

The Psychological Consequences of Technology Integration in the Workplace : How do public sector workers in East Jerusalem perceive the influence of technology integration on their job burnout, innovation orientation and personal and professional development?

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Abstract

This study examined how public sector workers in East Jerusalem experience the psychological consequences of technology integration in the workplace by looking at factors contributing to job burnout, innovation orientation, and personal and professional development. The study emerged from research conducted over several years showing increasing reliance on various forms of digital-mediated and social media technology such as telework and digital meeting platforms, mobile communication tools, and artificial intelligence in public organizations, and ultimately to make sense of the emotional and psychological consequences of these changes. The researchers employed a qualitative approach and conducted semi-structured interviews with 40 public sector employees. Although technology provided some level of flexibility, innovation, and sense of self-growth, it also contributed to emotional exhaustion, technostress, unequal access to personal and professional development opportunities, and heightened sense of surveillance. Overall, the study found that the success of technology integration depended heavily on organizational readiness to adopt it, equitable access and opportunities regardless of personal characteristics or situation, and systems of emotional support in place. The researchers recommended that public sector institutions create comprehensive, inclusive digital policies; provide ongoing and accessible training; and normalize the use of psychological support systems. Overall, the study contributes to the literature on digital transformation within socio-politically complex territories, and underscores the need for more human-centered approaches to implementing technology in public sector organizations.

Keywords: Technology integration; Public sector in Israel; East Jerusalem; Job burnout; Innovation orientation; Personal development; Professional development; Technostress; Digital workplace

1. Introduction

The present study examines how public sector workers perceive the psychological impacts of technology integration into their workplaces in East Jerusalem. Specifically, it explores how information and communication technologies impact public sector workers' experiences of burnout, innovation orientation, and personal and professional development. As such, the main research is: How do public sector workers in East Jerusalem perceive the effects of technology integration on their psychological well-being and workplace outcomes? The six sub-questions outlined this topic more particularly by inquiring about the role of technology in workers' notions of burnout, innovation, personal development, career development, stressors, and resilience strategies. By employing a qualitative method to conduct semi-

structured interviews with 40 public sector workers in East Jerusalem, the study was able to highlight the complexity of technology adoption and its emotional responses, revealing some empowering effects, and some harmful effects. Most significantly, the study found higher than ordinary-stress levels, linked potential for innovation, disparate levels of opportunity for personal/professional development opportunities, and everyday use of informal coping strategies.

The study defined technology integration as widespread adoption of digital tools – including email, telework platforms, artificial intelligence, and mobile communication – in routine workings of public organizations (Raković et al., 2022). For the purposes of this study, job burnout describes physical/mental depletion from chronic demands, which can arise from prolonged digital engagement contributing to work-life boundaries (Koutsimani et

al., 2019). Innovation orientation refers to individuals' or organization's preparedness to accept and implement a new idea (Farooq et al., 2021). Personal and professional development includes elements such as self-confidence, skill development, and climbing the career ladder using or being held back by digital tools (London et al. 2023; Mgaiwa & Milinga, 2024). Each of the above concepts is especially significant in the context of East Jerusalem, where public sector employees experience fragmentation of administration, lack of equity in technology access, and infrastructure limitations (Khamaisi, 2020). Based on a qualitative methodology, the study has opened up these issues for further examination in-depth which enabled contextualization of the psychological environment further influenced by digital transformation. The significance of this study is that it reveals the psychological impact of working digitally in regionally fragile and politically charged environments. The literature discussing the digitalization, with few exceptions, has presented efficiency and flexibility (Migdarsah & Indradewa, 2024), while our study put forward adverse experiences of technostress, burnout, and professional inequity as possible manifestations of technology moving faster than our preparation to meaningfully deploy it. The findings advocate for public sector organizations to adopt more equitable digital workplace policies, better training, and formalized systems of emotional support. While we did note the exceptional dispositions of public sector workers in our study, the study suggests that policymakers account for employees' psychological well-being alongside notions of technological advancement and that organizations create formal, normalized support systems around coping and resilience. If organizations proactively make technology a more supportive experience, perhaps then instead of being just an emotional drain, technology might finally deliver on its potential for empowerment.

2. Literature Review

2.1 Technology Integration in the Workplace

Organizations today are increasingly relying on, and incorporating digital technologies, (telework, automation, Artificial Intelligence (AI), and robotics) within their business practices to improve efficiency, reduce human physical effort, and

provide greater flexibility for employees and clients regarding where and when service is performed (Raković et al., 2022). Introducing technology into the workplace generates positive working and living conditions, but also raises considerable levels of anxiety and stress for employees (Leesakul, et al., 2022). The digital workplace gives employees the ability to work flexible hours, while having access to people and information, at anytime and anywhere, through any device (Migdarsah & Indradewa, 2024). Employees are able to work from home, satellite offices, co-working spaces, or in coffee shops; share ideas, thoughts, documents, and content; and take the opportunity to become leaders, by demonstrating their knowledge, interest, and passion (Dell'Aversana & Miglioretti, 2025). Employees gain their own voice within those organizations, they are recognized and rewarded for their contributions, and they can carve out their own career direction (Sadiku et al., 2022). One of the greatest benefits of the digital workplace is that newer technologies improve worker mobility, flexibility, and efficiency. Organizations are doing their part to develop environments to foster innovative and flexible working practice (Attaran et al., 2019).

2.2 Digital Workplace

Different terms can be defined for the digital workplace, often focusing on too much technology. Hamburg (2020) says the digital workplace consists of all digital technology and services in the current working environment, including current and future implementations. This also accounts not only for core business applications but other types of applications, including e-mail, messaging, social media, and virtual meeting applications, etc. Establishing a digital workplace will involve implementing a large amount of software tools that should support the business processes within an organization (Raković et al., 2022). For this, we cannot consider the digital workplace separately from modern software tools. For that reason, the digital workplace also implies changes in how tasks and processes are executed and also politically in the social relationships in the organization and changes in the entire work experience (Meske & Junglas, 2020).

Digital workplace technologies enable work anytime, anywhere, and a condition of work

availability and optionality encourages higher employee productivity

and performance (Gerten Beckmann, & Bellmann, 2019). It is important to control knowledge exchange among mobile workers, as the concept of mobility, implies freedom, autonomy, and flexibility and is associated with more job satisfaction, and higher productivity (Vallo Hult & Byström, 2021). Digital tools create improved networking, collaboration, and relationships, allows employees to access information faster and provides customers with better experiences. This allows employees to be more engaged and connect deeper to the organizational goals, enabling more formal innovation and reduced mistakes (Brahma et al., 2021). The digital workplace may offer many benefits, but there are many problems that organizations and individuals must address in order to realize those benefits. Problems of security risks and protection of data are first and foremost with respect to protecting intellectual property and trade secrets (Attaran et al., 2019) .

Ineffective information management systems are problems that arise out of an unclear relationship between the tools and the needs of the business (Attaran et al., 2019). While benefits such as flexibility and inclusion are advantages, these benefits can also incur technostress and make it difficult to demarcate between private or work time, increasing a security and privacy problem (Vallo Hult & Byström, 2021). The spread of technology in the workplace has potentially harmful side effects such as technostress, fatigue, burnout, depression, and diminishing employee satisfaction (Kalischko & Riedl, 2021).

Additionally, digital competency, in terms of the digital workplace, is required and many organizations are unable to find in prospective hires, and struggle to retain (Vallo Hult & Byström, 2021). Managers often lack the skills needed to create a digital workplace, that could function well (Roodt et al., 2025). Furthermore, changing routine and systems, can cause higher levels of stress to employees, there are however often generational differences with a reluctance to change. Reliance on technology can incur extra costs as some organizations require that their software updates frequently (Renaldo et al., 2022).

Other challenges may arise from the use of a digital workplace to negatively impact new productivity, building relationships, learning and development, opportunities for innovation and security; especially dynamic security challenges as the organization matures as an open system aiming for effectiveness (Hicks, 2019).

2.3 Burnout in the Digital Workplace

Burnout, characterized by emotional, physical, and mental fatigue from chronic stress and lack of control over work, involves cynicism, withdrawal, and lower self-perceived accomplishment (Gabriel & Aguinis, 2022). Burnout adversely affects quality of life and mental and physical health, contributing to headaches, chronic fatigue, and depression (Koutsimani, et al., 2019). Burnout is correlated with less workplace autonomy and fewer workplace resources, and results in greater sickness absence and depression (Gaspar et al., 2024). Work overload contributes to burnout because excess work inhibits task completion (Anwar et al., 2024). Burnout is considered a stress response, and is associated with negative effects resulting in headache, chronic fatigue, indigestion, hypertension, immune function decline, as well as poor sleep (Edú-Valsania et al., 2022). Burnout has been correlated with negative responses (symptoms) to work demands, job dissatisfaction and withdrawal from work, and declining organizational commitment, absenteeism, and turnover (Barthauer et al., 2020). When individuals experience burnout, other employees are negatively affected in terms of relationship conflict and job performance. Research shows burnout is increased in workplaces with peer aggression (Boamah, et al., 2022).

Organizations relied heavily on digital media and technology for communication and collaborations during the Corona crisis (Kordova & Hirschprung, 2023). Most employees and workplaces (in fields outside health care) were not prepared for this major shift, leading to tech-related stress and fatigue in workers (Oksanen et al., 2021). Excessive use of technology and social media has been shown to adversely impact employee health. Teleworking has also negatively impacted workplace social support and continuance in telework engagement (Fernández-Fernández et al., 2023). Additionally, continuous virtual meetings are emotionally, physically, and mentally exhausting for employees

because they lead to concerns about multitasking and decreased focus in a virtual environment, which leads to fatigue, stress, exhaustion, and burnout (Lübster et al., 2023).

2.4 Innovation orientation (INO)

An Innovation orientation (INO) among employees is a crucial factor for ensuring organizations have an adaptable and competitive workplace (Zhang et al., 2023). Innovation orientation (INO) is defined as an organizations willingness and capability to accept new ideas or behaviors (Farooq et al., 2021). Hosseinzadeh and others (2021) described Innovation orientation as the strategic direction of a company's total innovations activity related to market engagement. Manu and Sriram (1996) expanded this as a multidimensional phenomenon that takes into consideration timing, inputs and outputs, and relationship with marketing strategy, environment and performance (Thoumrungroje & Racela, 2022). Shayah and Zehou (2019) stated that Innovation orientation informs a company on how to develop new ideas within the organization and provides a pathway for organizational global success through continuous innovation capabilities, that affect organizational performance both internally and externally. Siguaw and others (2006) described INO as an amalgamation of learning philosophy, strategic direction and trans functional beliefs that can impart significant organizational capabilities/resources related to innovation competencies and processes. Berthon et al. (2004) focused their research on the technological side and describe INO as the organizational level of energy devoted to inventing and developing superior products, services and communications.

2.5 Employees' Personal and Professional development

Personal Development (PD) describes the process of improving a person's skills, knowledge, and self-awareness in a way that enhances quality of life and supports their achievement of personal aims (London et al., 2023). Personal Development encompasses a range of activities, and may include establishing and achieving goals, reflecting on self-awareness, developing our talents and potential, and building our human capital (Maurer et al., 2023). Personal Development may include developing self-discipline, self-confidence, and social skills

(Khorakian et al., 2020). Professional Development (PRO-D) is an ongoing process of gaining new skills, knowledge, and competencies that help a person grow and develop in their career and improve effectiveness and efficiency in their professional roles (Pylväs & Nokelainen, 2022). PRO-D refers to any formal learning experiences aimed at improving job performance (i.e. training programs, formal study, or workshops) as well as other informal learning experiences, or opportunities to utilize new skills (Mgaiwa & Milinga, 2024). PRO-D also includes involvement in trends or technologies occurring in industry, best practices, or developing new challenges presented by work (Pylväs et al., 2022).

3. Materials and Methods

A qualitative research approach was chosen for this study in order to gain a rich, contextual understanding of how public sector workers in East Jerusalem understand the psychological implications of technology integration. Also, qualitative methods are appropriate to study complex social phenomena that provide a voice and allow for shape, interpret, and help understand the experiences, beliefs, and motivations of participants that cannot be easily measured (Swift, 2022). Creswell and Creswell (2022) argue that qualitative designs allow researchers to shape the design to suit the research problem and therefore, they are often preferred when the research purpose is to understand research participants' explanations of "why" and "how" (Creswell & Creswell, 2022, p. 3-4). Additionally, the use of semi-structured interviews can provide both structure across interviews but flexibility when researchers need to provide follow-up questions to prompts from participant responses (Roulston & Choi, 2018). This set-up also allows a meaningful exploration of job burnout, orientations toward innovation, personal and professional development, psychological stressors and resilience strategies, which are critical explorations and bounded by the unique cultural institutional context that surrounds East Jerusalem.

The data were collected through semi-structured interviews, which drew from the main study's research question and six supporting sub-question. As demonstrated by implementation studies, semi-structured interviews are an appropriate method of dialogue where researchers

have pre-planned questions, while maintaining space for flexibility to explore emerging areas (Ruslin et al., 2022). Furthermore, by maintaining flexibility, researchers could seek clarification, elicit rich stories, and openly explore nuances around participants' emotional responses, coping mechanisms, and innovation experiences (Willig, 2013). The interview guide was framed around the study objectives and reviewed by colleagues for clarity, sensitivity, and its understanding of the East Jerusalem context.

The population in focus includes public sector workers working in government or municipal agencies based in East Jerusalem, who are experiencing particular challenges because of administrative fragmentation, cultural differences, and limited resources (Khamaisi, 2020). The researchers used simple random sampling and came out of the sampling process with a sample size of 40 participants from different departments, roles, gender, age groups, and levels of technological exposure. A sample size of 40 is appropriate for this research, according to qualitative research methodologies like the studies in Ahmed (2025), which suggest that 20–40 interviews will generally allow for the maximal emergence of themes.

Interviews were conducted in Arabic or Hebrew, whichever the participant preferred, for an average of 60 minutes. (Audio was recorded with participants consent). Audio recordings were then transcribed word-for-word, and translated if necessary. The transcripts were analyzed thematically using the following codes: initial reading of transcripts, coding, clustering codes into themes, and iterative refinement (Tufa & Kant, 2023). Thematic analysis allowed us to identify familiar psychological constructs that emerged in relation to burnout, innovation orientation, personal and professional growth, stressors, and resilience strategies, and to create a robust, contextualized dataset for answering the research questions (Young et al., 2018).

4. Results

The findings of this study provide an insightful understanding of the individually experienced, complex, and multifaceted experiences of public sector workers, located in East Jerusalem while they have been engaged in the process of implementing technology integration into their daily work lives.

Thematic analysis of the participant interviews resulted in six key themes that showed how the phenomenon of technology integration impacted job burnout, innovation orientation, professional development, psychological stress, and coping mechanisms.

Theme 1: Technology Integration and Job Burnout among Public Sector Workers in East Jerusalem

Many public sector workers in East Jerusalem reported increasingly high levels of job burnout as a result of continuous technology usage. One participant stated, *"I could quickly finish my work and leave it at the office. Now, emails and WhatsApp messages are pouring in long after I've left. It feels like I never disconnect."* This blurred definition of work-life balance from continuous digital connectivity has led to emotional exhaustion and chronic fatigue, what Koutsimani and others (2019) identified as the key symptoms of burnout. Another participant stated, *"The systems are meant to help, but instead created pressure. We are now expected to accomplish more in less time and we received no training."* This supports Anwar and others (2024) in that the technology-related workload significantly contributes to burnout as it limits the completion of work, which is a routine aspect of the job for many public sector workers. It is emotionally taxing to complete work through a digital platform without some relief of work-related support. This aligns with Lübstorf and others (2023) where virtual fatigue produces symptoms of mental and physical exhaustion.

Theme 2: Technology Integration and Innovation Orientation among Public Sector Workers in East Jerusalem

Public sector employees were able to identify both opportunities and obstacles in their innovation orientation resulting from technology integration. One participant noted, *"With the use of digital forms, it alleviated a lot of processes for us, and we started to think about what else we can do better."* This way of thinking is in line with Farooq and others (2021), who suggest that innovation orientation includes a willingness and capability to adopt new ideas and behaviors. Some did report feeling frustrated: *"They will bring us new platforms, but nobody asks us if we are ready or trained. How can we innovate while we are just trying to keep up?"* This tendency represents

inertia at the institutional level and a lack of organizational direction in support of innovation (Siguaw et al., 2006). The data suggest that while technology opens opportunities for creative problem solving, without an existing supportive framework, innovation is likely to remain shallow.

Theme 3: The Impact of Technology Integration on Personal Development among Public Sector Workers in

East Jerusalem

Participants provided variety of experiences in regard to gaining personal development with the aid of technology. Some spoke to personal development: *"I didn't think I could adapt, but learning to use digital systems gave me confidence and made me feel capable."* This backs up the definition by London and others (2023) who note that personal development is to develop self-awareness, confidence and human capital from new experiences and challenges. Others stated that they felt overwhelmed: *"Every time I learn to use one tool, its changed. It feels like I'm always behind."*

Experiences like this pointed to digital anxiety and a reduction in self-efficacy when there is an absence of organizational support, which is consistent with the technostress findings in Vallo Hult and Byström, (2021). These contrasting experiences illustrate how technology has the potential to strengthen or compromise personal development based on the specific contextual implementation.

Theme 4: The Influence of Technology Integration on Professional Development and Career Advancement among Public Sector Workers in East

Jerusalem

Technology integration has influenced the professional development space, offering some employees development and opportunities for upskilling while leaving others out. One participant had the following experience to share: *"I took an online course that helped me understand our new system. So, I felt prepared to take on more responsibilities."* The experience highlights the conclusions of Mgaiwa & Milinga (2024) who asserted that training and digital learning opportunities that are equitable and available will support professional development. However,

inequitable access to online learning was a common concern: *"Not everyone has the same opportunity. My older co-workers or those who don't have the internet at home can't keep up."* The digital divide contributes to barriers in employee career growth and promotes findings in Pylväs and others (2022) which emphasized that for effective professional development, suggests that accessibility is vital. What the findings indicate is that while technology offers opportunities for employees to grow, that growth must be supported and offered equally to all employees.

Theme 5: Psychological Stressors and Challenges of Digital Transition Public Sector Workers in East Jerusalem Associate with Technology Integration

Public sector workers described differing levels of psychological stress associated with the digital transition, including uncertainty, a loss of autonomy, and feelings of isolation. As one worker stated, *"We were provided with new systems, but there was no training in place. I felt so lost, and embarrassed to ask for help."* This stress is reminiscent of Kalischko and Riedl's (2021) research on how inadequate digital support fosters technostress, anxiety, and burnout. Another worker stated, *"Everything feels like it's being monitored - it's like someone is always watching you through the system."* This apparent stress caused by digital surveillance is reflected in the work of Attaran and others (2019), who also highlighted security concerns and feeling less in control, among other stressors, in digital workplaces. The social and psychological implications are understandably magnified given the administrative hurdles and lack of regional support available in East Jerusalem.

Theme 6: Coping Mechanisms and Psychological Resilience Public Sector Workers in East Jerusalem

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Despite the ongoing difficulties, many participants exhibited psychological resilience and engaged in personal and collective coping mechanisms. One participant relayed, *"I started to plan my day better - I switched my phone off after work and I felt like I was back in control"* - these time-bounded barriers are consistent with resilience processes identified by Edú-Valsania and others (2022), which reported that psychological recovery strategies aided in recovery

from burnout. Others gained strength and support by peers: *"We made a small WhatsApp group for the technical questions we all had - it made me feel less by myself."* This peer aspect of the resilience process is shared in the work of Boamah and others (2022) who found how social connections can aid in buffering stress and provide strength, and organizational interventions, such as mentoring or peer learning circles, could expand on these personal strategies, showing a more conducive digital transition for public sector workers.

5. Discussion

The outcomes of this study shed light on the psychological consequences of technological use (adoption) in the workplace among public sector workers in East Jerusalem. Qualitative methods were used to examine the ways that workers understood the consequences of a digitized environment for their emotional states, their innovation orientation, personal development, and professional development. Following analysis of the interview data, we identified a series of themes reflecting important themes that enhance our understanding of the changes technology enacts on workers' lived experience in a unique socio-political context. The detailed constructs not only make reference to the legal and professional burden of a digitalized work environment but also suggest strategies for organizational support for workers who experience the psychological stress associated with technological change.

One major finding was the exacerbation of job-related burnout by constant connectivity and increasing expectations of performance related to both digital platforms. boundaries between work and personal life had eroded, contributing to emotional exhaustion and mental fatigue and this invasion contributed to their emotional exhaustion and mental fatigue. It is possible to link these findings to the work of Koutsimani and others (2019) who offer a conceptualization of burnout with respect to overwork and poor psychological aspects of wellbeing. The inadequate training and support provided to workers mirrors the work of Anwar and others (2024), who found that technological workload was an important source of job stress. In addition, Lübster and others (2023) discussed the relation of excessive virtual involvement leading to fatigue and lack of cognitive focus so as to reinforce

any harmful effects associated with unmitigated workloads arising from either actual or socially expected work-related behaviors and social participation. Although technology has increased flexibility for workers, it has also potentially created increased psychological strain on public sector workers in countries where adequate support or interventions are lacking.

Another key finding concerned the role of technology in innovation orientation among public sector workers. Several participants noted that digital instruments allowed for greater efficiency in their work activities and aided their problem-solving, while other worker experiences pointed to too-little training as an impediment, and organizational inertia. These comments align with Farooq and others (2021) conceptualizing innovation orientation as a readiness to embrace new ideas. However, Siguaw and others (2006) remind us that innovation is difficult to thrive when there is not a clear strategic direction, and if an organization does not have a culture that fosters innovation. The study supports the conclusion that digital tools can enable innovation, but their potential in this context is always framed by institutions that do not provide psychological and structural scaffolding for change.

Aspects of technology integration were similarly complex in relation to personal development. Workers' descriptions indicated many of them had gained confidence and digital literacy and were on a good trajectory of self-growth. All of this speaks to London et al. (2023), who noted that personal development involves self-awareness and incremental capacity through new experiences and challenges. Still, an awareness of always being behind or working in systems with constant change seems to convey some digital anxiety found by Vallo Hult and Byström (2021), who found that technostress negatively correlated with self-efficacy and job satisfaction. Thus, personal development is contingent on the introduction of technology in a way that adequately considers preparation, pacing, and emotional support from management.

The significant role technology plays in professional learning and career development emerged as an additional key theme. Several participants explained that online learning had increased their capabilities and encouraged future opportunities for them to take on a greater workload and responsibility, which

demonstrated the advantages for accessible professional development described by Mgaiwa and Milinga (2024). However, access to professional development opportunities differed with some older employees and those who lacked digital infrastructures at home feeling alienated from learning. Moreover, the findings were consistent with Pylväs and Nokelainen (2022) who stated learning must be equitable for career progression and learning to be inclusive. Although technology with online platforms can provide opportunities for professional growth, it can also operate to enhance inequalities if not considered with regard to diverse learning needs.

In addition to skills development and innovation, the participants also reflected on psychological stressors linked to distance/remote work, notably feelings of surveillance, and insecurity, and loss of personal connection. These findings are consistent with Kalischko and Riedl (2021) who found that sudden digitalization led to anxiety and technostress because of a lack of information and support. Attaran and others (2019) found psychological risks of the digital workplace include perceived surveillance and the loss of autonomy. The situation of East Jerusalem adds another layer of complexity as the region experienced administrative challenges and a lack of resources demonstrating how in geographical and political contexts can shape emotional responses to technological learning developments.

The research also uncovered public sector employees who displayed a high level of resilience when they built their own individual and collective coping strategies, despite the challenges posed by technology. Employees created and adjusted their routines, for example, separating work and home life, as well as establishing social connections with peers in support groups to help them with technical issues. Findings are consistent with Edú-Valsania and others (2022), who identified the important role of recovery strategies in addressing employee burnout. Similarly, with the example of peer support from Boamah and others (2022) or Department of Health practice, these forms of constructive engagement indicate that even in a resource-scarce environment, resilience is possible when employees have social networks and some control over their routines.

6. Conclusion

This study provides a complete picture of public sector employees in East Jerusalem's understandings of the emotional impact of technology implementation on their work lives. Building on the six major themes outlined in the findings, this study's focus on the aspects of technology implementation provides insight into the ways that technology use can provide advantages. It also highlights how technology use creates significant challenges. In this study, the participants reported many advantages of technology use, including flexibility and access to information and learning, as well as opportunities to act creatively and innovate and develop, but they also described serious challenges in the ways that technology could constrain their work. The constraints and impacts of these technologies included steadily increasing job burnout levels, growing feelings of emotional fatigue, unequal access to learning opportunities, and an increase in stress related to surveillance and lack of training. The thematic analysis also indicated the multifaceted nature of the responses of individuals, as shaped by the collective experiences of support, individual experiences of adaptability, and shared technological maturity - perhaps most clearly shaped in a context of administrative fragmentation and scarcity. All told, the findings of this study help to elucidate the nature of digital transformation as both an advantage and difficulty, particularly when imposed without adequate support or equity.

In summary, the main takeaways from this study are that while technology is potentially valuable for increasing innovation orientation and generating overall value for us as human beings, personally or professionally; there is no guarantee of this outcome. The valuable outcomes from the use of technology under this framework are likely contingent and require an organization to mobilize formal policies and pro- innovation orientation strategies related to how to promote inclusivity, psychological safety and dependable continuing support and say "hot" policies on transparency, communication and technology, if we don't, then technology is likely to promote digital stress, deepened digital divide and might reduce employee motivation and performance opportunities. Our findings were in line with previous research including Kalischko and Riedl (2021) and Vallo

Hult and Byström (2021) informed us technostress and organizational inertia are scales that can erode any idealized notion of a digital transformation. The emergence of informal coping strategies and collective resilience practices that allowed employees to imagine new and better ways of doing their work captures a clear demand for more structured and systematic interventions that attend to the psychological consequences of the ongoing and accelerated digital transition in contemporary workspaces.

While this study offered valuable insights, several unresolved and future questions remain. For example, the study identified statistically meaningful differences in digital readiness and emotional resilience between demographic groups, which could be the starting point for future research. There are also questions about how engaging in a (mostly) on-line environment will affect psychological welfare and innovation performance over time—particularly as the technologies continue to change. Future research can employ longitudinal or mixed-method designs to analyze these questions over time and in various public service contexts. It will also be important for policymakers and administrators in East Jerusalem and beyond to think of digital transformation in a holistic context—one that considers, and balances, the benefits of efficiency with the mental health and developmental capacity of the workforce. Finally, it should be acknowledged that technology alone will not improve public service performance, but thoughtful, equitable, and human-centered implementation of technology does ascertain value.

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