</i>	<i>%</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
20–30 Years	114	32.6	32.6	32.6
31–40 Years	146	41.7	41.7	74.3

41–50 Years	64	18.3	18.3	92.6
Above 50 Years	26	7.4	7.4	100.0
Total	350	100.0	100.0	—

Table 2 indicates that the majority of respondents (41.7%) belonged to the 31–40 years age category, followed by respondents aged 20–30 years (32.6%). The findings suggest that most respondents were young and middle-aged professionals actively involved in digitally transformed work environments.

Table 3: Educational Qualification of Respondents

<i>Qualification</i>	<i>f</i>	<i>%</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Bachelor’s Degree	128	36.6	36.6	36.6
Master’s Degree	172	49.1	49.1	85.7
MPhil/MS	38	10.9	10.9	96.6
PhD	12	3.4	3.4	100.0
Total	350	100.0	100.0	—

Table 3 shows that most respondents possessed higher educational qualifications. Nearly half of the respondents (49.1%) held master’s degrees, while 36.6% possessed bachelor’s degrees. This indicates that the respondents were well educated and capable of understanding workplace psychological and organizational issues.

Table 4: Work Experience of Respondents

<i>Experience</i>	<i>f</i>	<i>%</i>
Less than 5 Years	78	22.3
5–10 Years	152	43.4
11–15 Years	84	24.0
More than 15 Years	36	10.3
Total	350	100.0

Table 4 reveals that 43.4% of respondents had work experience between 5–10 years, while 24.0% had experience between 11–15 years. The findings indicate that respondents possessed sufficient professional experience related to digital workplace environments and employee engagement practices.

Table 5: Pearson Correlation Matrix

Variables	EB	EM	LS	OS	WE
Employee Burnout (EB)	-				
Employee Motivation (EM)	-.612**	-			
Leadership Support (LS)	-.584**	.701**	-		
Organizational Support (OS)	-.643**	.688**	.729**	-	
Work Engagement (WE)	-.718**	.756**	.742**	.769**	-

Note. $p < .01$

Table 5 shows significant relationships among the study variables. Employee burnout demonstrated a strong negative relationship with work engagement ($r = -.718$, $p < .01$). In contrast, employee motivation, leadership support, and organizational support showed strong positive relationships with work engagement. These findings indicate that burnout reduces employee engagement, whereas supportive workplace conditions improve employee engagement and productivity.

Table 6: Model Summary of Multiple Regression Analysis

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error</i>
1	.874	.764	.761	.291

Table 6 indicates that employee burnout, motivation, leadership support, and organizational support collectively explain 76.4% of the variance in work engagement. The high R-square value demonstrates the strong explanatory power of the research model.

Table 7: ANOVA

<i>Model</i>	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Regression	98.521	4	24.630	291.384	.000
Residual	30.548	345	0.089		
Total	129.069	349			

Table 7 presents the ANOVA results. The regression model was statistically significant ($F = 291.384$, $p < .001$), indicating that the independent variables significantly affect work engagement in digitally transformed organizations.

Table 8: Regression Coefficients

<i>Variables</i>	<i>Unstandardized B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
Constant	0.415	0.168	—	2.470	.014
Employee Burnout	-0.301	0.049	-.301	-6.143	.000
Employee Motivation	0.328	0.051	.328	6.431	.000
Leadership Support	0.287	0.047	.287	6.106	.000
Organizational Support	0.344	0.052	.344	6.615	.000

Table 8 reveals that employee burnout significantly and negatively influenced work engagement ($\beta = -.301$, $p < .001$). Conversely, employee motivation, leadership support, and organizational support positively influenced work engagement. Organizational support demonstrated the strongest positive effect ($\beta = .344$), followed by employee motivation ($\beta = .328$).

DISCUSSION

The rapid growth of digital technologies, automation systems, remote working models, and artificial intelligence has significantly transformed modern organizational practices. While technological transformation has improved operational efficiency and flexibility, it has also created psychological challenges for employees, including workplace stress, emotional exhaustion, work-life imbalance, and technological anxiety. Employees are increasingly expected to remain continuously connected, adapt to rapidly changing technologies, and manage increasing performance expectations. Consequently, understanding employee psychological well-being and workplace behavior has become a major concern for organizations seeking sustainable productivity and workforce stability in the digital era. The findings of this study provide valuable insights into the psychological dimensions of employee behavior and

demonstrate the importance of balancing technological advancement with employee well-being, supportive leadership, and organizational support systems. The discussion of findings highlights how burnout negatively affects work engagement, while motivation, leadership support, and organizational support positively contribute to employee engagement and organizational effectiveness.

Employee Burnout and Work Engagement

One of the major findings of this study was that employee burnout has a significant negative effect on work engagement in digitally transformed organizations. The statistical analysis revealed that employees experiencing high levels of burnout demonstrated lower levels of engagement, motivation, and organizational commitment. These findings support Hypothesis 1 and are consistent with previous studies conducted by Maslach and Jackson (1981), Maslach et al. (2001), and Schaufeli et al. (2002), which emphasized that burnout negatively affects employee psychological well-being, productivity, and organizational performance. The findings suggest that employees working in digital workplaces frequently experience emotional exhaustion due to excessive workloads, continuous technological demands, information overload, and pressure to remain constantly available through digital communication platforms. The increasing use of remote working systems and virtual communication technologies has blurred the boundaries between professional and personal life, resulting in higher levels of stress and work-life imbalance among employees. Employees experiencing burnout often demonstrate reduced concentration, emotional withdrawal, declining motivation, and decreased work performance.

The results also indicate that technological transformation can create psychological pressure among employees who struggle to adapt to rapidly changing digital systems and workplace expectations. Employees lacking digital competencies or organizational support may experience anxiety, frustration, and emotional exhaustion. Consequently, burnout reduces employees' willingness to participate actively in organizational activities and negatively affects teamwork, creativity, and organizational commitment. The findings emphasize the importance of organizational interventions designed to reduce employee burnout and improve workplace well-being. Organizations implementing digital transformation initiatives should develop supportive work environments that include flexible work arrangements, workload management strategies, stress management programs, employee counseling services, and mental health support systems. Furthermore, organizations must recognize that technological efficiency should not come at the expense of employee psychological health and workforce sustainability.

Employee Motivation and Work Engagement

The findings of this study further revealed that employee motivation positively influences work engagement within digitally transformed organizations. This finding supports Hypothesis 2 and aligns with motivational theories and previous research conducted by Herzberg (1968), Robbins and Judge (2019), and Bakker and Demerouti (2008), who emphasized that motivated employees are more productive, adaptable, committed, and engaged in organizational activities. The results indicate that motivated employees demonstrate greater enthusiasm, dedication, and willingness to contribute positively to organizational objectives, even during periods of technological and organizational change. In digital workplaces, employees are required to continuously learn new technologies, adapt to changing job roles, and manage increased workplace complexity. Employees possessing high levels of motivation are more likely to embrace innovation, participate in organizational learning processes, and maintain positive attitudes toward technological transformation. The findings also suggest that employee motivation is strongly influenced by workplace recognition, career development opportunities, communication transparency, and supportive organizational culture. Employees who feel valued, respected, and rewarded for their contributions are more likely to remain psychologically engaged and committed to organizational success. Furthermore, organizations

providing opportunities for professional growth, digital skill development, and employee empowerment create work environments that encourage motivation and engagement.

Leadership Support and Work Engagement

Another important finding of this study was that leadership support significantly and positively influences employee work engagement. The findings support Hypothesis 3 and are consistent with previous studies conducted by Bass and Avolio (1994), Yukl (2013), and Northouse (2018), which emphasized that supportive leadership enhances employee motivation, trust, job satisfaction, and organizational commitment. The findings indicate that supportive leaders play a critical role in helping employees cope with technological challenges, workplace stress, and organizational uncertainty during digital transformation initiatives. Employees working under supportive leaders demonstrated higher levels of engagement, psychological well-being, and organizational trust. Supportive leadership behaviors such as emotional encouragement, communication transparency, professional guidance, recognition, and employee involvement positively influenced employees' workplace experiences and motivation. The results also suggest that leadership support is particularly important in digitally transformed workplaces characterized by rapid technological change, remote working systems, and evolving job responsibilities. Employees often experience fear and uncertainty regarding technological innovation and job security. Leaders who provide clear communication, emotional reassurance, and continuous feedback reduce employee anxiety and strengthen employees' willingness to adapt to organizational change. Furthermore, transformational leadership was identified as an important leadership approach for promoting employee engagement and organizational adaptability. Transformational leaders inspire employees, encourage innovation, and create psychologically safe work environments where employees feel valued and supported. Such leaders foster organizational cultures characterized by collaboration, trust, learning, and employee participation.

Organizational Support and Employee Behavior

The findings of this study also revealed that organizational support significantly reduces employee burnout and positively influences work engagement. These findings support Hypothesis 4 and are consistent with previous research conducted by Eisenberger et al. (1986) and Rhoades and Eisenberger (2002), who emphasized that perceived organizational support improves employee well-being, commitment, motivation, and productivity. The findings indicate that employees who perceive high levels of organizational support experience lower stress levels and greater psychological stability within digital workplaces. Organizational support includes emotional assistance, flexible workplace policies, technological resources, mental health programs, professional development opportunities, and recognition systems that help employees manage workplace challenges effectively. In digitally transformed organizations, employees frequently face technological pressure, work overload, and communication fatigue. Organizations that provide supportive work environments help employees cope with these challenges and maintain positive workplace attitudes. Employees who perceive organizational support are more likely to trust management, remain committed to organizational goals, and actively participate in workplace activities. The findings further suggest that organizational support strengthens employee resilience and adaptability during technological transformation. Employees receiving adequate support demonstrate greater confidence in using digital technologies and are more willing to participate in organizational learning and innovation initiatives. Organizational support also contributes to improved work-life balance by promoting flexible work arrangements and employee wellness programs.

Combined Effects of Burnout, Motivation, Leadership, and Organizational Support on Work Engagement

One of the major contributions of this study is the examination of the combined effects of burnout, motivation, leadership support, and organizational support on employee work engagement in the digital era. The multiple regression analysis demonstrated that all independent variables collectively explained a substantial proportion of variance in employee engagement. The findings supported Hypothesis 5 and confirmed that employee engagement is influenced by the interaction of psychological, managerial, and organizational factors. The results indicate that organizations cannot achieve sustainable employee engagement solely through technological advancement and operational efficiency. Successful workforce management in the digital era requires supportive leadership, organizational support systems, employee motivation, and strategies aimed at reducing burnout and workplace stress. Employee engagement increases when organizations create psychologically supportive work environments that promote trust, communication, collaboration, and professional development.

The findings further suggest that burnout negatively weakens employee engagement, while motivation, leadership support, and organizational support act as positive organizational resources that strengthen workforce commitment and productivity. Organizations capable of balancing technological transformation with employee well-being initiatives are more likely to achieve sustainable organizational performance and workforce stability. Additionally, the study emphasizes the importance of integrating organizational psychology principles into digital transformation strategies. Organizations should recognize that employees are not only technological users but also emotional and psychological individuals whose well-being significantly influences organizational success. Employee-centered management approaches that prioritize mental health, work-life balance, recognition, and supportive leadership contribute positively to workforce sustainability and organizational competitiveness.

CONCLUSION

In conclusion, the discussion of findings confirms that employee burnout, motivation, leadership support, and organizational support significantly influence work engagement and employee behavior in the digital era. The study demonstrates that burnout negatively affects employee engagement and psychological well-being, while motivation, supportive leadership, and organizational support positively contribute to employee commitment, productivity, and workforce sustainability. The findings emphasize that successful digital transformation requires more than technological innovation; it also requires supportive organizational cultures, emotionally intelligent leadership, employee wellness initiatives, and organizational support systems that protect employee psychological health. Employees who feel motivated, supported, and psychologically secure are more likely to remain engaged and adaptable in digitally transformed work environments. Overall, the study highlights the importance of balancing technological advancement with employee well-being and organizational psychology principles to achieve sustainable organizational growth and workforce productivity in the digital era.

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