



EMPLOYEE EXPERIENCE IN THE DIGITAL WORKPLACE: A HUMAN RESOURCE MANAGEMENT PERSPECTIVE

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Abstract

The digital workplace transforms how employees interact with their work, colleagues, and organizations. This shift creates new configurations of autonomy, social connection, and psychological well being. This qualitative literature study examines how employee experience forms within digital work environments from a human resource perspective. Analysis reveals that technostress, social isolation, and boundary blurring between work and personal life threaten well being when unmanaged. Digital competence determines individual success and requires continuous organizational investment. Performance management systems must shift from input measurement to output based assessment. Virtual leadership demands communication skills, trust building, and psychological safety creation distinct from face to face settings. Career development in digital environments needs structured mentoring, task rotation, and protected learning time. Organizational culture requires explicit articulation and ongoing maintenance without automatic transmission mechanisms. Measurement of digital employee experience should combine surveys with behavioral data analysis while respecting privacy.

Keyword: employee experience, digital workplace, virtual work, human resources, psychological well being

Introduction

Digital transformation has fundamentally changed how organizations conduct operations and interact with human resources. Developments in information and communication technology allow work to be carried out without being tied to a specific physical location. Companies are adopting various digital platforms for internal communication, project management, and cross-regional team collaboration. This change is accelerated by the need for organizations to remain competitive in a dynamic business environment. Employees are now faced with a new work reality that is very different from previous generations. Face-to-face interaction, which was a hallmark of the traditional workplace, has begun to be replaced by communication through electronic device screens. The boundary between work time and personal time becomes blurred when work can be accessed from anywhere. The permanent availability of technology creates an expectation that employees can always be contacted outside of working hours (Cazan, 2020). Moreover, currently, social media has also become an important part of daily life, including in work matters and digital literacy among young people (Kurniawan et al., 2021). This phenomenon brings consequences to psychological well-being and the overall work experience. Organizations that previously focused on managing physical presence must now shift to managing outputs and work results. This paradigm shift requires a re-understanding of what constitutes a positive work experience. Employees no longer judge the work experience solely based on the physical office environment or relationships with desk mates.

The digital work environment presents a series of characteristics that are qualitatively different from conventional workplaces (Shambi, 2021). This certainly poses a unique challenge for all of us who are still in the stage of learning to understand this digital world. Communication in a digital environment relies heavily on written text, which loses important nonverbal nuances. Short messages and emails are unable to convey tone of voice, facial expressions, or body language that help interpret meaning. Consequently, misunderstandings and interpersonal conflicts are more likely to occur in digital communication compared to direct conversation. In addition, companies must also maintain their reputation in the virtual world to remain trusted by the wider community (Darmawan et al., 2022).

Virtual collaboration requires new skills such as digital project management, remote meeting facilitation, and the use of synchronous collaboration tools. Employees must independently manage their workload without direct supervision from a physically present supervisor. This greater autonomy is both an opportunity and a burden for those who lack self-discipline. Social isolation becomes a real risk when interaction with coworkers is limited to scheduled virtual meetings. Employees lose the serendipitous moments in the office hallways or casual chats in the pantry that build a sense of togetherness. Of course, the proper use of technology is very helpful in promoting various things online more easily (Infante & Mardikaningsih, 2022). Organizational culture, which was previously transmitted through observation and participation, becomes difficult to maintain indirectly. New employees face the greatest difficulty in absorbing organizational norms and values without direct immersion experiences. All of these changes collectively reshape an individual's subjective experience of their work.

Employee experience has emerged as a central concept in contemporary human resource management (Gheidar & Shamizanjani, 2020). Comfort in working is often determined by how well the systems used in our daily lives function. This concept refers to the overall perception and feelings of employees throughout their journey with the organization. Employee experience covers employee interactions with various aspects of work, ranging from recruitment to separation. In a digital work environment, this experience includes the quality of interaction with the software interfaces used daily. A good and easy-to-use application appearance will make someone feel more comfortable and loyal in using the platform (Gardi et al., 2022). Poor digital platform design can lead to frustration, lost time, and a significant decrease in productivity. Conversely, a seamless and intuitive digital experience increases job satisfaction and employee engagement. Human factors such as social support, recognition, and a sense of belonging remain relevant even though interactions occur through digital media. Managers require new competencies to lead virtual teams effectively and ensure a positive experience for team members. Good service quality also greatly determines whether someone will feel satisfied or not with the results obtained (Essa & Mardikaningsih, 2022). Reward and recognition systems must be

adapted to function in an environment without routine face-to-face interaction. Career development and learning opportunities must remain available even if there are no informal interactions with mentors or senior colleagues. Employee experience in a digital environment is the result of complex interactions between technology, management practices, and team social dynamics. Understanding the factors that shape this experience becomes a priority for organizations desiring a productive and engaged workforce.

The psychological well-being of employees in a digital work environment faces new threats that are not yet fully understood. Permanent connectivity made possible by digital technology blurs the boundaries between professional and personal life. Employees feel pressured to always be available and respond to work messages even outside of regular working hours (Gheidar & Shamizanjani, 2020). This condition is known as technostress or technology stress related to the excessive use of digital devices. Technostress includes feelings of being overwhelmed by the volume of information, fear of missing out, and fatigue due to digital multitasking. Employees working from home lose the spatial separation between workspace and rest space. A living room or bedroom functioning as an office makes it difficult for the brain to switch between work mode and rest mode. As a result, recovery from work fatigue becomes suboptimal and the risk of burnout increases. Loneliness due to social isolation can develop into depression and anxiety disorders if not addressed. Extroverted employees who gain energy from social interaction experience greater difficulty in remote settings. Employees' families are also impacted when work seeps into time that should be for family interaction. Children may not understand why their parents continue to stare at screens despite being physically at home. Organizations need to develop policies that protect psychological well-being without sacrificing the flexibility that is an added value of digital work.

Productivity in a digital work environment shows different patterns from traditional workplaces and is not always lower. Some studies show that employees working from home can achieve the same or even higher levels of productivity (Kotera & Vione, 2020). The reduction in commuting time provides additional time that can be used for work or rest. Employees have greater control over their work environment,

allowing them to optimize settings for maximum focus. Distractions from talking colleagues or irrelevant meetings are significantly reduced in remote settings. However, this high productivity is often achieved at the expense of healthy work boundaries. Employees tend to work longer because there are no physical cues signaling the end of the workday. Physical presence in the office provides a natural rhythm, such as communal lunch hours or the departure of colleagues. Without these cues, employees may continue working beyond healthy hours without realizing it. Measuring productivity in digital work also becomes more complex because managers cannot observe effort directly. Managers tend to rely on output metrics that may not capture work quality or innovation. Employees feel excessively monitored when activity tracking software is installed on their work devices. The balance between accountability and trust becomes a central issue in digital-era productivity management.

The main problem faced is the mismatch between traditional human resource management practices and the reality of the digital work environment. Practices such as annual performance reviews, face-to-face training, and physical presence-based recognition programs are no longer relevant. Performance management systems that rely on direct observation by supervisors cannot function in remote settings. Employees feel they do not receive adequate guidance when feedback is only provided in scheduled virtual meetings. The absence of informal interaction with managers eliminates the opportunity for immediate corrective feedback on a task. The onboarding process for new employees becomes very challenging without the immersion experience in the organization's physical environment. New employees report feeling confused, isolated, and unsure about role expectations. Mentoring relationships that develop naturally through daily interactions do not occur in virtual environments. Tacit knowledge that is undocumented and only known through experience is difficult to transfer without direct interaction (Wang et al., 2021). The root of the problem lies in the underlying assumptions of HR practices that have not been updated. The assumptions are that work happens in a shared physical location, that informal interaction is vital, and that presence can be observed. When these assumptions no longer apply, the entire HR management system needs to be redesigned from the ground up.

The second problem relates to the gap in digital access and competence, which creates inequality in the work experience. Not all employees have the same level of digital literacy or access to adequate technological infrastructure (Vargo et al., 2021). Older employees may have difficulty adapting to new software and platforms that are constantly changing. Employees from regions with unstable internet connections face serious constraints in virtual participation. This gap is not just a technical issue but has significant dimensions of organizational justice. Employees with higher digital competence tend to get more interesting assignments and career development opportunities. Conversely, employees with low competence are placed in routine tasks that do not develop skills. Inequality in access to information also occurs when important communication only happens through specific digital channels. Employees who are less proficient in using collaboration platforms may miss important announcements or team discussions. This phenomenon reinforces pre-existing inequalities within the organization. Employees from lower socioeconomic groups are more likely to have home environments that do not support remote work. Young children or other family members sharing limited space create distractions that affect concentration. Organizations that implement uniform digital work policies for all employees ignore these differences in individual conditions. Consequently, a positive digital work experience becomes a privilege for those with adequate resources.

This writing is important to undertake due to the permanent shift toward digital work environments post-pandemic. Many organizations have announced that hybrid or full remote work arrangements will become the new standard. The decision to return fully to old ways of working is not a realistic option for most companies. Employees have also adjusted their expectations, and many refuse job offers that lack remote flexibility. Consequently, organizations must operate within a new paradigm without having a mature understanding of its management (Larson & DeChurch, 2020). Knowledge regarding the factors that shape employee experience in a digital environment remains fragmented. HR practitioners require evidence-based guidance to design effective interventions. Without adequate understanding, organizations risk losing talented employees due to poor work experiences. High employee turnover costs and decreased

productivity due to dissatisfaction are real threats. This writing is necessary to identify and categorize the factors influencing the digital employee experience. The resulting conceptual framework can serve as a foundation for developing adaptive HR practices. The pace of technological change will not slow down, making the understanding of human adaptation increasingly critical.

The purpose of this writing is to develop a conceptual framework regarding the factors that shape employee experience in a digital work environment. This writing aims to identify key elements that distinguish the digital employee experience from the traditional work experience. The theoretical contribution of this piece is the expansion of employee experience theory into work settings dominated by digital technology. Practically, this writing provides guidance for HR practitioners in designing policies and practices that support a positive digital work experience.

Method

This writing utilizes a literature review study design with a qualitative approach to explore the concept of employee experience in the digital work environment. The literature review method was chosen because of its ability to synthesize scattered knowledge from various sources into a coherent framework. Snyder (2019) explains that a literature review as a research methodology involves systematic procedures to identify, evaluate, and synthesize existing research results. This research does not collect primary data through interviews, surveys, or field observations. All data comes from academic texts such as journal articles, books, and conference proceedings relevant to the topic. The data collection process began with determining keywords including employee experience, digital workplace, virtual work, and human resource management. The search was conducted on reliable academic databases by applying predetermined inclusion and exclusion criteria. Frank and Hatak (2014) emphasize the importance of transparency in the source selection process to maintain the credibility of a literature review. The sources selected are publications from the last ten years to ensure relevance to current technological developments. Mohajan (2018) states that qualitative research aims to understand phenomena from the perspective of the participants involved. In a literature review, the perspectives analyzed are the viewpoints of the authors from the various

collected sources. The analysis was conducted by critically reading each source to extract key concepts and arguments.

Data analysis in this research uses a thematic approach tailored for literature materials. The initial step of the analysis was to organize all collected sources based on the main topics discussed. Each source was read thoroughly to understand the primary arguments and supporting evidence. Initial codes were assigned to sections of the text relevant to the formulated research questions. These codes were then grouped into broader themes based on conceptual similarities. According to Mohajan (2018), the theme-setting process in qualitative research is iterative, where the researcher moves back and forth between data and concepts. The main themes emerging from this analysis include the psychological dimensions of employee experience, technological factors, management practices, and social aspects. Each theme was broken down into more specific sub-themes to deepen the understanding of relational mechanisms. Comparisons between sources were made to identify areas of consensus and differing views within the literature. Snyder (2019) recommends the use of a synthesis matrix to track findings from various sources systematically. The conclusion-drawing process was carried out gradually by always referring back to the original data. The validity of the findings was maintained through a triangulation process between different sources and an audit trail of analysis documentation. This entire analytical procedure ensures that the resulting conclusions have a solid foundation in the documentary evidence. This research does not claim statistical generalization but rather the transferability of findings to similar settings.

Result and Discussion

Employee experience in a digital work environment refers to the overall perceptions, cognitive responses, and emotional experiences of employees formed through their interactions with technology-based work systems throughout the employment relationship cycle. This concept is not only related to the use of digital devices but encompasses how technology shapes the way employees communicate, work, collaborate, and perceive organizational support. In a digital work environment, the employee experience is built through the integration of work platforms, organizational culture, leadership, and flexible work design. Its scope covers the entire employee journey, from the digital recruitment process,

virtual onboarding, daily work execution through cloud-based systems, to career development and social interaction within online workspaces. Furthermore, this scope also involves the quality of digital communication, role clarity, access to information, and the organization's ability to create a sense of connectedness despite the absence of physical presence (Baptista et al., 2020). Moreover, in the current era, the use of digital media and influence from the surrounding environment are very powerful in influencing our decisions, including shopping habits on online platforms (Mardikaningsih et al., 2018).

Indicators for measuring employee experience in a digital work environment can be reviewed through several main dimensions that reflect the overall quality of the work experience. The first dimension is the ease and comfort of technology use, which includes system accessibility, platform stability, and user interface clarity. Of course, companies must also pay attention to how to build ethical and responsible technology so that everyone feels safe while using it (Radjawane & Mardikaningsih, 2022). The second dimension is the quality of communication and collaboration, which is seen in the effectiveness of information exchange, response speed, and the openness of interaction between individuals and teams. In this regard, communication via electronic mail or email is still considered very important and relevant for delivering messages professionally today (Sinambela & Darmawan, 2021). The third dimension is employee engagement, which is reflected through active participation, a sense of ownership toward work, and commitment to organizational goals. The fourth dimension is work well-being, which relates to the balance between personal life and work, the level of digital stress, and perceived psychological support. The fifth dimension is development and recognition opportunities, shown through access to digital learning, constructive feedback, and appreciation for work contributions (Plaskoff, 2017). Through these indicators, organizations can assess the quality of employee experience in a digital work environment more measurably and systematically.

Employee experience in a digital work environment is formed through the simultaneous interaction between technological factors, social factors, and organizational factors. The technological dimension covers the quality of hardware, software interfaces, network connectivity, and available technical support. Employees using slow laptops or frequently experiencing internet connection disruptions develop frustration that affects their perception of work as a whole (Pal, 2021). This is closely related to the importance of technology access and digital skills so that everyone has the same opportunities in the world of work (Arifin & Darmawan, 2021). Non-intuitive software interfaces force employees to spend excessive time on navigation rather than substantive work.

Conversely, a seamless and consistent digital experience across platforms creates a feeling of competence and control. Additionally, listening to reviews or opinions from others is also very helpful in determining the right strategy to improve service quality (Negara et al., 2021). The social dimension includes the quality of relationships with coworkers, supervisors, and the broader organizational community. Digital environments can facilitate meaningful social relationships through various available communication channels. However, relationships formed virtually tend to be shallower and less resilient to conflict compared to face-to-face relationships. Often, privacy issues on social media can also decrease trust between individuals, especially among the younger generation (Negara et al., 2022). The organizational dimension includes policies, procedures, management practices, and culture that shape the daily work experience. Policies that support work-life balance, autonomy, and flexibility contribute positively to the employee experience. These three dimensions do not work in isolation but influence each other in shaping the employee's subjective experience.

The psychological well-being of employees in a digital work environment is significantly influenced by the design of virtual work systems (Kahfi, 2022). We need to understand that everyone faces different challenges in accessing and operating today's technology (Ramle & Mardikaningsih, 2022). Permanent connectivity, made possible by modern communication technology, creates an expectation of constant responsiveness. Employees working from home receive email notifications and instant messages outside of regular working hours. The pressure to respond immediately, even in the absence of a formal obligation, creates anxiety and sleep disturbances. This phenomenon, known as telepressure or the pressure to remain constantly connected, correlates with exhaustion and burnout. Commitment and a sense of trust from users or employees are also heavily influenced by how useful and high-quality the services provided are (Ali et al., 2022). Employees who are able to set firm boundaries between work time and personal time report better well-being. However, setting these boundaries is difficult when work devices are also personal devices used for non-work activities. Organizations need to develop collective norms regarding availability that protect employee rest time. "Right to disconnect" policies after working hours have been adopted in several countries and companies. Social isolation is another threat to the psychological well-being of virtual employees. Spontaneous social interactions that occur in an office environment have no direct equivalent in remote settings. Employees must intentionally schedule virtual social interactions, which often feel forced and less natural.

Social support in a digital work environment requires intentional design because it does not occur naturally (Beauregard et al., 2019). In a physical office, social support flows through daily interactions such as chats in the pantry or spontaneous offers of help. In a virtual setting, employees must explicitly ask for help, which may feel awkward or intrusive. Similarly, just like building a good image, a person's loyalty usually grows due to satisfaction with what they experience continuously (Al-Hakim, 2022). Supervisors need to proactively check on the condition of team members rather than waiting for problem reports. Regular one-on-one team meetings become the primary vehicle for providing emotional and practical support. Peer support can be facilitated through informal communication channels such as non-work-related chat groups. Research shows that virtual teams with informal communication channels report higher cohesion and satisfaction. Purposely paired virtual mentoring programs can replace lost informal mentoring functions. Organizations also need to provide access to virtual counseling and mental health support services. The stigma surrounding mental health issues remains a barrier to utilizing these support services. Employees may worry that seeking help will be seen as a sign of weakness or incompetence. Anonymity in virtual support services can help overcome this barrier of stigma. Effective social support is a strong predictor of employee resilience in facing digital work pressures.

Greater autonomy in a digital work environment is a double-edged sword for employee experience. Virtual employees have the freedom to organize their own schedules, environments, and ways of working. This autonomy correlates positively with job satisfaction and well-being when employees have the capacity to manage it (Seetha, 2022). However, not all employees possess the self-discipline and time management skills necessary for effective autonomy. Employees with a tendency toward procrastination may delay work until deadlines approach. The lack of external structure provided by a physical presence in the office can decrease the productivity of certain groups. Managers face challenges in balancing the granting of autonomy with the need for accountability. Micromanagement in a virtual environment is highly damaging because employees feel monitored without the physical presence that justifies supervision. On the other hand, providing full freedom without accountability mechanisms can lead to behavioral deviance. The right solution is conditional autonomy, where employees are given freedom as long as they meet agreed-upon targets. Performance management systems must shift from measuring inputs, such as working hours, to measuring outputs. A results-based management approach is more suitable for the digital work environment. Employees need to be involved in setting goals and success metrics to increase a sense of ownership.

Autonomy combined with clear expectations and regular feedback results in an optimal employee experience.

Technostress or technology stress is a widespread phenomenon in the contemporary digital work environment. Technostress encompasses four main dimensions: technology overload, technology invasion, technology complexity, and technology insecurity (Graves & Karabayeva, 2020). Technology overload occurs when employees receive more information through digital channels than they can process. Hundreds of daily emails, dozens of instant messages, and notifications from various platforms create a flood of information. Employees spend most of their working time simply managing communications rather than substantive work. Technology invasion refers to the feeling that work seeps into personal life through permanent connectivity. Work emails arriving during family dinners or weekend holidays interfere with recovery from work stress. Technology complexity arises when employees must learn and switch between many different software programs. Each platform has a different interface, features, and ways of working, thereby taxing working memory. Technology insecurity is the concern that jobs could be replaced by automation or new technology. Employees who feel their skills are becoming obsolete experience anxiety and a decrease in self-esteem. Technostress management requires intervention at individual, team, and organizational levels. Digital literacy training and information management can increase individual capacity to overcome technostress. At the organizational level, platform standardization and asynchronous communication policies reduce cognitive load.

Organizational justice in the digital work environment faces new challenges that have not been identified previously. Distributive justice relates to the perception that rewards are distributed fairly based on contributions (Graves & Karabayeva, 2020). In a virtual environment, managers find it difficult to accurately observe individual contributions due to limited visibility. Employees who vocally report their progress may be perceived as contributing more than those who work quietly. Procedural justice relates to the perception that decision-making processes are fair and transparent. Decisions regarding promotions, project assignments, or employment termination in a virtual environment are susceptible to bias. Managers may unconsciously favor employees who appear more frequently in video calls. Interpersonal justice relates to the quality of treatment employees receive from superiors and coworkers. Brief and direct digital communication can sound harsh even if not intended that way. Employees lose the nonverbal cues that help interpret the good intentions behind a message. Informational justice relates to the availability of adequate explanations regarding decisions affecting employees. In a virtual environment, important information may only be shared through specific

channels that are not accessed by everyone. Organizations need to develop digital communication guidelines that reduce the risk of misunderstanding. Transparency in processes and decision criteria becomes more important when direct supervision is impossible. Structured 360-degree feedback systems can provide a more complete picture of employee performance.

Employee engagement in a digital environment requires different strategies from traditional approaches. Engagement is defined as a positive mental state characterized by vigor, dedication, and absorption in work (Konovalova, 2022). In a physical office, engagement is fostered through social interaction, public recognition, and a sense of physical togetherness. In a virtual setting, all these elements must be recreated in different ways. Recognition of employee achievements can be given through announcements in virtual meetings or team communication channels. However, virtual recognition often feels less meaningful compared to direct applause from colleagues. A sense of togetherness can be built through virtual team rituals, such as opening meetings with icebreakers. Virtual team-building activities require creativity due to the limitations of physical interaction. Online games, virtual coffee sessions, or shared fitness challenges can replace the function of team retreats. The organization's vision and goals need to be communicated more frequently and in more diverse ways in a virtual setting. Employees lose indirect exposure to leadership messages that occur through daily interactions. Leaders need to intentionally repeat key messages in various forums to ensure absorption. Engagement also depends on the feeling that the work performed is meaningful and impactful. The connection between individual tasks and organizational goals needs to be explicitly explained in virtual communication. Employees who understand how their contributions aid the organization's success demonstrate higher levels of engagement. Measuring engagement in a virtual environment also needs adjustment because direct behavioral observation is not possible.

Digital competence becomes a primary determining factor for employee success in a digital work environment. Digital competence encompasses knowledge of technological devices, skills in operating them, and the appropriate attitude toward technology (Zhao et al., 2022). Employees with high digital competence adapt faster to new platforms and solve technical problems independently. They are also better able to assess the credibility of digital information and avoid the traps of misinformation. Conversely, employees with low digital competence experience recurring frustration that affects overall job satisfaction. The digital competence gap often correlates with age but is not entirely determined by it. Senior employees who consistently develop digital skills can possess competence equal to juniors. A more decisive factor is access

to training and opportunities to practice new skills. Organizations that invest in digital competence development programs report a more positive employee experience. Development programs must be tailored to different starting levels and delivered in easily accessible formats. Asynchronous self-paced training allows employees to learn at their own speed without social pressure. Responsive and patient technical support is vital for employees with lower competence. Peer learning, where employees with high competence assist other colleagues, has proven effective. Digital competence certification can serve as a tool for motivation and recognition of self-development efforts. Employees who feel the organization cares about their competence development demonstrate higher loyalty.

Work-life balance in a digital environment requires boundaries that are consciously maintained by both individuals and organizations. The flexibility of location and working time offered by digital work should ideally facilitate balance (Sheveleva & Rogov, 2021). Employees can arrange their schedules to attend family events or handle personal matters without taking leave. However, in practice, flexibility often leads to an expansion of working hours rather than better balance. Employees work longer because there is no commute to mark the end of the workday. They also tend to check emails in the morning before formal work begins or at night after children have gone to bed. This accumulation of additional work time negates the potential benefits of reduced travel time. Employees with caregiving responsibilities face unique challenges in balancing competing demands. Young children require attention and supervision that are difficult to provide simultaneously with the completion of work tasks. Many employees work in fragmented shifts between childcare and finishing work. This fragmented work pattern is more exhausting than concentrated working hours in an office. Organizations need to set realistic expectations regarding availability and expected response times. Employees also need to be empowered to set boundaries without fear of negative consequences. Leaders who explicitly practice work-life balance serve as role models for team members. When a supervisor sends an email over the weekend, they implicitly permit the same behavior from subordinates. Collective norms about mutually respected working hours are the foundation of a sustainable work-life balance.

Career development in a digital work environment requires a more structured and intentional approach. In a physical office, employees gain visibility and development opportunities through informal interactions with senior management. They also learn indirectly by observing how experienced colleagues handle difficult situations. In a virtual environment, all these development opportunities must be explicitly designed by the organization.

Virtual mentoring programs that intentionally pair juniors and seniors can replace the function of natural mentoring. Virtual task rotation allows employees to gain experience in various functions without changing physical locations. Cross-functional projects managed virtually provide exposure to different perspectives and ways of working (Laurent & Leicht, 2019). Employees need to be given opportunities to lead virtual meetings or presentations to remote clients. These experiences develop valuable communication and leadership skills for career advancement. Digital learning resources such as online courses, webinars, and video libraries must be available and promoted. Organizations need to allocate protected work time for employees to pursue self-development. Without the allocation of protected time, employees will always postpone learning due to the pressure of daily tasks. Certification upon completion of development programs can be used as a consideration for promotion. Career management systems need to be updated to recognize that development can occur through non-traditional paths. Employees who feel there is a clear path for advancement show higher retention within the organization.

Organizational culture in a digital work environment cannot be inherited automatically as it is in a physical office. Culture is transmitted through stories, rituals, symbols, and daily interactions that shape behavioral norms. New employees absorb culture by observing how colleagues dress, speak, and interact with one another (Shirmohammadi et al., 2022). In a virtual environment, all of these cues are unavailable, so culture must be communicated explicitly. Leaders need to consistently articulate organizational values in every public communication. Decisions made by management must be clearly referenced to the underlying values. Cultural rituals such as team success celebrations, monthly employee recognition, or annual events need to be adapted to a virtual format. Virtual rituals may feel different, but they still function to reinforce the shared identity of organizational members. Stories about organizational successes and failures need to be documented and disseminated intentionally. Digital platforms such as internal wikis or story channels can serve as repositories for organizational memory. Role models who embody organizational values need to be given greater visibility in virtual forums. Interviews with exemplary employees can be broadcast to inspire other members of the organization. Culture in a virtual organization is more fragile and requires continuous maintenance so that it does not erode. Leaders need to periodically evaluate cultural health through surveys and focus group discussions. Immediate corrective action is necessary when deviations from desired values are discovered.

Collaboration technology used by organizations directly influences the employee experience through interface design and the features provided. Different collaboration platforms have design philosophies that affect how employees interact (Dittes & Smolnik, 2019). Some platforms are designed for synchronous communication, such as video calls and real-time instant messaging. Other platforms emphasize asynchronous communication through discussion threads and topic-based channels. Selecting the right platform depends on the nature of the work and the preferences of the teams using it. Teams requiring tight coordination and rapid responses may need synchronous communication. Teams with members spread across different time zones require strong support for asynchronous communication. Integration between different platforms reduces the need to switch applications and prevents information loss. Platforms that provide open APIs allow organizations to connect various systems they use. Powerful search features help employees find the information they need without consuming excessive time. Customizable notifications prevent a flood of information irrelevant to an employee's role. A consistent interface across devices allows for a seamless transition between computers and mobile devices. The availability of offline modes for certain platforms is important for employees with unstable internet connections. Organizations need to involve employees in the evaluation and selection of collaboration platforms. Employees who feel heard in technology decisions show higher adoption rates and better satisfaction. Adequate training before launching a new platform prevents frustration and resistance to change.

Virtual leadership requires different competencies than leadership in a face-to-face setting. Virtual leaders cannot rely on physical presence to build authority or closeness with subordinates (Miklosh, 2022). They must explicitly communicate vision, expectations, and feedback because there are no nonverbal cues. Written communication from the leader must be clear, complete, and unambiguous to prevent misunderstandings. Virtual leaders also need to check on the condition of team members more frequently than face-to-face leaders. Employees in virtual settings may be reluctant to report problems for fear of intruding or being perceived as weak. A good leader creates a psychologically safe environment where reporting problems is valued as useful information. Trust becomes the most critical commodity in virtual leadership because direct supervision is impossible. Building trust requires consistency between a leader's words and actions. Leaders who keep their promises and admit their own mistakes are more easily trusted by subordinates. Clear delegation of authority with mutually agreed-upon accountability increases the team's sense of ownership. Virtual leaders need to be role models in work-life balance practices

to give subordinates permission to do the same. Sending emails on weekends sends a signal that 24-hour availability is expected from everyone. Effective virtual leadership balances technical, emotional, and communication competencies. Organizations need to develop virtual leadership development programs specific to these needs.

Onboarding new employees in a digital environment is a critical yet often overlooked process. New employees joining virtually do not have the opportunity to get to know the physical environment and coworkers naturally (Axtell et al., 2022). They lose the experience of walking through office hallways, seeing desk arrangements, or recognizing colleagues' faces. Feelings of estrangement and isolation can persist longer if the onboarding process is not well-designed. Digital onboarding should begin before the first day of work with the delivery of devices and system access. Documents usually signed physically can be processed electronically with clear guidance. The first virtual workday should be scheduled with a series of introductory meetings with key team members. New employees need to be provided with a digital map of the organization showing team structures and who is responsible for what. A specifically assigned mentor or buddy can serve as the first point of contact for minor questions. Regular one-on-one meetings with the supervisor during the first month help address emerging issues. New employees need to be involved in real projects from the start rather than just reading orientation materials. The experience of contributing meaningfully increases the new employee's sense of belonging and self-confidence. Organizations need to provide dedicated channels for new employees to ask questions without fear of looking foolish. Anonymous question forums can reduce the reluctance to ask questions common among new hires. Feedback regarding the onboarding process needs to be systematically collected for continuous improvement. New employees who undergo effective digital onboarding show higher retention in the first six months.

The spatial dimension of work experience changes fundamentally when work moves to a digital environment. In a physical office, the workspace provides structure and boundaries that aid cognitive organization. A tidy desk, ergonomic chair, and appropriate lighting support concentration and productivity (Saputra, 2022). In a work-from-home setting, employees must create their own environment that supports work. Not all employees have a dedicated space at home that can serve as an office. A living room that doubles as a workspace creates conflicting mental associations. During breaks from work, employees still see their work devices, which remind them of unfinished tasks. The difficulty of mentally detaching from work is exacerbated by the lack of spatial separation. Organizations can provide allowances for the purchase of

ergonomic equipment such as chairs, desks, or additional monitors. Internet and electricity subsidies are also forms of support valued by employees. The design of virtual workspaces through digital interface settings also influences the cognitive experience. The ability to hide or group notifications based on priority reduces the attentional load. Customizing the appearance of the work platform according to personal preferences increases the sense of control over the digital environment. Shared virtual spaces, such as digital canvases for brainstorming, replace the function of physical meeting rooms. Spatial metaphors like virtual breakrooms or digital corridors help with orientation in the work environment. Careful design of the spatial dimensions of digital work contributes to an overall positive employee experience.

Inclusion and diversity in the digital work environment have different dynamics from face-to-face settings. Digital work can increase inclusion for employees with physical disabilities who have difficulty accessing the office. Public transportation that is not disability-friendly or office buildings without wheelchair access are no longer obstacles. Employees with social anxiety disorders may feel more comfortable participating in virtual discussions. Text features on video conferencing platforms allow for participation by employees with hearing impairments. However, digital work can also create new forms of exclusion that need to be anticipated. Employees with unstable internet connections at home may be disconnected during important meetings. They may also be unable to turn on video due to bandwidth limitations, making them less visible. Employees who share space with family may be disturbed by background noise during video calls. This condition shows that the way we socialize and form our identity in the digital world is strongly influenced by how we interact on social media (Darmawan & de Jesus Isaac, 2022). Assessments of participation in virtual meetings need to consider these factors fairly. Standards regarding when video must be activated need to be collectively agreed upon, taking individual situations into account. Asynchronous communication channels provide more equal participation opportunities for those who cannot attend in real-time. Introverted employees may contribute more in written discussions compared to live video calls (Schur et al., 2020). Moreover, in this day and age, digital content and popular culture greatly influence the way of thinking and behavior of the younger generation at work (Kurniawan & Khayru, 2021). Organizations need to collect data on the inclusion experiences of various employee groups periodically. Corrective actions need to be taken when systematic patterns of exclusion against certain groups are found. Digital work has the potential to become more inclusive if designed with awareness of diverse needs.

Measuring employee experience in a digital environment requires different instruments and methodologies. Traditional job satisfaction surveys designed for physical settings may not capture key dimensions of the digital experience. Instruments need to include items about the quality of hardware and software, technical support, and the virtual collaboration experience. In addition, the quality of interaction when communicating online also greatly determines the success of every process carried out (Darmawan, 2022). The frequency of measurement also needs to be considered because the digital employee experience is more dynamic. Small changes in platforms or policies can immediately affect the daily experience of employees. Weekly or bi-weekly pulse surveys can capture fluctuations that are undetected by annual surveys. Data collection methods must consider the survey fatigue common among digital employees. The time required to complete surveys needs to be kept short to respect the employees' workload. Behavioral data from digital platforms such as login frequency, collaboration patterns, or response times can complement survey data (Guenole & Feinzig, 2019). We must also remember that clear social agreements or contracts in working are very important to maintain the smoothness of mutual affairs (Da Silva et al., 2022). However, the use of behavioral data needs to respect privacy and the consent of the employees concerned. Social network analysis from communication data can reveal patterns of isolation or inclusion within virtual teams. Employees who are isolated in communication networks are at high risk for negative experiences and turnover. Virtual focus group interviews can explore the causes behind quantitative survey findings. The combination of quantitative and qualitative methods provides a richer understanding of employee experience. Measurement results need to be communicated back to employees along with follow-up plans. A closed feedback loop where employees see changes resulting from their input increases trust in the process.

Individual differences in preferences and needs influence how employees respond to the digital work environment. Employees with a preference for structured work may struggle with the full autonomy offered by digital work (Marx et al., 2022). They require more guidance and regular check-ins from supervisors to feel secure. Conversely, highly internally motivated employees thrive in environments with little direct supervision. This aligns with how adaptive learning processes can help someone grow both independently and within groups (Kurniawan & Darmawan, 2021). Extroverts who gain energy from social interaction report lower satisfaction in fully virtual settings. They require more scheduled social interactions to maintain positive energy levels. Introverts may feel more comfortable and productive with the reduction of exhausting face-to-face interactions. Employees with responsibilities for caring for young children

may require greater schedule flexibility. They may prefer working in the morning before the children wake up or at night after the children are asleep. Awareness of the environment and the values around us also frequently influences the decisions we make in daily life (Mardikaningsih et al., 2022). Employees with chronic health conditions may require specific adjustments, such as more frequent breaks. Organizations cannot adopt a one-size-fits-all approach to digital work policies. Providing choices regarding the level of physical presence in the office respects differing individual preferences. However, these choices must be balanced with the need for team coordination and fairness among employees. Teams need to openly discuss the preferences of each member to reach a mutual agreement. An approach that respects individual differences while maintaining team cohesion produces an optimal employee experience.

Conclusion

Employee experience in a digital work environment is formed through complex interactions between technology, management practices, and social dynamics. Employee psychological well-being is threatened by permanent connectivity, social isolation, and technostress if not managed appropriately. The greater autonomy in digital work is both an opportunity and a burden, depending on the individual's capacity to manage it. Organizational justice faces new challenges due to reduced visibility of contributions and potential bias in decision-making. Employee engagement in a virtual environment requires more intentional strategies, including team rituals and repetitive communication of the vision. Digital competence becomes a determining factor for success, requiring continuous development investment from the organization. Work-life balance in a digital setting requires boundaries that are mutually maintained by both the individual and the organization. Virtual career development requires mentoring structures, task rotation, and the allocation of protected learning time. Organizational culture in a digital environment cannot be inherited automatically, thus requiring explicit articulation and continuous maintenance. Virtual leadership requires competencies in communication, trust-building, and the creation of psychological safety that differ from face-to-face leadership.

The theoretical implications of this discussion suggest the need for an expansion of employee experience theory to accommodate the unique characteristics of the digital work environment. HR practitioners need to

redesign performance management systems from input measurement to results-based output measurement. Organizations must develop protection policies against technostress, such as the right to disconnect outside of working hours. Inclusive and sustainable digital competence development programs should become a priority for HR investment. The design of collaboration platforms must involve employees in evaluation and selection to ensure alignment with their needs. Structured digital onboarding with specifically assigned mentors improves new employee retention. Measuring the digital employee experience should utilize a combination of periodic surveys and behavioral data analysis while respecting privacy. Virtual leadership training should be a mandatory component of manager development programs at all levels. Organizations are advised to form cross-functional task forces specifically dedicated to handling the digital employee experience.

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