

The effect of digitalisation on job satisfaction and motivation

Dijitalleşmenin iş tatmini ve motivasyon üzerindeki etkisi

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Abstract

This study aims to examine the effects of the sub-dimensions of employees' perception of digitalisation (Perceived Usefulness PU, Perceived Ease of Use PEU, Computer Playfulness CP, Computer Anxiety CA, Perceived Enjoyment PE, Job Relevance JR, Behavioural Intention BI) on motivation and job satisfaction. The research was conducted using data collected from 301 white-collar employees across various sectors in Turkey, and Partial Least Squares Structural Equation Modelling (PLS-SEM) was used for analysis. Model suitability was evaluated solely on the SRMR value, in line with the literature, and the model fit well. The findings showed that PU, PEU, CP, PE, JR, and BI had significant effects on motivation and job satisfaction; CA, on the other hand, yielded unexpected results in some relationships. In addition, high R² values for motivation and job satisfaction indicate that perceptions of digitalisation account for a substantial portion of employee attitudes. As a result of this research, perceptions of digitalisation play a significant role in shaping employees' psychological well-being and influencing their overall work experience. The study contributes to both theoretical literature and organisational practices by highlighting the importance of human-centred approaches to digital transformation.

Keywords: Digitalisation, Technology Acceptance Model, Motivation, Job Satisfaction, PLS-SEM

Jel Codes: M12, M15, O33, C38, D23

Öz

Bu çalışma, dijitalleşme algısının alt boyutlarının (Algılanan Faydalılık AF, Algılanan Kullanım Kolaylığı AKK, Bilgisayar Oyunsallığı BO, Bilgisayar Kaygısı BA, Algılanan Keyif AK, İş Alakalığı İA, Davranışsal Niyet DN) çalışanların motivasyon ve iş tatmini üzerindeki etkilerini incelemeyi amaçlamaktadır. Araştırma, Türkiye'de çeşitli sektörlerde görev yapan 301 beyaz yaka çalışanından toplanan verilerle yürütülmüş, analizlerde Kısmi En Küçük Kareler Yapısal Eşitlik Modellemesi (PLS-SEM) kullanılmıştır. Model uygunluğu, literatür doğrultusunda yalnızca SRMR değeri üzerinden değerlendirilmiş ve modelin iyi uyum gösterdiği görülmüştür. Bulgular, Algılanan Faydalılık AF, Algılanan Kullanım Kolaylığı AKK, Bilgisayar Oyunsallığı BO, Algılanan Keyif AK, İş Alakalığı İA, Davranışsal Niyet DN motivasyon ve iş tatmini üzerinde anlamlı etkiler oluşturduğunu; Bilgisayar Kaygısının BA ise bazı ilişkilerde beklenen yönün dışında sonuçlar verdiğini ortaya koymuştur. Ayrıca motivasyon ve iş tatmini için elde edilen yüksek R² değerleri, dijitalleşme algısının çalışan tutumlarını güçlü düzeyde açıkladığını göstermektedir. Sonuçlar, dijitalleşme algısının yalnızca teknik bir unsur değil, aynı zamanda çalışanların psikolojik iyilik hâli ve iş deneyimleri üzerinde belirleyici bir faktör olduğunu ortaya koymaktadır. Çalışma, dijital dönüşüm süreçlerinde insan merkezli yaklaşımların önemini vurgulayarak hem kuramsal literatüre hem de örgütsel uygulamalara katkı sağlamaktadır.

Anahtar Kelimeler: Dijitalleşme, Teknoloji Kabul Modeli, Motivasyon, İş Tatmini, PLS-SEM

JEL Kodları: M12, M15, O33, C38, D23

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Introduction

By integrating digital technologies into business processes and changing employee attitudes and behaviours, companies can increase productivity. In addition to infrastructure investments, digital transformation also requires changes in employee perceptions, skills, and psychological adaptations. Digitalisation is perceived differently by employees, ranging from performance to organisational commitment; its effects vary from job satisfaction to motivation. In both the Technology Acceptance Model and its extended versions (TAM2 and TAM3), cognitive and affective processes are shown to influence organisational behaviour by influencing individuals' intentions to use technology (Davis, 1989; Venkatesh and Bala, 2008; Venkatesh and Davis, 2000). Accordingly, Perceived Usefulness (PU) and Perceived Ease of Use (PEU) are considered as the main cognitive determinants of individuals' evaluations of technology. In addition, affective factors such as Computer Playfulness (CP), Perceived Enjoyment (PE) and Computer Anxiety (CA) have been supported by various studies that shape the process of adopting technology and that these factors have an impact on motivational outcomes in the work environment (Davis et al., 1992; Webster and Martocchio, 1992). How digitalisation transforms the employee experience has emerged as an important research question in the management and organisational behaviour literature in recent years. Employees' positive or negative tendencies toward technology—such as perceived benefit, ease of use, computer entertainment, computer anxiety, perceived enjoyment, work relevance, and behavioural intention—are factors that directly affect both motivational processes and quality of work life. In this context, considering the impact of technology perception on organisational outcomes holistically enables both theoretical and practical contributions to the literature. Despite the extensive literature on technology acceptance models, limited research has examined how the multidimensional structure of digitalisation perception simultaneously affects both job satisfaction and motivation within an integrated framework. Existing studies often focus on individual dimensions or analyse these outcomes separately. Therefore, there is a need for a comprehensive model that connects cognitive and affective components of digital perception with key employee attitudes. This study aims to address this gap. This study aims to analyse the effects of employees' perception of digitalisation (Perceived Usefulness PU, Perceived Ease of Use PEU, Computer Playfulness CP, Computer Anxiety CA, Perceived Enjoyment PE, Job Relevance JR, Behavioural Intention BI) on motivation and job satisfaction. At the meeting of the Istanbul Rumeli University Ethics Committee Presidency regarding the research, held on 27/10/2025 and numbered 050.04-60678, approval was given that there were no ethical objections.

Conceptual and theoretical framework

Digitalisation perception, motivation and job satisfaction

In this study, the sub-dimensions of the perception of digitalisation are discussed in line with the Technology Acceptance Model (TAM) and the TAM2 and TAM3 frameworks, which are the extended versions of this model (Davis, 1989; Venkatesh and Bala, 2008; Venkatesh and Davis, 2000). The perception of digitalisation has been evaluated as a holistic expression of cognitive and affective evaluations regarding the use of technological tools in organisations. The effects of employees on critical organisational outcome variables, such as motivation and job satisfaction, are structured within this theoretical framework. According to the TAM approach, Perceived Ease of Use (PEU) represents individuals' assessments that using technology requires less cognitive effort and is the most basic cognitive determinant of Perceived Usefulness (PU) (Davis, 1989). The fact that the systems employees encounter in their business processes are easy to learn and apply not only increases technical acceptance but also serves as a motivational facilitator by reducing barriers to using technology. Various studies have shown that high-ease-of-use digital applications improve employees' work experience by increasing task completion speed, thereby strengthening job satisfaction. Perceived Enjoyment (PE) and Computer Playfulness (CP), which are intrinsic motivational components of perceptions of digitalisation, reflect the individual's internal satisfaction with their interaction with technological systems (Davis et al., 1992; Webster and Martocchio, 1992). These two dimensions refer to situations where technology offers an experience that is not only functional but also hedonic and intrinsically rewarding. Intrinsic enjoyment and playfulness are known to directly strengthen intrinsic motivation by creating positive emotions towards technology use in employees. This motivational increase also positively affects job satisfaction when digital working environments align with the individual's psychological needs. Job Relevance (JR), as defined under TAM2, refers to the alignment of technology with the task and work context (Venkatesh and Davis, 2000). The extent to which employees see a digital system as relevant to their job requirements is the most important determinant of their positive evaluation of technology. Technologies that are highly aligned with work not only increase perceived benefits by improving employee performance but also have a strong impact on motivation and job

satisfaction, thanks to their contribution to meaningfulness and productivity. Behavioural Intention (BI), which is the combined output of these cognitive and affective assessments, constitutes the closest (proximal) attitudinal outcome of the acceptance process towards technology (Davis, 1989). A high behavioural intent means that employees' willingness to use technology continuously increases; This willingness results in a more effective use of technology in business processes, positively reinforcing both motivational gains and job satisfaction.

In line with this theoretical integrity, the empirical part of the study tested the effects of the sub-dimensions of digitalisation perception on employees' motivation and job satisfaction using PLS-SEM. The model shows that perceptions of digitalisation are not merely a technology-acceptance variable; they also significantly affect employees' work experiences, psychological processes, and organisational outcomes. Thus, the study provides an original evaluation that contributes to integrating the TAM framework with the organisational behaviour literature.

Method

In the study, Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to examine the structural relationships between variables (Hair et al., 2017). In Smart PLS version 4.0, the data were analysed by running the measurement model and the structural model, the KEKK algorithm, and the bootstrap algorithm, respectively (Ringle et al., 2024).

Research model and hypotheses

A conceptual model was developed to examine the effects of employees' perception of digitalisation (Perceived Usefulness PU, Perceived Ease of Use PEU, Computer Playfulness CP, Computer Anxiety CA, Perceived Enjoyment PE, Job Relevance JR, Behavioural Intention BI) on motivation and job satisfaction. The hypothetical relationships between the research model developed to achieve the determined goals and the structures that make up this model are presented in Figure 1.

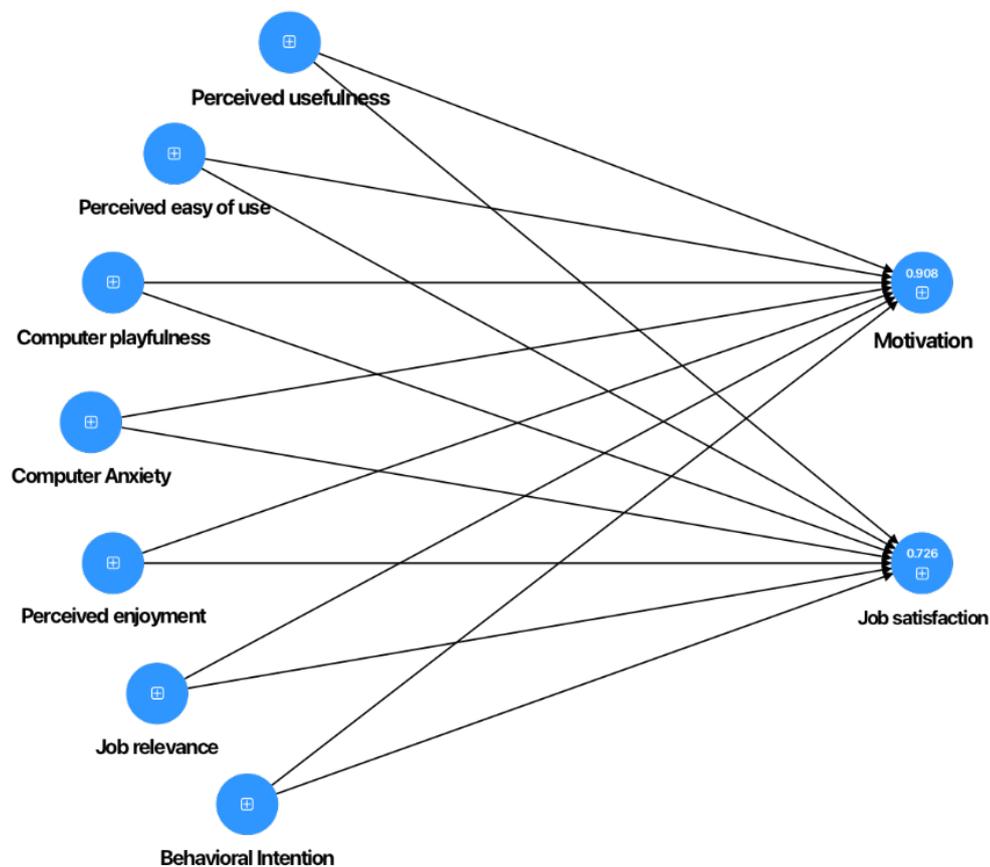


Figure 1: Research Model-1 and Assumed Relationships

Hypotheses

Perceived Usefulness PU

Perceived utility represents an individual's belief that digital technologies improve job performance and is one of the strongest cognitive predictors of behavioural intent in TAM (Davis, 1989). The efficiency,

speed, quality, and flexibility of digital applications can increase employees' motivation and job satisfaction. In this context, the following hypotheses are proposed in line with the model framework.

H1a, b: The perceived benefit of digitalisation has a positive and significant effect on job satisfaction and motivation.

Perceived Ease of Use PEU

Perceived ease of use refers to the perception that the technology requires less effort. According to TAM and TAM2, PEU increases perceived utility in both direct and indirect ways (Davis, 1989; Venkatesh and Davis, 2000). Therefore, as technology becomes easier to use, it is expected that employees' motivation and job satisfaction will increase. In line with this theoretical framework, the following hypotheses were proposed in the study.

H2a, b: Perceived ease of use of digitalisation has a positive and meaningful effect on job satisfaction and motivation.

Computer Playfulness CP

Computer playfulness refers to the level of entertainment and inner interest in using technology. Within TAM3, computer entertainment is an important psychological variable that reinforces both perceived ease of use and intrinsic motivation (Webster and Martocchio, 1992). In line with this theoretical framework, the following hypotheses are proposed.

H3a, b: Computer playfulness related to digitalisation has a positive and significant effect on job satisfaction and motivation

Computer Anxiety CA

Computer Anxiety CA encompasses the feelings of stress, anxiety, and uneasiness experienced by individuals while using technology. According to TAM3, computer anxiety negatively affects the perception of ease of use and weakens technology acceptance (Venkatesh and Bala, 2008). Therefore, high anxiety can reduce both motivation and job satisfaction levels of employees.

H4a, b: Computer anxiety related to digitalisation has a significant effect on job satisfaction and motivation.

Perceived Enjoyment PE

Perceived enjoyment refers to whether using technology gives an individual inner pleasure. According to intrinsic motivation theories, enjoyment naturally increases an individual's desire to continue a task. For this reason, employees who enjoy digital applications are expected to have higher motivation and job satisfaction for business processes (Davis et al., 1992). Based on this;

H5a, b: Perceived Enjoyment has a significant impact on job satisfaction and motivation.

Job Relevance JR

Job Relevance defines the degree to which technology aligns with job requirements. Work-relatedness, one of the strongest cognitive antecedents of PU in TAM2, plays a critical role in employees' adoption of digital technologies (Venkatesh and Davis, 2000). Therefore;

H6a, b: Job Relevance has a significant impact on job satisfaction and motivation.

Behavioural Intention BI

Behavioural intention refers to employees' attitudinal tendencies to use digital technology and is widely accepted as the closest predictor of behaviour in the technology acceptance literature (Davis, 1989). Employees' positive intentions towards digital technologies can increase their use of technology and improve their work experience. In this context;

H7a, b: Behavioural intention has a significant effect on job satisfaction and motivation.

This theoretical framework covers both cognitive (PU, PEU, JR) and affective (PE, CP, CA) components of digitalisation perception. It examines their effects on employee attitudes (job satisfaction and motivation) from a multidimensional perspective. Thus, the research model offers an integrated structure that draws on both technology acceptance approaches, such as TAM/TAM2/TAM3, and the organisational psychology and motivation literature.

Universe and sample

The research universe consists of white-collar employees working in the information technology, logistics, manufacturing, automotive, machinery production, energy, finance, and health sectors, where digital systems and software-based business processes are prevalent and actively used in Turkey. Inclusion criteria in the sampling process: regular use of corporate digital systems, with at least 6 months of seniority and position within the institution (Creswell, 2007). Interns and those working in positions that do not require the use of digital systems are excluded from the research. The research sample consists of 301 participants. Participants were selected through convenience sampling using institution/company lists and professional communication networks. This approach was chosen to facilitate access to employees who actively use digital systems.

Data collection tools

Using Google Forms, participants were sent a link to the survey form via WhatsApp, email and Telegram, allowing them to participate in the online survey. In this context, three basic scales: Digitalisation Perception Scale (DPS), Motivation Scale (MS) and Job Satisfaction Scale (JS) were used in the research. The Digitalisation Perception Scale (DPS) comprises two sub-dimensions: Perceived Usefulness (PU) and Perceived Ease of Use. (PEU), Computer Playfulness (CP), Computer Anxiety (CA), Perceived Enjoyment (PE), Job Relevance (JR), and Behavioural Intention (BI) (Hamutoğlu, 2018). The motivation scale consists of 6 items and was evaluated as a single dimension (Çivilidağ and Şekercioğlu, 2017). The Job Satisfaction Scale (JS) consisted of 5 items and was analysed as a single dimension (Başol and Çömlekçi, 2020). In the first part of the questionnaire, there are 5 statements regarding socio-demographic and professional information. The scales were developed by drawing on studies across disciplines, and they were grounded in a strong conceptual and empirical foundation. Statements regarding the variables are presented in Table 1.

Table 1: Expressions for Variables

DPS Sub-dimensions	Items	Expression	Source
PU Perceived Usefulness	PU1	Using the system increases my performance	(Hamutoğlu, 2018)
	PU2	Using the system increases my productivity	
	PU3	Using the system increases my effectiveness	
	PU4	The system is beneficial for my profession	
PEU Perceived Ease of Use	PEU1	Using the system is clear and understandable	
	PEU2	Using the system requires little mental effort	
	PEU3	The system is easy to use	
	PEU4	It's easy for me to get the system to do what I want	
CP Computer Playfulness	CP1	I feel comfortable using the computer.	
	CP2	I feel creative when I use a computer.	
	CP3	I feel amused while using the computer.	
	CP4	I feel playful when I use a computer.	
CA Computer Anxiety	CA1	Working on a computer doesn't scare me at all.	
	CA2	Working on the computer makes me feel nervous.	
	CA3	I can't work comfortably on the computer.	
	CA4	I don't feel safe working on the computer.	
PE Perceived Enjoyment	PE1	The system is enjoyable to use.	
	PE2	Using the system in its current form is enjoyable.	
	PE3	The system is fun to use.	
JR Job Relevance	JR1	It is essential to use the system in my profession.	
	JR2	The system is related to my profession.	
	JR3	The system is suitable for many work-related tasks.	
BI Behavioural Intention	BI1	I intend to use the system if I have access to it	
	BI2	I can use it when I have system access.	
	BI3	I plan to use the system in the future	
Motivation Scale	Items	Expression	
MS	M1	Putting effort into my work means a lot to me.	(Çivilidağ & Şekercioglu, 2017)
	M2	If I don't effort enough at work, I risk losing my job.	
	M3	I work hard to earn respect from others (supervisor, colleague, family, etc.).	
	M4	I don't put effort into my work because I feel it's a waste of time.	
	M5	I put effort into my work; otherwise, I feel bad.	
	M6	I put effort into my work because I find it interesting.	
Job Satisfaction Scale	Items	Expression	
JS	JS1	I have a profound appreciation for my profession.	(Başol & Çömlekçi, 2020)
	JS2	I find happiness when I am at work.	
	JS3	I am satisfied with my current job.	
	JS4	I find my job enjoyable.	
	JS5	Time is going well at work.	

At the meeting of the Istanbul Rumeli University Ethics Committee Presidency regarding the research, held on 27/10/2025 and numbered 050.04-60678, approval was given that there were no ethical objections. The data collection process was conducted between 05/11/2025 and 24/11/2025, in accordance with the research calendar. In this process, participants were informed about the study's

purpose, confidentiality principles, and voluntary participation, and only those who gave their consent were included in the survey.

Findings

To scientifically analyse the survey data, it is necessary to determine the target audience to which the data will be applied. To reveal the structural characteristics of the study's participant group, detailed demographic and professional information was presented. Demographic and professional characteristics of the participants, such as age, gender, and education level, are presented in Table 2.

Table 2: Demographic and Professional Characteristics

Gender	n	%
Male	204	69,7
Female	97	30,3
Age		
25-30	72	22,5
31-40	117	39,4
41-50	80	27,5
51 and above	32	10,8
Education		
Bachelor	151	50,0
Master	131	44,1
PhD	19	10,6
Work Experience		
0-5	64	20,0
6-10	46	15,3
11-20	120	40,6
21 and above	71	24,1
Sector		
Information technologies/software/fintech	69	22,9
Logistics and supply chain management	57	18,9
Automotive and machine building	38	12,6
Manufacturing Industry	25	8,3
Energy sector	68	22,6
Finance and banking	44	14,6

301 participants constitute the sample of the research; It consists of a heterogeneous group of employees, mostly male, between the ages of 31-40, with a bachelor's degree or higher, with 11-20 years of experience and working in different sectors such as informatics, logistics, automotive, production, energy and finance.

Evaluation of the measurement model

Factor analyses were conducted to evaluate the Measurement Model. For this, the PLS Algorithm was run in Smart PLS version 4.0. The main criteria and test findings for model factor analysis are given in Table 3. Accordingly, the main criteria for model factor analysis are: factor loadings, factor reliability, Cronbach's alpha coefficient, mean explained variance (AVE) value, rho_A coefficient, composite reliability (CR) coefficient, and R2 values (Çakır, 2020; Senaviratna and Cooray, 2019). When the factor loads are squared, indicator reliability values are obtained. It is preferred that the factor loadings be at least 0.700 and the indicator reliabilities be at least 0.400 (Çakır, 2020; Sarstedt et al., 2021). Some items from the first analysis measurement model were removed from the data set because their factor loadings were below 0.700, and the analysis was repeated. As a result of the re-analysis, all criteria were met. When the PLS-SEM algorithm was run a second time, it was found that the nine dimensions comprising the model had individual indicator reliabilities, with factor loadings ranging from 0.797 to 0.932. It is recommended that Cronbach's Alpha, which gives internal consistency, should be above the threshold

values of 0.700, the rho_A coefficient calculated to see data consistency should be above 0.700, the CR values that give model reliability should be 0.700, and AVE, which gives the consistency validity, should be above 0.500 (Sarstedt et al., 2021). When the PLS-SEM algorithm was run, Cronbach's Alpha coefficients were found to be between 0.752 and 0.865, rho_A coefficients between 0.760 and 0.866, CR values between 0.816 and 0.928, and AVE values between 0.706 and 0.866, that is, above the recommended threshold values. Therefore, it can be said that the model has satisfactory internal consistency, satisfactory data consistency, satisfactory model reliability and satisfactory agreement validity (Table 3).

Table 3: Findings of Model Factor Analysis

Variables	Items	Factor Loads	Cronbach's alpha	rho_A	CR	AVE	R ²
Perceived Usefulness	PU1	0.850	0.838	0.842	0.903	0.755	
	PU2	0.842					
	PU3	0.881					
Perceived Ease of Use	PEU1	0.922	0.734	0.781	0.880	0.786	
	PEU4	0.884					
Computer Playfulness	CP1	0.797	0.552	0.563	0.816	0.689	
	CP2	0.862					
Computer Anxiety	CA1	0.891	0.865	0.866	0.917	0.787	
	CA2	0.893					
	CA4	0.879					
Perceived Enjoyment	PE1	0.929	0.845	0.845	0.928	0.866	
	PE3	0.932					
Job Relevance	JR1	0.907	0.779	0.779	0.900	0.854	
	JR2	0.903					
Behavioural Intention	BI1	0.902	0.760	0.760	0.893	0.806	
	BI3	0.894					
Motivation Scale	M1	0.839	0.861	0.863	0.906	0.791	0.726
	M2	0.879					
	M4	0.827					
	M6	0.814					
Job Satisfaction Scale	JS1	0.856	0.819	0.827	0.892	0.735	0.908
	JS3	0.810					
	JS4	0.903					
Digitalisation Perception Scale (DPS)			0.934	0.936	0.942	0.784	

The R² values obtained from the structural model analysis indicate the extent to which the model explains the dependent variables. Accordingly, the explanatory coefficient (R²) for the motivation variable was 0.908. This value indicates that the structural variables included in the model explain approximately 91% of the total variance in the Motivation variable. According to the classification proposed by Hair, Hult, Ringle, and Sarstedt (2017), R² values of 0.75 or higher are considered "substantial" explanatory power (Hair et al., 2017). Therefore, this result shows that the model has an extremely strong structural validity in explaining the Motivation variable. The R² value for the job satisfaction variable in the model is 0.720, indicating that 72% of its variance is explained at a moderate level. In this regard, the model's structural verification was strongly supported by the theoretical structure.

Overall, the R² findings confirm that the established structural model has a high level of holistic explanatory power for both motivation and job satisfaction, and that perceptions of digitalisation have strong effects on employee outputs (Figure 2).

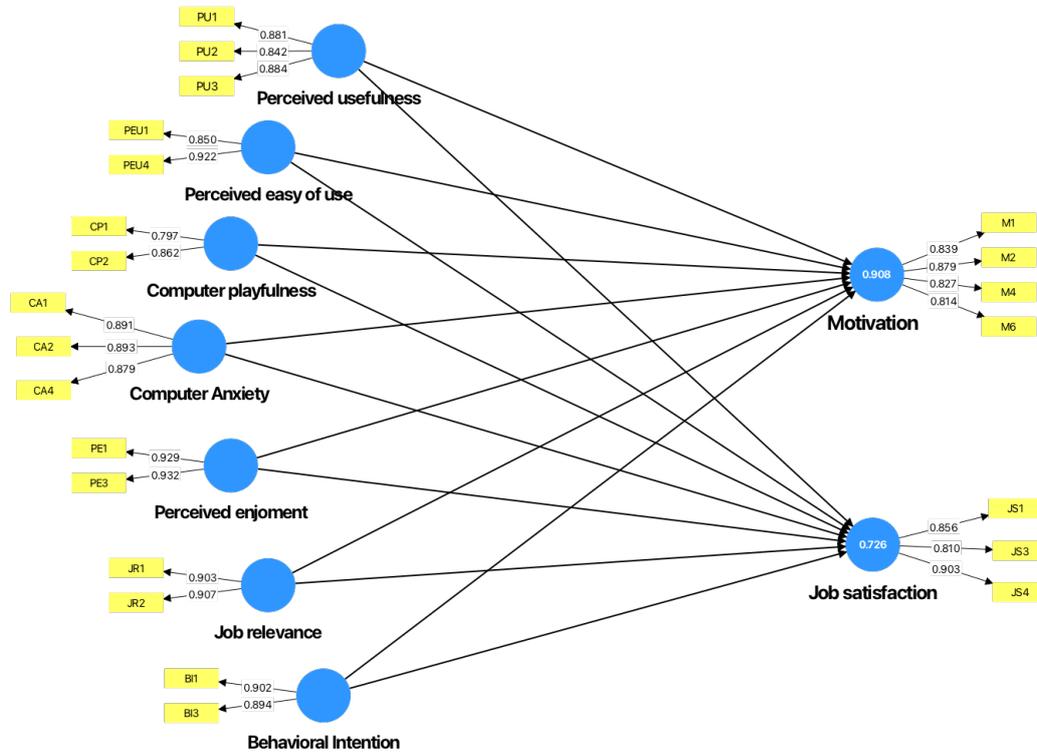


Figure 2: Measurement Model

According to the Fornell-Larcker criterion, the square root AVE of each structure (DS = 0.885; Motivation = 0.889; Job Satisfaction = 0.857) is higher than the correlations of these structures with other structures. This result shows that all three constructs satisfy dissociation validity (Fornell and Larcker, 1981). HTMT ratios are also within the acceptable range with DS–Motivation (0.919), DS–Job Satisfaction (0.753) and Motivation–Job Satisfaction (0.583). Based on the threshold value of 0.90, all comparisons are within safe limits. Thus, it is confirmed that the validity of the dissociation between models is also appropriate in terms of HTMT (Table 4).

Table 4: Findings of Interdimensional Correlations and Dissociation Validities

Scale	Correlations			Fornell-Larcker Criterion			HTMT Rates		
	DPS	MS	JS	DPS	MS	JS	DPS	MS	JS
DPS	1.000			0.885					
MS	0.788	1.000		0.847	0.889		0.919		
JS	0.666	0.584	1.000	0.753	0.583	0.857	0.753	0.583	

Evaluating the structural model

To evaluate the suitability of the structural model, the model fit indices were first examined. In the PLS-SEM literature, Henseler, Hubona, and Ray (2016) propose SRMR (Standardised Root Mean Square Residual) as the primary fit index for PLS-based structural models and state that SRMR below 0.10 indicates acceptable model fit (Henseler et al., 2016). Accordingly, the SRMR value obtained in the study was 0.087, indicating good model fit, as it was below the threshold. R² coefficients for the dependent variables were examined to evaluate the model's predictive power. R² = 0.726 for the motivation variable and R² = 0.908 for job satisfaction. The average R² value is 0.817. According to the classification made by Hair, Hult, Ringle, and Sarstedt (2017), R² values above 0.50 show a high level of explanatory power (Hair et al., 2017). Accordingly, the model explains a substantial portion of the variance in the dependent variables. When these findings are evaluated together, it is concluded that the structural model has a satisfactory and theoretically supported structure in terms of both goodness-of-fit (SRMR <0.10) and explanatory power (high R² values) (Table 5).

Table 5: Fit Indices Findings

Scale	Criteria	Saturated model	Estimated model	Result
SRMR	< 1.000	0.087	0.087	Good fit
R² average		(0.726 + 0.908 / 2) = 0.817		

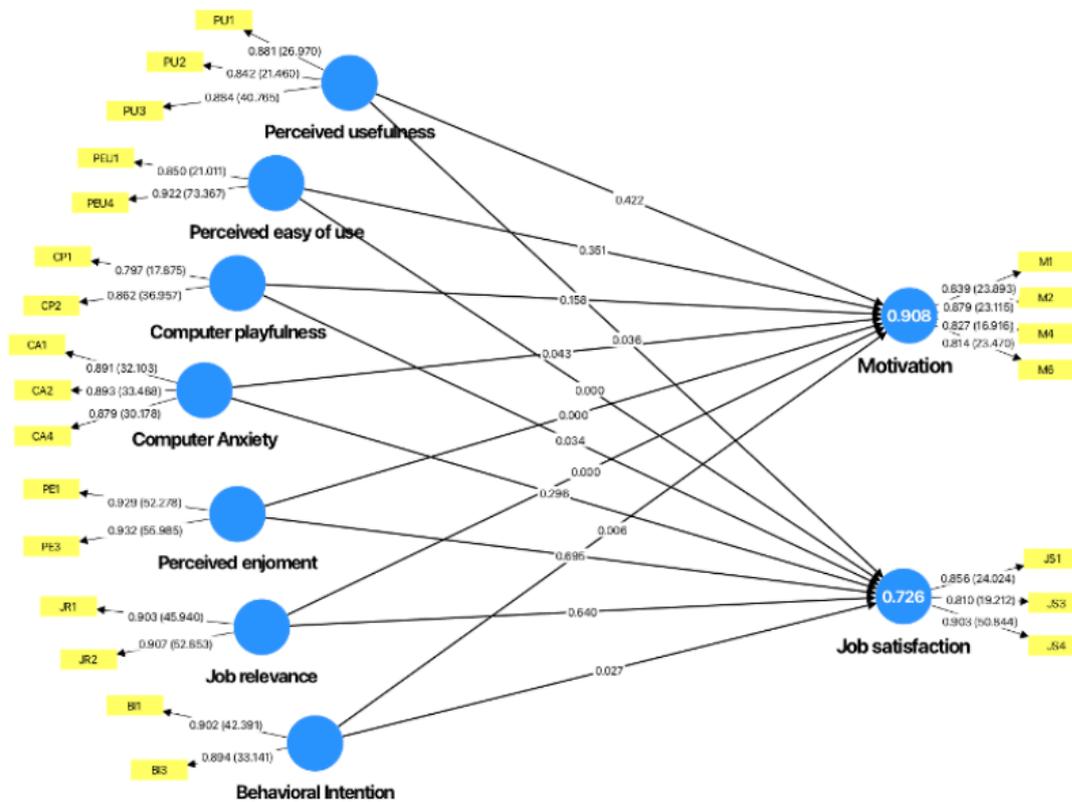


Figure 3: Structural Model Results Obtained via PLS-SEM

Figure 3 presents the structural model results estimated using Partial Least Squares Structural Equation Modelling (PLS-SEM). The figure displays the standardised path coefficients between the latent constructs, together with their corresponding t-values (in parentheses). Additionally, the explained variances (R^2 values) for the endogenous variables—Motivation and Job Satisfaction—are indicated within the latent variable circles. All measurement indicators and their standardised factor loadings are shown to demonstrate the reliability of the measurement model. The figure provides a comprehensive visualisation of the hypothesised relationships and the model's overall explanatory power.

Hypothesis testing findings

Presented in Table 6 are the findings regarding the hypotheses tested in the context of the structural model. The analysis indicates that perceptions of digitalisation comprise several subdimensions, each with varying effects on job satisfaction (JS) and motivation (MS).

This finding indicates that perceived usefulness may be a key factor driving employee job satisfaction ($\beta = 0.149$, $p = 0.036$). This finding indicates that perceived usefulness may be a significant and positive influence on employee job satisfaction. Although PU does not have a significant effect on employee motivation ($p > 0.05$), this suggests that usefulness perception is not the sole determinant of employee motivation. The effect of the Perceived Ease of Use (PEU) variable on job satisfaction was quite strong and significant ($\beta = 0.566$, $p < 0.001$). The perception that employees can use digital systems easily is a key determinant of job satisfaction. However, the effect of PEU on motivation was not significant ($p > .05$). This shows that although ease of use increases job satisfaction, it may not elicit a motivational response. There is a significant positive relationship between computer playfulness (CP) and job satisfaction ($\beta = 0.173$, $p = 0.034$); enjoyment of interaction with digital tools can also positively affect employee satisfaction. However, the relationship between CP and motivation is not significant ($p > .05$).

Table 6: Hypothesis Testing Findings

Hypothesis	Path coefficient β	Standard deviation (STDEV)	T statistics	P values	Result
H1a: PU \rightarrow JS	0.149	0.071	2.101	0.036	Supported
H1b: PU \rightarrow MS	-0.029	0.036	0.803	0.422	Not supported
H2a: PEU \rightarrow JS	0.566	0.074	7.677	0.000	Supported
H2b: PEU \rightarrow MS	-0.039	0.042	0.933	0.351	Not supported
H3a: CP \rightarrow JS	0.173	0.081	2.125	0.034	Supported
H3b: CP \rightarrow MS	-0.060	0.043	1.412	0.158	Not supported
H4a: CA \rightarrow JS	-0.068	0.065	1.046	0.296	Not supported
H4b: CA \rightarrow MS	0.102	0.050	2.029	0.043	Supported
H5a: PE \rightarrow JS	-0.034	0.088	0.392	0.695	Not supported
H5b: PE \rightarrow MS	0.336	0.055	6.171	0.000	Supported
H6a: JR \rightarrow JS	0.044	0.094	0.467	0.640	Not supported
H6b: JR \rightarrow MS	0.513	0.044	11.673	0.000	Supported
H7a: BI \rightarrow JS	0.158	0.071	2.218	0.027	Supported
H7b: BI \rightarrow MS	0.200	0.073	2.750	0.006	Supported

PU: Perceived Usefulness, PEU: Perceived Ease of Use, CP: Computer Playfulness, CA: Computer Anxiety, PE: Perceived Enjoyment, JR: Job Relevance, BI: Behavioural Intention, MS: Motivation Scale, JS: Job Satisfaction Scale

The Computer Anxiety (CA) variable did not show a significant effect on job satisfaction ($p > .05$). On the other hand, the effect of CA on motivation was significant ($\beta = 0.102$, $p = 0.043$). The findings suggest that higher levels of digital anxiety may be associated with a modest increase in employee motivation within this sample. The effect of the Perceived Enjoyment (PE) variable on job satisfaction was not statistically significant ($p > .05$). However, PE has a strong and positive effect on motivation ($\beta = 0.336$, $p < 0.001$). Accordingly, the use of digital applications significantly increases employee motivation. This finding supports intrinsic motivation theory, suggesting that enjoyment derived from digital interaction sustains work engagement beyond instrumental utility. Job Relevance (JR) did not have a significant effect on job satisfaction ($p > .05$). Nonetheless, the impact of JR on motivation is quite strong ($p = 0.001$). The fact that digital applications integrate with business processes and add value to the business significantly increases employee motivation. This strong effect highlights that digital tools become motivational drivers primarily when they are perceived as directly relevant to core job tasks, reinforcing the importance of task-technology alignment. As a result of the impact of behavioural intention (BI), average job satisfaction and employee motivation increased ($p = 0.027$; $p = 0.006$).

Discussion of findings

In this study, the effects of the sub-dimensions that comprise the perception of digitalisation on employees' job satisfaction and motivation were examined, and the findings were interpreted by comparing them with the literature. The multidimensional digital perception structure included in the model is important for holistically addressing a limited structure in the literature, both theoretically and methodologically. In the discussion section, the place of each relationship in the literature and the study's original contributions are evaluated. In the study, it was observed that PU had a significant and positive effect on job satisfaction. This finding is consistent with the basic assumption put forth by Davis (1989) and Venkatesh and Davis (2000) that perceiving technology as beneficial enhances employee job performance and satisfaction. In the domestic literature, Koru, Atan, and Develi (2022) reported that adding value to the job through digitalisation increases job satisfaction (Koru et al., 2022). In this direction, it is confirmed that the functionality provided by digital tools to employees is one of the important determinants of job satisfaction

The very strong effect of PEU on job satisfaction supports the ease-of-use-business-outcomes relationship in the TAM and UTAUT models. Venkatesh et al. (2003) state that ease of use reduces employee stress and increases job satisfaction (Venkatesh et al., 2003). Similarly, in research conducted in Turkey, Vural (2024) points out that ease of use is a critical element for employee satisfaction (Vural, 2024). The findings show that the ergonomic design of digital systems is decisive in the employee experience. The study shows that CP positively affects job satisfaction: employees who find technology fun and find intrinsic motivation nurturing evaluate their work experience more positively. This result

is in line with the findings of Webster and Martocchio (1992) and Moon and Kim (2001) that enjoying interaction with technology develops intrinsic motivation (Moon and Kim, 2001; Webster and Martocchio, 1992). Although the subject has been limited in the domestic literature, the positive effects of gamified or interactive elements added by digitalisation to the employee experience offer a new area of discussion. Digital adaptation problems increase employees' mental stress, according to Chua et al. (1999) and Beckers and Schmidt (2003). Idin and Sönmez (2020) found that employees' desire to work decreased when they feared working online. According to Venkatesh et al. (2012), who explain hedonic motivation (Venkatesh et al., 2012), PE has a strong positive impact on motivation. A positive experience area is created when employees enjoy digital tools and become intrinsically motivated to work on the digitalisation process. The strong influence of JR on motivation highlights an area of the literature that has received limited attention. Among foreign literature, Brown and Venkatesh (2005) suggest that using digital tools for work directly increases employee engagement; the study clearly confirms this assertion. Considering that few studies have examined JR and motivation in Turkey, this finding can be considered one of the model's original contributions. The willingness to utilise digital technologies shapes employees' overall work experience since BI had a significant impact on both outcome variables. Similarly, Ajzen (1991) in Planned Behaviour Theory and Venkatesh et al. (2003) (Ajzen, 1991; Venkatesh et al., 2003) have concluded the same thing.

Conclusion

An examination of the effect of employees' perceptions of digitalisation on their job satisfaction and motivation was conducted using structural equation modelling (PLS-SEM). Digital transformation is not simply a technical adjustment; it is a multilayered phenomenon influenced by psychological, perceptual, and experiential factors. Digital perception components play a significant role in the employee experience, according to the research. In addition to being strong predictors of job satisfaction, PU, PEU, and CP are also highly relevant. According to the literature, technology contributes to employee satisfaction, productivity, and ergonomics. Given the high PEU coefficient, digital platforms are important for employee satisfaction because they are easy to use, accessible, and easy to navigate. PE, JR, and CA determined motivating employees. According to the study, employees' intrinsic satisfaction with digital tools is a basic motivator, as the perceived enjoyment dimension strongly increases motivation. A major contribution of this study is that it is the first to examine JR's effect on motivation, a topic that has been less frequently studied. A training and support mechanism is also needed to address computer anxiety, as its effects on motivation may vary depending on contextual factors. As a result of the study, job satisfaction and motivation were significantly impacted. As a result of employees' positive experiences with digital technologies, organisations need to develop policies that increase employees' acceptance intentions for digital transformation strategies. Therefore, the results of this study provide a comprehensive understanding of how perceptions of digitalisation affect organisational behaviour. As one of the few comprehensive models available in the literature today, this study incorporates the multidimensional structure of digital perception into a single model. For organisations to succeed in digital transformation, they must invest in more than just technology infrastructure; they must also consider employees' perceptions, experiences, and psychological processes. This study serves as an excellent reference point for understanding the relationship between digitalisation and employee experience in both theoretical and practical contexts.

In practical terms, organisations should design structured digital onboarding programs, provide continuous technical support mechanisms, and integrate user-friendly interface standards into system development processes. HR departments may implement digital competence training and structured support initiatives to help employees better manage technology-related anxiety. Managers should regularly assess employees' digital experiences and align digital tools with job roles to enhance job relevance and intrinsic motivation.

Directions for future research

Future research may benefit from longitudinal designs to observe how perceptions of digitalisation evolve and how their effects on motivation and job satisfaction change with experience. Comparative studies across sectors and cultural contexts would also help test the generalizability of the findings. Additionally, examining moderating variables, such as organisational support and digital maturity levels, may provide deeper insights into the dynamics of digital transformation.

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Ethics Committee Approval

At the meeting of the Istanbul Rumeli University Ethics Committee Presidency regarding the research, held on 27/10/2025 and numbered 050.04-60678, approval was given that there were no ethical objections.

Author Contributions

Idea/Concept/Design: **H.T.**, Data Collection and/or Processing: **H.T.**, Analysis and/or Interpretation: **H.T.**, Literature Review: **K.A.**, Writing the Article: **H.T.**, Critical Review: **H.T.**, **K.A.**, Approval: **H.T.**, **K.A.**

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