Integration of Work Design with Digital Transformation Strategies: A Literature Review Perspective

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ABSTRACT

Digital transformation has become an urgent need for organizations in various sectors to remain competitive in the rapidly evolving era of technology. However, the success of digital transformation depends not only on the adoption of technology, but also on the work design that supports these adjustments. This study aims to analyze the integration between work design and digital transformation strategies through a systematic literature review. The results of the study identified three key factors that determine the success of integration: first, the adaptation of work design to digital technology, second, the improvement of employees' digital skills, and third, the creation of an innovative organizational culture. The key challenges faced include employee resistance, infrastructure limitations, and data privacy concerns, while opportunities include improved operational efficiency, data-driven decision-making, and work flexibility. This research provides practical recommendations for organizations to design adaptive work designs and support digital transformation holistically. These findings enrich the literature by offering an integrated perspective between work design and digital transformation, as well as being a guide for practitioners in optimizing the integration of the two aspects.

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1. INTRODUCTION

As the times develop, where today's technology is also developing rapidly, various industrial sectors including the business sector, government, and non-profit organizations must adapt to the existing situation. Digital transformation must be carried out by learning to use digital technology in the way organizations conduct operations and later organizations can remain competitive in the digital era. The development of today's digital technologies such as AI (artificial intelligence), IoT (Internet of Things),

Big Data, and so on are tools to help organizations in improving work efficiency, increasing innovation in work, and increasing organizational competitiveness.

Digital transformation has become a trend in the development of companies globally, especially for manufacturing companies that have the goal of increasing productivity and competitiveness (Wang et al., 2025). However, the successful implementation of digital transformation strategies does not only depend on the use of technology, but also depends on the work design that the organization has in supporting the adjustment of the application of technology properly

Work design is a systematic approach in organizing and organizing work to achieve organizational goals effectively. This concept covers various aspects such as task sharing, workflow, responsibilities, and interaction between departments. Effective work design must consider five core dimensions namely skill variation, task identity, task significance, autonomy, and feedback (Hackman & Oldjam, 1980). Work design refers to how the context or content of the work starts from what will be done, who will do it, where will do the work, and how to do the work. Good work design can increase productivity, improve worker safety, and improve the quality of work life (Stevenson, 2021).

It is one of the important aspects of connecting work design with digital transformation strategies to ensure that the work design and resources used in an organization are aligned with technological changes. Therefore, to get the maximum benefits in digital transformation, there needs to be a clear understanding of the relationship between work design and digital transformation strategy.

Digital transformation itself is the process of integrating digital technology into all aspects of business, which fundamentally changes the way organizations operate and provide value to customers. Digital transformation is not just about technology adoption, but rather about changing the mindset and culture of the organization. This transformation includes changes in business models, operational processes, and customer experiences powered by digital technologies (Brynjolfsson, 2014).

Research conducted by Deloitte (2024) shows that 87% of companies consider digital transformation a top priority for competitive advantage. Meanwhile, Bhens et al. (2023) reported that companies that successfully integrate work design with digital transformation experienced an increase in productivity of up to 20-30%. Edmondson (2012) emphasized the importance of creating effective teaming in the digital era, where collaboration and learning are the keys to organizational success.

The integration between work design and digital transformation requires a holistic approach that considers human, process, and technological aspects. Ulrich and Yeung (2019), highlight that the success of digital transformation is highly dependent on the organization's ability to align work design with its digital capabilities. This includes developing employees' digital competencies, adjusting organizational structures, and creating a work environment that supports innovation.

On the other hand, Friedman (2007) argues that digital transformation has leveled the world, allowing individuals and businesses from all over the world to compete and collaborate equally. However, Friedman (2007) also warns that globalization triggered by digital technologies could widen the gap between those who have access to technology and those who do not. Therefore, it is important for organizations to not only adopt new technologies, but also ensure that their working design supports this transformation. Effective work design can ensure that technology is used optimally, while maintaining employee well-being and productivity. Without proper integration between work design and digital transformation strategies, organizations risk facing resistance from employees, decreased productivity, and failure to achieve digital transformation goals.

This research is important and the context of this research was chosen because in the increasingly rapid development of technology, of course, organizations must adjust to existing trends so as not to be left behind in the competition. Organizations must adapt their work design to rapid technological change. Because the continuation of the implementation of digital transformation is not just a technological shift, but a change in work culture and operations for a more efficient, effective, and sustainable process (Shirwa et al., 2025). This study is expected to provide new insights into the relationship between work design and digital transformation strategies, as well as add to the still limited literature in this area. And this

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study is expected to provide guidance for organizations in designing better digital transformation strategies with consideration of work design aspects.

Although many studies have discussed digital transformation and work design, there is still a gap in the literature that discusses how these two can be integrated or how the implementation of digital transformation is supported by work design and the impact and barriers of implementation on organizations. For example, obstacles when many views argue that the implementation of digital transformation can threaten the role of humans in organizations (Groves et al., 2024).

Various industry sectors face obstacles in implementing digital transformation into their work processes without sacrificing employee well-being. Therefore, this study aims to fill the gaps, by reviewing the relevant literature and identifying the factors that support integration, how to implement and impact as well as the obstacles of digital transformation strategies on work design and how to overcome existing barriers.

This study aims to analyze how work design can be integrated with digital transformation strategies and identify the key factors that determine the success of such integration. Specifically, this study seeks to answer three main questions:

1. How can work design be tailored to support the implementation of digital transformation strategies?
2. What factors play a role in the successful integration between work design and digital transformation?
3. What is the practical impact of this integration on the organization?

A major contribution of this research lies in its approach that combines a work design perspective with digital transformation strategies, an aspect that has been rarely discussed in previous research. The study also provides new insights into the factors that influence the integration of the two aspects, including the role of transformational leadership as well as the readiness of organizational culture. In addition, the results of this research are expected to be a reference for organizations that are undergoing or will undergo digital transformation by providing practical guidance in designing work designs that are in line with their digital strategies. Thus, this research not only contributes to the development of science, but also has tangible benefits for business and management practices.

2. LITERATURE REVIEW

2.1 Work Design

Work design can be interpreted as the function of determining an employee's work activities organizationally. Job design can also mean a process of determining the work that must be done related to the job position, how to complete the job, and the relationship with other jobs. Herjanto (2007) stated that work design is a detail of the task and the way of carrying out the task or activity which includes who does the task, how the task is done, where the task is done and how the task is carried out.

Work design is a key perspective in understanding how humans can collaborate with artificial intelligence and automation systems (Parker & Grote, 2022). To illustrate, both academics and practitioners emphasize the need for more attention in designing quality work to prevent mental health problems and burnout (Brower, 2022), as well as as an effort to improve the effectiveness of remote and hybrid work (Wang et al., 2021; Xie et al., 2019).

In addition, the research also highlights the role of work design in supporting the retention of an older workforce (De Boer et al., 2021; Truxillo et al., 2012), including how work design can be a bridge between the aging process and technological development (Pak et al., 2023). In line with Wright's (2021) view, this approach emphasizes that strategic human resource management must go beyond an economic point of view by taking into account more human factors such as free will, identity, and

meaning at work. Thus, work design is a crucial aspect in facing today's HR challenges, showing that this is the right time to revive theories related to the topic.

2.2 Digital Transformation

Digital transformation refers to changes that occur due to the application of digital technology in various aspects of a company. This process not only involves the use of digital technology to improve existing operations, but also encourages the birth of innovations that have the potential to fundamentally change business models (Kraus et al., 2022). The rapid development of digital requires more attention to information technology aspects to keep organizations relevant and competitive. The essence of this transformation is to create value by utilizing digital technology to increase profitability, efficiency, and operational effectiveness (Delgado, 2017; Delgado, 2023; Garcez et al., 2022; Hervás-Gomez et al., 2021).

Digital transformation has become a major trend in the modern business world, allowing organizations to update their operations with digital technology (Westerman et al., 2021). In Indonesia, the development of big data, artificial intelligence, and cloud computing opens up opportunities for increased efficiency and competitiveness (PwC Indonesia, 2023). Organizations not only need to adopt new technologies, but also adjust their work structure and culture (Kane et al., 2019). Encourage the value of collaboration and openness, which supports innovation more effectively (Chesbrough, 2020). The impact can be seen in increased openness to new ideas as well as better adaptability (Grant, 2021). In addition, it brings advanced features for employee analysis, performance measurement, and prediction, which improves interaction and collaboration between HR and employees (Deloitte, 2023).

Digital transformation in the world of work is the process of adopting digital technology to increase efficiency, productivity, and flexibility in organizations (Westerman et al., 2021). This includes changes in the way people work, tools used, and an increasingly data- and technology-based work culture (Deloitte, 2023). As technology evolves, work that was previously done manually can now be automated, communication becomes faster and collaboration becomes more effective (Brynjolfsson & McElheran, 2022). According to the World Economic Forum (2023), some of the main impacts of digital transformation in the world of work include:

1. Shift from Conventional to Digital Work Models

    a. Work that previously required physical presence can now be done remotely or hybridly.

    b. Digital workspaces like Microsoft Teams, Zoom, Slack, and Asana enable effective remote collaboration.

2. Automation and Operational Efficiency

    a. Routine tasks such as data processing, customer service, and document management can now be automated with AI and robotic process automation (RPA).

    b. This automation reduces human error and speeds up work processes.

3. Changes in Required Skills

    a. Employees must improve their digital skills, such as data analytics, AI usage , and cybersecurity.

    b. Companies need to provide training to upskill their workforce to stay competitive.

4. Data-Driven Decision-Making

    a. Companies are now relying on Big Data and AI to make more accurate and strategic decisions.

    b. Data analysis allows for the prediction of business trends, customer behavior, and optimization of work processes.

Two key technologies accelerating digital transformation in the world of work are artificial intelligence (AI) and cloud computing (PwC, 2023).

1. The Role of AI (Artificial Intelligence) in the World of Work
   AI is bringing about a major change by improving efficiency and productivity through advanced automation and data analysis. Some of the key roles of AI include:

   a. Process Automation: AI can handle routine tasks such as data entry, document processing, and customer service chatbots.

   b. Data Analytics and Predictions: AI can process large amounts of data to provide more accurate insights for business decision-making.

   c. Personalize the Employee Experience: AI can assist HR in recruitment, job satisfaction analysis, and provide training based on individual needs.

   d. Fraud Detection and Cybersecurity: AI is used to detect suspicious activity and prevent cyberattacks.

2. The Role of Cloud Computing in the World of Work
   Cloud computing enables flexible storage and management of data without the reliance on expensive physical infrastructure. Some of the benefits are:

   a. Accessibility and Flexibility: Employees can access work data and applications from anywhere, supporting hybrid and remote work concepts.

   b. More Effective Collaboration: Services like Google Drive, Microsoft OneDrive, and Dropbox allow for real-time document sharing.

   c. Scalability and Cost Efficiency: Enterprises can scale storage and computing capacity as needed without a large investment in IT infrastructure .

   d. Better Data Security: Cloud providers such as AWS, Microsoft Azure, and Google Cloud offer advanced data protection with encryption and a constantly updated security system.

Digital transformation allows work to be done from anywhere (remote work and hybrid work). Therefore, work design must be more flexible, no longer limited to the physical space of the office (AVnetwork, 2025). Companies must adapt their work models by giving employees more freedom to choose the way they work that is most productive for them. With AI and cloud computing, many jobs that were previously manual can now be completed with the help of technology. This means that work design needs to focus on how humans and technology can collaborate optimally (Harvard Digital Data Design Institute, 2025).

Companies must ensure that technology is used to improve efficiency, not simply replace humans (World Economic Forum, 2025). Many jobs are shifting due to digitalization. Therefore, organizations must invest time and resources to train employees in new digital skills such as data analytics, AI usage, and digital platform management (Dell Technologies, 2023). Technology should be used to support employee well-being, not just increase productivity. Modern work design must consider aspects of work-life balance, avoid digital burnout, and provide a healthier work environment physically and mentally (MIT Sloan Management Review, 2024; Reed Global, 2024).

3. METHODS

This study uses a literature review study method with a narrative approach to explore and analyze the challenges and opportunities for digital transformation in companies in the technology 5.0 era. The literature review study was chosen because it allows researchers to review various relevant literature and previous research, so as to provide a comprehensive picture of the topic being studied. This approach is

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considered appropriate considering that digital transformation is a growing phenomenon, where academic literature and industry reports can provide in-depth insights.

Figure 1. SLR Process Stages
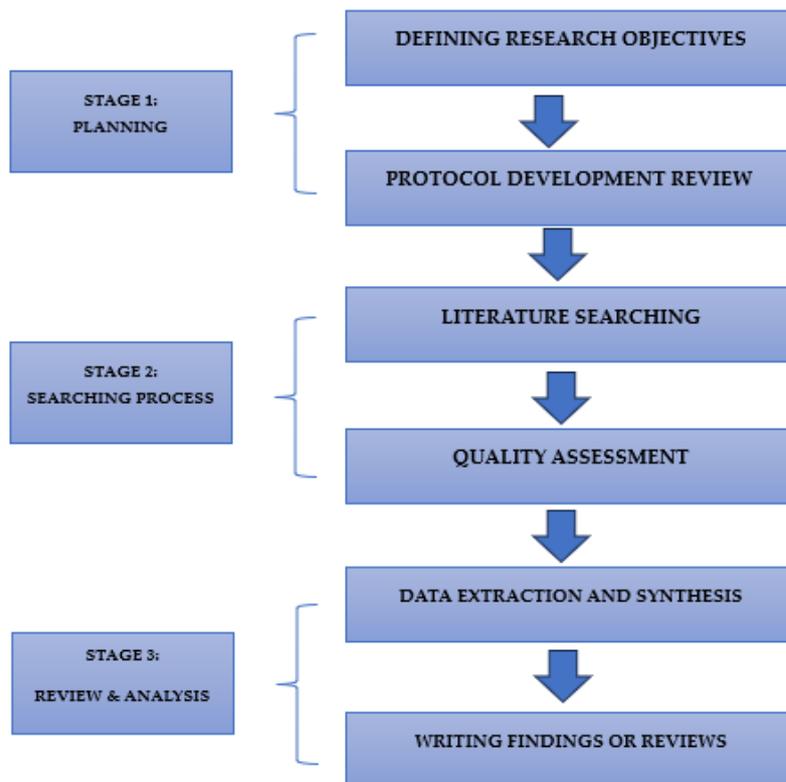
In the first stage (Planning), the purpose of the research is defined, which in this case aims to analyze how work design can be integrated with digital transformation strategies and identify the main factors that determine the success of the integration. Then after defining the research objectives, a review of the development of the protocol will be carried out. This protocol includes the criteria for the study literature to be included or not and the search strategy to be carried out.

In the second stage (Searching Process), a search of study literature is carried out, which will collect journals of articles relevant to the research topic, through various academic databases and industry sources, such as Google Scholar, Scopus, Web of Science, IEEE Xplore, ScienceDirect, Springer, and leading journals in the field of human resource management and technology. Then after the study literature search process, screening will be carried out to assess the quality of the study literature, whether the journal articles that have been collected are relevant to the research topic or not, and as a result there are 36 journal articles to be analyzed. In addition to journal articles, there are also other sources of books, websites, and so on.

In the last stage (Review and Analysis), data extraction and synthesis are carried out, namely by collecting information that is systematically relevant to the research objectives, such as main findings and research results, and analysis of findings. The analysis process is carried out by comparing and contrasting various findings in the collected literature. In the challenge section, the focus of the analysis will be directed to issues such as employee resistance to technology, infrastructure limitations, data privacy issues, imbalances between automation and the role of humans and regulations. Meanwhile, the opportunity analysis will explore the potential to increase efficiency and competitiveness, data-driven decision-making, and work flexibility through digitalization. Thus, this research is expected to provide a balanced view of the benefits and obstacles of digital transformation.

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Then in the last step, the findings were written and a review was made. The results of this literature review are made in the form of a systematic narrative, which describes the main challenges and opportunities faced by organizations in digital transformation in the Industrial 5.0 era, as well as how work design can be integrated with digital transformation strategies as well as identify the key factors that determine the success of such integration.

The study's conclusions will focus on the practical implications for managers and organizational leaders, as well as provide recommendations for further research. This study is expected to serve as a foundation for further research in the field of digital transformation, as well as provide guidance for organizations in planning effective digitalization strategies.

Search keywords: job design, work design, digital transformation strategy, integration, workplace digitalization, and other relevant terms. Search results for 31 journals in 2021 - 2025, 4 journals from 2016 - 2020, and 1 journal under 2016. Web articles, cases, reports, proceedings, and others 13 in 2021 – 2025 and 3 in 2016 – 2020. As well as 6 books from 2021 – 2025, 3 books from 2016 – 2020, and 5 books under 2016.

4.   RESULTS AND DISCUSSION

Based on the literature study that has been conducted, this study identifies several key findings related to the integration of work design with digital transformation strategies. These findings cover the challenges and opportunities faced by organizations in implementing digital transformation, as well as how work design can be tailored to support the process. This discussion will integrate the findings with an in-depth analysis to provide a comprehensive understanding.

Figure 2. Conceptual Framework

4.1 Challenges in Work Design Integration and Digital Transformation

One of the main challenges faced by organizations in integrating work design with digital transformation is employee resistance to technology. Employees often feel uncomfortable or unprepared to adopt new technologies, especially if they are not provided with adequate training. This can hinder the digital transformation process and reduce the effectiveness of the design work that has been designed.

A study by Parker et al. (2017) shows that a well-designed work design can increase employees' adaptability to technological change, but without proper training, this resistance can be a significant barrier. Trisnaningsih and Ratnawati (2022) show that effective training and a supportive work climate can increase employees' readiness to face technological changes. Prihatin (2022) discusses the importance of a positive attitude towards the use of technology in learning in the digital era, which is relevant to the topic of digital training and the culture of continuous learning. Soffi et al. (2025) emphasized the importance of innovative and sustainable training and the development of soft skills to improve employee performance and reduce resistance to new technologies.

The problem of technological infrastructure that is still lacking is a challenge (Sudiantini et al., 2023). Manny et al. (2021) identify barriers to digitalization of the infrastructure sector, namely digital transformation requires strong policy interventions, organizational digital capacity building, and collaborative frameworks to overcome sectoral silos. Alsofiani (2024) found 74 obstacles to the adoption of Building Information Modeling (BIM), to successfully adopt BIM, extensive education, policy and standard development, and integration with technologies such as IoT and blockchain are needed.

Wang et al. (2024) highlight the challenges of adopting digital technologies such as BIM, AI, and IoT in the construction sector due to weak infrastructure readiness, conservative organizational culture, and lack of digital skills. Successful digital transformation requires multi-level collaboration between governments, industry, and educational institutions. Rinchen et al. (2024) found that the biggest obstacles to digital technology adoption are limited technology infrastructure, lack of HR training, and policy barriers, suggested improvements in national digital infrastructure, technical training for the workforce, and incentives from the government.

In addition, the issue of data privacy is becoming increasingly crucial with the increasing use of digital technology. Organizations must ensure that the systems and processes they use comply with data privacy regulations, while maintaining employee and customer trust.

Bughin et al. (2018) emphasized the importance of creating an organizational culture that supports continuous experimentation and learning, including in terms of data security. Without adequate data security, organizations risk losing the trust of their stakeholders. Ghorasi et al. (2023) analyzed frameworks such as GDPR, NIST, and Five Safes, this study highlights the importance of integrating comprehensive privacy frameworks in organizational practices to improve decision-making, operational efficiency, and privacy protection in a collaborative data environment.

Drev and Delak (2021) explore GDPR, analyze different approaches to personal data protection, and propose a synthesized conceptual model for the integration of privacy in information systems design. Teebken et al. (2022) identify the mechanisms of work digitalization that affect employee privacy perceptions, emphasizing the importance of understanding privacy challenges to support organizational digital transformation.

Another challenge that arises is the imbalance between automation and the role of humans. Over-automation can reduce the role of humans in the work process, which in turn can lead to decreased motivation and job satisfaction. Therefore, it is important to find the right balance between automation and the role of humans in work design. Research by McKinsey (2018) shows that companies that successfully integrate work design with digital transformation experience a 20-30% increase in productivity, but this can only be achieved if automation is used to support, not replace, the role of humans.

Another challenge is the issue of regulation. Digital transformation often outstrips the speed of regulatory adaptation, causing legal uncertainty for companies. This can be seen in the digital economy sector in Indonesia, where regulations have not been able to keep pace with technological developments, thus causing conflicts between innovation and existing rules (Solusi Jurnal, 2024). The use of algorithms in workforce management, such as in performance assignments and evaluations, raises concerns about transparency and fairness. In the European Union, this prompted the establishment of a Work Directive Platform to regulate the use of algorithms in the work environment (Wired, 2022).

4.2 Opportunities in Work Design Integration and Digital Transformation

On the other hand, digital transformation opens up various opportunities for companies and organizations to increase efficiency and productivity, as work processes will become faster. One of the key opportunities is the improvement of operational efficiency through the automation of routine tasks and the use of technologies such as AI and cloud computing. This can reduce the time and cost required to complete the work, thereby increasing overall productivity. As well as increasing competitiveness

because the organization becomes more responsive to the changes that occur. For example, AI technology can be used to automate the process of data entry and analysis, while cloud computing allows for flexible data access from anywhere.

AI techniques have been and will increasingly be applied to the control of manufacturing processes due to their ability to handle and learn information from big data (Mozaffar et al., 2021). Zhang (2023) shows that digital transformation increases labor productivity by improving the internal skills structure and external human capital environment of companies. Wang (2023) found that digital technology innovation significantly increases the total productivity of factors, especially in state-owned enterprises and in regions with low market orientation.

Guo et al. (2023) revealed that digital transformation can increase the total productivity of factors, but its effect on company performance depends on the level of digitalization and the influence of managerial myopia. Tian et al. (2023) show that digital transformation practices significantly improve the operational efficiency of manufacturing companies, including labor productivity, physical asset efficiency, and working capital efficiency.

Another significant opportunity is data-driven decision-making. Decision-making will be based on real-time data that will help in planning operational strategies, improvements in work innovation, and employee job satisfaction to be further improved. With the advent of big data and AI technology, organizations can make more accurate and strategic decisions based on data analysis. This allows companies to predict business trends, understand customer behavior, and optimize work processes. Westerman et al. (2021) emphasized that the success of digital transformation is highly dependent on the ability of organizations to integrate technology with existing business processes, including in terms of decision-making.

In addition, digital transformation allows for greater work flexibility, such as remote or hybrid work. Flexible work design can improve work-life balance, which in turn can improve employee satisfaction and reduce turnover. Deloitte (2020) shows that 87% of companies consider digital transformation a top priority, and work flexibility is one of the main benefits expected from digitalization. In addition to the use of the latest technology, virtual collaboration is also needed, namely by encouraging remote work and the use of collaborative platforms such as Slack and Microsoft Teams. Remote work allows employees to work anytime and anywhere while facilitating global team management, enabling seamless and efficient communication, more flexible and ultimately improving employee performance. The use of Microsoft Teams as a solution in integrated communication can improve operational efficiency, productivity, employee well-being, which makes this tool important for modern organizations (Melati, 2025).

4.3 Implications of Work Design

The integration of work design with digital transformation strategies requires a holistic and balanced approach. To succeed in the integration of work design and digital transformation, there are various factors that come into play. Among them, there must be support from top management because it is very necessary to have a commitment from the leaders to align work design with a digital way. It is undeniable that leadership behavior has an impact on employees, because good leadership affects industry performance and makes employees more motivated at work (Purwanto et al., 2021). In the era of digitalization, a management approach is needed so that business processes become more optimal, efficiency increases, and achieves competitive advantages (Wahyudi et al., 2023).

The need to improve digital skills for employees by holding training and development of digital competencies for employees or digital literacy. Digital literacy refers to the ability of individuals to use information effectively, create new content using existing information, and share and communicate that information using digital technology (Reddy et al., 2020). If necessary, redesign business processes to adapt to workflows to fit digital processes, for example by reducing stages that are done manually

In the aspect of human resources (HR), digital skills training is a key element in overcoming the competency gap. In addition, resistance to changes that often arise in the digitalization process needs to be managed through an open communication approach, active engagement, and the creation of a psychologically safe work environment. In the realm of business processes, workflow redesign is an important intervention, especially through routine activity automation with Robotic Process Automation (RPA), which significantly improves efficiency and reduces administrative errors.

Organizations must consider the human, process, and technological aspects of designing effective work designs. Training and development of digital skills are key to overcoming employee resistance to technology. Employees need to be provided with adequate training to improve their digital skills, including the use of AI, data analysis, and digital platform management. There must be readiness of human resources where employees must have forward-thinking in digitalization and high intentions to have technological capabilities. There must also be adequate technological infrastructure so that access to work design supports digitalization. There is also a need for a performance evaluation system that is relevant to digital transformation. As well as the involvement of employees as a whole, because active participation in work design integrated with digitalization is required from all existing employees.

Organizational culture must also support innovation and sustainable development. Digital culture must exist that is determined by the mastery of science and technology (Ayu et al., 2022). The creation of an organizational culture that supports innovation is critical to the success of digital transformation. Organizations need to encourage cross-functional collaboration and provide space for employees to try new ideas without fear of failure. This culture will support continuous experimentation and learning, which are key components of adaptive work design.

Organizational culture has proven to play an important role in supporting the digital transformation process. A collaborative culture that encourages innovation, supported by transformative leadership and dares to take risks, is a key driver. The concept of effective teaming Edmondson (2012) is also an important foundation in a work environment that allows employees to be actively involved in change.

Advanced technologies such as Artificial Intelligence (AI), Internet of Things (IoT), and cloud computing have proven to be unable to have maximum impact if they are not accompanied by work designs that are designed in an adaptive and contextual manner. Empirical evidence shows that companies that integrate the five dimensions of work design, namely skill variation, task identity, task significance, autonomy, and feedback, into their digital strategies have successfully recorded a 20–30% increase in productivity (Bhens et al., 2023). This emphasizes that technological approaches must be aligned with human-centered approaches to produce sustainable transformation.

The balance between automation and the role of humans must be maintained. While automation can improve efficiency, it's important to ensure that human roles remain relevant in the work process. Work design should be designed to maximize collaboration between humans and technology, so that employees still feel valued and motivated. Flexibility in work design should be considered. With cloud computing and AI technology, organizations can design more flexible work designs, including providing remote or hybrid work options. This will support work-life balance, as well as improve employee satisfaction.

5. CONCLUSION

In the current era of digitalization, organizations must integrate work design with digital transformation to remain competitive. This integration involves leveraging digital technologies, fostering visual collaboration, redefining roles, and enhancing digital skills, all while potentially redesigning business processes. Although challenges may arise during this integration, organizations that are proactive and adaptable will be better positioned for success. The study emphasizes that work

design serves as a strategic foundation for digital transformation, with the human aspect—such as autonomy, flexibility, and collaboration—playing a more critical role than technology itself. Therefore, psychological safety and continuous skill development are essential components of successful transformation.

To support organizations in this process, the research offers three practical steps: auditing digital readiness and organizational culture, conducting pilot projects to test integrations, and evaluating outcomes holistically by including employee well-being and engagement. The study also highlights the importance of tailoring work design to generational differences and exploring new leadership models suited for the digital age. Ultimately, digital transformation is portrayed not merely as a technological shift but as a human-centered, systemic change. The findings build upon established theories of work design and digital productivity and suggest that future research should include empirical studies on AI-human collaboration and regulatory impacts, particularly in the Indonesian context.

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