ISSN 1611-1699 / eISSN 2029-4433

VILNIUS TECH
Vilnius Gediminas Technical University

JOURNAL of BUSINESS ECONOMICS & MANAGEMENT

2026
Volume 27
Issue 5
Pages 950–972

https://doi.org/10.3846/jbem.2026.28857

UNLOCKING EMPLOYEE ADAPTATION IN DIGITAL TRANSFORMATION: THE INTERPLAY OF DIGITAL MINDSET, ATTITUDES, AND DIGITAL ORGANIZATIONAL CULTURE

Renata KORSAKIENĖ, Vaida PETRAUSKAITĖ-JOCIENĖ, Asta RADZEVIČIENĖ

Faculty of Business Management, Vilnius Gediminas Technical University, Vilnius, Lithuania

Article History:
- received 23 December 2025
- accepted 18 September 2026

Abstract. As digital transformation reshapes organisational practices, understanding the factors that influence employees' attitudes and behaviours becomes increasingly critical. However, there have been limited investigations at the employee level. This paper addresses this gap by examining the relationship between digital mindset, digital organisational culture and employee attitudes by using a survey of full-time employees who work under traditional employment contracts. Results demonstrate that digital mindset significantly predicts individual job satisfaction, which is positively associated with affective commitment. In turn, positive associations were observed between affective commitment and employees' intention to stay. Digital organizational culture was found to strengthen the positive relationships between digital business acumen, digital consciousness, and job satisfaction, while dampening the relationship between digital expertise and job satisfaction. Our findings highlight the importance of considering both employees' digital mindsets and the organizational context in which digital work takes place when supporting employee satisfaction and retention during digital transformation. The findings underscore the importance of developing employees' digital mindset while fostering a balanced digital culture that aligns technological expectations with employee experiences, so that organizational digitalization can support rather than inadvertently diminish the motivational benefits associated with employees' digital strengths.

Keywords: digital mindset, job satisfaction, affective commitment, employee retention, digital transformation, digital organisation culture, social cognitive theory.

JEL Classification: M1, M5, M150.

Corresponding author. E-mail: ***renata.korsakiene@vilniustech.lt***

1. Introduction

Digital transformation has become a strategic priority as organizations face rapid technological change, accelerated information flows, and heightened competitive disruption. It offers opportunities to improve processes and enhance operational productivity (Malik et al., 2024), while simultaneously enhancing customer experience, fostering innovation, and creating new business opportunities in response to dynamic market demands (Vial, 2019). Although advanced technologies drive change, organizations must overcome multiple constraints to achieve successful digital transformation and long-term success in the digital age. Within this context, the human element is a critical enabler, as recognized by scholars (Gillani et al., 2024) and policymakers (Renda et al., 2021).

Copyright © 2026 The Author(s). Published by Vilnius Gediminas Technical University

This is an Open Access article distributed under the terms of the Creative Commons Attribution License (http://creativecommons.org/licenses/by/4.0/), which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.

However, 30% of executives noted that workforce mindset and culture hinder digital transformation (West Monroe, 2023), while only 54% of employees are aware of their organizations' technology strategies (KPMG, 2024). Failed transformations may also increase turnover intentions, with more than half of surveyed employees considering leaving their jobs for this reason (Emergn, 2024). Moreover, stress, job insecurity, and reduced job satisfaction may offset benefits such as greater efficiency, flexibility, autonomy, and engagement (Liu et al., 2024). Despite the central role of people in digital transformation of organisations, empirical research remains scarce (Malik et al., 2024).

The scholars increasingly emphasize that successful digital transformation also requires employees to develop digital mindsets related to emerging technologies (Goldmann et al., 2025). A mindset represents a cognitive filter that shapes how individuals attend to, interpret, and act upon information (Gupta & Govindarajan, 2002). A digital mindset reflects the ability to process and interpret information through a digital cognitive filter, representing a key competence for effectively navigating complex environments (Goldmann et al., 2025). A high digital mindset enables employees to recognize digital technologies' potential, remain curious about innovations, and actively pursue opportunities. Furthermore, examining how digital mindset influences employees' attitudes and how attitudes are related to behaviors in the workplace is particularly significant, as such understanding provides valuable insights for designing development programs and interventions that strengthen organizational adaptability in the digital era.

Building on Social Cognitive Theory (Bandura, 1988), this study examines how employees' digital mindset relates to job satisfaction, affective commitment, and intention to stay, while considering the role of digital organizational culture as an environmental factor. This theoretical lens, combined with prior research, emphasizing the impact of a digital mindset in enhancing job satisfaction (Valta et al., 2024) and reducing intention to leave current employer (Wahyuni et al., 2019), provides the foundation for this study. Job satisfaction reflects a positive emotion aroused by the work experiences (Locke, 1976), serving as an important predictor of behavioral intentions to remain with current employer. Job satisfaction contributes to affective commitment, representing emotional attachment and identification an employee feels toward the employer (Meyer & Allen, 1997). Research indicates that employees' job satisfaction is closely linked to their perceptions of organisational culture, including the work environment, collegial relationships, institutional objectives and strategies, and criteria for success (Belias & Koustelios, 2014). Although prior research has linked digital mindset to positive employee outcomes, including job satisfaction and performance (Valta et al., 2024), and has suggested lower turnover intentions among employees with stronger digital mindsets (Wahyuni et al., 2019), limited evidence exists regarding how digital mindset relates to employees' intention to stay. This gap motivates further examination of the factors through which employees' digital mindset may be associated with retention-related outcomes.

As digitalization unfolds, it reshapes multiple facets of organizational life, particularly its underlying infrastructures. Digital organizational culture connects individuals and digital technologies through communication, interaction, and mutual adaptation while shaping the behaviour of organizational members. Consistent with prior research, we conceptualize digital organizational culture as a shared system of values, beliefs, and practices that prevails within an organization and shapes its identity in digital contexts (Coello-Montecel & Ochoa Pacheco, 2025). Employees may therefore adopt digital cultural resources that expand their capacity to leverage digital technologies (Grover et al., 2022). Although increasingly important, this phenomenon remains underexplored in academic literature (Martínez-Caro et al.,

2020), highlighting the need to examine its role in the workplace. This study examines the relationships between employees perceived digital mindset dimensions and job satisfaction, affective commitment, and intention to stay, while investigating the role of digital organizational culture.

The study addresses these research gaps through three contributions. First, it extends social cognitive theory to digital transformation by identifying digital organizational culture as a boundary condition shaping the relationships between digital mindset dimensions and job satisfaction. It thereby responds to calls to examine established theoretical frameworks in contemporary work environments (Schunk & DiBenedetto, 2020). Second, it provides empirical evidence on the relationships between digital mindset dimensions and job satisfaction, addressing a gap in recent literature (Valta et al., 2024). This extends the emerging digital mindset literature by advancing understanding of how employees' digital capabilities and orientations translate into positive work outcomes during digital transformation (Allen, 2020). Third, the study contributes to human resource management research by extending understanding of employee retention-related outcomes in digitally transforming organizations and examining how job satisfaction relates to affective commitment and intention to stay (Koo et al., 2020). The paper is structured as follows. The introduction is followed by Section 1, where the theoretical background of the research is presented, as well as the conceptual model of the study and the research hypotheses. Section 2 describes the methodology of the study: the procedures and research sample, research approach, and methods of data analysis. Section 3 presents the main research results, followed by the discussion in Section 4 and the conclusions in Section 5.

2. Theoretical background and hypotheses development

2.1. Social Cognitive Theory

Employees' attitudes and behaviours are shaped by their cognitive orientation, which demonstrates personal inclination to undertake digital transformation tasks in organizational context (Goldmann et al., 2025). Intention to stay with the current organization reflects employees' willingness to remain with their organization in the foreseeable future and is often regarded as an outcome of job satisfaction and organizational commitment (Silva et al., 2023; Yang, 2008). These positive employee attitudes are shaped by heightened awareness, curiosity, and the ability to identify and exploit opportunities in the workplace.

According to social cognitive theory, behavior of individuals is determined by continuous interplay among three elements: personal cognitive factors (including beliefs, expectations, and self-efficacy), behavioral patterns, and environmental influences (Bandura, 1988). Individuals' cognition influences behavioural choices through processed environmental information (Guo et al., 2026). However, other personal influences, such as cognitions, beliefs, perceptions, and emotions may also be important in shaping behaviour of individuals (Schunk & DiBenedetto, 2020). In the workplace, employees constantly weigh opportunities (vs. potential risk) of digital technologies and their consequences (van Doorn et al., 2023).

The research on mindsets captures individuals' core beliefs about the malleability of personal characteristics and, in turn, explains how these belief systems shape their interpretations of challenges and setbacks, ultimately influencing motivation, self-appraisals, appraisals of others, performance (Murphy & Reeves, 2019), persistence, and adaptive behavior in achievement contexts (Dweck, 1999). Prior studies adopted social cognitive theory to investigate how

digital mindset influences digital self-efficacy (Liu & Kamioka, 2025; Kouhsari et al., 2026) or innovative work behavior (Khairy & Salama, 2026) in digital transformation context. Simultaneously, prior research has identified moderators such as strengths-based leadership (Liu & Tong, 2022), job autonomy (Yu et al., 2024), and national culture (Yin et al., 2026), yet these perspectives provide limited insight into how organizational context shapes the extent to which employees' digital mindsets, defined as a personal cognitive factor reflecting beliefs and attitudes toward digital technologies (Goldmann et al., 2025), translate into favourable job attitudes. We therefore propose digital organizational culture as a boundary condition. As an environmental context that shapes employees' perceptions and behaviors (Coello-Montecel & Ochoa Pacheco, 2025), digital organizational culture provides resources, opportunities, and social cues that reinforce the expression of employees' digital mindsets in their work, for example, by fostering greater interest in digital technologies and a stronger understanding of their organizational value. In organizations with stronger digital organizational cultures, employees are more likely to perceive digital technologies as opportunities rather than hindrances and to derive positive experiences from their use, thereby strengthening the positive relationship between digital mindset and job satisfaction. Thus, we expect the positive association between employees' digital mindset and job satisfaction to be stronger when digital organizational culture is high. Job satisfaction might positively generate emotional bonds (affective commitment) and ultimately drive behavioral intentions (staying with the organization). Therefore, employee related outcomes, including affective commitment, and intention to stay, are viewed as attitudinal and behavioral responses.

2.2. Digital mindset and job satisfaction

While social cognitive theory proposes that individuals' behavioral intentions are shaped by cognitive factors (Bandura, 1988), this perspective provides useful lens for understanding how employees' digital mindsets shape their attitude towards job experiences, which influence behaviour (Ajzen, 1988). A digital mindset influences employees' perceptions of digital technologies and their consequences, including their job satisfaction. Prior research also links mindsets to job satisfaction (Valta et al., 2024). Thus, greater job satisfaction among employees is expected then higher levels of digital mindset, which includes digital consciousness, digital expertise and digital business acumen, are prevailing. Digital consciousness captures employees' understanding of and interest in technological changes and possibilities, encouraging them to recognize the benefits of digital transformation at work (Goldmann et al., 2025). Digital expertise reflects employees' digital knowledge, skills, and interest in emerging technologies, enabling them to understand related organizational processes and explore and adopt new technologies (Goldmann et al., 2025). Digital business acumen enables employees to assess the organizational value of digitalization and link technological initiatives to broader performance outcomes (Goldmann et al., 2025). Together, these cognitive filters may help explain why employees with a strong digital mindset report greater job satisfaction, as they perceive digital technologies as providing opportunities for faster task completion, easier access to information, fewer errors, and more effective problem-solving (Nurgaliyeva et al., 2023). We anticipate that employees who perceive digital technologies as beneficial will experience greater job satisfaction because they view technology as supporting performance rather than causing disruption (Guo et al., 2026). Thus, we hypothesize:

Hypothesis 1: Digital consciousness is positively related to job satisfaction.

Hypothesis 2: Digital expertise is positively related to job satisfaction.

Hypothesis 3: Digital business acumen is positively related to job satisfaction.

2.3. Job satisfaction and affective commitment

Job satisfaction reflects employees' positive emotional evaluations of their job or organization, formed by comparing actual experiences with desired outcomes (Locke, 1976). Job satisfaction arises not only from task accomplishments but also from features of the broader work environment. Prior research demonstrates that job satisfaction benefits organizations by enhancing organizational commitment (Koo et al., 2020), improving performance, and reducing turnover intentions (Yang, 2008). Over time, such positive reinforcement fosters stronger emotional attachment and identification with the organization. Therefore, we anticipate that employees who are satisfied at job, because they are "digitally flourishing" and experience meaning of digital technologies (Kouhsari et al., 2026), will also tend to be emotionally committed to employer. In particular, we anticipate that job satisfaction will be positively associated with affective commitment during challenging circumstances such as digital transformation as employees who experience greater satisfaction are more likely to perceive themselves as capable to choose coping strategies (Tong et al., 2025), reinforcing their attachment to the organization. Thus, we hypothesize:

Hypothesis 4: Job satisfaction is positively related to affective commitment.

2.4. Affective commitment and intentions to stay

Intention to stay captures employees' willingness to continue working for their current organization and is linked to affective commitment, which reflects employees' emotional attachment and constitutes a central dimension of organizational commitment (Meyer & Allen, 1997). Stronger affective commitment is associated with higher intentions to remain with the current employer (Meyer et al., 2002; Silva et al., 2023), as it is developed through positive cognitive evaluations and reinforced work experiences (Uraon, 2018). The experienced job satisfaction and organizational commitment operate as stabilizing forces that enhances employees' intention to stay (Wang et al., 2011). We expect that those employees who are emotionally attached to their employer when organization demonstrates clear commitment to digital technologies (Tong et al., 2025), will be more inclined to stay. Specifically, stronger affective commitment increases employees' intentions to remain, even when digital disruption induces substantial structural changes within organization (Vial, 2019). Such commitment may also buffer employees' negative reactions to organizational change, encouraging them to remain supportive of long-term organizational goals. Thus, we hypothesize:

Hypothesis 5: Affective commitment is positively related to intentions to stay.

2.5. The moderating role of digital organizational culture

Digital organizational culture as an organizational-level situational factor reflects the beliefs, values, and practices that emphasize innovation, collaboration, and leadership support (Coello-Montecel & Ochoa Pacheco, 2025). Notably, digital organizational culture is expected to condition the relationship between digital mindset and job satisfaction, because it serves as a mechanism through which firms develop and implement digital strategies and, therefore,

must align with ongoing digital transformation efforts (Martínez-Caro et al., 2020). Previous studies on organizational culture demonstrated its influence on employees' attitudes and behaviors, including its effects on job satisfaction and retention (MacIntosh & Doherty, 2010). By promoting collaboration, managerial support, and engagement in digital initiatives, a strong digital organizational culture creates a supportive organizational infrastructure. Such culture enhances positive experience for employees due to increased awareness, competencies, and understanding of digital initiatives, ultimately contributing to higher job satisfaction. A strong digital organizational culture amplifies the benefits of a digital mindset by converting individual technological readiness into meaningful job experiences that elevate employees' job satisfaction. While social cognitive theory posits that individuals are neither solely driven by internal forces nor passively shaped by environmental influences (Bandura, 1998), we argue that the extent to which employees' digital mindsets translate into higher job satisfaction depends on the organizational context, particularly the strength of the organization's digital culture. In particular, those employees who work in organizations with stronger digital organizational cultures, are more likely to perceive digital technologies as opportunities rather than hindrances and to derive positive experiences from their use, thereby strengthening the positive relationship between digital mindset and job satisfaction. We therefore hypothesize:

Hypothesis 6: Digital organizational culture moderates the relationship between digital consciousness and employees' job satisfaction so that the relationship is stronger when digital organizational culture is stronger.

Hypothesis 7: Digital organizational culture moderates the relationship between digital expertise and employees' job satisfaction so that the relationship is stronger when digital organizational culture is stronger.

Hypothesis 8: Digital organizational culture moderates the relationship between digital business acumen and employees' job satisfaction so that the relationship is stronger when digital organizational culture is stronger.

Figure 1 provides proposed relationships.

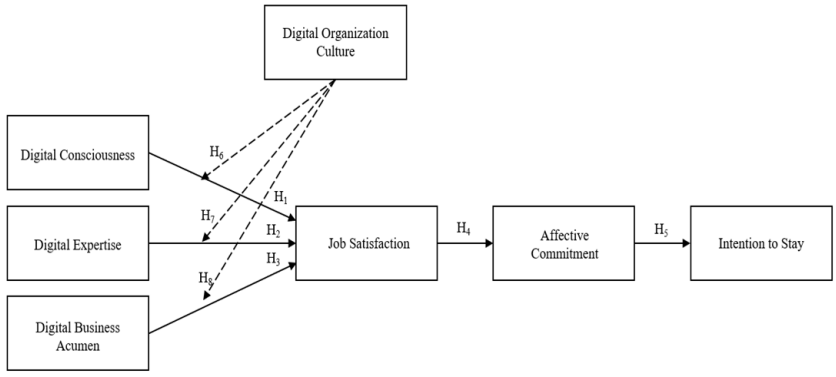


Figure 1. Research model of the study

3. Methods

3.1. Procedure and sample

To test the hypotheses, we surveyed full-time employees via Amazon Mechanical Turk (MTurk) in September 2025. Eligible participants worked under traditional employment contracts, used digital technologies daily, had more than one year of tenure at their current company, and had a HIT approval rate of at least 95%, a threshold associated with a greater likelihood of passing attention checks (Peer et al., 2014). MTurk was selected for its growing popularity and access to a large, diverse participant pool compared with other sampling methods (Moss et al., 2023). Furthermore, MTurk has been widely used across social, behavioral, and medical research, with empirical evidence supporting its ethical use as a participant recruitment platform (Moss et al., 2023). MTurk best-practice recommendations were followed during the planning and implementation stages, including the incorporation of three attention-check questions to identify and exclude careless responses (Aguinis et al., 2021). In accordance with ethical guidelines, participants were informed of the study's purpose and voluntary nature, assured anonymity, and encouraged to respond honestly. To ensure a consistent context, only United States participants were recruited. Before the main survey, a pilot test with 50 participants, including open-ended questions, was conducted.

To assess sample-size adequacy, we conducted a priori power analysis using G*Power 3.1 (Faul et al., 2009). Consistent with prior recommendations, we assumed $f^2 = 0.10$, $\alpha = 0.01$, and power = 0.80 (Straub et al., 2004). The analysis indicated a minimum of 208 respondents. After data-quality screening, 198 valid observations remained. Because the final sample was slightly below the priori sample-size requirement, we treated the G*Power estimate as a conservative benchmark and conducted additional PLS-SEM-specific assessments of sample-size adequacy.

Following PLS-SEM recommendations, sample adequacy was further evaluated in relation to model structure, significance level, and expected effect sizes rather than a single rule of thumb (Hair et al., 2019). The 10-times rule (Kock & Hadaya, 2018) yielded a heuristic minimum of 60 observations, based on the six structural paths leading to job satisfaction. The minimum R^2 method yielded a minimum sample size of 75 observations, assuming a conservative R^2 threshold of 0.25 for an endogenous construct with six incoming paths (Kock & Hadaya, 2018). As an additional sensitivity check, we applied Kock and Hadaya's (2018) inverse square root and gamma-exponential approaches. Taken together, these complementary PLS-SEM assessments indicate that the final sample exceeds the minimum sample-size requirements suggested by several PLS-SEM-specific approaches.

To reduce potential concerns regarding contextual homogeneity in the MTurk sample and enhance the contextual diversity of the study, we applied several screening criteria. Respondents were required to be full-time employees with traditional employment contracts, use digital technologies in their daily work, and have over one year of organizational tenure to ensure sufficient exposure to organizational practices and culture. We also restricted the sample to employees at the middle-management level or below to maintain a relatively comparable level of organizational authority and decision-making responsibility. Finally, we recruited respondents across multiple industries, including manufacturing and construction; service industries such as energy, distribution, telecommunications, transportation; and finance and insurance. These criteria reduced sample homogeneity while preserving meaningful variation in organizational and industry contexts and exposure to digital work practices.

Finally, responses were excluded if they failed attention checks, were completed in under three minutes and contained 13 consecutive identical answers or were submitted by platform-based or gig workers. After screening, responses from 198 respondents meeting the established eligibility criteria were retained for analysis. Respondent demographics are presented in Table 1.

Table 1. Demographic data

	Category	N	%		Category	N	%
Gender	Male	95	47.98%	Position	General employee	91	45.96%
	Female	103	52.02%		Section/Team Leader	54	27.27%
Age (Generation)	18~28 (Gen Z)	29	14.65%		Manager class	53	26.77%
	29~44 (Millennials)	121	61.11%	Size of Organization	<50	20	10.10%
	45~60 (Gen X)	42	21.21%		50–249	106	53.54%
	>60 (Boomers)	6	3.03%		250–4999	54	27.27%
Tenure in current organization	1~2	17	8.59%		>5000	18	9.09%
	2.1~5	109	55.05%	Industry	Finance and Insurance	30	15.15%
	5.1~10	39	19.70%		Manufacturing, including construction	73	36.87%
	>10	33	16.67%		Service (e.g., energy, telecommunications, distribution, transportation)	48	24.24%
					Others	47	23.74%

The final sample consisted of slightly more than half women (52.02%) and was predominantly composed of millennials (61.11%). Respondents had an average age of 38.5 years and organizational tenure of 6.7 years. The participants identified primarily as section or team leaders and managers (54.04%), with the remainder being general employees (45.96%). A majority of respondents (53.54%) worked in medium-sized organizations, predominantly within the manufacturing (36.87%), service (24.24%), and finance and insurance (15.15%) industries.

3.2. Measures

The study relied on already validated scales, and the constructs suitable for this study were identified through literature review.

We used the *Digital Mindset* Scale, comprising digital consciousness (DGC), digital expertise (DGE), and digital business acumen (DBA) (Goldmann et al., 2025). Items were rated on a 5-point Likert scale (1 = totally disagree, 5 = totally agree).

Digital Organizational Culture (*DOC*). The seven-item scale was adopted from Coello-Montecel and Ochoa Pacheco (2025), who used the scale proposed by Martínez-Caro

et al. (2020) and extended by Rodríguez González et al. (2023). Items were rated on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree).

Intention to Stay (*ITS*). The three-item scale was adapted from the Michigan Organizational Assessment Questionnaire developed by Cammann et al. (1979) and Seashore et al. (1982), as cited in Silva et al. (2023). Items were rated on a 5-point Likert scale (1 = totally disagree, 5 = totally agree).

Affective Commitment (*COM*). The six-item scale was drawn from the revised Organizational Commitment Scale (Meyer et al., 1993; Meyer & Allen, 2004). Items were rated on a 5-point Likert scale (1 = totally disagree, 5 = totally agree).

Job Satisfaction (*JST*). The four-item scale was adopted from the Michigan Organizational Assessment Questionnaire and augmented by fourth additional item (Cammann et al., 1983). Items were rated on a 5-point Likert scale (1 = totally disagree, 5 = totally agree).

In line with recent recommendations (Bartram et al., 2024), we include a set of controls that capture key individual, work and organizational characteristics. These variables were included as controls for job satisfaction, affective commitment, and intention to stay to account for potentially relevant individual and organizational differences, while preserving model parsimony and focus on the hypothesized relationships: gender (0 = male, 1 = female); age (0 = 18–28 years, 1 = 29–44 years, 2 = 45–60 years, 3 = >60 years); tenure in current organization (0 = 1–2 years, 1 = 2,1–5 years, 2 = 5,1–10 years, 3 = >10 years); position (0 = General employee, 1 = Section/Team Leader, 2 = Manager); Size of organization (0 = <50 employees, 1 = 50–249 employees, 2 = 250–4999 employees, 3 = >5000 employees); Industry (0 = Finance and Insurance, 1 = Manufacturing, including Construction, 2 = Service (e.g., energy, telecommunications, distribution, transportation), 3 = Others).

Controlling for common method bias. We calculated Harman's one-factor test as proposed by Podsakoff et al. (2003). Results from the unrotated factor solution showed that the first factor explained 37.83% of the variance, falling below the recommended 50% cutoff, thereby indicating a low risk of common method bias.

3.3. Analytical approach and data analysis

This study employed PLS-SEM because of its suitability for estimating complex models involving multiple interrelated constructs (Hair et al., 2021). Measurement model reliability and validity were assessed following Hair et al. (2021), including discriminant validity using the HTMT ratio, a more sensitive criterion in variance-based SEM (Henseler et al., 2015). To assess whether the three digital mindset dimensions are empirically distinct yet related, we conducted an exploratory factor analysis (EFA) of their items in IBM SPSS Statistics using principal axis factoring with Direct Oblimin rotation and Kaiser normalization. The measurement model specified intention to stay, affective commitment, job satisfaction, digital consciousness, digital expertise, digital business acumen, and digital organizational culture as reflective constructs. PLS-SEM was used to test the hypotheses, with relationships assessed through path coefficients (Hair et al., 2011). R^2 and PLSpredict were used to assess explanatory and out-of-sample predictive power, respectively (Shmueli et al., 2016).

4. Results

To assess the reliability of the reflective measurement model, factor loadings were examined, and only items with loadings ≥ 0.70 were retained (Hair et al., 2021). Composite reliability,

Cronbach's alpha, and average variance extracted (AVE) were calculated and reported in Table 2. The following items were removed: "In general, I don't like my job" from intention to stay; "I do not feel a strong sense of 'belonging' to my organization," "I do not feel 'emotionally attached' to this organization," and "I do not feel like 'part of the family' at my organization" from affective commitment; "My supervisor is quite competent in doing his/her job" from job satisfaction; "I am aware that the digital transformation has a positive impact on our lives" from digital consciousness; and "When confronted with digital technologies, I evaluate the benefits and risks for my organization" from digital business acumen. The level of variable reliability is acceptable as indicated by Cronbach's alpha and composite reliability, which is > 0.70.

As presented in Table 2, all full-collinearity VIF values are below 3.3. Following Kock (2015), this result suggests that common method bias is unlikely to represent serious concern. The convergent validity of the constructs was assessed using the average variance extracted (AVE), with values above 0.50 indicating adequate convergent validity (Hair et al., 2021).

Table 2. Measures and properties

Constructs	Item Measu-rement	Outer Loadings	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Avg. variance extracted (AVE)	Variance inflation factor (VIF)
ITS	ITS1	0.930	0.742	0.808	0.882	0.790	1.532
	ITS3	0.845					1.532
COM	COM1	0.841	0.773	0.796	0.866	0.684	1.480
	COM2	0.771					1.615
	COM6	0.886					1.913
JST	JST1	0.894	0.789	0.843	0.874	0.699	1.974
	JST2	0.748					1.477
	JST3	0.864					1.779
DGC	DGC1	0.813	0.843	0.849	0.884	0.561	2.027
	DGC2	0.794					1.904
	DGC3	0.712					1.567
	DGC4	0.703					1.617
	DGC6	0.761					1.759
	DGC7	0.701					1.490
DGE	DGE1	0.778	0.889	0.890	0.913	0.600	2.076
	DGE2	0.802					2.114
	DGE3	0.768					2.055
	DGE4	0.767					1.884
	DGE5	0.794					2.138
	DGE6	0.778					1.987
	DGE7	0.732					1.692
DBA	DBA2	0.835	0.777	0.778	0.870	0.691	1.573
	DBA3	0.833					1.606
	DBA4	0.825					1.625

End of Table 2

Constructs	Item Measurement	Outer Loadings	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Avg. variance extracted (AVE)	Variance inflation factor (VIF)
DOC	DOC1	0.781	0.911	0.913	0.929	0.652	2.033
	DOC2	0.791					2.160
	DOC3	0.765					1.901
	DOC4	0.796					2.037
	DOC5	0.812					2.303
	DOC6	0.854					2.797
	DOC7	0.847					2.707

Discriminant validity was assessed for the full sample using the Fornell–Larcker criterion and HTMT (Table 3). For all constructs, the square roots of AVE exceeded interconstruct correlations, and all HTMT values were below the recommended 0.90 threshold, supporting adequate discriminant validity of the measurement model.

Table 3. Construct reliability and validity indexes

Constructs	COM	DBA	DGC	DGE	DOC	ITS	JST
COM	**0.827**	0.875	0.413	0.659	0.669	0.859	0.821
DBA	0.678	**0.831**	0.552	0.743	0.680	0.691	0.626
DGC	0.349	0.447	**0.749**	0.595	0.633	0.298	0.517
DGE	0.544	0.618	0.518	**0.775**	0.727	0.453	0.602
DOC	0.574	0.574	0.556	0.653	**0.807**	0.545	0.698
ITS	0.681	0.533	0.237	0.379	0.451	**0.889**	0.801
JST	0.694	0.517	0.437	0.529	0.606	0.653	**0.836**

Note: Correlations among the latent variables for the total sample are presented in the lower-left quadrant of the table, the square roots of the AVE values appear on the diagonal, and the HTMT ratios are displayed in the upper-right quadrant above diagonal.

Although Goldmann et al. (2025) established digital mindset composed of distinct dimensions such as digital consciousness, digital expertise and digital business acumen, we further examined their empirical distinctiveness in this study. Specifically, we conducted inter-dimensional correlation analyses and an exploratory factor analysis (EFA) to assess whether these dimensions are empirically distinguishable.

As shown in Table 4, the inter-construct correlations among digital consciousness (DGC), digital expertise (DGE), and digital business acumen (DBA) range from 0.447 to 0.618, with all coefficients below the recommended threshold of 0.85 (Panzeri et al., 2024).

To further examine the empirical distinctiveness of the three dimensions of digital mindset, we conducted an exploratory factor analysis (EFA) in IBM SPSS Statistics using principal axis factoring with Direct Oblimin rotation and Kaiser normalization. Data suitability was confirmed by a Kaiser–Meyer–Olkin (KMO) value above 0.60 and a significant Bartlett's test of sphericity (Pakalniškienė, 2012). Principal axis factoring was selected to identify the common latent structure underlying the digital mindset items without requiring multivariate normality

to the same extent as maximum likelihood extraction (Costello & Osborne, 2005). Direct Oblimin rotation was applied because the three dimensions were theoretically expected to be correlated as components of the broader digital mindset construct (Pakalniškienė, 2012). The KMO value was 0.894, and Bartlett's test of sphericity was significant (χ^2 = 1489.454, df = 120, p < 0.001), confirming the data's suitability for factor analysis. The EFA supported a theoretically consistent three-factor solution explaining 52.119% of the total variance. As Table 5 shows, digital expertise items loaded primarily on Factor 1 (0.659–0.791), digital consciousness items on Factor 2 (0.523–0.796), and digital business acumen items on Factor 3 (0.570–0.789). Together, these loadings and the interfactor correlations (0.419–0.619) indicate that the three dimensions are related yet empirically distinguishable aspects of digital mindset.

Table 4. Correlation coefficients between constructs

Constructs	COM	DBA	DGC	DGE	DOC	ITS	JST
COM	1.000	–	–	–	–	–	–
DBA	0.678**	1.000	–	–	–	–	–
DGC	0.349**	0.447**	1.000	–	–	–	–
DGE	0.544**	0.618**	0.518**	1.000	–	–	–
DOC	0.574**	0.574**	0.556**	0.653**	1.000	–	–
ITS	0.681**	0.533**	0.237**	0.379**	0.451**	1.000	–
JST	0.694**	0.517**	0.437**	0.529**	0.606**	0.653**	1.000

Note: Significance levels: ** < 0.01.

Table 5. Results of exploratory factor analysis

Item	Factor 1 (DGE)	Factor 2 (DGC)	Factor 3 (DBA)
DGE5	0.791		
DGE3	0.713		
DGE1	0.694		
DGE4	0.686		
DGE6	0.675		
DGE2	0.669		
DGE7	0.659		
DGC1		0.796	
DGC4		0.723	
DGC2		0.706	
DGC6		0.655	
DGC3		0.572	
DGC7		0.523	
DBA3			0.789
DBA4			0.588
DBA2			0.570

Note: Extraction method: Principal Axis Factoring. Rotation method: Oblimin with Kaiser normalization. Coefficients below 0.30 are suppressed. DGE – digital expertise, DGC – digital consciousness, DBA – digital business acumen.

The effects of the control variables on job satisfaction, affective commitment, and intention to stay were assessed using path coefficients (β), t-values, and p-values. As shown in Table A1 in the Appendix, none of the control variables had a statistically significant effect ($p > 0.05$). The results for the hypothesized relationships remained largely unchanged after the control variables were included, supporting the robustness of the results. Table 6 shows that the R^2 values for the three dependent variables ranged from 0.464 to 0.482, indicating moderate explanatory power based on the 0.25–0.50 criterion.

Table 6. R-square

	R-square	R-square adjusted
COM	0.482	0.480
ITS	0.463	0.461
JST	0.464	0.444

The proposed PLS model has good predictive power (Table 7). The RMSE and MAE values in the PLS model are lower than the RMSE and MAE values in the linear regression model, so the PLS model has good predictive power.

Table 7. PLS predict

	Q^2predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
COM1	0.304	0.791	0.575	0.838	0.596
COM2	0.229	1.055	0.852	1.083	0.867
COM6	0.260	0.877	0.654	0.956	0.727
ITS1	0.190	0.875	0.649	0.917	0.711
ITS3	0.141	0.905	0.672	0.941	0.701
JST1	0.365	0.745	0.592	0.878	0.663
JST2	0.099	1.196	0.951	1.291	1.016
JST3	0.321	0.770	0.602	0.842	0.613

Model fit was assessed using commonly accepted fit indices. The hypothesized seven-factor model (digital consciousness, digital expertise, digital business acumen, digital organizational culture, affective commitment, job satisfaction, intentions to stay) yielded a well fit to the data (SRMR = 0.084, d_ULS =3.498, d_G = 0.963, χ^2 = 1018.830, NFI = 0.736). After establishing the validity and reliability of the measurement model and evaluating the inner model, the results are summarized in Figure 2. The figure presents the structural model along with the outer loading values, the path coefficients, and the AVE values for each construct.

The hypothesized relationships were tested using PLS-SEM. As Table 7 shows, digital consciousness ($\beta = 0.126$, $p < 0.05$), digital expertise ($\beta = 0.120$, $p < 0.05$), and digital business acumen ($\beta = 0.250$, $p < 0.05$) had significant positive effects on job satisfaction. These findings support H1, H2, H3, which posits that employees' digital mindset leads to their job satisfaction.

The relationship between employees' job satisfaction and affective commitment was supported by a significant path coefficient ($\beta = 0.694$, $p < 0.05$), providing evidence for H4. Furthermore, the results showed that employees' affective commitment significantly predicts employees' intention to stay ($\beta = 0.681$, $p < 0.05$), providing support for H5.

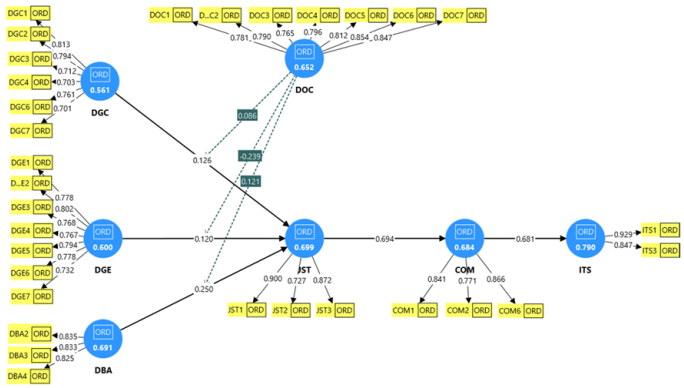


Figure 2. Results of the structural model

Table 8 presents the moderating effects of digital organizational culture on the relationships of digital consciousness (H6), digital expertise (H7), and digital business acumen (H8) with employees' job satisfaction. Digital organizational culture strengthened the positive relationships of digital consciousness ($\beta = 0.086$, $p < 0.05$) and digital business acumen ($\beta = 0.121$, $p < 0.05$) with employees' job satisfaction, supporting H6 and H8. A negative moderating effect of digital organizational culture was observed on the relationship between digital expertise and employees' job satisfaction ($\beta = -0.239$, $p < 0.05$), suggesting that the presence of digital organizational culture dampens the positive association. Hence, H7 is not supported.

Table 8. Relationship between constructs and Hypotheses testing

Hypothesis	Paths	Path coefficients (β)	p-value	Hypothesis supported
H_1	DGC → JST	0.126	0.041	Accepted
H_2	DGE → JST	0.120	0.033	Accepted
H_3	DBA → JST	0.250	0.006	Accepted
H_4	JST → COM	0.694	0.000	Accepted
H_5	COM → ITS	0.681	0.000	Accepted
H_6	DOC x DGC → JST	0.086	0.043	Accepted
H_7	DOC x DGE → JST	–0.239	0.004	Not accepted
H_8	DOC x DBA → JST	0.121	0.033	Accepted

Figures 3–5 illustrate how perceived digital organizational culture moderates the relationships between digital mindset dimensions and job satisfaction. In Figure 3, the relationship between digital consciousness and job satisfaction has a steeper positive slope under high digital organizational culture and a flatter slope under low culture, indicating positive moderation ($t = 1.63$, $p = 0.043$). Figure 5 shows a similar positive moderating pattern for digital business acumen ($t = 1.83$, $p = 0.033$). In contrast, Figure 4 shows a positive relationship between digital expertise and job satisfaction under low digital organizational culture but a negative relationship under high culture. Thus, strong digital organizational culture weakens the positive relationship between digital expertise and job satisfaction ($t = 2.65$, $p = 0.004$).

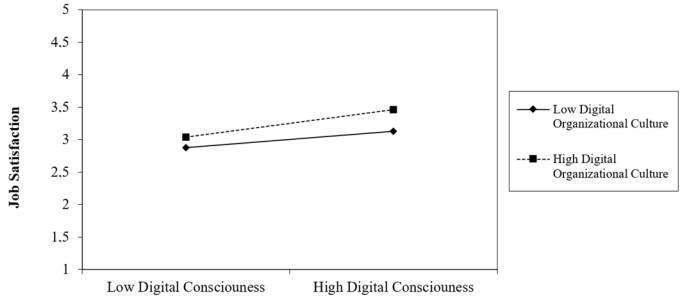


Figure 3. The effect of organizational culture as a moderator in the relationship between digital consciousness and job satisfaction (continuous moderator, two-way interaction)

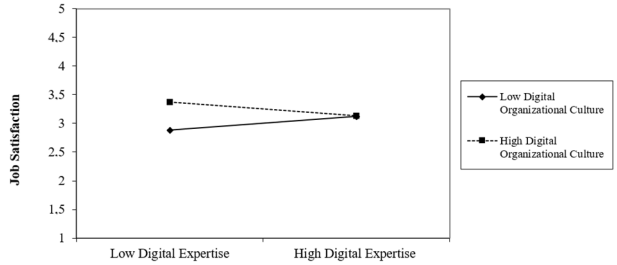


Figure 4. The effect of organizational culture as a moderator in the relationship between digital expertise and job satisfaction (continuous moderator, two-way interaction)

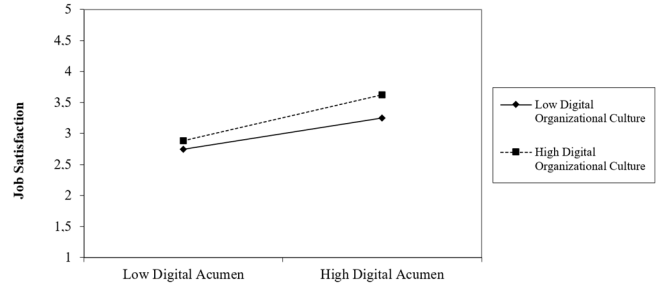


Figure 5. The effect of organizational culture as a moderator in the relationship between digital business acumen and job satisfaction (continuous moderator, two-way interaction)

To assess whether the negative moderating effect of digital organizational culture was contingent on employees' position (P_0 – general employee; P_1 – section/team leader; P_2 – manager) or industry context (I_0 – finance and insurance; I_1 – manufacturing, including construction; I_2 – services; I_3 – other) we conducted multi-group analyses (MGA). As reported in Table A2 and Table A3 in the Appendix, MGA results revealed no statistically significant differences in the moderating effect across position groups or industry groups ($p > 0.05$), suggesting that the relationships are stable (Hair et al., 2021). Thus, the negative moderating effect of digital organizational culture on the relationship between digital expertise and job satisfaction does not appear to be attributable to a particular employee-position or industry subgroup.

4. Discussion

This study investigated how employees' perceived digital mindset dimensions relate to job satisfaction, affective commitment, and intention to stay, and whether digital organizational culture moderates the relationships between digital mindset dimensions and job satisfaction. A positive relationship was observed between dimensions of digital mindset (i.e., digital consciousness, digital expertise, and digital business acumen) and job satisfaction. In turn, positive associations were observed between job satisfaction and affective commitment and between affective commitment and employees' intention to stay. Interestingly, digital organizational culture was found to strengthen the positive relationships between digital business acumen, digital consciousness, and job satisfaction, while dampening the relationship between digital expertise and job satisfaction. Taken together, these findings enhance understanding of digital mindset dynamics and highlight several key implications.

First, by examining how personal factors, environmental influences, and employee related outcomes interact in advanced technological contexts we respond to the need to apply social cognitive theory in modern environment (Schunk et al., 2020). By revealing the nuanced role of digital organizational culture, we extend the application of social cognitive theory to digital transformation settings and identify digital organizational culture as an important boundary condition shaping the relationship between employees' digital mindset and job satisfaction. Our work extends prior research, which has largely emphasized macro-level external enablers (Yin et al., 2026), leadership (Liu & Tong, 2022) or job autonomy (Yu et al., 2024), whereas much less is known about how digital mindset dimensions interact with digital organizational culture to shape job satisfaction. Our moderation results indicate that stronger digital organizational culture appears to attenuate the positive association between digital expertise and job satisfaction, such that employees with stronger digital expertise derive fewer job-satisfaction benefits from their expertise in digitally intensive organizational contexts. The results showed no statistically significant differences in the moderating effect across position or industry groups. Although digital organizational culture can support digitization processes (Martínez-Caro et al., 2020), the findings are consistent with concerns that digital technologies may also negatively affect organizational culture by encouraging employees to adopt values that may not fully align with their own beliefs (Coello-Montecel & Ochoa Pacheco, 2025). Therefore, we encourage researchers to further theorize about the effects of digital organizational culture. For example, consistent with social comparison theory, which emphasizes individuals' motivation to evaluate themselves relative to others and the attitudinal consequences of such comparisons (Matthews & Kelemen, 2025), employees with high digital expertise may have fewer opportunities to distinguish themselves from colleagues on the basis of their digital capabilities when such expertise becomes normative within the organization. Moreover, persistent pressure to continuously update digital knowledge and skills in digitally oriented organizational contexts may prompt employees to repeatedly evaluate their relative ability to perform their roles. As digital expertise becomes more widely shared, the relative advantage and positive self-evaluative benefits associated with possessing such expertise may diminish, thereby weakening its positive association with job satisfaction. Moreover, role stress theory, which emphasizes different sources of stress, including organizational-level stressors such as skill requirements and their effects on the employees' demands (Newton & Keenan, 1987), provides opportunity in further development of research to obtain a complementary explanation. Notably, organizational cultural systems are particularly susceptible to tension and stress when organizations face constant pressures for change (Grover et al., 2022). While a

strong digital organizational culture may increase employees' expectations to continuously adapt to new technologies and acquire new digital skills, digital expertise may bring not only greater competence but also greater expectations and role demands. Taken together, these perspectives suggest that digital organizational culture may condition the extent to which employees' digital expertise translates into job satisfaction.

Second, the observed positive effects on job satisfaction provide empirical support for dimensions of digital mindset, addressing a gap noted in recent literature (Valta et al., 2024). Thus, the study contributes to the extant literature on the digital mindset, which embraces understanding that digital transformation adds value to individuals and organizations (Allen, 2020). Building on prior studies that have emphasized digital mindset as a buffer against technostress (Valta et al., 2024), our findings provide additional insights. Accordingly, our findings indicate that three dimensions of digital mindset differed in the strength of their relationships with job satisfaction. In particular, digital business acumen demonstrated the strongest positive relationship with job satisfaction, compared with digital consciousness and digital expertise. Whereas digital consciousness primarily reflects awareness of digital developments and digital expertise reflects employees' capabilities to use digital technologies, digital business acumen incorporates an understanding of how digital technologies can be applied to address organizational needs and create business value (Goldman et al., 2025). Such understanding may enable employees to perceive greater meaning and impact in their work, thereby enhancing job satisfaction. These results suggest that cognitive filters must be intentionally fostered through supportive environment to fully translate individual competence into enhanced employee attitudes (Allen, 2020).

Third, drawing on the view that employees' attitudes toward their work experiences shape subsequent behavioral intentions (Ajzen, 1988), the study shows that positive job experiences strengthen affective commitment, which in turn is related to employees' intentions to remain with the organization. These results not only advance our understanding of employee retention in complex organizational contexts but also provide empirical support for prior evidence on the relationships between job satisfaction, affective commitment, and intention to stay (Koo et al., 2020; Meyer et al., 2002; Silva et al., 2024). The results suggest that, during digital transformation, organizations should prioritize interventions that foster job satisfaction and affective commitment, as positive attitudes are associated with employees' intention to stay.

These findings highlight the important implications for managers. First, given the increasing importance of organizational responses to technological change and the role of digital organizational culture in supporting digitalization (Martíinez-Caro et al., 2020), our findings reveal that digital organizational culture differentially affects the relationships between the dimensions of digital mindset and employee satisfaction. Therefore, practitioners should monitor both digital organizational culture and employee satisfaction to ensure that digital transformation initiatives enhance, rather than inadvertently undermine, employees' positive work experiences. Organizations can regularly assess digital organizational culture and job satisfaction through employee surveys to identify cultural strengths and weaknesses in supporting digitalization (Coello-Montecel & Ochoa Pacheco, 2024) as well as emerging sources of employee strain, enabling timely interventions. Second, customized training programmes should be developed to target specific dimensions of digital mindset (Goldman et al., 2025), with training objectives aligned with organizational goals while considering their potential effects on employees' positive work experiences, given the implications for employees' intention to stay.

5. Conclusions

As digital transformation reshapes business, societal, and individual paradigms, understanding the factors that shape employees' attitudes and behaviours becomes increasingly essential. Digital organizational culture emerges as a critical contextual factor that differentially shapes the relationships between digital mindset dimensions and job satisfaction, strengthening some relationships while weakening others. Furthermore, the dimensions of digital mindset differed in the strength of their relationships with job satisfaction. These results contribute to research on digital organizational culture by illustrating how supportive cultural conditions can translate individual technological readiness into more meaningful and satisfying work experiences. For practitioners, the findings underscore the importance of cultivating employees' digital mindset while fostering a balanced digital culture that aligns technological expectations with employee experience, ensuring that digital transformation initiatives reinforce the motivational benefits of individual digital strengths. However, this study is not without limitations. First, although our sample included respondents from multiple industries and organizational sizes, the relatively modest sample size limits our ability to systematically examine contextual heterogeneity. Future research should employ larger and more contextually diverse samples and explicitly assess digital transformation stage to determine whether the relationships among digital mindset, digital organizational culture, and employee outcomes vary across organizational contexts. Second, although we identified digital organizational culture as a boundary condition of the relationships between digital mindset dimensions and job satisfaction and examined the links between employees' work attitudes and behavioural intentions, we did not investigate the underlying mechanisms through which these relationships unfold. Future research should employ longitudinal or time-lagged designs to establish temporal ordering, which cannot be fully addressed using cross-sectional data. Such designs could also provide insight into how digital mindset and digital organizational culture dynamically shape employees' attitudes and behavioural intentions over time. Third, the study context constrains the generalizability of the results to countries with differing levels of digital maturity. Fourth, future research could examine how social comparison processes and role stressors explain why digital organizational culture differentially moderates the relationships between digital mindset dimensions and employee-related outcomes. Finally, future studies could examine changes in work design, learning behaviours, and social exchange processes as potential mechanisms through which digital mindsets translate into employee outcomes.

References

Aguinis, H., Villamor, I., & Ramani, R. S. (2021). MTurk research: Review and recommendations. *Journal of Management*, *47*(4), 823–837. https://doi.org/10.1177/0149206320969787

Ajzen, I. (1988). *Attitudes, personality, and behavior*. Dorsey Press.

Allen, S. J. (2020). On the cutting edge or the chopping block? Fostering a digital mindset and tech literacy in business management education. *Organizational Behavior Teaching Review*, *44*(3), 362–393. https://doi.org/10.1177/1052562920903077

Bandura, A. (1988). Organisational applications of social cognitive theory. *Australian Jornal of Management*, *13*(2), 275–302. https://doi.org/10.1177/031289628801300210

Bartram, D., Alaimo, L. S., Avery, E., Bardo, A., Di Bella, E., Binder, M., Botha, F., Fachelli, S., Gatto, A., Lu, J., Okulicz-Kozaryn, A., Sanchez, A., & Tani, M. (2024). Towards the next fifty years of social indicators research: Some guidance for authors. *Social Indicators Research*, *174*, 1–17. https://doi.org/10.1007/s11205-024-03401-z

Belias, D., & Koustelios, A. (2014). Organizational culture and job satisfaction: A review. *International Review of Management and Marketing*, *4*(2), 132–149.

Cammann, C., Fichman, M., Jenkins, D., & Klesh, J. R. (1983). *The Michigan organizational assessment questionnaire*. University of Michigan, Ann Arbor.

Coello-Montecel, D., & Ochoa Pacheco, P. (2025). Digital organizational culture scale: Psychometric properties and measurement invariance of the Spanish version. *Human Behavior and Emerging Technologies*, *2025*, Article 7366964. https://doi.org/10.1155/hbe2/7366964

Costello, A. B., & Osborne, J. W. (2005). Best practices in exploratory factor analysis: Four recommendations for getting the most from your analysis. *Practical Assessment*, *Research*, *and Evaluation*, *10*(7), 1–9.

Danks, N., & Ray, S. (2018). Chapter 3: Predictions from Partial Least Squares Models. In F. Ali, S. M. Rasoolimanesh, & C. Cobanoglu (Eds.), *Application of Partial Least Squares – Structural Equation Modeling* (*PLS-SEM*) *in tourism and hospitality research*. Emerald Publishing. https://doi.org/10.1108/978-1-78756-699-620181003

Dweck, C. S. (1999). *Self-theories*: *Their role in motivation*, *personality*, *and development*. Taylor and Francis/Psychology Press.

Emergn. (2024). *Transformation fatigue*: *More than half of employees have considered leaving their jobs due to frequent and failed transformations*. https://www.emergn.com/news/transformation-fatigue-employees-leaving-their-jobs/

Faul, F., Erdfelder, E., Buchner, A. & Lang, A.-G. (2009). Statistical power analyses using G*Power 3.1: Tests for correlation and regression analysis. *Behavior Research Methods*, *41*(4), 1149–1160. https://doi.org/10.3758/BRM.41.4.1149

Gillani, F., Chatha, K. A., Jajja, S. S., Cao, D., & Ma, X. (2024). Unpacking digital transformation: Identifying key enablers, transition stages, and digital archetypes. *Technological Forecasting & Social Change*, *203*, Article 123335. https://doi.org/10.1016/j.techfore.2024.123335

Goldmann, P., Schäfer, B., & Altendorfer, C. (2025). Development and validation of the digital mindset scale. *Journal of Business Research*, *199*, Article 115554. https://doi.org/10.1016/j.jbusres.2025.115554

Grover, V., Tseng, S. L., & Pu, W. (2022). A theoretical perspective on organizational culture and digitalization. *Information & Management*, *59*(4), Article 103639. https://doi.org/10.1016/j.im.2022.103639

Guo, B., Wu, Z., Wen, Q., & Peng, Y. (2026). Unpacking the dual psychological paths of employee–AI collaboration on creativity: The role of proactive behavior. *PLoS ONE*, *21*(4), Article e0347335. https://doi.org/10.1371/journal.pone.0347335

Gupta, A. K., & Govindarajan, V. (2002). Cultivating a global mindset. *Academy of Management Perspectives*, *16*(1), 116–126. https://doi.org/10.5465/ame.2002.6640211

Hair, J. F., Jr., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling* (*PLS-SEM*) *using R*: *A workbook*. Springer Nature. https://doi.org/10.1007/978-3-030-80519-7

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, *19*(2), 139–151. https://doi.org/10.2753/MTP1069-6679190202

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Henseler, J., Ringle, C. M. & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8

Khairy, H. A., & Salama, W. M. E. (2026). The influence of AI awareness on innovative behavior in hotel enterprises through psychological empowerment and digital mindset. *Discover Sustainability*. https://doi.org/10.1007/s43621-026-03417-0

Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration*, *11*(4), 1–10. https://doi.org/10.4018/ijec.2015100101

Kock, N., & Hadaya, P. (2018). Minimum sample size estimation in PLS-SEM: The inverse square root and gamma-exponential methods. *Information Systems Journal*, *28*(1), 227–261. https://doi.org/10.1111/isj.12131

Koo, B., Yu, J., Chua, B.-L., & Han, H. (2020). Relationships among emotional and material rewards, job satisfaction, burnout, affective commitment, job performance, and turnover intention in the hotel industry. *Journal of Quality Assurance in Hospitality & Tourism*, *20*(5), 529–556.

Kouhsari, M., Chen, J., & Shirzad, K. (2026). Think digital, thrive digital: A multilevel exploration from school principals' digital mindset to teachers' digital flourishing. *Computers & Education*, *242*, Article 105506. https://doi.org/10.1016/j.compedu.2025.105506

KPMG. (2024). *What role does digital play in global business services?* https://assets.kpmg.com/content/dam/kpmgsites/uk/pdf/2024/02/future-of-work.pdf

Liu, P., Zhang, F., Liu, Y., Liu, S., & Huo, S. (2024). Enabling or burdening?—The double-edged sword impact of digital transformation on employee resilience. *Computers in Human Behavior*, *157*, Article 108220. https://doi.org/10.1016/j.chb.2024.108220

Liu, Q., & Kamioka, T. (2025). The effects of employees' digital growth mindset and supervisors' coaching behaviour on digital self-efficacy. *Technology in Society*, *81*, Article 102875. https://doi.org/10.1016/j.techsoc.2025.102875

Liu, Q., & Tong, Y. (2022). Employee growth mindset and innovative behavior: The roles of employee strengths use and strengths-based leadership. *Frontiers in Psychology*, *13*, Article 814154. https://doi.org/10.3389/fpsyg.2022.814154

Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.

MacIntosh, E. W., & Doherty, A. (2010). The influence of organizational culture on job satisfaction and intention to leave. *Sport Management Review*, *13*(2), 106–117. https://doi.org/10.1016/j.smr.2009.04.006

Malik, M., Andargoli, A., Ali, I., & Chavez, R. (2024). A socio-cognitive theorisation of how data-driven digital transformation affects operational productivity?. *International Journal of Production Economics*, *277*, Article 109403. https://doi.org/10.1016/j.ijpe.2024.109403

Martínez-Caro, E., Cegarra-Navarro, J. G., & Alfonso-Ruiz, F. J. (2020). Digital technologies and firm performance: The role of digital organisational culture. *Technological Forecasting and Social Change*, *154*, Article 119962. https://doi.org/10.1016/j.techfore.2020.119962

Matthews, M. J., & Kelemen, T. K. (2025). To compare is human: A review of social comparison theory in organizational settings. *Journal of Management*, *51*(1), 212–248. https://doi.org/10.1177/01492063241266157

Meyer, J. P. & Allen, N. (1997). *Commitment in the workplace*: *Theory*, *research and application*. Sage. https://doi.org/10.4135/9781452231556

Meyer, J. P., & Allen, N. J. (2004). *TCM Employee Commitment Survey*: *Academic users guide*. Department of Psychology, University of Western Ontario.

Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, *11*(3), 299–326. https://doi.org/10.1016/S1053-4822(00)00053-X

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, *78*(4), 538–551. https://doi.org/10.1037/0021-9010.78.4.538

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behaviour*, *61*(1), 20–52. https://doi.org/10.1006/jvbe.2001.1842

Moss, A. J., Rosenzweig, C., Robinson, J., Jaffe, S. N., & Litman, L. (2023). Is it ethical to use Mechanical Turk for behavioral research? Relevant data from a representative survey of MTurk participants and wages. *Behavior Research Methods*, *55*, 4048–4067. https://doi.org/10.3758/s13428-022-02005-0

Murphy, M. C., & Reeves, S. L. (2019). Personal and organizational mindsets at work. *Research in Organizational Behavior*, *39*, 1–18. https://doi.org/10.1016/j.riob.2020.100121

Newton, T. J., & Keenan, A. (1987). Role stress reexamined: An investigation of role stress predictors. *Organizational Behavior and Human Decision Processes*, *40*(3), 346–368. https://doi.org/10.1016/0749-5978(87)90021-5

Nurgaliyeva, S., Iztleuova, Z., Maigeldiyeva, S., Zhussupova, Z., Saduakas, G., & Omarova, G. (2023). Examining the relationships between teachers' job satisfaction and technological competencies. *Internation-*

al Journal of Education in Mathematics, Science, and Technology (*IJEMST*), *11*(4), 898–912. https://doi.org/10.46328/ijemst.3375

Pakalniškienė, V. (2012). *Tyrimo ir įvertinimo priemonių patikimumo ir validumo nustatymas, metodinė priemonė*. Vilniaus universiteto leidykla.

Panzeri, A., Castelnuovo, G., & Spoto, A. (2024). Assessing discriminant validity through structural equation modeling: The case of eating compulsivity. *Nutrients*, *16*(4), Article 550. https://doi.org/10.3390/nu16040550

Peer, E., Vosgerau, J., & Acquisti, A. (2014). Reputation as a sufficient condition for data quality on Amazon Mechanical Turk. *Behavior Research Methods*, *46*, 1023–1031. https://doi.org/10.3758/s13428-013-0434-y

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879–903. https://doi.org/10.1037/0021-9010.88.5.879

Renda, A., Schwaag Serger, S., Tataj, D., Morlet, A., Isaksson, D., Martins, F., Mir Roca, M., Hidalgo, C., Huang, A., Dixson-Declève, S., Balland, P.-A., Bria, F., Charveriat, C., Dunlop, K., & Giovannini, E. (2021). *Industry 5.0, a transformative vision for Europe*: *Governing systemic transformations towards a sustainable industry*. Publications Office of the European Union. https://doi.org/10.2777/17322

Rodríguez-González, R. M., Madrid-Guijarro, A., & Maldonado-Guzmán, G. (2023). Digital organizational culture and absorptive capacity as precursors to supply chain resilience and sustainable performance. *Journal of Cleaner Production*, *420*, Article 138411. https://doi.org/10.1016/j.jclepro.2023.138411

Schunk, D. K., & DiBenedetto, M. K. (2020). Motivation and social cognitive theory. *Contemporary Educational Psychology*, *60*, Article 101832. https://doi.org/10.1016/j.cedpsych.2019.101832

Shmueli, G., Ray, S., Velasquez Estrada, J. M., & Shatla, S. B. (2016). The elephant in the room: Evaluating the predictive performance of PLS models. *Journal of Business Research*, *69*(10), 4552–4564. https://doi.org/10.1016/j.jbusres.2016.03.049

Silva, I., Dias, Á., & Pereira, L. F. (2023). Determinants of employee intention to stay: A generational multigroup analysis. *International Journal of Organizational Analysis*, *32*(8), 1389–1418. https://doi.org/10.1108/IJOA-06-2023-3796

Straub, D., Boudreau, M.-C., & Gefen, D. (2004). Validation guidelines for IS positivist research. *Communications of the Association for Information Systems*, *3*(1). https://doi.org/10.17705/1CAIS.01324

Tong, H., Yu, J. & Shou, M. (2025). Mitigating the effect of AI anxiety on employees' creativity: a social cognitive perspective. *Journal of Digital Management*, *1*, Article 7. https://doi.org/10.1007/s44362-025-00006-5

Uraon, R. S. (2018). Examining the impact of HRD practices on organizational commitment and intention to stay within selected software companies in India. *Advances in Developing Human Resources*, *20*, 11–43. https://doi.org/10.1177/1523422317741691

Valta, M., Hildebrandt, J., & Maier, C. (2024). Fostering the digital mindset to mitigate technostress: an empirical study of empowering individuals for using digital technologies. *Internet Research*, *34*(6), 2341–2369. https://doi.org/10.1108/INTR-09-2022-0766

Van Doorn, S., Georgakakis, D., Oehmichen, J., & Reimer, M. (2023). Opportunity or threat? Exploring middle manager roles in the face of digital transformation. *Journal of Management Studies*, *60*(7), 1684–1719. https://doi.org/10.1111/joms.12880

Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The Journal of Strategic Information Systems*, *28*(2), 118–144. https://doi.org/10.1016/j.jsis.2019.01.003

Wahyuni, S., Kurniawati, S., & Shafira, A. (2019). Revealing the impacts of growth mindset and employee development on turnover intention. In *Proceedings of the 33rd International Business Information Management Association Conference* (*IBIMA*) (pp. 8086–8097).

Wang, L., Tao, H., & Ellenbecker, C. (2011). Job satisfaction, occupational commitment, and intent to stay among Chinese nurses: A cross-sectional questionnaire survey. *Journal of Advanced Nursing*, *68*(3), 539–549. https://doi.org/10.1111/j.1365-2648.2011.05755.x

West Monroe. (2023, September 27). *Companies are aligned on their digital vision, but lack means for execution*. https://www.westmonroe.com/press-releases/companies-aligned-on-digital-vision-but-lack-means-for-execution

Yang, J.-T. (2008). Effect of newcomer socialisation on organisational commitment, job satisfaction, and turnover intention in the hotel industry. *The Service Industries Journal*, *28*(4), 429–443. https://doi.org/10.1080/02642060801917430

Yin, K., Zhao, L., Chi, Z., Song, H., & Dong, N. (2026). The relationship between employees' growth mindset, well-being, and job performance: Evidence from a Meta-analysis. *Personality and Individual Differences*, 249, Article 113507. https://doi.org/10.1016/j.paid.2025.113507

Yu, T., He, L., Ying, H., Liu, J., Wu, Y., Wang, Y., & Pan, X. (2024). Growth mindset and job crafting: A trait activation perspective with job autonomy as moderator. *Behavioral Sciences*, *14*(12), Article 1221. https://doi.org/10.3390/bs14121221

APPENDIX

Table A1. Significance of control variable effects on dependent constructs (p-values)

Control Variable on Dependent construct	Path coefficients (β)	t-value	p-value
Age → COM	–0.072	0.458	0.647
Age → ITS	–0.275	1.066	0.287
Age → JST	–0.359	1.228	0.220
Gender → COM	–0.041	0.395	0.693
Gender → ITS	0.002	0.015	0.988
Gender → JST	0.048	0.435	0.664
Tenure in current organization → COM	–0.233	0.846	0.398
Tenure in current organization → ITS	–0.028	0.103	0.918
Tenure in current organization → JST	–0.078	0.408	0.683
Position → COM	–0.154	1.251	0.211
Position → ITS	0.087	0.747	0.455
Position → JST	–0.142	1.125	0.261
Size of organization → COM	0.180	0.999	0.318
Size of organization → ITS	0.123	0.566	0.571
Size of organization → JST	–0.061	0.338	0.735
Industry → COM	–0.336	1.035	0.301
Industry → ITS	0.065	0.437	0.662
Industry → JST	–0.124	0.724	0.469
JST → COM	*0.647*	*13.815*	*0.000*
COM → ITS	*0.671*	*11.204*	*0.000*
DBA → JST	*0.225*	*2.117*	*0.008*
DGC → JST	*0.124*	*1.794*	*0.043*
DGE → JST	*0.120*	*1.013*	*0.031*
DOC x DBA → JST	*0.110*	*1.736*	*0.043*
DOC x DGC → JST	*0.078*	*1.316*	*0.034*
DOC x DGE → JST	*–0.229*	*2.756*	*0.006*

Table A2. Multi-Group Analysis (MGA) of moderation effects across groups of position

Moderation path	Difference (P_0-P_1) (p-value)	Difference (P_0-P_2) (p-value)	Difference (P_1-P_2) (p-value)
DOC x DBA → JST	–0.105 (0.718)	0.316 (0.369)	0.421 (0.337)
DOC x DGC → JST	–0.045 (0.851)	–0.238 (0.394)	–0.193 (0.549)
DOC x DGE → JST	0.052 (0.853)	0.293 (0.415)	0.241 (0.527)

Table A3. Multi-Group Analysis (MGA) of moderation effects across groups of industry

	Difference (I_0-I_1) (p-value)	Difference (I_0-I_2) (p-value)	Difference (I_0-I_3) (p-value)	Difference (I_1-I_2) (p-value)	Difference (I_1-I_3) (p-value)	Difference (I_2-I_3) (p-value)
DOC x DBA → JST	0.080 (0.861)	–0.077 (0.872)	0.489 (0.373)	–0.157 (0.479)	0.409 (0.275)	0.566 (0.173)
DOC x DGC → JST	–0.176 (0.527)	–0.213 (0.471)	–0.289 (0.356)	–0.036 (0.876)	–0.113 (0.606)	–0.077 (0.722)
DOC x DGE → JST	–0.117 (0.708)	0.417 (0.242)	0.294 (0.365)	0.534 (0.077)	0.411 (0.125)	–0.123 (0.677)