

Using Digital Technologies for Motivating and Enhancing Team Performance

Edi-Cristian DUMITRA*

Bucharest University of Economic Studies, Bucharest, Romania

**Corresponding author, edi.dumitra@economie.ase.ro*

Alexandra-Paula PUIU

Bucharest University of Economic Studies, Bucharest, Romania

puiualexandra20@stud.ase.ro

Milian NEGUȚOIU

Bucharest University of Economic Studies, Bucharest, Romania

milian.negutoiu@gmail.com

Abstract. *The current research paper explores the significant power of using the digital technologies in the business environment for enhancing teams' performance and motivation in work relations. Lately, as hybrid and remote, full-time or part-time work models have been gaining more popularity, the important role of digital technologies in facilitating communicational processes, coordinating actions, and teams' engagement has been highlighted by scientific literature. Hence, the present study aims to investigate if the digital environment contributed to higher levels of team motivation and improved teams' efficiency in task solving. Using a mix between quantitative and qualitative research methods, the current research gathers valuable insights from the business environment and the usage of digital technologies not only for economic business purposes, but for building stronger working teams through leadership development. The findings suggest that effective implementation of digital technologies in teams' management and collaboration enhances members' productivity, while fostering a sense of deeper connection among team members, contributing at the same time to increased engagement and better outcomes.. Analyzing the current state of knowledge in the field and acknowledging the research limitations, the current paper aims to provide an overall view on how the relationships between team motivation – team performance – leadership development – digital transformation can help to optimize team dynamics and overall efficiency. Nevertheless, the study does highlight the importance in the current digitalized business environment of technological integration alongside human-centric management approaches for enhancing teams' performance and for motivating teams' members simultaneously.*

Keywords: digital technologies, business environment, leadership, team motivation, team performance.

Introduction

In the current modern fast-moving workplace environment, information technologies (IT) play a vital role in enhancing team performance and engagement, there is no doubt. The integration of the latest digital collaboration tools, such as project management software, instant messaging applications, and virtual meetings platforms has revolutionized the ways teams work, especially around communication, coordinating tasks, and achieving objectives (Xinyue & Joe-El, 2024).

At the same time, the scientific community has documented the powerful impact of the COVID-19 pandemic in accelerating the digitalization of project management and leadership activities, enforcing the adoption of the latest digital tools and technologies, and implementing new approached on effective collaboration based on remote teams that did overcome the barriers

DOI: 10.2478/picbe-2025-0257

© 2025 E.-C. Dumitra; A.-P. Puiu; M. Neguțoiu, published by Sciendo.

This work is licensed under the Creative Commons Attribution 4.0 License.

imposed by the geographical conditions and time zones, altering irreversibly the way teams work together and collaborate (Wu, 2022).

Hence, by ensuring that the interaction between teams' members is seamless and by providing immediate access to data and information, the latest digital technologies can determine the work environment to be more connected, integrated, and productive (Larson & DeChurch, 2020). Nevertheless, it should be considered that as long as organizations will continue to adapt to the current economic environment and business trends, mostly into hybrid and remote work models (source), understanding the direct impact of the latest digital tools on employees' engagement and their productivity has never been more important (Lane et al., 2023).

Overall, the current trends of digital collaboration have truly boosted team motivation and has been enhancing the general performance of a team. Although, scholars have been reacting differently to the phenomenon. Some suggested that the integration of the latest digital technologies made tasks easier and enabled the sharing of camaraderie between team members, or the feeling of belonging to a community (Rani & Raman, 2025). At the same time, others have been questioned whether technology can replace the benefits of on-site, face-to-face collaboration (Haleem et al., 2022).

Effective leadership is an essential key for the success of a business or an organization, and this success is strongly dependent on how performant the main input source is, in this case, the human resources, or the employees. Since labor represents a crucial asset for every company, the management and the leadership should permanently support the employees for motivating and enhancing team performance. This is particularly important since the individual performance of an employee directly influences the success of the entire team, leading to the improvement of the overall success of the organization, being impacted by the work environment, the technology, and the available infrastructure (Fauzan et al., 2024).

Therefore, through careful examination of existing research papers and by collecting and observing some data available on the open sources databases, the current study can highlight if the integration of the latest digital technologies leads to increased participation, better communication, and enhanced efficiency among teams.

Literature review

The current economic environment has been strongly impacted by the increased popularity of digitalization and sustainability over the economic activities and business operations, as well as the implantation of the latest digital technologies into business activities led to the development of new business models based on digital collaboration and digital operations (Shahri et al., 2020).

That is why, there should be no surprise that digital technologies and the latest digital tools have been implemented in more than just economic daily activities of businesses and organizations, but also in the current organizational culture (Nikčević & Pavićević, 2024). As well as the economic activities are businesses' reason to operate in the market, because it brings economic profit, hence it helps in achieving the main objective goal of all entrepreneurs, the organizational culture is the glue that connects the business activities to the production factor that is mostly ignored by the business in achieving their economic goal – the labor (Kocak & Pawlowski, 2023).

At the same time, digital technologies have transformed organizations from the main core of the business model, not only the business operations and activities for engaging with the outside environment, but also the activities and the connection in the inside environment, including business approaches and management decisions (Yücebalkan et al., 2018). Which is a well-known fact as the business environment is currently still strongly changing and evolving at a fast pace.

Meanwhile, human resources are trying to adapt to the new changes and to adopt and use the new instruments and tools provided by the digitalized environment through the IT development (Espina-Romero et al., 2023).

But that is not all since nowadays, the work environment has also changed accordingly. Therefore, leaders have been faced with new challenges that they need to overcome in order to provide the best environment and to adopt the best practices in managing their teams, especially due to the digital transformations in business operations (Banks et al., 2022).

Research in the social science field has been identifying how the key concepts in the current digital leadership are both on macro and micro level. On a macro level, e-leadership and digital leadership are the main focuses, while on a micro level, the role of the digital manager is navigating to the leadership of virtual teams, notably after new working trends have gained more and more popularity (Cortellazzo et al., 2019).

Another aspect highlighted by the scientific literature is the important relationship between the digital technologies and the self-determination theory that can drive employees to be more determined, to increase their motivation, and to enhance more in a work environment which promotes the fulfillment of their fundamental psychological needs, such as developing the skills and competences, promoting autonomy in approaching the work related tasks, and relatedness (Gagné et al., 2022). Moreover, currently, as the development of the IT infrastructure through technological innovations, the nature of work has been profoundly changed, hence the establishment of new interdependences amongst employees' motivation, their performance, and their overall well-being (Oesinghaus et al, 2024). That is one more aspect that highlights the importance of digital leadership, especially since nowadays, leaders are not just leaders anymore. Currently, leaders do face the challenge of being guides, counselors, and models to be followed, all at the same time (Autin et al., 2022).

Meanwhile, a study conducted by Meske (2019), refutes the rumor that the digital workplace transformation is based only on implementing the latest digital technologies. The study showed that for enhancing teams' motivation, alongside the implementation and usage of instruments determined by the development of digital technologies in leadership, the leaders in charge should also focus on creating a work environment that supports and promotes employee competence, autonomy, and social connections.

At the same time, another research pursued by Henderikx and Stoffers (2022), examined how digital transformation is reshaping the behavioral trends in management and leadership. The research highlighted how most of the current studies have been focusing on strategic leadership, while digital transformation, as a disruptive process, requires new ways of approaching managerial decisions, based on empathy, integrity, and compassion as essential factors, alongside the implementation of the latest digital technologies into business operations and activities, redefining leadership skills for an increasingly digital business environment.

Nevertheless, leaders are essential in developing digital culture and managing team relations by ethical approaches. Hence, it is more than important for the business environment to understand how digital tools can also be used in order to increase team motivation, to enhance the virtual collaboration strongly need in the current economic environment, and to assure overall the task efficiency of the working teams (Schmid & Dowling, 2020).

Methodology

The present study got along due to authors' curiosity in researching how the implementation of the latest digital technologies into the business processes had not only impacting the business economic outcomes, but also the other resources used in the business operations, such as the workforce.

Hence, the importance of using digital tools for motivating and enhancing team performance has been the focus of authors' perspective and curiosity, especially since the scientific literature is still collecting all the recently available data after overcoming the latest word crises by increasing the implementation rate and speed of the digital technologies into business operations.

At the same time, the focus of the current research paper falls on contributing to the development of scientific literature by identifying and highlighting the specific ways in which the digital tools used in the business environment impact directly the labor force engaged in the business processes and operations. Therefore, the research hypothesis and the research question have been stated accordingly.

The research hypothesis followed by the authors states that the recent strong integration of digital technologies in team management activities positively impacts team motivation and enhances overall team performance by improving communication, collaboration, and general task efficiency. Meanwhile, the research question has been structured as a simple motivation for the current study to be carried out. Therefore, the main goal of the present study is to provide a statement regarding the objective question: *Does the implementation of the latest digital collaboration tools boost team motivation and enhance the overall team performance?*

Providing a statement for this question through collecting, processing, and correlating the available data, using the tools provided by the *data analysis* pack included in Microsoft Excell has a high importance in the development of scientific literature regarding the main topic in which the current study takes part.

Only by answering the research question, the study may deliver a resourceful insight into how businesses are able to leverage their technological infrastructure to maximize teams' dynamics for achieving their main goal, business success.

Results and discussions

In the current economic environment characterized by dynamic competition, the management teams are expected to be more innovative and creative in their approaches regarding leadership patterns. Hence, leaders have the responsibility to implement the latest digital technologies into their managerial activities as well, and by using the available tools and instruments, to motivate and to enhance team performance (Zhang et al., 2022).

At the same time, leaders should adapt their managerial approaches to both the present circumstances of the business environment and team members, since is part of their duties to provide confidence, motivation, guidance, and coordination to the team members, particularly in the current working trends of hybrid or remote work, driven by the development of the technological infrastructure (Alfehaid & Mohamed, 2019).

For providing a statement for the research question on which the current study is based, the results have been connected to the relationships between four main pillars that do correspond with the impact of digitalization over team performance. The pillars have been assessed as follows: **TM** – Team Motivation; **TP** – Team Performance; **LD** – Leadership Development; and **DT** – Digital Technologies.

Hence, the first step in presenting the results of the study is to find the relationship between those four pillars, based on the available data.

The first connection observed was one relationship between Team Performance and Team Motivation (**TP-TM**). In order to discuss this relation, the data collected from Eurostat, that emphasizes a collection from 2005, 2010, and 2015, presents employees' ability to choose their methods of work or to set their own pace of solving the working tasks, regardless of the existence of a leader, as long as the deliveries are live on time, before the deadline. As presented in Figure 1, by the combined perspectives of all the three years observed, for which the data is available, in the European Union, including the United Kingdom, the most percentage of work independency is present in Malta, followed by the three Nordic countries: Sweden, Finland, and Denmark. But this should be no surprise, especially since the organizational climate, how Syam et al. (2023) also concluded, plays an important role in enhancing Team Motivation (TM) and Team Performance (TP), and the top countries in this pillar are based on a strong independent work climate and efficient communication.

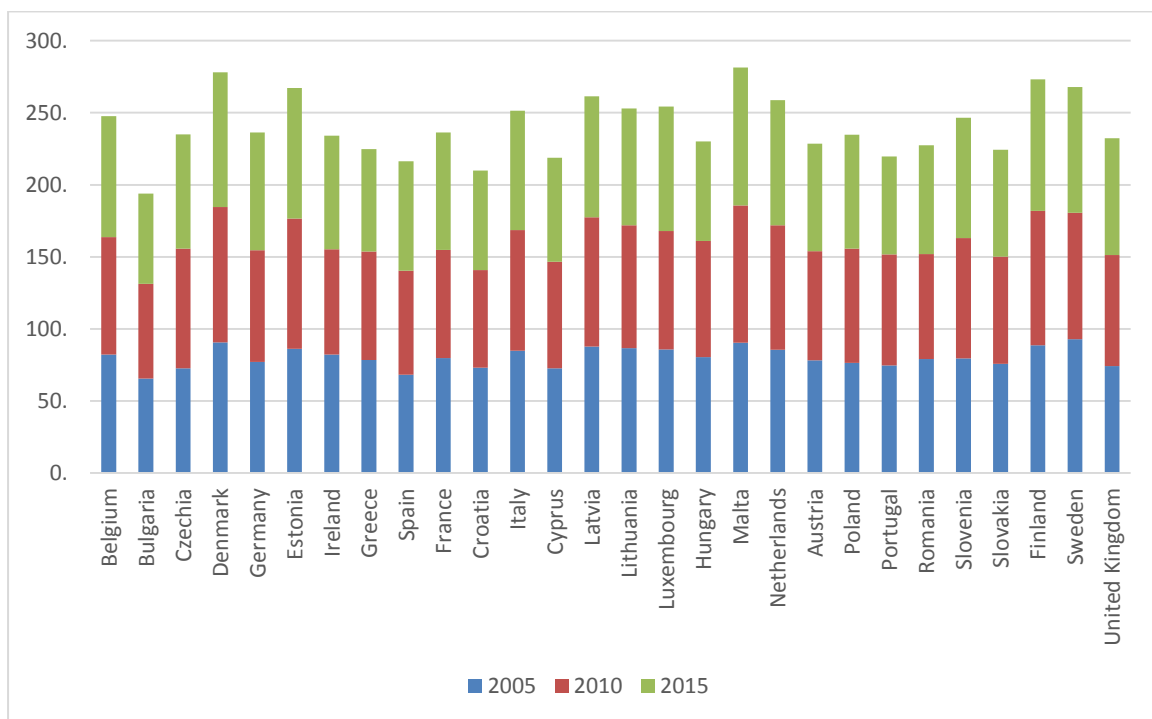


Figure 1. Employees' ability to choose their workflow (in percentage)

Source: Data collected and processed by the authors from Eurostat (2019a).

Another relationship between Team Performance and Team Motivation (**TP-TM**) can be observed if it is considered the employees' individual perception of being in a good relationship with their colleagues. How it has also been highlighted in the study conducted by Jianga and Alib (2024), leadership styles do have a direct impact on the relationships that can be established between the members of a team. Nevertheless, those relations can impact the Team Performance (TP) and Team Motivation (TM) especially in a climate in which every member of the team should collaborate efficiently and effectively with all the other members from the same team, and conduct free, open, and clear communication for accomplishing the work tasks (Yue et al., 2025). As it can be consulted in Figure 2, regarding the relationship between the members of a working team, the respondents from Malta, Finland, and Denmark are the one considering that they do have good relationships with their colleagues. This aspect can validate the hypothesis that a good

organizational climate does *enforce* good relationships between the members of the community, in this case, the working team.

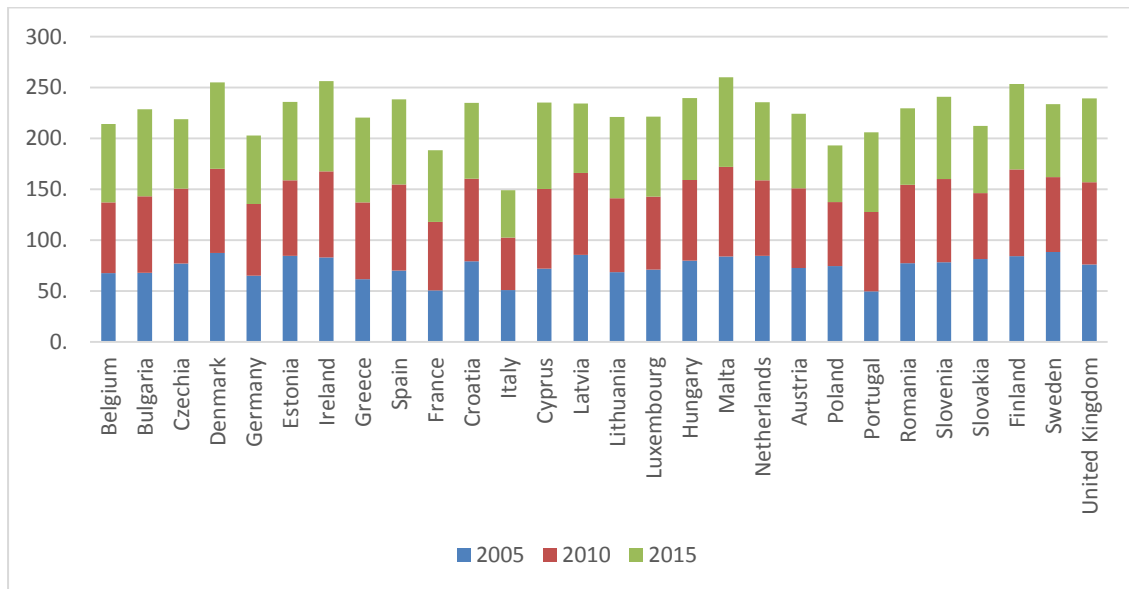


Figure 2. Employees having a good relationship with their colleagues (in percentage)

Source: Data collected and processed by the authors from Eurostat (2019b).

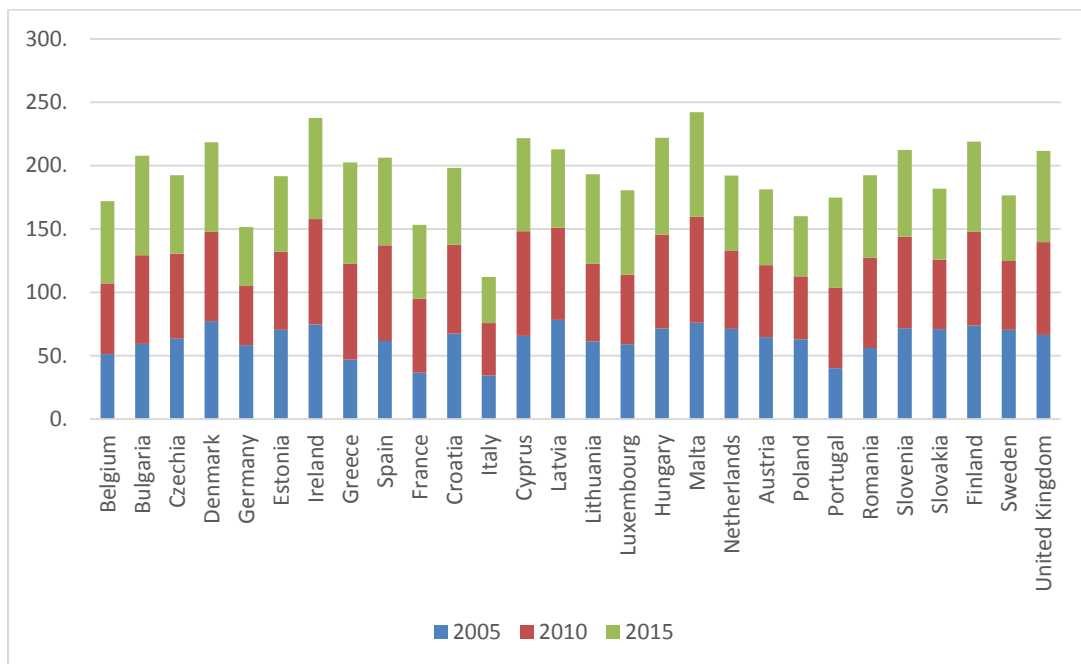


Figure 3. Employees having a good relationship with their leaders (in percentage)

Source: Data collected and processed by the authors from Eurostat (2019c).

At the same time, the relationship between the team members and their leaders, connecting the three pillars: Team Motivation – Team Performance – Leadership Development (TM-TP-LD) is a strong factor in impacting the productive work climate based on efficient communication, as it has been highlighted in the study conducted by Barros et al. (2024). Meanwhile, a good

relationship between team members and leaders can also enhance a higher team motivation and performance, as those relationships should be based on trust and support (He et al., 2024), especially in the current digitalized environment in which digital communication is primarily used in both business and daily activities, impacting the business models and the business environment overall (Ning, 2024). Hence, in Figure 3 it can be consulted, based on the same data collected from Eurostat from 2005 to 2015, the percentage of employees which do consider that they have a good relationship with their leaders.

As can be observed, in all of the three categories analyzed, Malta is the European Union's member country in which the employees felt the most confident in their relationship with their work, colleagues, and their leaders. Therefore, the connection between Team Motivation - Team Performance – Leadership Development (**TM-TP-LD**) has been validated. Thus, this information, even if valuable for current research, does not state the answer to the main research question that has been applied before carrying out the present study. Therefore, the integration of the latest digital technologies, especially the instruments developed by digitalization and used in communication processes, must be taken into consideration and applied to the current intermediate results.

For including the digital transformation into the current study, three indices have been selected for data collection, using the available data provided by Eurostat. Hence, the following items have been considered as connectors between the four main pillars of the study: individuals' level of digital skills – in percentage (Eurostat, 2024a); enterprises that provided training to develop or upgrade ICT skills of their personnel – in percentage (Eurostat, 2024b); and enterprises that hosted online meetings for internal communication – in percentage (Eurostat, 2024c). To conduct the analysis, the three aspects have been selected and classified as: Digital Skills (individuals' level of digital skills); Training (enterprises that provided training to develop or upgrade ICT skills of their personnel); and Online Meetings (enterprises that hosted online meetings for internal communication). After running the correlation among the indices selected and considered to be representative, the results presented in Table 1 have been obtained.

Table 1. Correlations between the indices of Digital Transformation (DT)

Indices	Digital Skills	Training	Online Meetings
Digital Skills	1		
Training	0.527	1	
Online Meetings	0.669	0.829	1

Source: Authors' own contribution.

Hence, it can be easily observed that all the indices are in a strong relationship with each other for enhancing the digital transformation of the work environment, especially considering the strong and efficient relation that should be always present among the leaders and the members of their working teams, as mentioned as well in the study conducted by Grøn et al. (2024).

As shown in the previous results, Malta was the European Union's member state in which the work relationships between colleagues and team leaders were the strongest one. Taking into account the data available for Malta regarding the three indices considered for Digital Transformation, the following can be stated:

- a) Malta's individual's level of basic digital skills stays above the EU's average (55.56%) at 63.02%, defending the first three relationship that have been observed between Team Motivation – Team Performance – Leadership Development.
- b) Malta's percentage of business providing training for their personnel for developing or upgrading their digital skills (31.12) is also above the EU's average which stays at 22.29%, providing one more helpful inside for understanding the relationship between the four pillars considered for the analysis.
- c) Malta's percentage of business that did conducted meetings online in 2024 (68.25%) is also considerable higher than the EU's average (52.90%), showing a significant implementation of the latest digital technologies into business operations, including internal communication and leadership activities.

Hence, since Malta does represent an important example for stating an answer to the research question considered for this study, we can observe that there are strong benefits in including and using the instruments developed by the increased digitalization into business operations and leadership activities, as the study conducted by Nguyen et al. (2024) concluded as well.

Nevertheless, even if the slight relationship between Team Motivation – Team Performance – Leadership Development – Digital Transformation has been identified, it can be concluded that the Digital Technologies can be used for motivating and enhancing team performance, but for each company, organization, or working climate, those aspects will differ, since there is no theoretical framework that must be applied and no specific guaranteed results.

Conclusion

The present study has provided a small statement that can be considered the answer to the research question considered for the current paper.

While demonstrating how the integration of digital technologies in team management, team performance, and leadership development has a strong and significant impact over the working environment overall, confirming the premises taking into account as well by the study conducted by Shin et al. in 2023.

The results obtained after processing the collected data showed a possible improvement in communication, collaboration, and efficiency in carrying out tasks by the labor force engaged in a team environment, hence highlighting the benefits of using the instruments provided by the digital transformation into leadership activities, as concluded as well by Müller et al. (2024) in their study.

The correlation, run through the analysis package provided by Microsoft Excel, emphasizing the direct correlation between the use of modern digital tools and the improvement in team motivation, which at the same time impacts the overall team economic performance and the collaborative relationships along team members.

As a general conclusion, the authors do state that the implementation of the latest digital technologies, focused on digital collaboration tools and virtual communication platforms, do represent an effective strategy for optimizing team management and achieving better operational results, both on business economic activities and inside procedures, as a statement for the research question: *Does the implementation of the latest digital collaboration tools boost team motivation and enhance the overall team performance?*

The current research represents a valuable contribution to scientific literature, providing a short overview useful for understanding the data and its interpretation in the constantly evolving addressed topic.

However, the most important limitations of the study should be addressed. Firstly, the lack of continuous available data for all the pillars taking into consideration forced the correlation and indices to be assessed by the available data, which has been collected inconsistently, hence undertaking the reliability of the study. Secondly, while the authors tried to assess the indices and the pillars for the current study, a shortcoming in the scientific literature has been identified. The scientific literature, at least at this particular moment, focuses on the theoretical approach of the usage of digital technologies in the business environment, testing hypotheses and establishing potential frameworks, while the direct quantitative studies have been limited. Hence, the current study might be considered as a starting point for future research that should address directly the implementation of the possible frameworks into the business environment characterized by digitalization and big data. Thirdly, the study has been focused on the data provided by Eurostat, consequently, only the European Union's member states have been taken into consideration, limiting the study to a determined geographical area.

Acknowledgement

This paper was co-financed by the Bucharest University of Economic Studies during the PhD program.

References

- Alfehaid, L., & Mohamed, E. E. (2019). Understanding the influence of E-leadership on virtual team performance empirical study. *Int. J. Bus. Appl. Soc. Sci*, 5(10), 21-36.
- Autin, K. L., Herdt, M. E., Garcia, R. G., & Ezema, G. N. (2022). Basic psychological need satisfaction, autonomous motivation, and meaningful work: A self-determination theory perspective. *Journal of Career Assessment*, 30(1), 78-93.
- Banks, G. C., Dionne, S. D., Mast, M. S., & Sayama, H. (2022). Leadership in the digital era: A review of who, what, when, where, and why. *The Leadership Quarterly*, 33(5), 101634.
- Barros, T., Duarte, N., & Machado, M. (2024). Communication, leadership and team motivation as drivers of success in project management-development of a conceptual framework. *International Journal of Learning and Change*, 16(2-3), 171-190.
- Cortellazzo, L., Bruni, E., & Zampieri, R. (2019). The role of leadership in a digitalized world: A review. *Frontiers in psychology*, 10, 1938.
- Espina-Romero, L., Noroño Sánchez, J. G., Rojas-Cangahuala, G., Palacios Garay, J., Parra, D. R., & Rio Corredoira, J. (2023). Digital leadership in an ever-changing world: A bibliometric analysis of trends and challenges. *Sustainability*, 15(17), 13129.
- Eurostat (2024a). Individuals' level of digital skills (from 2021 onwards). Available at: https://ec.europa.eu/eurostat/databrowser/view/isoc_sk_dskl_i21__custom_5364012/default/table (Accessed: March 2025).
- Eurostat (2024b). Enterprises that provided training to develop/upgrade ICT skills of their personnel by size class of enterprise. Available at: https://ec.europa.eu/eurostat/databrowser/view/isoc_ske_itts__custom_5456717/default/table (Accessed: March 2025).
- Eurostat (2024c). Meetings via the internet by size class of enterprise. Available at: https://ec.europa.eu/eurostat/databrowser/view/ISOC_CI_MVIS__custom_5581040/bookmark/table?lang=en&bookmarkId=2a861ef7-686c-4021-8649-0902944e0c22 (Accessed: March 2025).

- Eurostat (2019a). Employed persons being able to choose their methods of work or to influence their pace of work by sex and age. Available at: https://ec.europa.eu/eurostat/databrowser/view/qoe_ewcs_7b1/default/table?lang=en&category=qoe.qoe_relmot.qoe_mot (Accessed: March 2025).
- Eurostat (2019b). Employed persons having a good relationship with their colleagues by sex and age. Available at: https://ec.europa.eu/eurostat/databrowser/view/qoe_ewcs_7a1/default/table?lang=en&category=qoe.qoe_relmot.qoe_rel (Accessed: March 2025).
- Eurostat (2019c). Employees having a good relationship with their supervisor by sex and age. Available at: https://ec.europa.eu/eurostat/databrowser/view/qoe_ewcs_7a2/default/table?lang=en&category=qoe.qoe_relmot.qoe_rel (Accessed: March 2025).
- Fauzan, R., Harsono, K., Meisandy, R. P., Barokah, M., & Muhaimin, M. I. (2024). Optimising Human Resource Management as an Effort to Improve Employee Performance through Digital Attendance. *Riwayat: Educational Journal of History and Humanities*, 7(1), 16-25.
- Gagné, M., Parker, S. K., Griffin, M. A., Dunlop, P. D., Knight, C., Klonek, F. E., & Parent-Rochelleau, X. (2022). Understanding and shaping the future of work with self-determination theory. *Nature Reviews Psychology*, 1(7), 378-392.
- Grøn, A. B., Hvilsted, L., Ingerslev, K., Jacobsen, C. B., Bech, M., & Holm-Petersen, C. (2024). Can leadership improve interorganizational collaboration? Field-experimental evidence from a team-based leadership training intervention. *The American Review of Public Administration*, 54(5), 421-440.
- Haleem, A., Javaid, M., Qadri, M. A., & Suman, R. (2022). Understanding the role of digital technologies in education: A review. *Sustainable operations and computers*, 3, 275-285.
- He, Y., Sheng, Z., Griffin, M., & Yao, X. (2024). A multilevel model linking altruistic motivation to workplace safety: The role of servant leadership. *Journal of Organizational Behavior*, 45(4), 497-517.
- Henderikx, M., & Stoffers, J. (2022). An exploratory literature study into digital transformation and leadership: Toward future-proof middle managers. *Sustainability*, 14(2), 687.
- Jianga, T., & Alib, D. A. (2024). The Impact of Leadership Styles on Employee Relations Performance. *International Journal of Social Sciences and Public Administration*, 3 (3), 120-127.
- Kocak, S., & Pawlowski, J. (2023). Characteristics in digital organizational culture: a literature review. *Journal of Knowledge Management Practice*, 23(2), 15-30.
- Lane, J. N., Leonardi, P. M., Contractor, N. S., & DeChurch, L. A. (2024). Teams in the digital workplace: technology's role for communication, collaboration, and performance. *Small Group Research*, 55(1), 139-183.
- Larson, L., & DeChurch, L. A. (2020). Leading teams in the digital age: Four perspectives on technology and what they mean for leading teams. *The leadership quarterly*, 31(1), 101377.
- Meske, C. (2019). Digital workplace transformation – On the role of self-determination in the context of transforming work environments. *Proceedings of the 27th European Conference on Information Systems (ECIS)*, ISBN 978-1-7336325-0-8.
- Müller, S. D., Konzag, H., Nielsen, J. A., & Sandholt, H. B. (2024). Digital transformation leadership competencies: A contingency approach. *International Journal of Information Management*, 75, 102734.

- Nguyen, N., Dang-Van, T., Vo-Thanh, T., Do, H. N., & Pervan, S. (2024). Digitalization strategy adoption: The roles of key stakeholders, big data organizational culture, and leader commitment. *International Journal of Hospitality Management*, 117, 103643.
- Nikčević, G., & Pavićević, D. (2024). Perspectives and Directions of Development of Organizational Culture in The Digital Age. *Agora International Journal of Economical Sciences*, 18(1), 171-181.
- Ning, S. (2024). Investigating the Mediating Role of Team Communication in the Relationship between Leadership Style and Team Performance in AI-based Interaction Systems Development. *Journal of Internet Services and Information Security*, 14(4), 144-162.
- Oesinghaus, A., Elshan, E., & Sandvik, H. O. (2024). The future of work unleashed: generative AI's role in shaping knowledge workers' autonomous motivation.
- Rani, J. N., & Raman, M. S. (2025). Employee Engagement in the Digital Age: Strategies for Building a Motivated Workforce. *NPRC Journal of Multidisciplinary Research*, 2(3), 121-128.
- Schmid, Y., & Dowling, M. (2020). New work: New motivation? A comprehensive literature review on the impact of workplace technologies. *Management Review Quarterly*, 1-28.
- Shahri, A., Hosseini, M., Taylor, J., Stefanidis, A., Phalp, K., & Ali, R. (2020). Engineering digital motivation in businesses: a modelling and analysis framework. *Requirements engineering*, 25, 153-184.
- Shin, J., Mollah, M. A., & Choi, J. (2023). Sustainability and organizational performance in South Korea: The effect of digital leadership on digital culture and employees' digital capabilities. *Sustainability*, 15(3), 2027.
- Syam, A., Heryati, Y., & Hajjad, M. F. N. (2024). The Influence of Organizational Climate, Work Discipline, and Work Motivation on Employee Performance at The Office Education and Culture Office. *Golden Ratio of Human Resource Management*, 4(2), 268-275.
- Wu, T. (2022). Digital project management: rapid changes define new working environments. *Journal of Business Strategy*, 43(5), 323-331.
- Xinyue, H., & Joe-El, S. (2024). M. The Role Of Digital Transformation In Enhancing Employee Motivation And Organizational Efficiency: A Study Of Enterprise Management Strategies. *International Journal Of Science And Engineering Applications*, 13(10), 62-68.
- Yue, C. A., Thelen, P., & Verghese, A. K. (2025). Should I speak up? How supervisory communication, team culture, and team relationships determine employees' voice behavior. *International Journal of Business Communication*, 62(1), 131-160.
- Yücebalkan, B., Eryılmaz, B., Özlü, K., Keskin, Y. B., & Yücetürk, C. (2018). Digital leadership in the context of digitalization and digital transformations. *Current academic studies in social science*, 1, 489-505.
- Zhang, X., Liu, Y., Geng, X., & Wei, D. (2022). The digital entrepreneurship era: how to motivate innovativeness in middle management teams? The vertical organisational pervasiveness of chief executive officer entrepreneurial orientation. *Frontiers in Psychology*, 13, 775558.