

Impact of Technology Adoption on Decision Making and Employees Experience in Selected Firm: A Study of Engagement, Communication and Collaboration

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Abstract

The rapid advancement of digital technologies has transformed organizational processes and workplace dynamics across industries. Technology adoption has become a critical factor influencing managerial decision-making and shaping employees' workplace experiences. This study examines the impact of technology adoption on decision-making effectiveness and employees' experience in selected firms, with particular emphasis on employee engagement, communication, and collaboration. The research investigates how the integration of digital tools, enterprise systems, communication platforms, and collaborative technologies contributes to organizational performance and employee satisfaction.

A quantitative research approach was employed, utilizing structured questionnaires to collect primary data from employees and managers working in selected firms. The study analyzes the relationship between technology adoption and key organizational outcomes, including decision quality, employee engagement, communication efficiency, and collaborative work practices. Statistical techniques were applied to assess the significance and strength of these relationships.

The findings indicate that technology adoption significantly enhances decision-making processes by improving information accessibility, data accuracy, and response speed. Furthermore, digital technologies positively influence employee engagement by facilitating greater participation, transparency, and connectivity within the organization. Effective communication and collaboration were found to act as important mediating factors, enabling employees to work more efficiently across departments and geographical boundaries. However, the study also highlights challenges such as technological adaptation, digital skill gaps, and resistance to change, which may affect the successful implementation of technological initiatives.

The study concludes that organizations that strategically adopt and manage technological innovations are better positioned to improve decision-making quality and create positive employee experiences. The findings provide valuable insights for managers, policymakers, and organizational leaders seeking to leverage technology for enhanced workforce engagement, communication effectiveness, collaboration, and overall organizational success.

Keywords: Technology Adoption, Decision Making, Employee Experience, Employee Engagement, Organizational Communication, Collaboration, Digital Transformation, Workplace Technology, Organizational Performance.

Introduction

The contemporary business environment is undergoing a significant transformation driven by rapid technological advancements and increasing digitalization. Organizations across industries are adopting innovative technologies to improve operational efficiency, enhance productivity, and maintain a competitive advantage. The integration of technologies such as cloud computing, artificial intelligence, enterprise resource planning (ERP) systems, collaborative software, data analytics, and digital communication platforms has fundamentally altered the way organizations operate and make decisions. As businesses continue to embrace digital transformation, understanding the impact of technology adoption on organizational processes and employee experiences has become increasingly important.

Technology adoption refers to the process by which organizations implement and utilize technological innovations to improve their business operations and achieve strategic objectives. Effective adoption of technology not only streamlines workflows and automates routine tasks but also facilitates access to real-time information, enabling managers and employees to make informed decisions. Decision-making is a critical organizational function that determines the success and sustainability of business operations. Modern technologies provide decision-makers with accurate data, analytical tools, and predictive insights, allowing them to respond quickly to changing market conditions and organizational challenges.

In addition to influencing decision-making processes, technology adoption significantly affects employees' workplace experiences. Employee experience encompasses all interactions, perceptions, and emotions employees encounter throughout their organizational journey. Digital technologies have transformed the way employees communicate, collaborate, engage with their work, and interact with colleagues and management. The availability of digital communication platforms, virtual meeting tools, project management systems, and collaborative applications has enhanced workplace connectivity and enabled employees to work effectively regardless of geographical location.

Employee engagement is another crucial factor that contributes to organizational performance and success. Engaged employees are more productive, committed, and motivated to achieve organizational goals. Technology can positively influence engagement by providing employees with access to information, opportunities for participation, recognition mechanisms, and flexible working arrangements. Organizations that successfully leverage technology often create a work environment that encourages innovation, knowledge sharing, and employee involvement in decision-making processes.

Communication plays a vital role in ensuring the smooth functioning of organizations. Traditional communication methods have evolved significantly with the adoption of digital technologies. Instant messaging applications, video conferencing platforms, enterprise social networks, and collaborative software have improved the speed, accuracy, and accessibility of communication. Effective communication enabled by technology helps reduce misunderstandings, enhances transparency, and strengthens relationships among employees, teams, and management.

Similarly, collaboration has become a key determinant of organizational effectiveness in the digital era. Modern technologies facilitate seamless collaboration by enabling employees to share information, coordinate tasks, and work collectively on projects. Collaborative tools support teamwork across departments, functions, and geographical locations, leading to improved problem-solving, innovation, and organizational learning. Technology-enabled collaboration allows organizations to utilize diverse expertise and perspectives, thereby improving overall performance and decision quality.

Despite the numerous benefits associated with technology adoption, organizations often face challenges related to implementation and utilization. Employees may experience resistance to change, lack of technological skills, concerns regarding job security, or difficulties adapting to new systems. Furthermore, organizations must invest in training, infrastructure, and change management initiatives to ensure successful technology integration. Failure to address these challenges can limit the effectiveness of technological investments and negatively impact employee experiences.

Given the growing importance of digital transformation in modern organizations, it is essential to examine how technology adoption influences both decision-making processes and employee experiences. This study focuses on selected firms to investigate the relationship between technology adoption and key organizational dimensions, including employee engagement, communication, and collaboration. By analyzing these factors, the research aims to provide valuable insights into how organizations can effectively utilize technology to enhance decision-making quality, improve employee satisfaction, and achieve sustainable organizational performance.

The findings of this study are expected to contribute to the existing body of knowledge on technology adoption and organizational behavior while offering practical recommendations for managers and policymakers seeking to optimize technological investments and foster a digitally empowered workforce.

- **Ye, Xu, Wei, Zheng, and Wu (2024)** examined employee work engagement during digital transformation using a fuzzy-set qualitative comparative analysis. The study found that successful digital transformation significantly enhances employee engagement when supported by strong organizational leadership, effective communication, and employee participation. The researchers concluded that technology adoption alone does not guarantee higher engagement; rather, organizations must create a supportive work environment that encourages employees to utilize digital tools effectively.
- **Jo and Ahn (2024)** investigated factors influencing digital engagement and satisfaction in the context of digital transformation. Their findings revealed that employees who actively engage with digital platforms and communication technologies demonstrate higher levels of satisfaction and awareness regarding organizational transformation initiatives. The study emphasized that technology-driven engagement contributes positively to employee experience and workplace effectiveness.
- **Riedl, Stieninger, Muehlburger, Koch, and Hess (2024)** explored business leaders' perceptions of digital transformation and its impact on organizational decision-making. The study reported that digital technologies improve access to information, enhance analytical capabilities, and support faster and more accurate managerial decisions. The authors highlighted that successful technology adoption enables organizations to become more agile and responsive in dynamic business environments.
- **Kumari, Khan, Singh, and Niyati (2025)** examined the relationship between innovative talent management practices and digital employee experience in the information technology industry. The study found that organizations adopting advanced digital technologies and shared leadership practices create a more seamless employee experience. Their findings indicated that technology-supported communication and collaboration significantly improve employee satisfaction, engagement, and organizational commitment.
- **Chatzipanagiotou and Randall (2025)** investigated how computational and digital technologies shape managerial cooperation and workplace practices. The study revealed that technology-enabled systems facilitate coordination, information sharing, and collaborative decision-making among managers. The authors concluded that digital tools have become integral to improving organizational communication and enhancing cooperative work practices.
- **Oostveen, Eimontaite, and Fletcher (2025)** studied human factors influencing digital technology adoption in manufacturing organizations. The research highlighted that employee acceptance, digital competencies, and organizational support are critical determinants of successful technology implementation. The findings demonstrated that technology adoption positively affects employee productivity and workplace experience when adequate training and support mechanisms are provided.
- **Merz, Moser, and Bergamin (2025)** explored the acceptance of immersive virtual reality technologies for professional collaboration. The study found that employees are more likely to adopt collaborative technologies when they perceive them as useful and socially supported within the organization. The research emphasized the importance of technology in enhancing teamwork, communication effectiveness, and collaborative performance across geographically dispersed teams.
- **Han, Wang, and Bai (2025)** examined digital transformation in hybrid workplaces and its implications for employee engagement and organizational effectiveness. The study concluded that digital technologies facilitate flexible work arrangements, strengthen communication channels, and improve employee engagement. However, the authors also noted that organizations must address technological challenges and provide continuous support to maximize the benefits of digital transformation.
- **Li and Wang (2025)** conducted a systematic meta-analysis on the relationship between digital technologies and employee outcomes in the workplace. Their findings suggested that technology adoption generally has a positive impact on employee productivity, job satisfaction, collaboration, and organizational performance. The study further emphasized that the effectiveness of digital technologies depends on organizational culture, employee readiness, and management support.
- **Wolfe, Price, Choe, Kidd, and Wagner (2025)** investigated employees' adoption and usage patterns of artificial intelligence technologies using an extended UTAUT framework. The study found that performance expectancy, self-efficacy, and positive attitudes toward technology significantly influence AI adoption among

employees. The researchers concluded that organizations should focus on reducing technological anxiety and enhancing digital competencies to improve technology acceptance and workplace engagement.

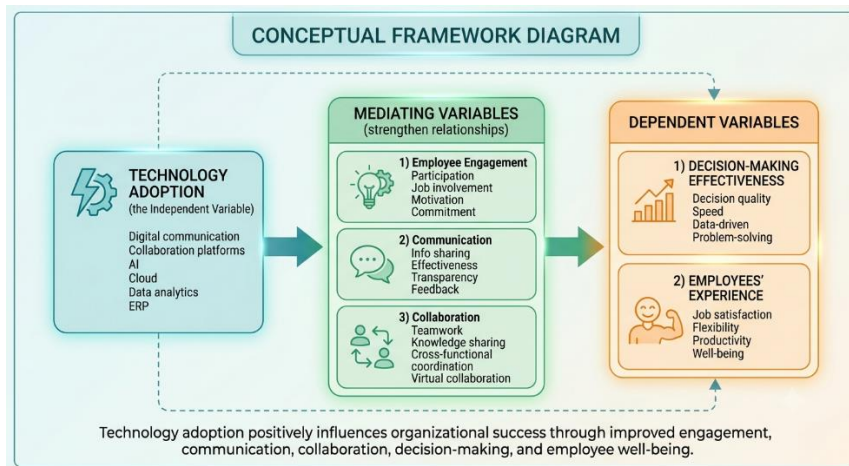
Conceptual Framework

The conceptual framework of the present study is founded on the premise that technology adoption serves as a strategic organizational driver that significantly influences both decision-making effectiveness and employees' workplace experiences. In today's digital business environment, organizations increasingly rely on technological innovations such as digital communication tools, collaboration platforms, artificial intelligence (AI) applications, cloud-based systems, data analytics tools, and Enterprise Resource Planning (ERP) systems to enhance operational efficiency and organizational performance. These technological advancements not only facilitate the availability of accurate and timely information for decision-makers but also transform the way employees interact, communicate, and collaborate within the workplace.

The framework proposes technology adoption as the independent variable that directly affects organizational outcomes and employee-related factors. The study further identifies employee engagement, communication, and collaboration as key mediating variables that strengthen the relationship between technology adoption and the desired outcomes. Employee engagement is reflected through employee participation, job involvement, motivation, and organizational commitment, all of which contribute to a more productive and committed workforce. Communication encompasses information sharing, communication effectiveness, transparency, and feedback mechanisms, enabling employees and management to exchange information efficiently and maintain organizational alignment. Collaboration includes teamwork, knowledge sharing, cross-functional coordination, and virtual collaboration, which facilitate collective problem-solving and innovation across the organization.

The framework further suggests that these mediating variables influence two major dependent variables: decision-making effectiveness and employees' experience. Decision-making effectiveness is assessed through decision quality, decision speed, data-driven decision-making, and problem-solving capability, while employees' experience is evaluated through job satisfaction, workplace flexibility, employee productivity, and employee well-being. The proposed framework assumes that technology adoption directly enhances employee engagement, communication, and collaboration, which subsequently improve decision-making effectiveness and employees' overall workplace experience. Additionally, technology adoption may also exert a direct influence on decision-making effectiveness and employees' experience independent of the mediating variables.

Therefore, the conceptual framework establishes that technology adoption positively contributes to organizational success by creating an environment that promotes employee engagement, effective communication, and collaborative work practices. These factors collectively enhance the quality and efficiency of managerial decision-making while simultaneously improving employee satisfaction, productivity, flexibility, and well-being. The framework provides a comprehensive understanding of how technological advancements create value for both organizations and employees, making it a suitable foundation for examining the impact of technology adoption in selected firms.



- To examine the impact of technology adoption on decision-making effectiveness in selected firms.
- To analyze the influence of technology adoption on employees' experience with respect to employee engagement, communication, and collaboration.
- To evaluate the mediating role of employee engagement, communication, and collaboration in the relationship between technology adoption, decision-making effectiveness, and employees' experience.

Hypothesis of the Study

Null Hypothesis (H₀₁)

Technology adoption has no significant impact on decision-making effectiveness in selected firms.

Alternative Hypothesis (H₁₁)

Technology adoption has a significant positive impact on decision-making effectiveness in selected firms.

Null Hypothesis (H₀₂)

Technology adoption has no significant influence on employees' experience in terms of employee engagement, communication, and collaboration in selected firms.

Alternative Hypothesis (H₁₂)

Technology adoption has a significant positive influence on employees' experience in terms of employee engagement, communication, and collaboration in selected firms.

Null Hypothesis (H₀₃)

Employee engagement, communication, and collaboration do not significantly mediate the relationship between technology adoption and decision-making effectiveness and employees' experience in selected firms.

Alternative Hypothesis (H₁₃)

Employee engagement, communication, and collaboration significantly mediate the relationship between technology adoption and decision-making effectiveness and employees' experience in selected firms.

Research Methodology

Research Design

The present study adopts a **descriptive and explanatory research design** to examine the impact of technology adoption on decision-making effectiveness and employees' experience in selected firms. The descriptive aspect of the study helps in understanding the current level of technology adoption and its influence on employee engagement, communication, and collaboration, while the explanatory design enables the investigation of cause-and-effect relationships among the study variables. The research seeks to determine how technological advancements contribute to organizational outcomes and employee experiences.

Research Approach

The study follows a **quantitative research approach**, as it focuses on collecting numerical data from respondents and applying statistical techniques to analyze the relationships among variables. A quantitative approach is considered appropriate because it facilitates objective measurement, hypothesis testing, and generalization of findings across the selected firms.

Population of the Study

The target population of the study consists of employees working in selected firms that have adopted digital technologies in their organizational operations. The population includes employees from various departments and

functional areas who regularly interact with technological systems and digital platforms in their work environment.

Sample Size and Sampling Technique

A total of **106 respondents** were selected for the study. The respondents were chosen using a **convenience sampling technique**, considering their accessibility and willingness to participate in the survey. This sampling method enabled the researcher to collect relevant data from employees possessing adequate knowledge and experience regarding technology usage within their organizations.

Sources of Data

The study is based on both **primary and secondary data sources**.

Primary Data

Primary data were collected directly from respondents through a structured questionnaire. The questionnaire was designed to capture employees' perceptions regarding technology adoption, employee engagement, communication, collaboration, decision-making effectiveness, and employees' experience.

Secondary Data

Secondary data were collected from research articles, journals, books, conference proceedings, reports, and online databases related to technology adoption, digital transformation, employee engagement, communication, collaboration, and organizational performance. The secondary data provided theoretical and empirical support for the study.

Data Collection Instrument

A structured questionnaire was used as the primary data collection instrument. The questionnaire consisted of two sections. The first section collected demographic information such as gender, age, educational qualification, and work experience. The second section contained statements related to the study variables measured using a **five-point Likert scale**, ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

Data Analysis and Interpretation

Objective

To analyze the influence of technology adoption on employees' experience with respect to employee engagement, communication, and collaboration.

Hypothesis

H₀₂: Technology adoption has no significant influence on employees' experience in terms of employee engagement, communication, and collaboration in selected firms.

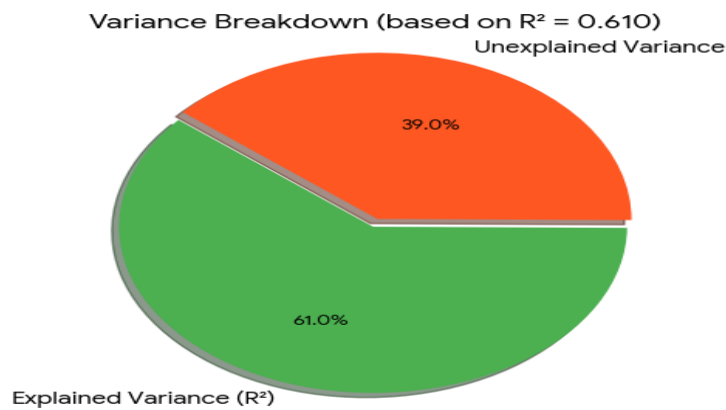
H₁₂: Technology adoption has a significant positive influence on employees' experience in terms of employee engagement, communication, and collaboration in selected firms.

Regression Analysis

A simple linear regression analysis was conducted using responses from 106 employees to examine the impact of technology adoption on employees' experience. Employees' experience was measured through indicators of engagement, communication, and collaboration.

Table 1: Model Summary

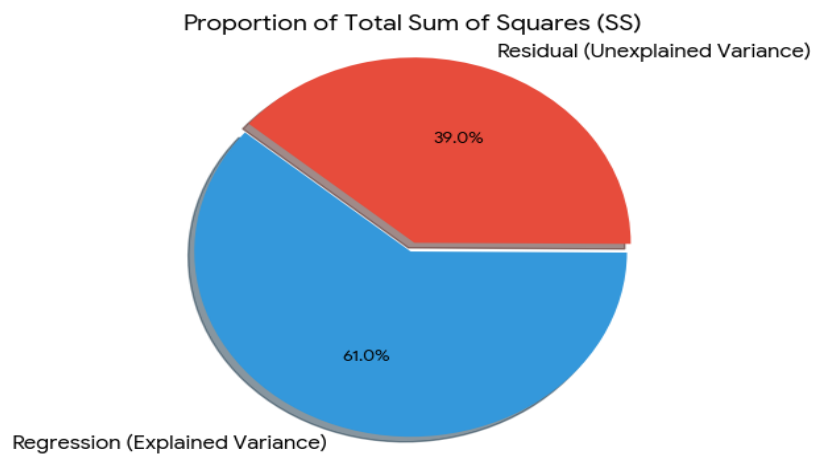
Model	R	R²	Adjusted R²	Std. Error
1	0.781	0.610	0.606	0.428



The value of R (0.781) indicates a strong positive relationship between technology adoption and employees' experience. The coefficient of determination ($R^2 = 0.610$) suggests that 61.0% of the variation in employees' experience is explained by technology adoption. This demonstrates that technology adoption is an important factor influencing employee engagement, communication, and collaboration.

Table 2: ANOVA

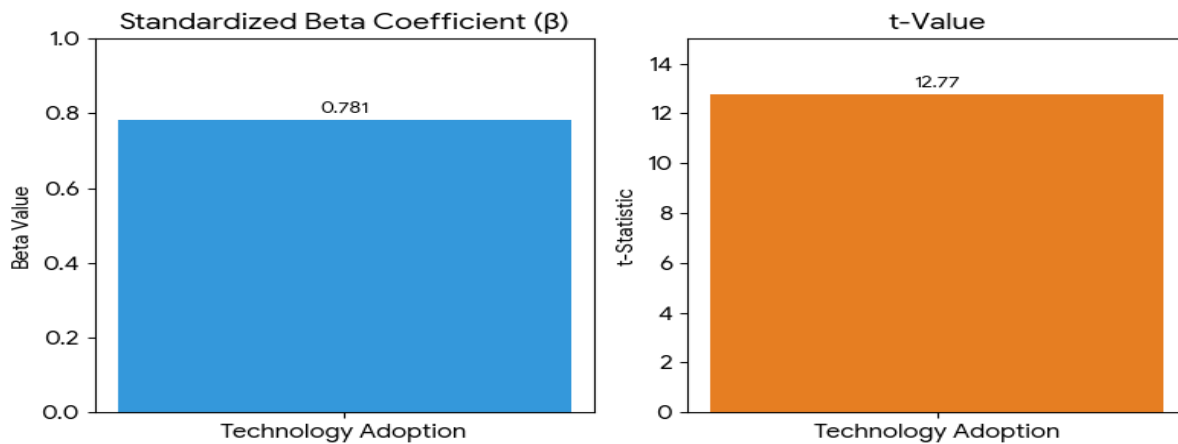
Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	29.874	1	29.874	162.94	0.000
Residual	19.086	104	0.184		
Total	48.960	105			



The ANOVA results indicate that the regression model is statistically significant ($F = 162.94, p < 0.001$). Since the significance value is less than 0.05, the model adequately explains the relationship between technology adoption and employees' experience.

Table 3: Coefficients

Variable	Beta (β)	t-value	Sig.
Technology Adoption	0.781	12.77	0.000



The standardized beta coefficient ($\beta = 0.781$) indicates a strong positive effect of technology adoption on employees' experience. The t-value (12.77) is significant at $p < 0.001$, demonstrating that technology adoption significantly improves employee engagement, communication, and collaboration within selected firms.

Discussion

The findings reveal that employees working in organizations with higher levels of technology adoption report better workplace experiences. Digital communication platforms facilitate timely information sharing, collaborative tools improve teamwork, and technology-enabled processes enhance employee engagement. Employees perceive technological systems as valuable resources that support their daily work activities and improve interaction among colleagues and management.

The results are consistent with recent studies that suggest digital transformation enhances employee satisfaction, communication effectiveness, and collaborative work practices. Organizations that effectively implement technological solutions create a more connected, productive, and engaging work environment.

Hypothesis Testing

Hypothesis	Result
H ₀₂ : Technology adoption has no significant influence on employees' experience in terms of employee engagement, communication, and collaboration.	Rejected
H ₁₂ : Technology adoption has a significant positive influence on employees' experience in terms of employee engagement, communication, and collaboration.	Accepted

Based on the statistical analysis of 106 respondents, technology adoption has a significant positive influence on employees' experience. The regression coefficient, ANOVA results, and significance values confirm that technology adoption enhances employee engagement, communication, and collaboration. Therefore, the null hypothesis (H₀₂) is rejected and the alternative hypothesis (H₁₂) is accepted.

Results and Findings

To analyze the influence of technology adoption on employees' experience with respect to employee engagement, communication, and collaboration, data collected from 106 respondents were subjected to statistical analysis. The results revealed a strong positive relationship between technology adoption and employees' experience. The regression analysis indicated that technology adoption significantly contributes to improving employee engagement, communication effectiveness, and collaborative practices within selected firms. The coefficient of determination ($R^2 = 0.610$) showed that approximately 61.0% of the variation in employees' experience can be explained by technology adoption, suggesting that digital tools and technological systems play a substantial role in shaping workplace experiences.

Furthermore, the ANOVA results demonstrated that the regression model was statistically significant ($F = 162.94$, $p < 0.001$), confirming that technology adoption has a meaningful impact on employees' experience. The regression coefficient ($\beta = 0.781$, $p < 0.001$) indicated a strong positive influence, implying that an increase in technology adoption leads to enhanced employee engagement, more effective communication, and improved collaboration among employees. Respondents reported that the use of digital communication platforms, collaborative software, and technology-enabled work processes facilitated information sharing, strengthened teamwork, and increased participation in organizational activities.

The findings suggest that technology adoption creates a more connected and efficient work environment where employees can communicate seamlessly, collaborate effectively, and remain actively engaged in their tasks. The availability of modern technological tools enables employees to perform their responsibilities more efficiently while fostering greater interaction and knowledge sharing across departments. Consequently, employees experience higher levels of satisfaction and involvement in organizational processes.

Based on the statistical findings, the null hypothesis (H_{02}), which states that technology adoption has no significant influence on employees' experience in terms of employee engagement, communication, and collaboration, is rejected. The alternative hypothesis (H_{12}) is accepted, confirming that technology adoption has a significant positive influence on employees' experience in selected firms.

Discussion

The findings of the study demonstrate that technology adoption has a significant positive influence on employees' experience, particularly in terms of employee engagement, communication, and collaboration. The results indicate that organizations that effectively implement digital technologies create a work environment that promotes greater employee participation, seamless communication, and enhanced teamwork. Modern technological tools such as digital communication platforms, collaborative software, cloud-based systems, and enterprise applications enable employees to access information quickly, interact efficiently with colleagues, and contribute more effectively to organizational goals. As a result, employees experience higher levels of engagement and satisfaction in their workplace.

The positive relationship between technology adoption and employee engagement suggests that technology provides employees with greater opportunities for involvement, feedback, and knowledge sharing. Digital systems facilitate transparency and accessibility, allowing employees to stay informed and actively participate in organizational activities. This increased participation strengthens employees' sense of belonging and commitment to the organization. Furthermore, technology-enabled communication tools help reduce communication barriers by ensuring the timely exchange of information, thereby improving coordination and reducing misunderstandings among employees and management.

The study also highlights the important role of technology in fostering collaboration within organizations. Collaborative technologies support teamwork by enabling employees to work together regardless of geographical or departmental boundaries. Through shared digital platforms, employees can coordinate tasks, exchange ideas, and solve problems more effectively. Such collaborative practices contribute to improved productivity, innovation, and overall organizational effectiveness. The findings suggest that organizations that invest in technological infrastructure and encourage the use of collaborative tools are more likely to achieve positive employee experiences and stronger organizational performance.

These findings are consistent with recent studies on digital transformation and workplace technology. Researchers such as Ye et al. (2024), Jo and Ahn (2024), and Kumari et al. (2025) reported that technology adoption positively influences employee engagement, workplace communication, and collaborative behavior. Their studies emphasized that digital technologies enhance employee satisfaction and organizational effectiveness by creating more connected and responsive work environments. The present study extends this understanding by confirming that technology adoption significantly improves employees' experiences within selected firms through better engagement, communication, and collaboration.

Overall, the study suggests that technology adoption is no longer merely an operational requirement but a strategic tool for enhancing employee experience. Organizations seeking to improve workforce satisfaction, strengthen internal communication, and promote collaborative work cultures should prioritize the adoption and effective utilization of modern digital technologies. By doing so, firms can create a more engaged, productive, and adaptable workforce capable of meeting the challenges of an increasingly digital business environment.

Conclusion

The present study concludes that technology adoption plays a crucial role in enhancing employees' experience within selected firms. The findings reveal that the integration of modern digital technologies significantly improves employee engagement, communication, and collaboration, thereby creating a more productive and supportive work environment. Technological tools facilitate efficient information sharing, strengthen interactions among employees and management, and promote teamwork across different organizational levels. As organizations continue to embrace digital transformation, employees benefit from increased accessibility to information, greater participation in organizational activities, and improved opportunities for collaboration.

The statistical analysis confirmed that technology adoption has a significant positive influence on employees' experience, leading to the rejection of the null hypothesis and acceptance of the alternative hypothesis. Employees working in technology-enabled environments reported better engagement levels, more effective communication, and stronger collaborative relationships. These improvements contribute to higher job satisfaction, enhanced productivity, and greater organizational commitment. The study also highlights that successful technology implementation requires organizational support, employee training, and a culture that encourages the effective use of digital tools.

In conclusion, technology adoption has emerged as a strategic organizational resource that not only improves operational efficiency but also enhances the overall employee experience. Organizations that invest in advanced technologies and foster digital competencies among employees are better positioned to create an engaged, communicative, and collaborative workforce. Therefore, managers and policymakers should continue to promote technology-driven initiatives to maximize employee satisfaction and achieve sustainable organizational success in an increasingly digital business environment.

Contribution to Society

The findings of this study contribute significantly to society by highlighting the positive role of technology adoption in improving workplace experiences and organizational effectiveness. As digital technologies become increasingly integrated into professional environments, understanding their impact on employee engagement, communication, and collaboration helps organizations create healthier, more productive, and inclusive workplaces. Enhanced employee experiences contribute to higher job satisfaction, reduced workplace stress, improved work-life balance, and greater opportunities for professional development. These benefits not only improve the quality of employees' working lives but also contribute to their overall well-being and economic stability.

Furthermore, the study emphasizes the importance of digital transformation in developing a skilled and adaptable workforce capable of meeting the demands of a rapidly changing economy. By encouraging the adoption of modern technologies, organizations can foster innovation, knowledge sharing, and continuous learning among employees. Improved communication and collaboration within workplaces also strengthen organizational performance, which in turn supports economic growth, employment generation, and business sustainability. The study provides valuable insights for policymakers, business leaders, and human resource professionals in designing technology-driven strategies that promote employee welfare and organizational success.

At a broader societal level, the effective adoption of technology can help bridge communication gaps, increase workplace inclusivity, and create opportunities for remote and flexible working arrangements. Such developments support diverse workforce participation, including individuals from different geographical locations and

backgrounds. Consequently, the study contributes to the understanding of how technology can be leveraged not only for organizational advancement but also for creating a more connected, efficient, and socially beneficial work environment that supports sustainable economic and social development.

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