
COMPANY RESPONSIBILITIES AND EMPLOYEE ADAPTATION IN DIGITAL ERA: AN ANALYTICAL PERSPECTIVE FOR NORTH MACEDONIA

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Abstract: The fast progression of digital transformation and technological adoption and implementation in the workplace raises critical questions regarding the responsibilities of companies toward their employees. This paper examines the extent to which companies are expected to support employees in adapting to technological change, mitigate the risks of job displacement, and ensure fair and transparent practices. Key areas of responsibility include the provision of training and re-training opportunities, active involvement of employees in technology adoption processes, and transparency in the use of data for monitoring performance. Additionally, companies are expected to assist displaced employees through reemployment support and financial compensation, while fostering a workplace climate that facilitates adaptation to digital change. Finally, the role of management in setting an example for digital transformation and it emphasized as a cornerstone of effective changes. By analyzing these responsibilities, this study highlights the ethical, social, and organizational imperatives of companies in balancing technological advancement with human resources well-being, offering insights into sustainable strategies for navigating the digital era.

Keywords: digital transformation, human resources, company responsibilities, employee adaptation.

1. INTRODUCTION

Employees adaptation is the way by which they accept a work with an ICT digital tools, as a new path of working in the company. To simplify, it means an efficient realization of company processes in which employees achieve better work productivity.

The process of employee adaptation to digital transformation must be carefully structured and strategically managed. While the concepts of adaptation and onboarding are often used interchangeably, adaptation encompasses a much broader scope. Unlike onboarding, which primarily focuses on initial orientation and familiarization with organizational procedures, adaptation refers to a continuous and evolving process of integrating employees into the digital work environment. Effective adaptation should therefore be guided by a well-developed plan that is regularly revised and refined, ensuring that it remains responsive to both technological advancements and organizational needs. This process extends far beyond the formal handover of IT equipment or a welcoming introduction; it involves fostering long-term engagement, resilience, and digital competence among employees.

The adoption of digital technologies by companies is motivated not only by the pursuit of enhanced performance outcomes (Nusantara et al., 2024), the strengthening of process and data security (Danilyan & Dzeban, 2024), or the alignment with broader digital transformation imperatives (Priyanjani et al., 2024), but also by the need to sustain competitiveness in the evolving digital economy. Moreover, corporate and governmental initiatives to promote digital technologies are designed not only to improve organizational effectiveness but also to generate higher levels of operational efficiency (Bueno et al., 2024). Against this backdrop, the present study seeks to examine the employee adaptation process at the micro-level, emphasizing its critical role in ensuring the success of digital transformation strategies.

Relations between companies and their employees vary due to the variety of factors, meaning or having in mind the way how well employees are managed, how their work is controlled, how adaptable their workplace environment is, and their satisfied from jobs opportunities.

Adaptation to the work environment and company responsibilities is a different issue that impacts employee who have had their jobs replaced by technology. Adaptation to the work environment can be understood as the process through which individuals align themselves with evolving organizational conditions. A company ability to adapt

requires the development of norms and beliefs that enable the capacity to first receive and then understand a variety of environmental signals.

2. LITERATURE REVIEW

The changes of living and social acceleration in society has put continuous pressure on companies to be more agile and efficient. Proactively dealing with company change requires energetic resources from employees in order to adapt successfully (Parker et al., 2010). This trend of work intensification has made employees' ability to adapt indispensable (Baard et al., 2014). Continuous technological developments and digital working have risen changes in work processes. New Ways of Working emphasize technology, connectivity, and flexibility as key drivers for achieving highly efficient organizational processes (Kotera & Correa-Vione, 2020). This often involves the adoption of flexible or "non-territorial" workspaces, where successful implementation relies heavily on employees' attitudinal and behavioral adaptation. However, further examination of the mechanisms underlying such adaptation is necessary to fully understand how employees adjust to evolving workplace practices (Jundt et al., 2015).

In an increasingly dynamic and competitive business environment, ensuring employee satisfaction has shifted from being a strategic option to becoming an organizational necessity. Employee satisfaction, broadly defined as the degree to which individuals feel happy and fulfilled in their work environment (Gregory, 2011), represents a critical organizational outcome. High satisfaction levels not only contribute to employee retention (Syarif et al., 2024) and productivity (Najmudin et al., 2024), but also enhance overall business performance (Azhari et al., 2024) and strengthen employee morale (Soetjipto et al., 2021).

Technologies that are perceived as flexible and easy to use positively influence employees' intention to adopt them, thereby enabling greater efficiency in task execution and work scheduling (Venkatesh et al., 2003). For organizations, this underscores the importance of assuming responsibility for understanding and accommodating employees' needs and preferences in relation to digital solutions. A misalignment between employee expectations and the organizational culture governing digital practices can lead to communication barriers, resistance to change, and diminished job satisfaction (Latkovikj et al., 2023). Importantly, as Bhargava et al. (2021) highlight, digital technologies should be regarded not as substitutes for employees but as enablers that enhance work processes—improving technical efficiency, automating repetitive tasks, and allowing employees to devote greater attention to higher-order skills such as creativity, problem-solving, and interpersonal collaboration.

3. METHOD, RESULTS AND DISCUSSION

The paper uses a self-administered questionnaire, prepared in Google Docs. In order to complete the objectives of the study, the questionnaire was sent randomly to more than 5000 employees in the Republic of North Macedonia, and response was received from 1000 employees. Questions is created in closed-ended format and a 5-point Likert scale. The first part of the questionnaire presents the demographic characteristics of the respondents, providing an overview of their age, gender, education, region, sector and nature of work. The second part focuses on the analysis of logically grouped questions, which are organized thematically in order to examine respondents' skills, practices, and attitudes toward the use of ICT. This structure ensures a clear distinction between the descriptive profile of the sample and the core analytical findings of the study. To assess perceptions of companies' responsibility during digital transformation, respondents were asked to indicate on a five-point Likert scale the extent to which they agree or disagree that company should take specific actions to support their employees. These actions included providing training and re-training opportunities, involving employees in the adoption of new technologies, ensuring transparency in data use for performance monitoring, and helping employees whose jobs are replaced by technology through reemployment or financial compensation. Additional items focused on the creation of a supportive workplace climate and the role of management in leading by example in the implementation of digitization. Analyzing these responses provides valuable insights into how employees perceive the role of companies in facilitating a fair and inclusive transition to digital work practices.

The data analysis was accomplished using SPSS v20 statistical software. Two types of analyses were primarily conducted: the first one included descriptive data analysis and the second one was one-way Anova. Due to the scope of the research, in this paper we will show only a one test for one variable using the one-way Anova.

The research question for this analysis is- Does age influence individuals' attitudes toward the responsibility of firms to help employees who have lost their jobs due to technological replacement find new job?

The following table (Table 1) provides descriptive data analyses, where it can be seen that mean support scores are similar across groups, with the highest level of support observed among participants over 45 years of age, compared to others group. So, it can be concluded that oldest group (>45) showed slightly higher support for helping employees how have had their jobs replaced by technology.

Table 1: Descriptive Statistics

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-25	18	1.89	1.323	0.312	1.23	2.55	1	5
26-35	168	1.95	1.436	0.111	1.73	2.17	1	5
36-45	516	1.85	1.367	0.060	1.74	1.97	1	5
>45	298	2.13	1.539	0.089	1.95	2.30	1	5
Total	1000	1.95	1.434	0.045	1.86	2.04	1	5

Source: authors' own research

In Table 2 is presented Levene's Test for Equality of Variances to determining the assumption of homogeneity of the variance, the p-value = 0.005, indicating that the assumption of homogeneity of variances is violated (since $p < 0.05$). This suggests that the variance in the dependent variable across groups is not equal, which could slightly impact the ANOVA results' robustness.

Table 2: Test of homogeneity of variances

Levene Statistic	df1	df2	Sig.
4.347	3	996	0.005

Source: authors' own research

The overall ANOVA result is not significant because $p = 0.076$ i.e. p is greater than 0.05. Thus, overall, no strong evidence of age differences in attitudes toward the responsibility of firms to help employees who have lost their jobs due to technological replacement find new job.

Table 3: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.147	3	4.716	2.303	0.076
Within Groups	2039.549	996	2.048		
Total	2053.696	999			

Source: authors' own research

Therefore, in addition to the standard ANOVA, Welch's and Brown-Forsythe tests were used to provide more robust estimates (see Table 4). Consistently, Welch's test, ($p = 0.104$), and Brown-Forsythe test, ($p = 0.073$), also indicated no significant differences in attitudes between age groups. In this case, both the Welch and Brown-Forsythe tests confirmed that the differences between age groups were not statistically significant, supporting the conclusion that age does not play a substantial role in shaping attitudes toward helping displaced employees.

Table 4: Robust Tests of Equality of Means

	Statistic	df1	df2	Sig.
Welch	2.121	3	79.589	0.104
Brown-Forsythe	2.357	3	177.873	0.073

Source: authors' own research

Post hoc comparisons using Tukey's HSD revealed only one statistically significant difference: participants aged over 45 reported slightly higher support than those aged 36-45 (mean difference = 0.27, $p = .044$). No other pairwise differences in the significant presented in Table 5 below.

Table 5: Multiple Comparisons (Tukey HSD)

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
18-25	26-35	-0.058	0.355	0.998	-0.97	0.86
	36-45	0.034	0.343	1.000	-0.85	0.92
	>45	-0.239	0.347	0.902	-1.13	0.66
26-35	18-25	0.058	0.355	0.998	-0.86	0.97
	36-45	0.092	0.127	0.888	-0.24	0.42
	>45	-0.181	0.138	0.556	-0.54	0.17
36-45	18-25	-0.034	0.343	1.000	-0.92	0.85
	26-35	-0.092	0.127	0.888	-0.42	0.24
	>45	-0.273*	0.104	0.044	-0.54	0.00
>45	18-25	0.239	0.347	0.902	-0.66	1.13
	26-35	0.181	0.138	0.556	-0.17	0.54
	36-45	0.273*	0.104	0.044	0.00	0.54

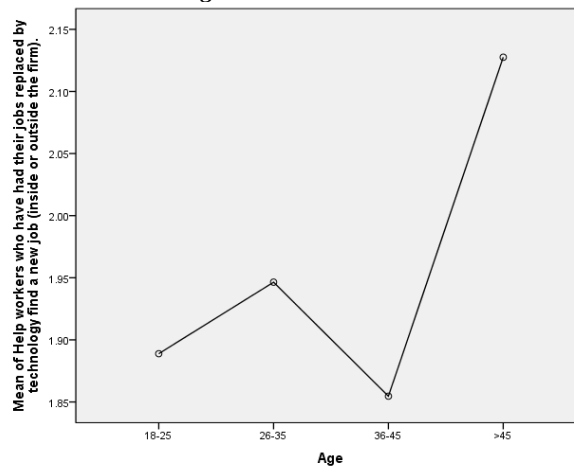
*. The mean difference is significant at the 0.05 level.

Source: authors' own research

The means plot (Figure 1) shows that support for firms helping displaced employees is fairly stable across most age groups, with only small variations. The 18–25, 26–35, and 36–45 groups cluster closely together, all with mean scores around 1.85–1.95. In contrast, the >45 group shows a slightly higher mean score (≈ 2.13), suggesting a modest increase in support among older respondents.

This visual pattern aligns with the descriptive statistics and the post hoc test, which identified a significant difference only between the 36–45 and >45 groups. Importantly, the plot illustrates that while differences exist, they are relatively small in magnitude, reinforcing the conclusion that age is not a major determinant of attitudes toward firms' responsibility in this context.

Figure 1: Means Plot



Source: authors' own research

These results suggest that while general age-related differences in perceptions are modest, employees over 45 hold stronger expectations that companies should provide an assistance in finding new employment when technology replaces jobs.

The findings align with prior literature indicating that older employees are more vulnerable to technological displacement and thus demand greater institutional and organizational support. Younger employees, particularly those in the 18–35 range, may perceive higher adaptability and mobility in the labor market, resulting in lower

expectations from employers. For companies in North Macedonia, these insights imply that age-sensitive policies are crucial. Tailored retraining programs, career counseling, and transition assistance may help older employees remain competitive in the digital economy. Moreover, the results reinforce the broader call for corporate responsibility in times of technological disruption, where companies should balance efficiency gains with employee welfare.

4. CONCLUSIONS

The study investigated whether age influences attitudes toward the responsibility of companies to help employees who have lost their jobs due to technological replacement. Overall, the analysis revealed no strong evidence of significant age differences in these attitudes. While descriptive statistics suggested that older participants (>45 years) expressed slightly greater support for company's responsibility compared to other age groups, the ANOVA was not significant, and both Welch's and Brown–Forsythe robust tests confirmed the absence of overall differences. Post hoc comparisons identified a small but statistically significant difference between participants aged 36–45 and those over 45, with the older group reporting greater support. However, given the violation of homogeneity of variances and the non-significance of the overall ANOVA, this result should be interpreted with caution. Summarizing, the findings suggest that attitudes toward companies' responsibility to assist displaced employees are broadly consistent across age groups, with only marginal variations. From a practical standpoint, this indicates that policies and initiatives promoting company accountability in supporting displaced employees can be designed in a way that appeals broadly across age categories, without the need for substantial age-specific tailoring. Nonetheless, the slightly higher support expressed by older individuals highlights the potential value of considering generational perspectives when communicating such policies.

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