The Transformation in Philippine BPO Companies: The Impact of Digital Workplace Transformation to the Front Office CSR in terms of their Work Culture

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Abstract— *The workforce in various industries, particularly the BPO industry, experiences significant impacts from digital workplace transformation. It is affected by employee skill levels, knowledge, efficiency, and rationalization. This research aims to investigate the impact of digital workplace transformation on work culture, represented by the following variables: employee retention, motivation, and productivity. Participants in this study work as front-office customer service representatives (CSR) for business processing outsourcing (BPO) companies in the Philippines, specifically the top BPO companies on the list issued by the IT & Business Process Association of the Philippines (IBPAP). Using a mixed method approach, the researchers incorporated qualitative and quantitative data for this study, allowing them to compile all the necessary information. Using Somer's delta, the researchers identified the association between the dependent and independent variables. After analyzing the data, researchers found that the development of the digital workplace positively impacts work culture. At the same time, the shift to a digital workplace benefits worker productivity, motivation, and retention. On the contrary, with the interview results of the study conducted with the respective team leaders of these employees, the researchers discovered that despite the magnificent benefits of digital workplace transformation, it can still cause stress and work overload. In conclusion, our research findings contradicted our initial hypothesis that the digital workplace would not significantly impact work culture in BPO companies. Instead, we discovered that digital workplace transformation impacts employee retention, motivation, and productivity. The transformation to a digital workplace progressively enhances the quality of work performed by customer service representatives in BPO companies, leading to a better work experience. Researchers recommend that BPO companies focus on skills development, effective communication, work environment enhancements, and supervisor support to ensure a successful transformation.*

Keywords— *Digital Workplace Transformation, Employee Motivation, Employee Productivity, Employee Retention, Work Culture*

I. PROBLEM RATIONALE

1.1 Introduction

Over the years, the digital age has significantly transformed and advanced the traditional workplace from being centered on offices, conference rooms, and workstations to revolving around digital technologies and digitalization. This transition towards digitalization is closely intertwined with the increasing trend of companies embracing a knowledge-based approach (Lagus, 2020).

For the company to fully utilize the transformation brought by digital technology, the organization must cope with the transformation and change its culture to attain the new change in the workplace through reshaping and digitalizing the whole business strategies, along with the associated current organizational conditions, including frameworks, methods, and culture (Fitzgerald, Kruschwitz, Bonnet, &

Welch, 2014) since digital technologies significantly increase the rate at which competitive dynamics, disturbances, and innovation occur in the firm's environment.

The digital workplace has experienced substantial growth and is widely acknowledged for increasing the productivity and knowledge of employees. Several studies emphasized that the digitalization of the workplace is connected and related to collaboration, motivation, and employee retention (Attaran et al., 2019). The digital era has successfully revolutionized how employees work and has contributed to improving their skills. Furthermore, digital technology encompasses methods, systems, and technology in which knowledge transmits data and conveys information through digital and computerized techniques.

The idea of a *digital workplace* was created due to the use of technologies at work, which has found extensive application in various industries, particularly the BPO sector. This paper addresses the implications for the firm's transition to a digitalized workplace work culture, specifically pertaining to employee productivity, motivation, and retention, considering the pervasive influence of technology on the current generation.

1.2 Research Problem

The problems to be examined in this research are the following:

- How does the digital workplace transformation assess the company's work culture?
- Does the digital workplace affect employee retention, employee motivation, and employee productivity?
- How does the digital workplace change the work practices of the employees?

1.3 Scope and Limitations

This paper delves into the impact of digitalization on front-office employees in the BPO industry in the Philippines. Rostron's study (2023) highlights the significance of the BPO sector, which employs around 1.3 million Filipinos as call center agents, with more than 31% working in front-office call center roles. The research will include participants from various BPO companies across the Philippines to ensure unbiased results. Top BPO companies listed by the IT & Business Process Association of the Philippines (IBPAP) will be specifically studied, as they possess the resources and capabilities to implement advanced technologies. The findings will be supported by purposive sampling, including a research questionnaire and one-on-one interviews with team leaders. The study is limited to Front Office CSR employees who understand digitalization's impact on work practices and lifestyle.

Appendix I contains the request list of information from IBPAP, while the list of the top 26 BPO companies in the Philippines can be found in Appendix II.

II. REVIEW OF RELATED LITERATURE

2.1 Synthesis

Selimović et al. (2021) digital work involves more than just implementing innovative technology. Success in the modern workplace depends less on technology's efficiency than on its users' approach and adaptability. Employees must be able to use digital tools to perform better and be more productive. The firm must adapt to the shift brought on by digital technology for the corporation to employ it correctly and adjust its culture to reflect the new changes occurring in the workplace. (Fitzgerald et al., 2014). A previous study indicated that business process outsourcing (BPO) prepares for a significant revolutionary shift, where training is essential as researchers prepare for the future Nair et al., (2019). Developing technologies like artificial intelligence (AI) may provide challenges for low-skilled individuals even though they offer abundance. Their current jobs will eventually be replaced by robots or assisted by AI.

Keeping the best employees on board is vital for any business (Baruah & Das, 2013). Fostering a long-term commitment from staff members is commonly known as promoting employee retention. Cloutier et al.'s (2015) study discovered that keeping a skilled employee after training is preferable to starting over by hiring different people. Due to the workplace's adoption of digital technologies, training has changed, and today's employers place a high value on skill sets. Likewise, particularly in today's workplace, when technology is integrated into the communication process, efficient and effective communication helps the organization keep its devoted personnel (Festing & Schäfer, 2014).

Employee inefficiency and a lack of motivation to complete their jobs result from unmotivated workers, who also restrict the advancement or even success of the company (Naile & Selesho, 2014). According to the study by Meske (2019), employees are encouraged to complete their responsibilities and support the digital work environment since it makes their work more effective and efficient. Based on the data collected by Lindawati and Parwoto (2021), the behavior of the workforce in terms of their commitment to their work, joy at work, morale, and performance, as well as overall productivity, reflects the degree of job satisfaction, showing that companies with higher employee satisfaction have tremendous success than those with lower employee satisfaction. Employee performance is also considered through their job obligations

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in terms of the number and quality of the assigned tasks. If employee performance exceeds or surpasses the criteria of the business or the workplace, it is being carried out effectively; the more successful an organization performs, the more effective its personnel (Gibson et al., 2013). Employees' physical and mental time at their jobs determines how productive they are (Sharma & Sharma, 2014). An employee's effectiveness is regularly evaluated concerning the typical productivity of people performing similar jobs. Additionally, having a positive work atmosphere enhances individual productivity, facilitating the business's growth (Duru et al., 2017). Furthermore, Nazushi (2015) proved that employees always perform well when they feel their local workplace meets their responsibilities.

Another study by Awan et al. (2015) examined how the office environment affected workers' productivity in Pakistani banks and insurance firms. They discovered that 72% of employees felt an out-of-date innovation was hurting their output. Moreover, Majule (2017) also examined how interactions between supervisors and employees affected how competent staff members worked in Tanzania's hotel sector. The survey found that employees who collaborate closely with their managers have more robust connections, which increases productivity. The researcher also found that employee relations were affected by management style and internal communication, with close, friendly supervision more likely to increase workers' outcomes or performance.

2.2 Conceptual Framework

The researchers created a brand-new paradigm that combined all the components of the two models, enabling a more thorough investigation of how the digital workplace affects work culture. These elements are represented by the following variables: employee retention, employee motivation, and employee productivity in the top IT Front Office BPO companies in the Philippines. The theory of planned behavior offers a framework for how company employees form their perceptions, attitudes, and behaviors regarding the shift to a digital workplace. In this study, the attitude represented by employee retention and cloud technology serves as a digital workplace. It is significantly related to cloud technology adoption in businesses and employee digital literacy (Cetindamar et al., 2021).
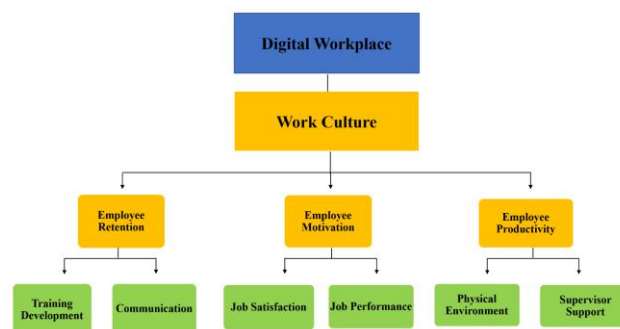

Fig. 1: Conceptual Framework

In this diagram, the theory of planned behavior explains the connection between the digital workplace, work culture, specifically employee productivity and retention, and their sub-variables. As proved by Cui, Jiao, and Zhao (2021), companies undergo significant changes in their operations, culture, employee practices, and equipment once they undergo digital workplace transformation, resulting in optimized organizational performance. Utilizing employees' digital tools enables improved communication within the firm, resulting in an easier way of spreading information and sharing knowledge in the organization. Additionally, it aids in terms of developing their skills. (Bonnet, Puram, Soule & Westerman, 2015). Digital literacy is the capacity of staff members to utilize digital tools for work-related tasks, which can potentially increase the use of digital technology in the workplace. Because of this, it is essential for businesses undergoing a digital workplace transformation to offer employee training to support professional growth. According to Ali, Shrestha, Osmanaj, and Muhammed (2020), IT cloud technology enhances productivity in the manufacturing industry and government service activities. As a result, adopting cloud technologies can be a valuable tool for improving overall job productivity and efficiency, boosting organizational competitiveness. As most digital technologies present business opportunities, it is significant to note that technology differs from digital workplace transformation. However, it can expose flaws in the firm's procedures and highlight the employees' inadequacy of the necessary attitude and skills for change (Girard, Irvin, Lam, & Tabrizi,2019).

On the other hand, a multi-level framework for digital transformation can show the elements that affect a firm's digitalization. This framework can demonstrate the connection between the digital workplace, work culture, specifically employee productivity and employee motivation, and its sub-variables. Due to the growing digitalization, employees must possess both technical and cognitive digital skills. According to Trenerry et al., (2021),

skill upgrading or retraining is another crucial prerequisite for digitalization. Motivating staff to accomplish this may require time and effort in practice. Researchers have found that individual-level elements, including learning motivation, attitudes, personalities, and skill levels, are likely to influence both the effectiveness of learning processes and knowledge transfer into the workplace.

2.3 Hypothesis

Ho_1: The digital workplace would have no significant impact on work culture in terms of employee retention, motivation, and productivity of the BPO companies (Philippines).

III. METHODOLOGY

3.1 Research Design and Instruments

This paper utilized qualitative and quantitative data techniques to determine how the digital workplace has impacted employees' work culture as it transitions to the digital age. The study utilized a primarily quantitative approach, with the qualitative component supporting and elaborating on the quantitative results. The research categorized variables into independent and dependent variables, and a descriptive-correlational study approach was used to describe the variables' connection. The digital workplace was the independent variable, while employee productivity, motivation, and retention were the dependent variables. Data was collected through questionnaires and interviews, and both statistical tests and thematic coding were used to analyze the data. The team leader interviewees from three companies were primarily asked about their perspectives on the topic.

The researchers made a survey and interviewed questionnaires to collect the data required for this study. In the survey instrument, five questions were assigned for each sub-variable: training development and communication for employee retention, job performance and job satisfaction for employee motivation, and work environment and supervisor support for employee productivity. The researchers assigned ten questions for the digital workplace to develop a better data illustration. On the other hand, the interview portion would include structured questions depending on the survey's findings.

3.3 Data Analysis

Upon consulting with a statistician, the researchers used (1) Frequency and Percentage, (2) Median for Ungrouped Data, and (3) Somers' Delta as statistical tools. The researchers will also conduct inductive reasoning of thematic analysis that will be used for the qualitative study.

IV. RESULTS AND DISCUSSION

4.1 Quantitative Results

4.1.1 Assessment on the Digital Workplace Transformation

Table 2-respondent's assessment on the digital workplace transformation

DIGITAL WORKPLACE TRANSFORMATION	MEDIAN	VERBAL INTERPRETATION	NET AGREEMENT RATING
1. It motivates me to work now that we have digitalized setup in our workplace.	3	Agree	66.50%
2. The software we are using to implement the digital workplace is accessible and easy to use.	3	Agree	62.56%
3. Through the help of digital, I quickly adapt to the new work environment.	3	Agree	60.59%
4. The digitalized work environment helps me to connect and interact with customers effectively.	3	Agree	66.50%
5. I am qualified to carry out the digital strategy of our company, given my knowledge and experience.	3	Agree	67.49%
6. I am optimistic that learning through technology will help me get better in my chosen field.	3	Agree	55.17%
7. I am pleased with how my company is now responding to digital changes.	3	Agree	62.56%

8. I trust that my company is prepared to respond to digital changes.	3	Agree	68.97%
9. My company gives me the means or chances to develop the skills I need to benefit from current digital trends.	3	Agree	49.26%
10. Digital technologies are seen as having potential by my company.	3	Agree	65.02%
OVERALL	**3**	**AGREE**	**62.46%**

The respondents' median assessment of the digital workplace transformation is shown in Table two. As shown in the table, all results were verbally interpreted as Agree; however, when considering the Net Agreement Rating, it is evident that statement number eight received the highest ranking with a percentage of 68.97%. This indicates that respondents trust their company's preparedness to adapt to digital changes. On the other hand, statement number nine got the lowest ranking, with a percentage of 49.26%. The respondents agreed that their company gives the means or chances to develop the skills needed to benefit from digital trends.

Overall, the result of Agree with a Median of three, having a Net Agreement Rating of 62.46%, which results in the digital workplace transformation positively impacting the BPO employees. These claims contradict a research study by Attaran et al.,(2019), which found that in most organizations must get ready for the shift into a digital workplace. Although the shift towards digital workspaces has already commenced during that time, only a limited number of progressive companies have genuinely reaped the advantages of this transition. Since this study was conducted in 2019, the researchers could conclude that businesses have successfully embraced and developed the digital workplace transformation in recent years.

4.1.2 Summary Table for Digital Workplace Transformation and Work Culture

Table 3- summary table of net agreement rate of summarization of digital workplace transformation and work culture

VARIABLE	NET AGREEMENT RATING	DESCRIPTION
DIGITAL WORKPLACE TRANSFORMATION	**62.46%**	**VERY GOOD**
WORK CULTURE	**58.01%**	**VERY GOOD**
Employee Retention	55.22%	Very Good
Training Development	*56.06%*	*Very Good*
Communication	*54.38%*	*Very Good*
Employee Motivation	57.54%	Very Good
Job Satisfaction	*63.35%*	*Very Good*
Job Performance	*51.72%*	*Very Good*
Employee Productivity	61.28%	Very Good
Work Environment	*57.54%*	*Very Good*
Supervisor Support	*65.02%*	*Very Good*

The table illustrates the net agreement rating for each sub-variable. The respondents gave the variables an overall rating of "very good," with the supervisor support variable receiving the highest rating of 65.02% and communication receiving the lowest rating of 54.38%. Generally speaking, most respondents agreed that their workplace culture has an effective tool that improves their work, as seen by the net agreement score of 62.46% in the section on digital workplace transformation. However, in terms of the work culture, they also agreed that it has a positive effect on their work which gathered 58.01%, and employee retention received a rating of 55.22%, which suggest that respondents truly believed that their respective

companies effectively deploy an effective strategy in retaining their employees.

Regarding the sub-variables of each dependent variable, the training development and communication under the employee retention accumulated 56.06% in training development and 54.38% in communication, indicating that the respondents agreed that their companies provide proper training and opportunities for personal growth as an employee. On the second sub-variables, job satisfaction received a number of 63.35% under employee motivation, which shows that the respondents are satisfied with their job to maintain good motivation. However, job performance received a number of 51.71% of net agreement, indicating that employees still believe that there are still areas of improvement in their performance. Lastly, on the third set of sub-variables under employee productivity, the work environment gathered 57.54%, which received a lower percentage than supervisor support which gathered 65.02%, only shows that their working environment is not feasible enough to boost their productivity but due to their supervisor support it enhances their productivity performance to work. The survey's findings and data demonstrate that the company's work culture positively impacts employee retention, motivation, and productivity. The net agreement score of 57.54% indicates that respondents feel productive and are treated fairly at work due to the digital workplace transformation.

4.1.3 Hypothesis Testing

Table 4-results of hypothesis testing]

VARIABLES	STAT ANALYSIS AND VALUE	P-VALUE	DECISION	INTERPRETATION	EFFECT SIZE	INTERPRETATION
Digital Workplace Transformation* Work Culture	Somer's Delta	0.000	Reject H_o	There is a significant relationship	0.663	Moderate positive impact

Table four shows the significance of determining the impact of digital workplace transformation to work culture. For the significance of digital workplace transformation and work culture, the Somers' value is 0.663, indicating a moderately positive impact between digital workplace transformation and work culture. The p-value is 0.000, lower than the researchers' choice to reject the null hypothesis. As a result, there is a considerable connection between work culture and digital workplace change. It implies that the shift of the workplace toward a digital one substantially impacts workplace culture. Note that Somers' Delta value is positive. Therefore, the transformation of the workplace to a digital one has a favorable effect on workplace culture. At the same time, digital workplace transformation enhances work culture by 66.3%.

4.2 Qualitative Results

Table 5-thematic analysis for question 1

1. How has the digital workplace transformation of the workplace impacted employee retention within your team? Can you share any specific examples of how digital workplace transformation *has influenced employees' decisions to stay or leave the organization?*	
Theme No. 1 Participants agree that DWT has an impact on employee retention.	**Analysis of Theme No. 1** All of the interview participants acknowledge digitalization's influence on employee retention. However, they provided specific aspects of digital workplace transformation that were deemed to affect employee retention and provided instances of how it impacted positively and negatively.
Theme No. 2 The positive impression of the participants on the impact of DWT on employee retention	**Analysis of Theme No. 2** All interview participants can experience positive experiences towards DWT, which can contribute positively to employee retention.
Theme No. 3 Negative impression of the participants on the impact of DWT on employee retention	**Analysis of Theme No. 3** According to the interview results, all participants also have a negative perspective towards DWT, which harms the employee retention of their team members.

In the first interview question, the researchers can interpret that digital workplace transformation significantly impacts employee retention. Digital tools provide flexibility, increase work efficiency, and enhance employee collaboration. However, there are also downsides, such as employee frustration when they lack training, which can result in disengagement and reduced retention rates of their team members.

One participant reported that digital workplace transformation improved their team's work-life balance, providing more flexibility and remote work options. This participant also mentioned how the pandemic sped up the use of digital tools and platforms, enabling better staff support and training, increasing engagement, and bettering employee retention. Another participant mentioned that their organization had a good retention rate, which they attribute to the streamlined operations and enhanced communication brought about by their digital tools. This participant emphasized the importance of effective communication in employee retention, citing miscommunication as a common reason for employee disengagement and turnover. Furthermore, the utilization of digital tools like Slack has contributed to the enhancement of communication and the reduction of internal misunderstandings.

Table 6-thematic analysis for question 2

2. In what ways has digital workplace transformation improved or hindered your team members' productivity? Can you provide specific examples of digital tools or technologies that have significantly impacted productivity?	
Theme No. 1 **All interview participants believe that DWT could influence employees' productivity.**	**Analysis of Theme No. 1** All of the participants in the interview believed that DWT could affect their team member's productivity with the implementation of digital tools.
Theme No. 2 **The participants have a positive impression of how DWT contributes to the productivity of employees.**	**Analysis of Theme No. 2** All of the participants in the interview were able to experience positive experiences towards DWT which resulted in better productivity of the employees.
Theme No. 3 **All interview participants also have a negative impression of DWT's influence on employees' productivity.**	**Analysis of Theme No. 3** All interview participants also express a negative outlook on DWT. They believe that despite the promising results it contributes to productivity,

it also has a detrimental effect on the productivity of their team members. Some of them only said a minor drawback with digital workplace transformation, and most favored the changes that are contributed by digital workplace transformation.

These interview responses demonstrate how the BPO industry's transition to a digital workplace has significantly impacted productivity, with tools like Slack, Microsoft Teams, Zoom, and Google Meet fostering better teamwork and communication. Automating monotonous operations, automation technologies, and AI have increased productivity by freeing team members to concentrate on more difficult tasks requiring their skills. However, constant notifications and distractions from digital tools can lead to decreased productivity, highlighting the need for proper training and guidance on digital tools and technologies. Additionally, the responses shed light on some drawbacks of digital workplace transformation, including technical difficulties that hamper efficiency, digital weariness, and employee exhaustion resulting from the constant use of digital gadgets and software. Team leaders should also urge staff members to occasionally take breaks from work and use rest areas in order to lessen digital weariness and burnout.

Table 7-thematic analysis for question 3

3. In your experience, how does the digital workplace transformation of the workplace impact employee motivation? Can you provide specific examples of digital tools or technologies that have affected employee motivation positively or negatively?	
Theme No. 1 **All interview participants have observed how DWT affects their team members' motivation.**	**Analysis of Theme No. 1** The interview participants perceive an effect of DWT on the motivation of their team members. They said it has many contributions and factors that contributed to their motivation.
Theme No. 2 **The participants have a positive impression of how DWT contributes to**	**Analysis of Theme No. 2** All of the participants in the interview were able to

the productivity of employees.	experience positive experiences towards DWT, which resulted in a better productivity of the employees.
Theme No. 3 **All interview participants also have a negative impression of DWT influence on employees' productivity.**	**Analysis of Theme No. 3** All interview participants also express a negative outlook on DWT. They believe that despite the promising results it contributes to productivity, it also has a detrimental effect on the productivity of their team members.

Many organizations nowadays are entirely reliant on digital technology. However, there is disagreement over how it affects employee motivation in the results of the researcher's interview. Three experts were interrogated about their perspectives on employee motivation and digitization to acquire insight into this problem. One responder said introducing digital tools enhanced staff motivation by motivating them to do more jobs effectively. Employee burnout was a side effect of the ease of finishing duties. So, they ensured that their staff members were happy with the work they had completed to solve this. According to another participant, tasks were more comfortable due to digitization, which boosted the desire to take on harder but more satisfying duties. However, they saw that using digital technologies resulted in staff disengagement, which resulted in burnout and motivational loss. Instead of sending out reports as a solution, they decided to have stand-up meetings to promote team interaction. Another participant said that digitization enabled them to perform additional jobs, which positively impacted staff motivation. However, technological issues like server upkeep and software glitches might make people less motivated. The findings show that the transformation of the workplace into a digital one can increase employee motivation by encouraging task completion efficiency, but it also has the potential to cause burnout and disengagement. It is essential to balance digital tools and human interaction in the workplace to achieve optimal outcomes. Employers should prioritize the satisfaction and appreciation of their employees while also providing opportunities for socialization and engagement. Regular communication and feedback are necessary to identify and address issues that may adversely affect employee motivation.

Table 8-thematic analysis for question 4

4. How does digital workplace transformation affect training and development compared to team communication in your organization? Can you provide examples of how digital workplace transformation has impacted each area differently?	
Theme No. 1 **Participants agreed on the impact of innovation and convenience of digital tools on employee training development and team communication.**	**Analysis of Theme No. 1** The participants agreed on digital tools' benefits in facilitating accessible and convenient learning experiences, improving connectivity between employees, and effectively monitoring and training employees. It has positively impacted employee learning and development and organizational communication and training processes.
Theme No. 2 **The participants say there are limitations in using digital tools in training development and team communication.**	**Analysis of Theme No. 2** Participants expressed concerns about the limitations of digital tools for immersive learning that need more nonverbal cues and hands-on experiences. Remote learning may also require unavailable resources and result in disconnection and isolation.

The findings for this interview question with three team leaders indicate that digital workplace transformation has significantly changed the workplace culture and positively and negatively impacted their teams. Initial study findings have generated differing perspectives. According to several team leaders, digitalization of the workplace has increased productivity, facilitated better client and customer contact, and made information more accessible. They also noted that digital technologies have streamlined corporate operations and removed distractions. Nevertheless, the team leaders saw that the social relationships among their team members had been badly impacted by the changes brought about by digitization. Team members now struggle to bond and feel socially

connected due to the shift to remote work and growing reliance on digital communication. The questioned team leaders indicated worry about the possible harm to their workers' mental and emotional well-being. The team leaders acknowledged the advantages of digitization but noted that it was essential to handle its drawbacks and put the welfare of their team members first. In order to ensure that the benefits of technology are fully utilized while avoiding any potential negative effects, it is crucial to carefully manage its adoption as it becomes more prevalent in the workplace.

V. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

There is currently interest in digital workplace transformation across all corporate sectors. Still, there is yet to be a clear consensus on what it exactly means due to the lack of literature that is currently available. It becomes incredibly complicated to distinguish a physical workplace and a digital setup transformation because it has been an ongoing process for the past few decades. More in-depth research in this area—primarily empirical—is required first to pinpoint the vital components of digital workplace transformation. Technology is driving a revolution in a work environment that was previously unobserved. Additionally, most respondents who responded were in favor of the shift to a digital workplace were between the ages of 18 and 28, which indicates that these individuals are members of the Millennial and Generation Z generations, which will take over the global employment and will be more willing to work with workplace technology. On the other hand, it is also claimed that BPO companies can train their employees and utilize effective communication with the help of digital workplace transformation. Based on earlier studies, businesses adopt digital technology to make their workplaces more modern and efficient. However, several variables are still missing, with several outcomes. While this study supports prior results, transforming the workplace to a digital one progressively directs and enhances the quality of work performed by CSR agents in BPO companies. To put it another way, the researchers discovered through narrative analysis and numerical data that DWT significantly affects the work culture. DWT is introducing new digital technologies and establishing digital workplace transformation for a better work experience.

Our study on workplace transformation in Philippine BPO companies sought to understand how digital workplace transformation affected the CSRs' (customer service representatives) work cultures. We concluded from our research that adopting digital technology would significantly impact the workplace cultures of CSRs, causing positive and negative changes. This hypothesis was investigated through a thorough analysis of the data gathered, enabling us to come to significant findings and offer helpful recommendations for BPO companies looking to handle the opportunities and challenges presented by digital workplace transformation. Our hypothesis stated that the digital workplace would not significantly impact work culture in terms of these factors.

5.2 Recommendations

The researchers suggest the following recommendations for BPO businesses, Front Office CSR employees, and future researchers in light of the study's findings: For BPO Companies. When adopting new technology or updates, BPO organizations should give staff priority to in-depth training and educational briefings. This will guarantee that staff members fully comprehend the changes and can use the new tools or systems to their full potential. BPO firms should recognize the need to consider workers while making technological changes. Since machines cannot replace people, extra help may be needed during the transition. Also, establish an environment where staff members are free to voice their opinions, offer comments, and ask questions. To answer queries or problems connected to technical advancements, BPO businesses should promote routine communication between management and staff. Companies should prioritize the health of their workers by providing them with tools and assistance for coping with stress and preserving a positive work-life balance during times of transformation.

For Front Office CSR Employees. Employees in front-office CSR positions should be adaptable to change and open to ongoing skill development. They should look for opportunities to improve their technical and soft skills to keep up with technological changes. Supporting the Front Office CSR personnel should be a top priority for team leaders. They must focus on the well-being of their team members rather than merely their output and productivity. Team leaders should offer advice, mentoring, and resources to help staff members successfully use digital tools while also addressing any worries or difficulties they may encounter.

For Future Researchers. They must concentrate on locating unmet study needs on the influence of digitalization on workers in diverse contexts. Researchers can consider variables like the respondents' demographic traits and educational level to comprehend the dynamics at play further.

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