



# Transforming the Digital Workforce: Evaluation of a Strategic "Finding Your Purpose" Intervention on Employee Meaningful Work and Leadership Energy

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**Abstract.** Digital workforce transformation is frequently misinterpreted merely as the acquisition of technological hard skills; however, the rapid acceleration of technology adoption paradoxically triggers identity crises, role anxiety, and professional burnout among employees. This article presents an evaluative case study of "Finding Your Purpose," a strategic learning intervention implemented at PT DTC to respond to this crisis. Utilizing a mixed-methods approach, the study evaluates the program's impact on 25 corporate culture agents. Quantitative data (program metric indexes and cognitive assessments) were analyzed concurrently with qualitative data (behavioral observations of a digital detox and action plan feedback). Findings demonstrate exceptional program efficacy, marked by a Workplace Quality Index of 97.2% and a Net Promoter Score of 95. Critically, this intervention reveals a direct correlation between the discovery of meaningful work and successful digital workforce transformation. The cognitive re-anchoring of non-cognitive goals enables employees to shift their professional identity from technical executors prone to burnout, into adaptive, value-creating agents. Clarity of purpose is proven to function as an essential mental resilience mechanism, vital for mitigating digital fatigue and accelerating sustainable cultural transformation in the era of disruption.

**Keywords:** Digital Workforce Transformation, Meaningful Work, Organizational Culture, Employee Burnout, Leadership Energy.

## 1 Introduction

The contemporary landscape of the digital telecommunications industry is characterized by relentless digital disruption, demanding that incumbent organizations radically alter their operational architectures. As one of the digital telecommunication companies in Indonesia, PT Digital Technology Company (DTC) is currently undergoing a corporate transformation program. This shift involves not only the deployment of digital technologies but also fundamental re-engineering of human capital capabilities and mindsets. As automation technologies begin to take over routine operations, employees are confronted with role ambiguity that triggers a professional identity crisis [1, 10].

This massive socio-technical transition generates significant psychological friction. When workforce transformation is focused solely on the mastery of digital skills without strengthening psychological foundations, the velocity of change induces digital burnout, professional detachment, and cognitive fatigue. Workers lose their sense of direction regarding "why" their jobs matter amidst the influx of automated systems, which directly triggers a decline in their sense of belonging. In alignment with executive mandates Chief of Human Capital Officer (CHCO) PT DTC, fortifying non-cognitive dimensions specifically the sense of purpose is urgently required to sustain employee enthusiasm and leadership energy while responding to the dynamics of a hyper-digital environment. This study investigates the implementation and effectiveness of "Finding Your Purpose," a strategic learning intervention conducted by PT DTC, as an empirical case study. The objective is to provide practical evidence on how a purpose driven intervention acts as a primary catalyst in transforming the digital workforce, cultivating resilience, and maintaining organizational culture stability amid technological disruption [6, 7].

## 2 Literature Review

### 2.1 Digital Workforce Transformation and the Job Demands-Resources Model

Transforming the workforce into a digital ecosystem requires more than software training; it necessitates radical psychological adaptation [6]. The rapid turnover of digital tools, the demand for hyper-connectivity, and the threat of algorithmic automation create massive cognitive overload and technostress [7, 14]. This phenomenon can be explained through the Job Demands-Resources (JD-R) framework [5]. According to this model, today's digital work environments possess excessively high "Job Demands." If these demands are not counterbalanced by adequate "Job Resources" such as autonomy, psychological safety, and meaningful work, employees will rapidly slip into emotional exhaustion and profound professional cynicism [1, 5]. This condition collectively crystallizes into digital burnout. Therefore, investments in technical skills must be paralleled with the mitigation of systemic psychological risks [7].

## 2.2 **Meaningful Work and the Foundation of Professional Identity in the Digital Era**

As work ecosystems transition massively into the digital realm, the essential value of human labor must shift to elements that cannot be replaced by smart technologies, such as empathy, moral judgment, and vision creation. During this transitional period, meaningful work becomes a highly crucial psychological instrument. Meaningful work is not merely superficial to job satisfaction; it serves as the foundation for existential self-realization and the justification of individual contributions within the organizational structure [3, 15]. Cognitive interventions that facilitate the re-routing of career purpose have proven effective in restoring individual agency [4]. Employees with a clear sense of purpose tend to view technological disruption as an empowering tool to expand their positive impact (legacy), rather than a threat that disrupts the foundation of their professional identity in the digital era [9].

## 2.3 **Authentic and Principle-Centered Leadership**

To navigate the turbulence of digital disruption, organizations can no longer rely solely on technical commands from top management; they require leadership energy that originates from the intrinsic drive of every employee [1]. This study rests on two main conceptual pillars: Bill George's Authentic Leadership and Stephen Covey's Principle-Centered Leadership. Authentic Leadership (finding one's "True North") [10] emphasizes the importance of workers recognizing their internal strengths, basic moral values, and deepest motivations before leading others in the whirlwind of change. Meanwhile, Principle-Centered Leadership demands a proactive alignment between life goals and the ultimate vision of the organization. The integration of these two frameworks creates a psychological "safety belt" [11]. As workflows, organizational structures, and technologies continuously fluctuate, possessing a value-driven internal compass fosters fundamental resilience for workers operating in an ambiguous ecosystem [2].

## 2.4 **Literature Gap and Research Position**

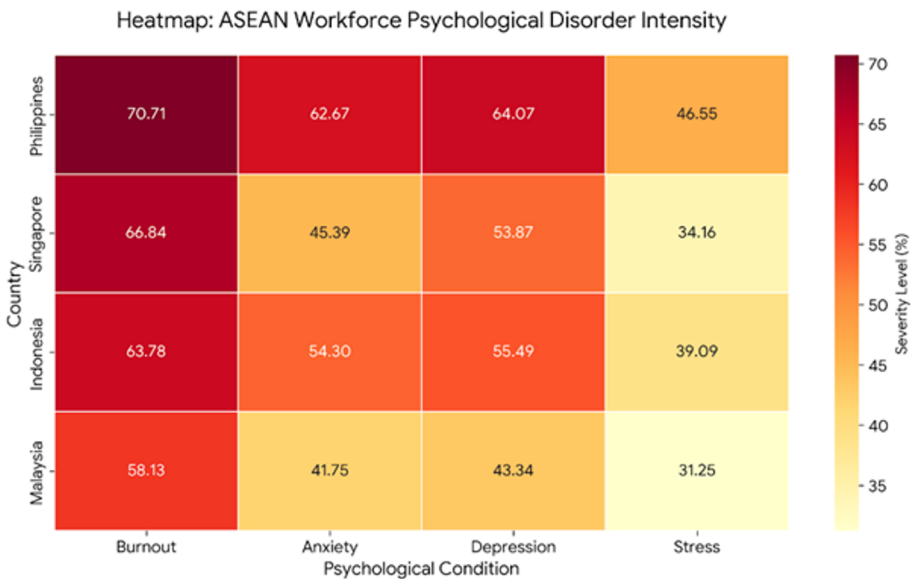
Although academic literature regarding digital transformation has grown exponentially over the last decade, most of the research remains heavily skewed toward technological or structural dimensions such as cloud implementation efficiency, AI adoption, or basic programming reskilling. There is a significant empirical scarcity in investigating non-cognitive interventions that specifically target the restoration of workers' "existential meaning" within incumbent corporate transformations [6]. This study fills that critical gap by offering intervention-based empirical evidence demonstrating that the cultivation of emotional and spiritual resilience is an absolute prerequisite that precedes the successful adoption of technology itself.

### 3 Methodology

#### 3.1 Evaluative Case Study with a Mixed-Methods Approach

This research utilizes an evaluative case study with a mixed-methods approach. A case study design was selected because this research investigates a contemporary phenomenon within a specific real-world context: evaluating the effectiveness of the "Finding Your Purpose" intervention program at PT DTC. The mixed-methods approach was employed to produce comprehensive data triangulation; quantitative data (evaluation metric scores) were collected and analyzed simultaneously with qualitative data (behavioral observations and action plan document feedback). This integration enables the researcher to measure the statistical success of the program while narratively understanding how the intervention transforms workers' resilience. Purposive sampling was used, involving 25 individuals holding strategic roles as Culture Agents (CA) and Culture Boosters (CB).

#### 3.2 Empirical Context and the Urgency for Intervention



**Fig. 1.** Chart of Mental Health Severity in Southeast Asia

Burnout and mental health challenges in the workplace have become increasingly critical issues across Southeast Asia. A study involving 4,338 full-time employees from Indonesia, Malaysia, Singapore, and the Philippines revealed that 62.91% of respondents experienced high or very high levels of burnout. The study also identified a high prevalence of anxiety, depression, and stress symptoms, particularly among employees in the Philippines and Indonesia [12]. These findings indicate that a considerable proportion of the workforce in the region is exposed to psychological strain, which may undermine employee well-being, work engagement, and organizational performance. As a result, organizations are increasingly required to implement interventions that support employee well-being and foster healthier and more sustainable work environments.

Zooming in on the Indonesian context, these regional trends of psychological strain are starkly reflected in real-world corporate settings. A prominent case study can be observed at PT DTC, where recent large-scale organizational changes provide a tangible example of these challenges.

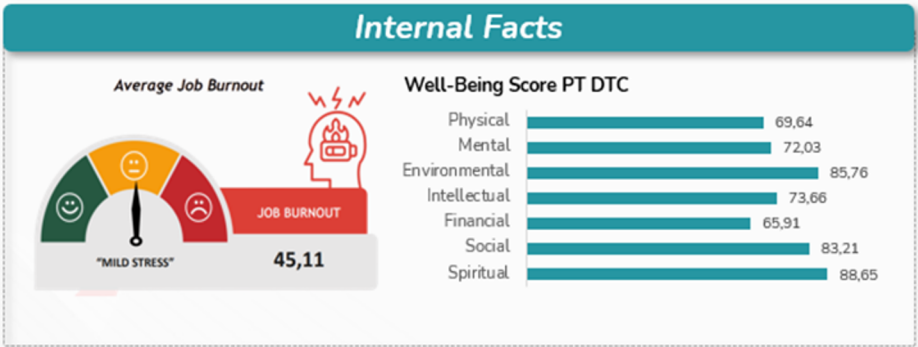


Fig. 2. PT DTC Employee Engagement Survey 2025

Program Corporate transformation has been indicated to trigger substantial psychological burdens for employees. PT DTC Employee Engagement Survey (2025) revealed systemic vulnerabilities in the mental (72.03) and physical (60.64) well-being sub-indices. Critically, the corporate Burnout Index surged by 1.8 points to an average of 45.11, driven by high professional cynicism (42.15) and emotional exhaustion.[8]

This high level of cynicism proves that the workforce is resisting digital change because they have lost the essence of their professional existence. This crisis forms the empirical foundation for the strategic executive decision to implement the "Finding Your Purpose" program to restore operational enthusiasm.

3.3 Intervention Architecture



Fig. 3. Program Design

- a. The learning program was implemented in three structured phases: Phase 1: Executive Alignment (Sharing by CHCO): A 1.5-hour strategic session with the Chief Human Capital Officer to align participants' personal goals with the company's transformation vision.
- b. Phase 2: Digital Detox and Reflection Class (Offline): A 3-day immersive workshop (May 5-7, 2026) that enforced a strict "no-gadget/no-laptop" protocol. This phase consisted of self-discovery (Know Yourself), purpose discovery (Discover Your Purpose), and action alignment (Live Your Purpose).

- c. Phase 3: Behavioral Execution (Action Plan): A 3-month field assignment to execute purpose declarations through local programs in respective units, monitored via the Diarium digital platform.

### 3.4 Data Collection Instruments

The measurement of intervention outcomes utilized the corporate Learning Impact Measurement framework: Quantitative Data: Measured the Workplace Quality Index (WQI) to assess the psychological safety of the learning space, Customer Satisfaction (CS) for facilitation quality, Net Promoter Score (NPS) for program advocacy, and cognitive comprehension improvement metrics (pre-test and post-test). Qualitative Data: Involved thematic analysis of narrative feedback, observations during the digital detox sessions, and evaluations of the 90-Day Action Plans.

## 4 Results and Discussion

### 4.1 Quantitative Outcomes: Intervention Efficacy

Participation in this intervention was highly optimal. Out of 25 invitees, 22 participants (88%) maintained full physical attendance, and all participants (100%) successfully submitted their post-program assessment commitments. Table 1 shows the result.

**Table 1.** Quantitative evaluation metrics post-intervention of the "Finding Your Purpose" program

| Evaluation Metric             | Achieved Score | Performance Tier |
|-------------------------------|----------------|------------------|
| Workplace Quality Index (WQI) | 97.2%          | Excellent        |
| Customer Satisfaction (CS)    | 94.00          | Excellent        |
| Net Promoter Score (NPS)      | 95.00          | Excellent        |
| Learning Comprehension Gain   | 80.18%         | High Efficient   |

The absolute WQI score (97.2%) confirms that the strict no-laptop protocol successfully created psychological protection; the learning space became conducive for workers to detach from the constant demands of digital metric responses. The exceptional NPS score (95.00) proves the urgency of this program; employees view this meaning-discovery intervention not as an abstract theory, but as a tangible instrument that equips them with the mental resilience required in the corporate digital ecosystem.

### 4.2 Discussion: Human Dimensions in Digital Adaption

The integration of quantitative data with qualitative feedback significantly clarifies how meaningful work interventions transform the digital workforce.

Participants explicitly reported that the gadget restriction (no-laptop rule) temporarily functioned as a radical digital detox. In normal digital workflows, a worker's identity is often reduced to how quickly they respond to emails or resolve automation tickets. This inevitably culminates in alienation and fatigue. Through these distraction-free sessions, participants were provided with the cognitive space to conduct deep reflection and re-route their career trajectories.

The primary correlation with "Digital Workforce Transformation" lies in a paradigm shift regarding identity. When technical skills change rapidly in an era of disruption, employees relying solely on hard skills are gripped by the anxiety of being replaced by intelligent systems [13]. However, through the "Finding Your Purpose" program, the workforce is transformed from within: they shift the focus of their work identity from "mechanical task executors" to "legacy creating agents and authentic leaders". This intervention proves that a workforce anchored in a true purpose will not view technological disruption as an existential threat, but rather as a functional tool to achieve greater organizational goals. By firmly declaring their purpose, the company not only trains workers to survive digital fatigue but actively transforms them into leaders possessing sustainable, adaptive energy [1, 2].

## 5 Conclusion

This evaluative case study empirically concludes that digital workforce transformation cannot succeed if it relies exclusively on operational technology proficiency training. Fortifying non cognitive resources, specifically meaningful work, is an absolute foundation. Through the strategic "Finding Your Purpose" intervention which amalgamates digital detoxification with deep value reflection, PT DTC effectively restored the autonomy and resilience of its employees amidst rising burnout indices. Clarity of individual purpose is empirically proven to be a vital psychological shield, enabling workers to transform the confusion caused by digital disruption into constructive and meaningful leadership energy.

### Strategic Recommendations

To ensure this digital culture transformation is systemic and long-term, three subsequent initiatives are recommended:

1. **Permanent Institutional Integration:** This purpose-discovery program must be replicated and permanently integrated into the corporate learning journey, talent development pipelines, and leadership onboarding across all units.
2. **Multi-layered Managerial Feedback Loops:** The active involvement of direct supervisors must be mandated to follow up on post-program conversations, ensuring that individual action plans align operationally with unit success metrics.
3. **Purpose-Driven Digital Ecosystem Utilization:** Evolve the program by integrating an Artificial Intelligence (AI) reflection assistant tool within the internal platform (Diarium). This approach paradoxically uses digital instruments to facilitate non-cognitive commitments (periodic check-ins), ensuring the employees' spark of purpose remains ignited amidst daily work routines

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