

Employee Resilience and Well-Being in the Era of Digital Transformation

Michael Mbiriri Victor Aliata Josephine Musau

School of Business Economics and Humanities

Mama Ngina University College

Corresponding email - Wamwathi1234@gmail.com

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Abstract

Digital transformation is rapidly reshaping workplaces through automation, artificial intelligence, remote collaboration technologies, and data-driven systems. While these innovations enhance efficiency and competitiveness, they also create psychological demands such as techno-stress, digital overload, job insecurity, rapid skill shifts, and blurred work-life boundaries. Understanding employee resilience and well-being in this context is essential for sustaining workforce performance and long-term industry resilience. This proposed study aims to examine psychological factors influencing employee resilience and well-being during digital transformation. Specifically, it seeks to identify major digital-era workplace stressors, analyze individual coping strategies and resilience resources, and explore organizational practices that promote healthy adaptation to technological change. The study will employ a narrative desk review design, synthesizing peer-reviewed literature from organizational psychology, occupational health, and digital work research. Literature published between 2017–2025 will be reviewed. The analysis will integrate theoretical and empirical studies on techno-stress, resilience frameworks, psychological well-being, leadership support, continuous learning, and technology adaptation in workplace environments. Expected findings suggest that digital transformation may increase risks of burnout, anxiety, and fatigue when organizational support is limited. However, resilience is likely to be strengthened by personal resources such as self-efficacy, adaptability, emotional intelligence, and social connectedness. Supportive leadership, skills development opportunities, clear communication, and work-life balance policies are anticipated to buffer negative outcomes. Understanding resilience in digitally transforming workplaces provides practical insights for managers, human resource practitioners, and policymakers seeking to foster employee well-being, workforce adaptability, and sustainable, human-centered digital transformation.

Keywords: *Employee Resilience, Digital Transformation, Psychological Well-being, Workplace Adaptation, Organizational Sustainability*

Background to The Study

Digital transformation has become a defining feature of contemporary workplaces worldwide. Organizations increasingly rely on advanced technologies such as automation, artificial intelligence (AI), big data analytics, cloud computing, and digital collaboration platforms to enhance productivity, efficiency, and competitiveness in the global economy. These technological innovations have significantly reshaped the nature of work, communication patterns, and employee-organization relationships. Work processes that were previously manual are now

increasingly digitized, enabling organizations to operate more efficiently and respond more quickly to market demands (Vial, 2019). As a result, many organizations are transitioning toward digitally enabled workplaces where tasks, communication, and decision-making processes are mediated by information and communication technologies.

While digital transformation offers many organizational benefits, scholars in organizational psychology and occupational health have increasingly raised concerns about its psychological implications for employees. One of the most widely discussed concepts in this area is technostress, which refers to the stress individuals experience due to the use of information and communication technologies (Tarafdar et al., 2019). Technostress arises from several sources, including technological complexity, information overload, continuous connectivity, and rapid technological updates that require employees to constantly acquire new skills (Tarafdar et al., 2019). Research indicates that these technological demands may increase cognitive strain and emotional exhaustion, particularly when employees lack adequate training, organizational support, or control over technological changes (Ayyagari et al., 2018; Tarafdar et al., 2019).

In addition to technostress, digital transformation may increase job demands through constant digital communication, electronic monitoring, and expectations for immediate responses to emails and online messages. These conditions often contribute to digital overload and make it difficult for employees to maintain clear boundaries between work and personal life. Studies have shown that employees working in highly digitalized environments often experience fatigue, reduced job satisfaction, and increased risk of burnout due to prolonged screen time and constant connectivity (Califf et al., 2024; Molino et al., 2020). The COVID-19 pandemic further accelerated the adoption of remote and hybrid work models, intensifying digital workplace demands and highlighting the psychological consequences of continuous digital engagement (Kniffin et al., 2021).

Rapid technological change may also create uncertainty about job roles, career stability, and skill requirements. Employees may feel pressured to continuously update their competencies in order to remain competitive in technologically evolving workplaces. According to the Job Demands–Resources (JD-R) model, excessive job demands such as technological complexity and workload pressure can negatively affect employee well-being when not balanced by adequate job resources (Bakker & Demerouti, 2017). Empirical studies show that employees exposed to high digital demands without sufficient organizational support are more likely to experience anxiety, burnout, and decreased work engagement (Molino et al., 2020; Tarafdar et al., 2019).

Despite these challenges, research also highlights the importance of employee resilience in helping workers cope with technological change. Resilience refers to the capacity of individuals to adapt positively to stress, adversity, or significant change (Luthans et al., 2015). In digitally transforming workplaces, resilience is influenced by personal psychological resources such as self-efficacy, adaptability, emotional intelligence, and social connectedness. Employees who possess these resources are more likely to interpret technological challenges as opportunities for growth rather than threats, thereby maintaining psychological well-being and work performance (Luthans et al., 2015; Califf et al., 2024). However, existing research presents mixed findings regarding how resilience develops in digital workplaces, suggesting the need for further investigation into the specific coping strategies and psychological resources employees use to adapt to digital transformation.

Organizational factors also play an important role in shaping employee responses to digital transformation. Studies indicate that supportive leadership, continuous learning opportunities, clear communication, and flexible work arrangements can buffer the negative psychological effects of technological change (Califf et al., 2024; Molino et al., 2020). Organizations that invest

in digital skills training and employee support systems are more likely to foster adaptive behaviors and resilience among their workforce. However, some scholars argue that many organizations focus primarily on technological adoption and productivity gains while paying limited attention to employee well-being during digital transitions (Vial, 2019). This imbalance highlights an important gap in digital transformation research, particularly regarding the psychological experiences of employees navigating technologically driven workplace changes.

Across Africa, digital transformation has accelerated due to increasing internet penetration, mobile technology adoption, and the expansion of digital economies. Many African governments and organizations are investing in digital infrastructure, e-commerce platforms, fintech innovations, and e-government services in order to promote economic development and improve service delivery (World Bank, 2021). These initiatives have created new opportunities for employment, innovation, and economic participation across the continent.

However, the rapid adoption of digital technologies in African workplaces also presents significant challenges. Many employees must adapt quickly to new digital tools and systems despite limited access to digital skills training and technological resources. Studies conducted in African organizational contexts suggest that technological changes may increase work pressure and create psychological stress among employees who struggle to keep pace with rapidly evolving digital systems (Osei-Bryson & Barclay, 2018). In addition, digital transformation may intensify employee monitoring and performance evaluation, potentially increasing workplace stress and anxiety.

Research in the South African financial sector, for example, found that the introduction of digital systems increased employee workloads, screen time, and expectations of constant availability, leading to increased stress and burnout among workers (Sansovini & Magida, 2025). Similarly, other studies have reported that employees in developing economies often face additional pressures associated with technological change, including skill gaps, job insecurity, and limited organizational support structures (World Bank, 2021). These findings suggest that while digital transformation presents economic opportunities, it also introduces psychological and organizational challenges that require careful management.

Kenya provides a particularly relevant context for examining digital transformation and its impact on employees. The country is widely recognized as one of Africa's leading digital innovation hubs due to its strong mobile technology ecosystem, vibrant technology start-up sector, and expanding digital economy. National initiatives such as the Digital Economy Blueprint have encouraged both public and private organizations to adopt digital technologies to enhance service delivery and economic competitiveness (Government of Kenya, 2019).

As a result of these initiatives, many Kenyan organizations have increasingly integrated digital tools such as cloud computing systems, online communication platforms, and data analytics technologies into their workplace operations. Studies suggest that the adoption of digital workplace systems in Kenya has improved communication efficiency, information sharing, and organizational productivity, particularly within the public sector (Too & Mutuku, 2025). However, the increasing reliance on digital technologies has also created new psychological demands for employees.

Kenyan workers are increasingly required to adapt to rapidly evolving technologies, manage large volumes of digital communication, and continuously update their skills in order to remain competitive in the digital labor market. These demands may lead to increased stress, digital fatigue, and job insecurity, particularly among employees who lack adequate digital competencies or organizational support. Furthermore, the growing adoption of remote work and digital

communication tools has blurred the boundaries between professional and personal life for many employees, increasing the risk of work overload and psychological strain.

Despite Kenya's progress in digital innovation, relatively limited research has examined the psychological experiences of employees navigating digital transformation within workplace environments. Most existing studies focus primarily on technological adoption, organizational efficiency, and economic outcomes rather than employee well-being and resilience. This suggests a gap in the literature concerning how digital transformation affects psychological well-being, coping strategies, and resilience among employees in Kenyan organizations.

Addressing this gap is important because employee resilience and well-being play a critical role in sustaining organizational performance and workforce adaptability in rapidly changing technological environments. Understanding how employees experience digital workplace stressors, how they cope with technological change, and what organizational practices support their well-being can provide valuable insights for organizations undergoing digital transformation. This study therefore seeks to examine the psychological factors influencing employee resilience and well-being during digital transformation. Specifically, the study aims to identify major digital-era workplace stressors affecting employees, analyze individual coping strategies and resilience resources that help employees adapt to technological change, and explore organizational practices that promote healthy adaptation and psychological well-being in digitally transforming workplaces. By synthesizing literature from organizational psychology, occupational health, and digital workplace research, the study aims to contribute to a deeper understanding of how organizations can foster employee resilience, workforce adaptability, and sustainable human-centered digital transformation in Kenya and beyond.

Objectives of The Study

To examine psychological factors influencing employee resilience and psychological well-being in digitally transforming workplaces in Kenya through a narrative review of existing literature.

Specific Objectives

- I. To review and synthesize existing literature on major digital-era workplace stressors such as technostress, digital overload, and job insecurity that affect employees in digitally transforming workplaces.
- II. To examine individual coping strategies and resilience resources, including self-efficacy, adaptability, emotional intelligence, and social support, that enable employees to adapt to technological change.
- III. To evaluate organizational practices—such as leadership support, continuous learning, digital skills development, and work–life balance policies—that promote employee resilience and psychological well-being during digital transformation.
- IV. To identify gaps in existing literature regarding employee resilience and well-being in digitally transforming workplaces, particularly within the Kenyan and broader African context.

Methodology

This study will adopt a narrative desk review design to examine psychological factors influencing employee resilience and psychological well-being during digital transformation. A narrative review is appropriate because it allows for the synthesis and interpretation of existing literature, combining both theoretical perspectives and empirical findings to provide a comprehensive understanding of digital-era workplace stressors, individual coping strategies, and organizational practices that support employee well-being. This approach aligns with the study objectives, which

focus on understanding workplace stressors, resilience resources, and organizational support mechanisms in digitally transforming environments.

The study will rely exclusively on secondary data sources, including peer-reviewed journal articles, academic books, conference proceedings, and credible institutional reports. Literature published between 2017 and 2025 will be prioritized to capture recent developments in digital workplace research, while seminal theoretical works published earlier may also be included to provide conceptual grounding. To ensure transparency and rigor, a structured search strategy will be employed. Relevant literature will be identified through systematic searches of electronic databases such as Google Scholar, Scopus, Web of Science, PubMed, and ScienceDirect. Key search terms will include combinations of phrases such as digital transformation, technostress, employee resilience, psychological well-being, digital workplace stress, remote work, organizational support, and workplace adaptation. Boolean operators (AND, OR, NOT) will be used to refine the search and ensure comprehensive retrieval of relevant studies.

The selection of literature will follow a systematic screening process. First, all articles retrieved through database searches will be compiled and duplicates removed. Second, titles and abstracts will be screened for relevance to digital transformation, workplace stressors, employee resilience, and psychological well-being. Third, full-text articles will be assessed for methodological quality, relevance to workplace contexts, and alignment with the study objectives. Finally, studies meeting the inclusion criteria will be retained for analysis. Studies will be included if they are peer-reviewed or credible institutional reports, focus on digital transformation and related psychological constructs in workplace contexts, and are published in English between 2017 and 2025, although foundational theoretical works may also be considered. Studies will be excluded if they do not focus on workplace settings, are non-peer-reviewed or lack credibility, or focus solely on technical or engineering aspects without addressing employee experiences.

The selected literature will be analyzed using thematic content analysis, which involves coding and categorizing information to identify recurring patterns, themes, and theoretical insights. Themes will be organized to correspond with the study objectives, including digital-era workplace stressors, individual coping strategies and resilience resources, and organizational practices that support employee well-being. The analysis will integrate evidence from global, African, and Kenyan studies to ensure contextual relevance and balanced representation. To strengthen rigor and credibility, an audit trail will be maintained to document the literature selection, screening, and coding process. Themes will be cross-checked against established theoretical frameworks, including Resilience Theory and the Job Demands–Resources model, to ensure consistency and conceptual grounding. Triangulation of findings across multiple studies will be applied to validate recurring patterns and reduce bias.

Ethical considerations will be observed by ensuring all sources are properly cited, avoiding plagiarism, and responsibly reporting secondary data findings. By employing this structured and systematic approach, the study ensures transparency, methodological rigor, and credibility while providing a comprehensive understanding of how employees navigate digital transformation. The findings are expected to inform organizational policies, leadership practices, and workforce development strategies, particularly in Kenyan workplaces, thereby contributing to sustainable, human-centered digital transformation.

Digital transformation is rapidly reshaping workplaces worldwide through automation, artificial intelligence, big data analytics, cloud computing, and digital collaboration tools. Organizations increasingly rely on these technologies to enhance productivity, efficiency, and competitiveness in the global economy. While technological innovations offer substantial operational benefits, they

also introduce psychological challenges for employees, including technostress, digital overload, blurred work–life boundaries, job insecurity, and the need for continuous skill development (Tarafdar, Cooper, & Stich, 2019; Vial, 2019). Technostress, defined as the stress experienced by individuals due to the use of information and communication technologies, arises from technological complexity, frequent updates, and the constant need to learn new tools, placing significant strain on employees when organizational support is insufficient (Tarafdar et al., 2019). Digital technologies often increase workloads through real-time performance monitoring and expectations for immediate responses to emails and messages, which can lead to fatigue, burnout, and difficulty maintaining work–life balance (Sansovini & Magida, 2025). Furthermore, the rapid pace of technological change creates uncertainty about job roles and career progression, with inadequate training and leadership support exacerbating stress and reducing job satisfaction (Califf, Sarker, & Sarker, 2024).

Across Africa, the adoption of digital technologies is expanding due to increased internet penetration, mobile technology adoption, and investment in digital infrastructure. Governments and private sector organizations are promoting digital innovation through fintech, e-commerce, and digital government services, contributing to economic growth and employment opportunities. However, the rapid pace of digital adoption also introduces new psychological challenges for employees. Many workers must adapt quickly to new systems with limited access to training and support, which can create stress, anxiety, and uncertainty regarding job security (Osei-Bryson & Barclay, 2018; Sansovini & Magida, 2025). Performance monitoring and expectations of constant availability further increase employee fatigue and reduce psychological well-being. These challenges highlight the need to examine how employees cope with digital workplace stressors and how organizations can foster resilience and healthy adaptation.

Kenya is emerging as a leading hub for digital innovation in Africa, driven by a strong mobile technology ecosystem, digital entrepreneurship, and national initiatives such as the Digital Economy Blueprint. Organizations in Kenya increasingly use cloud computing, data analytics, and online collaboration tools to improve service delivery and efficiency (Government of Kenya, 2019; Too & Mutuku, 2025). While these technologies provide opportunities for increased productivity and global collaboration, they also introduce significant psychological demands. Employees face large volumes of digital communication, rapid technological change, and the requirement to continuously update skills to remain competitive. Remote work and continuous connectivity further blur professional and personal boundaries, increasing the risk of digital fatigue, stress, and burnout (Sansovini & Magida, 2025; Too & Mutuku, 2025). Despite Kenya's progress in digital transformation, limited research has explored the psychological experiences of employees navigating technological change, with most studies emphasizing productivity outcomes and technological adoption rather than employee well-being.

Given these gaps, this study seeks to examine the psychological factors influencing employee resilience and well-being during digital transformation. The general objective of the study is to explore psychological factors affecting employee resilience and well-being in digitally transforming workplaces in Kenya through a narrative review of existing literature. The specific objectives are: (1) to review and synthesize literature on digital-era workplace stressors such as technostress, digital overload, and job insecurity; (2) to examine individual coping strategies and resilience resources, including self-efficacy, adaptability, emotional intelligence, and social support; (3) to evaluate organizational practices, such as leadership support, continuous learning, skills development, and work–life balance policies, that promote employee well-being; and (4) to

identify gaps in existing literature regarding employee resilience and well-being, particularly in the Kenyan and broader African context.

To achieve these objectives, the study adopts a narrative desk review methodology. A narrative review is appropriate because it allows for a comprehensive synthesis of theoretical and empirical literature across diverse contexts, enabling the identification of patterns, gaps, and emerging insights relevant to digital workplace stressors, resilience, and organizational practices. The study relies exclusively on secondary sources, including peer-reviewed journal articles, academic books, conference proceedings, and credible institutional reports. Literature published between 2017 and 2025 will be prioritized, while seminal theoretical works published earlier may be included to provide a conceptual foundation.

A structured and systematic search strategy ensures transparency and rigor. Relevant literature will be identified through searches of Google Scholar, Scopus, Web of Science, PubMed, and ScienceDirect. Search terms will include combinations of digital transformation, technostress, employee resilience, psychological well-being, digital workplace stress, remote work, organizational support, and workplace adaptation, using Boolean operators (AND, OR, NOT) to refine results. The selection process follows multiple stages: first, compilation of all retrieved studies and removal of duplicates; second, screening of titles and abstracts for relevance; third, full-text assessment for methodological quality and alignment with study objectives; and fourth, inclusion of studies meeting the inclusion criteria. Inclusion criteria are peer-reviewed or credible reports focusing on workplace contexts, digital transformation, or related psychological factors, written in English and published between 2017 and 2025. Exclusion criteria include studies that do not address workplace contexts, lack academic credibility, or focus solely on technical aspects without employee experience considerations.

The analysis of selected literature will employ thematic content analysis using both deductive and inductive coding approaches. Deductive coding will be guided by the study objectives and relevant theoretical frameworks, including Resilience Theory and the Job Demands–Resources (JD-R) model, while inductive coding will allow for the identification of emergent themes. Coding categories will capture workplace stressors, resilience resources, coping strategies, and organizational practices. Reliability will be enhanced through repeated coding cycles, triangulation of findings across multiple studies, and cross-checking themes with theoretical frameworks. Peer consultation will further reduce potential researcher bias. The review explicitly considers global, African, and Kenyan contexts, comparing and contrasting findings based on differences in digital infrastructure, organizational support, and workforce characteristics.

Ethical considerations are observed through proper citation, avoidance of plagiarism, and responsible reporting of secondary data. While narrative reviews have inherent limitations, including potential subjectivity and lack of quantitative synthesis, this methodology is justified due to the broad objectives and diversity of literature considered. The systematic approach, structured screening, and rigorous thematic analysis enhance transparency, credibility, and methodological rigor.

Through this methodology, the study aims to provide a comprehensive understanding of how employees navigate digital transformation, highlighting the interplay between workplace stressors, individual resilience resources, and organizational practices. The findings are expected to offer actionable insights for managers, human resource practitioners, and policymakers seeking to foster sustainable, human-centered digital transformation while safeguarding employee psychological well-being in Kenya and beyond.

Discussion

The review of global, African, and Kenyan literature on digital transformation and employee well-being reveals a complex interplay between technological demands, individual resilience, and organizational support. Across contexts, digital workplace stressors are consistently reported as significant psychological challenges. Technostress, resulting from excessive digital communication, information overload, constant connectivity, and frequent technological updates, is a major contributor to employee strain (Tarafdar, Cooper, & Stich, 2019). Employees often face increased workloads, real-time monitoring, and expectations for immediate responsiveness, all of which disrupt psychological detachment and work–life balance (Sansovini & Magida, 2025). These stressors are further compounded by rapid technological change, creating uncertainty about job roles, skill requirements, and career trajectories, which may lead to anxiety, burnout, and decreased job satisfaction (Califf, Sarker, & Sarker, 2024).

From a theoretical perspective, these findings align closely with the Job Demands–Resources (JD-R) model, which posits that high job demands without sufficient resources increase the risk of strain, while adequate resources can buffer the negative outcomes of stress (Bakker & Demerouti, 2017). In this context, digital transformation represents a high-demand environment where technological complexity and workload pressures are potent stressors. The literature demonstrates that employees' ability to maintain well-being in these settings is contingent on both personal and organizational resources.

In African workplaces, the impact of digital transformation is moderated by contextual constraints such as limited access to training, uneven technological infrastructure, and inadequate organizational support (Osei-Bryson & Barclay, 2018). Studies in South Africa and other African contexts indicate that employees exposed to digital transformation experience higher anxiety, fatigue, and blurred work–life boundaries due to prolonged screen time and intensified performance monitoring (Sansovini & Magida, 2025). In Kenya, organizations are rapidly adopting cloud-based systems, online collaboration platforms, and data analytics tools to enhance service delivery and efficiency (Government of Kenya, 2019; Too & Mutuku, 2025). However, employees continue to report increased workloads, frequent digital communication, and pressure to continuously update skills, highlighting the dual nature of digital transformation as both an enabler of productivity and a source of psychological strain. Notably, remote work and constant connectivity further challenge employees' ability to separate work from personal life, increasing the risk of burnout and digital fatigue (Sansovini & Magida, 2025; Too & Mutuku, 2025). These findings underscore the need for context-specific interventions that recognize organizational, cultural, and infrastructural factors influencing employee experiences in Kenyan workplaces.

The review identifies individual resilience resources as critical moderators of workplace stress. Resilience, defined as the capacity to adapt positively to adversity or stress (Luthans, Youssef-Morgan, & Avolio, 2015), is influenced by personal factors such as self-efficacy, adaptability, emotional intelligence, and social support networks (Califf et al., 2024). Employees with higher resilience are better able to manage technostress, maintain engagement, and sustain psychological well-being. Coping strategies include problem-focused behaviors, such as pursuing additional training and reorganizing tasks, as well as emotion-focused strategies like mindfulness, stress management, and peer support (Molino, Cortese, & Ghislieri, 2020). In African and Kenyan workplaces, informal social networks are particularly important, providing emotional and practical support where formal organizational resources may be limited. These findings demonstrate that resilience is both individual and socially embedded, highlighting the interplay between personal resources and relational supports in sustaining employee well-being.

Equally important are organizational practices that foster adaptation and mitigate the negative effects of digital transformation. Literature consistently emphasizes the role of supportive leadership, effective communication, continuous learning opportunities, flexible work arrangements, and work–life balance policies (Califf et al., 2024; Molino et al., 2020; Sansovini & Magida, 2025). Supportive leadership promotes psychological safety, facilitates open discussions about challenges, and validates employee efforts. Clear communication reduces uncertainty about technological changes and expectations, while continuous training and skills development enhance employees' competence and confidence. Flexible policies allow employees to better integrate work and personal responsibilities, reducing stress and burnout. Kenyan studies indicate that organizations implementing these practices report improved employee adaptation, higher engagement, and better psychological well-being (Too & Mutuku, 2025). These observations reinforce the JD-R model, showing that organizational resources can buffer high job demands and support resilience.

The interaction between individual and organizational factors is particularly significant. Even highly resilient employees may experience strain when organizational support is insufficient, while employees with lower personal resilience can thrive when supported by strong leadership, training, and human-centered policies (Califf et al., 2024; Tarafdar et al., 2019). This highlights the need for integrated strategies that simultaneously strengthen employee resilience and enhance organizational support mechanisms.

Despite these insights, the review reveals several research gaps and limitations. First, there is limited empirical evidence on the psychological experiences of employees navigating digital transformation in Kenyan and broader African workplaces. Second, longitudinal studies examining how resilience and well-being evolve over time in response to technological change are scarce. Third, while various coping strategies and organizational practices are documented, comparative evaluations of their effectiveness across different sectors and contexts remain limited. Additionally, the narrative review approach itself has inherent limitations, including potential publication bias, language restrictions, and subjective interpretation of qualitative findings. Acknowledging these limitations enhances the credibility and transparency of the study and underscores the need for future research employing mixed-methods or longitudinal designs.

In conclusion, digital transformation presents both opportunities and challenges for employee well-being. Key workplace stressors include technostress, digital overload, job insecurity, and blurred work–life boundaries. Individual resilience resources—such as self-efficacy, adaptability, emotional intelligence, and social support—enable employees to cope effectively, while organizational practices—supportive leadership, clear communication, skills development, and flexible work policies—foster adaptation and maintain well-being. The interaction between individual and organizational factors is critical, as resilience is reinforced when personal resources are complemented by institutional support. For Kenyan organizations, these findings highlight the importance of human-centered digital transformation, which prioritizes employee psychological well-being alongside technological efficiency. Integrating personal resilience-building with organizational support provides a pathway for sustainable digital innovation, ensuring that employees remain engaged, productive, and mentally healthy in rapidly evolving work environments.

Conclusion

In conclusion, digital transformation presents both significant opportunities and complex challenges for employees in contemporary workplaces. While technologies such as automation,

artificial intelligence, and digital collaboration platforms enhance productivity, efficiency, and competitiveness, they also introduce psychological stressors, including technostress, digital overload, job insecurity, and blurred work–life boundaries. The review of global, African, and Kenyan literature demonstrates that these stressors can negatively affect employee well-being and performance if left unaddressed.

Individual resilience plays a central role in mitigating these effects. Employees with high levels of self-efficacy, adaptability, emotional intelligence, and social support are better equipped to manage technological demands, maintain engagement, and sustain psychological well-being. At the same time, organizational factors—such as supportive leadership, effective communication, continuous skills development, and flexible work policies—significantly enhance employee adaptation. The interaction between personal resilience and organizational support is critical: even highly resilient employees may struggle in unsupportive work environments, while employees with lower personal resilience can thrive when institutional resources are robust. This underscores the need for integrated strategies that simultaneously strengthen individual capacities and create supportive organizational structures.

For Kenyan workplaces, these findings highlight the importance of context-sensitive, human-centered digital transformation strategies. Organizations should prioritize practical initiatives such as tailored digital skills training, mentorship programs to enhance adaptability, stress management workshops, and flexible work arrangements that preserve work–life balance. Leadership development programs that promote psychological safety and open communication are also essential for reducing uncertainty and anxiety associated with rapid technological change. These targeted interventions can help employees navigate digital demands effectively while maintaining well-being and engagement, thereby supporting sustainable organizational performance.

Despite these insights, the study has limitations. The reliance on secondary literature and a narrative review approach introduces potential biases, including selective reporting, publication bias, and limited generalizability to all Kenyan workplaces. Moreover, longitudinal evidence on how resilience and well-being evolve over time in response to digital transformation is scarce, and comparative evaluations of coping strategies across sectors are limited. Recognizing these gaps provides a roadmap for future research, emphasizing the need for empirical, mixed-methods, and longitudinal studies that assess the effectiveness of both individual and organizational interventions in diverse Kenyan contexts.

Overall, fostering resilience and psychological well-being in digitally transforming workplaces requires a holistic approach that integrates personal, social, and organizational resources. By prioritizing both individual and institutional strategies, Kenyan organizations can ensure that technological progress does not compromise employee mental health, engagement, or productivity. Implementing evidence-based interventions will not only enhance workforce adaptability and resilience but also support sustainable, human-centered digital transformation, contributing to long-term organizational and national competitiveness.

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