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Digital sustainability and technology-driven workplaces: a perspective of job demands–resources theory in service industry

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Abstract: Digital transformation has fundamentally reshaped contemporary workplaces, enabling organizations to improve operational efficiency, service quality, and innovation. However, sustainable digital transformation extends beyond technological adoption to encompass employees' psychological health and long-term organizational resilience, collectively referred to as digital sustainability. Drawing upon the job demands-resources (JD-R) theory, the current study investigates how digital work demands influence workplace stress and employee well-being while examining emotional intelligence as a critical personal resource that buffers the adverse consequences of technology-induced stress. A quantitative research design was employed using survey data collected from 286 employees working in digitally intensive service organizations across India, including banking, information technology, telecommunications, and online customer support. Correlation, regression and structural equation modelling were employed to examine the proposed relationships. The findings indicate that digital work demands significantly increase workplace stress, whereas emotional intelligence substantially reduces stress and positively contributes to employee well-being. Although the moderation effect was statistically insignificant, the findings suggest that personal resources independently contribute to employee adaptation while organizational interventions remain necessary to reduce excessive digital demands. These findings extend the JD-R framework by demonstrating that digital sustainability is achieved not solely through technological capability but through an effective balance between digital job demands and employees' psychological resources. The study contributes to emerging digital literature by integrating technostress, emotional intelligence and employee well-being within a unified theoretical framework in the context of Indian service industry. Practical implications suggest that organizations should complement digital transformation initiatives with structured emotional intelligence development, digital well-being programs, leadership interventions, and human-centric practices to ensure sustainable organizational performance.

Keywords: digital sustainability; emotional intelligence; technostress; service industry; employee well-being

1. Introduction

The unprecedented advancement of digital technologies has fundamentally transformed contemporary workplaces, reshaping how organizations create value, coordinate work processes, and engage employees. Technologies such as artificial intelligence (AI), cloud computing, big data analytics, collaborative digital platforms, robotic process automation, and hybrid working systems have significantly enabled organizational efficiency, flexibility, and innovation

across industries (Akter et al., 2022). Particularly within service organizations, digital transformation has enabled continuous service delivery, improved customer responsiveness, and optimized operational performance. The fast-digital revolution of service segment has considerably reformed the kind of work, information exchange events, and employee responsibilities (Nozari et al., 2022). Nevertheless, alongside these technological opportunities, organizations increasingly face challenge of maintaining employees' psychological health, resilience, work-life-balance under conditions of continuous digital connectivity. Consequently, achieving sustainable organizational performance in the digital era requires organizations to balance technological efficiency with human well-being, an objective increasingly conceptualized as digital sustainability.

Digital sustainability extends beyond the adoption of advanced digital technologies to encompass the long-term capability of organizations to leverage digital innovations while preserving employees' psychological, social, and organizational well-being. Unlike conventional perspectives that primarily emphasize environmental sustainability or technological efficiency, digital sustainability adopts a human-centric perspective in which technological transformation is considered sustainable only when it simultaneously promotes employee resilience, organizational adaptability, ethical digital practices, and long-term workforce engagement (Martini et al., 2024). With the rising acceptance of distant work, simulated collaboration platforms, and technology-propelled workflows, employees are progressively facing of continuous connectivity, information overload, and technology-brought stress, mostly called as technostress (Raj & Chandwani, 2025). These revolutionize digital work engagement demand not only practical skill but also robust psychological and emotional proficiencies to manage with sudden varying workplace stresses (Salameh-Ayanian et al., 2025).

Among the various psychological resources examined in organizational behavior research, emotional intelligence (EI) has attracted considerable scholarly attention as a critical determinant of employee adaptability, resilience, and psychological functioning. Employees possessing higher EI are generally better equipped to regulate negative emotions, re-interpret stressful situations constructively, maintain positive interpersonal relationships, and develop adaptive coping strategies during periods of organizational change. As a result, EI has increasingly been recognized as an important personal resource capable of mitigating the adverse psychological consequences of digital work demands (Prasanth et al., 2024). Nevertheless, although numerous studies have independently investigated emotional intelligence, technostress, or employee well-being, considerably few studies have examined their integrated relationships within a comprehensive theoretical framework that explicitly explains digital sustainability. Objectives of this current study have been empirically pursued with the establishment of hypotheses hovering around the major constructs like digital work demands, workplace stress, emotional intelligence, and employee well-being.

2. Job demands–resources (JD–R) theory: in the context of digital sustainability

The JD–R theory proposes that every occupation has two broad categories of workplace characteristics. One is job demands, i.e. the aspects of work requiring sustained effort and associated with psychological or physiological costs and the other job resources, i.e. the aspects of work that help employees achieve work goals, reduce job demands, and promote growth and well-being (Bakker & Demerouti, 2024). This theory provides a particularly suitable theoretical foundation for understanding these complex relationships. The JD-R framework proposes that every occupation comprises job demands

requiring sustained physical or psychological effort and job resources that assist employees in achieving work objectives while reducing strain and promoting personal growth. Within digitally intensive workplaces, digital work demands including constant connectivity, technology-enabled multi-tasking, information overload, virtual collaboration, and rapid technological change constitute significant job demands that consume employees' cognitive and emotional resources (Parker & Grote, 2022). When these demands exceed available organizational and personal resources, employees experience increased workplace stress, emotional exhaustion, and declining well-being. Conversely, emotional intelligence represents an important personal resource that enables employees to regulate emotional responses, maintain psychological resilience, strengthen social relationships, and effectively cop with technology-induced stress. As a result, the balance between digital job demands and psychological resources determines whether the organizations achieve sustainable transformation (Demerouti, 2022).

Despite growing scholarly interest in digital work environments, several important gaps remain within the existing literature. The current study makes four significant contributions to the literature by identifying the following gaps.

Prior studies have predominantly examined digital transformation from technological, operational, or organizational performance perspectives, while relatively limited attention has been devoted to understanding digital sustainability from an employee well-being perspective. The current study broadens the conceptualization of digital sustainability by integrating employee psychological well-being into discussions of digital transformation, thereby advancing a more human-centric understanding of sustainable digital organizations.

Existing research has generally investigated technostress, emotional intelligence, workplace stress, and employee well-being as isolated constructs rather than integrating them in a unified theoretical framework capable of explaining sustainable digital workplaces. The current study develops and empirically validates an integrated framework lining digital work demands, workplace stress, EI, and employee well-being within a single model.

Although the JD-R theory has been extensively applied to traditional occupation health research, its application to digital sustainability remains comparatively underdeveloped, particularly regarding the strategic role of EI as a personal resource. The current study extends the explanatory capability of JD-R theory by incorporating EI (with its four underlying dimensions) as a strategic personal resource that buffers the detrimental effects of digital workplace stress (Schlaegel et al., 2022).

1) *Self-awareness*: it enables employees to identify their emotional reactions to digital pressures. Individuals who understand their stress responses can recognize when technological demands exceed their coping capacity and adopt proactive strategies.

2) *Self-regulation*: it allows employees to manage frustration, anxiety, and emotional exhaustion resulting from technological complexity and continuous connectivity. Effective emotional control helps employees maintain concentration and avoid negative reactions during digital disruptions.

3) *Empathy*: this supports effective interaction with colleagues, managers, and customers in increasingly virtual work environments. Since digital communication may reduce interpersonal connection, empathy becomes essential for maintaining trust, collaboration, and social support.

4) *Social skills*: these enable employee to develop constructive relationships, resolve conflicts, and facilitate cooperation within digitally mediated teams. These abilities are particularly valuable in hybrid and remote work settings.

Empirical evidence from emerging economies like India, remains scarce

despite rapid digital transformation. In particular, the Indian service industry, which encompasses information technology, banking, telecommunications, business process outsourcing, and online customer support; has experienced unprecedented digitalization following hybrid work systems, and cloud-based collaboration platforms, AI-enabled service delivery, and digital customer engagement. Employees operating within these sectors encounter unique technological demands characterized by continuous digital interaction, demanding performance expectations, high customer responsiveness, and prolonged virtual connectivity. Therefore, this context focusing Indian service sector, provides an appropriate setting for examining how digital work demands influence employee well-being and how EI contributes to sustainable digital workplaces.

The present study addresses these theoretical and empirical gaps by developing and empirically examining an integrated framework linking digital work demands, workplace stress, emotional intelligence, and employee well-being within broader contexts of digital sustainability. Specifically, the study extends the job demands-resources theory by conceptualizing and hypothesizing EI as a strategic personal resource that not only directly enhances employee well-being but also conceptually moderates the adverse consequences of workplace stress arising from digital work demands. In doing so, the research advances current understanding of sustainable digital transformation by demonstrating that organizational sustainability depends not solely upon technological capability but equally upon employees' psychological resilience and emotional competencies.

3. Related studies

The increasing digitalization of workplaces has stimulated extensive scholarly interest in understanding how technological transformation influences employees' psychological well-being, organizational performance, and sustainable work practices. Although previous studies have examined various dimensions of digital work environments, including technostress, emotional intelligence, workplace well-being, and organizational resilience, the existing literature remains fragmented. Most studies investigate these constructs independently or within limited theoretical perspectives, leaving considerable scope for developing an integrated understanding of digital sustainability (Hill et al., 2024). This section critically synthesizes the literature into themes that collectively establish the conceptual foundation of the present study.

3.1. Digital work demands, technostress, and employee well-being

Digital technologies have fundamentally transformed the nature of work by enabling continuous communication, remote collaboration, automated decision-making, and flexible work arrangements. While these technological developments improve organizational efficiency and service responsiveness, they also introduce new psychological demands that challenge employees' cognitive and emotional capacities. Within digital workplaces, employees increasingly experience constant connectivity, information overload, frequent technological interruptions, rapid software changes, virtual collaboration pressures, and blurred boundaries between work and personal life. These technology-related demands are collectively referred to as digital work demand, representing a distinct category of job demands within contemporary organizations (Wang et al., 2023).

Originally conceptualized as stress arising from the inability to cope effectively with information and communication technologies, technostress encompasses multiple dimensions including techno-overload, techno-complexity, techno-insecurity, techno-invasion, and techno-uncertainty. Employees operating in highly digitalized environments frequently report difficulties maintaining psychological recovery due to continuous online availability and increasing

expectations of immediate responsiveness (Semaan et al., 2023). However, empirical findings remain far from uniform. Several studies argue that digital technologies simultaneously enhance autonomy, flexibility, and work efficiency, thereby improving employee well-being under supportive organizational conditions. These contrasting findings suggest that digital technologies themselves are neither inherently beneficial nor detrimental. Instead, their impact depends upon how organizations manage digital work demands alongside available organizational and personal resources (Scholze & Hecker, 2023).

Despite growing evidence linking digital work demands to employee well-being, several limitations remain apparent.

First, most existing studies focus primarily on Western organizational settings, limiting the generalizability of findings to rapidly digitalizing emerging economies.

Second, previous research frequently emphasizes either technological determinants or organizational interventions while paying comparatively less attention to employees' individual psychological resources which asks more for overall workplace stress.

Finally, relatively few studies explicitly examine these relationships within the broader objective of achieving digital sustainability, highlighting an important opportunity for further theoretical development.

3.2. Emotional intelligence as a strategic personal resource in digital workplaces

As organizations increasingly recognize the psychological consequences of digital transformation, emotional intelligence has gained prominence as a critical personal capability supporting employee adaptation to technologically intensive work environments. Emotional intelligence encompasses an individual's capacity to perceive, understand, regulate, and utilize emotions constructively in both personal and interpersonal contexts. These competencies enable employees to manage stressful situations more effectively, maintain positive workplace relationships, and sustain psychological resilience during organizational change (Deshpande & Srivastava, 2023).

Within digitally enabled workplaces, emotional intelligence assumes even greater strategic importance because many technology-induced challenges extend beyond technical competence and involve complex emotional responses. Employees experiencing information overload, virtual communication difficulties, customer hostility, or technological uncertainty must continuously regulate frustration, maintain interpersonal effectiveness, and preserve motivation despite increasing work demands. Studies examining digital leadership emphasize that emotionally intelligent leaders create psychologically safer digital workplaces by fostering trust, transparent communication, employee empowerment, and supportive organizational cultures. Furthermore, emotional intelligence contributes to resilience by enabling employees to reinterpret stressful experiences more positively through cognitive reappraisal rather than emotional avoidance (Dhar et al., 2021).

Nevertheless, the existing literature reveals conceptual limitations.

Most previous investigations examine emotional intelligence primarily as an independent predictor of employee outcomes rather than as a dynamic psychological resource interacting with workplace stressors (Ertiö et al., 2024).

Limited empirical evidence explains precisely how emotional intelligence functions within technology-driven work environments characterized by continuous digital demands.

Few studies investigate emotional intelligence as a moderating mechanism capable of buffering the adverse effects of digital workplace stress on employee

well-being. This omission is particularly significant because the job demands-resources theory conceptualizes personal resources not merely as direct predictors but as protective mechanisms that reduce the negative consequences of excessive job demands.

3.3. Job demands-resources theory and the emergence of digital sustainability

The JD-R theory has become one of the most influential frameworks for explaining employee well-being across diverse occupational settings. The theory proposes that every occupation contains job demands requiring sustained physical or psychological effort and job resources that facilitate goal achievement, learning, motivation, and personal development. Although the JD-R framework has traditionally been applied to occupational stress, burnout, and employee engagement, recent technological transformations have expanded its relevance to digital work environments (Omol, 2024). Researchers increasingly classify digital work demands including constant connectivity, virtual collaboration, information overload, algorithmic management, and technology complexity as contemporary job demands requiring sustained cognitive and emotional effort. Despite these developments, applications of the JD-R framework within digital sustainability research remain comparatively limited.

Existing studies predominantly focus on occupational health outcomes without explicitly considering how balancing digital job demands and psychological resources contribute to sustainable organizational transformation (Alieva & Powell, 2023).

Digital sustainability has frequently been interpreted from technological or environmental perspectives, while its human dimension –particularly employee psychological well-being has received considerably less scholarly attention (Mishra & Venkatesan, 2023).

The emerging concept of digital sustainability argues that organizations achieve sustainable digital transformation only when technological advancement is accompanied by healthy, resilient, and psychologically engaged employees. Under this perspective, employee well-being is no longer viewed simply as an organizational outcome but as a prerequisite for long-term digital success (Tay et al., 2023).

Therefore, extending the JD-R framework to digital sustainability provides a theoretically meaningful opportunity to explain how organizations simultaneously achieve technological efficiency and human sustainability. In addition to that, integrating emotional intelligence within the JD-R framework contributes to a more comprehensive explanation of digital sustainability by linking organizational transformation with employee resilience.

Therefore, the present study operationalizes the following theoretical constructs (**Figure 1**):

Digital work demands: It represents the primary job demands within technology-enabled workplaces.

Workplace stress: Within the jd-r framework, it represents the immediate consequence of prolonged resource depletion.

Emotional intelligence: It functions as a strategic personal resource.

Employee well-being: It represents the primary resource outcome within the proposed model.

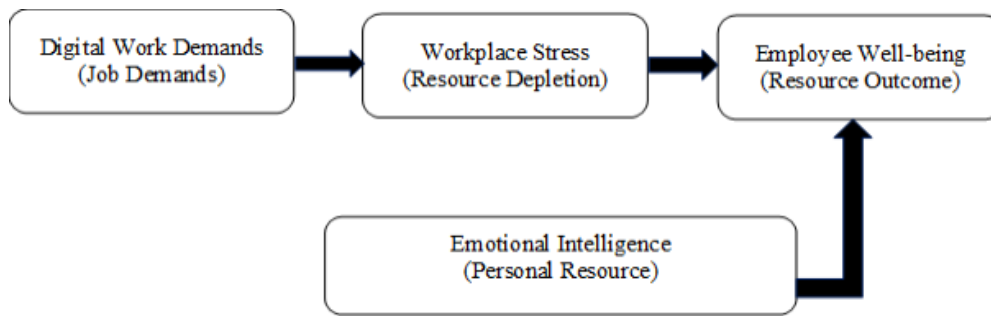


Figure 1: JD-R theory and digital sustainability framework

The proposed framework provides three important theoretical contributions, viz.

First, expanding the meaning of digital sustainability: The current study extends digital sustainability beyond technological efficiency and responsible digital infrastructure by positioning employee well-being as a fundamental component to sustainable transformation.

Second, extending JD-R theory into digital organizational contexts: The framework introduces digital work demands as emerging job demands and explains personal resources operating within technology-intensive workplaces.

Third, explaining individual differences in digital adaptation: By incorporating emotional intelligence as a moderator, the framework explains why employees exposed to similar digital environments may experience different psychological outcomes.

4. Research objectives

Building upon the identified research gaps, this study pursues the following objectives:

- 1) To examine the influence of digital work demands on workplace stress among employees working in digitally intensive service organizations.
- 2) To investigate the role of emotional intelligence in reducing workplace stress and improving employee well-being.
- 3) To examine whether emotional intelligence mediates the relationship between workplace stress and employee well-being.
- 4) To extend the job-demands-resources theory by integrating digital sustainability into technology-driven organizational contexts.
- 5) To provide empirical evidence regarding digital sustainability within the Indian service industry.

5. Hypotheses development

The very work is modeled to reveal the interaction between digital workplaces, emotional intelligence, and employee well-being in the service segment. Precisely, it pursues to inspect the influence of digitally negotiated work situations on employees' psychological well-being, evaluate the role of emotional intelligence in efficiently handling workroom stress rising from technology-run anxieties, and measure how emotional intelligence negotiates the association between digital work pressure and employees' work-life adjustment, thus contributing to enhanced overall work-related balance and well-being (Alzadjali & Ahmad, 2024). Based on the earlier studies and trends in the technology-driven workplaces, the following hypotheses were formulated to establish the phenomenon of digital sustainability and the technology-driven workplace thereby creating a framework for future research and relevant concerns.

5.1. Digital work demands and workplace stress

According to the JD-R theory, excessive job demands require sustained

cognitive and emotional effort that gradually depletes employees' psychological resources. Within digital workplaces, continuous connectivity, information overload, virtual collaboration, and rapid technological adaptation represent significant digital job demands (Sturgeon, 2021). These demands increase employees' perceived workload while simultaneously reducing opportunities for psychological recovery. Previous empirical studies consistently demonstrate positive relationships between technostress and workplace stress across digitally intensive occupations (Dutta & Mishra, 2024). Therefore, increasing digital work demands are expected to elevate employees' perceived workplace stress.

H1: Digital work demands positively influence workplace stress.

5.2. Emotional intelligence and workplace stress

The JD-R theory proposes that personal resources mitigate the adverse effects of excessive job demands. Emotional intelligence enables employees to recognize responses, regulate stress reactions, maintain emotional stability, and adopt constructive coping strategies during demanding work situations (Jiang, 2021). Employees possessing higher emotional intelligence are therefore expected to experience lower levels of workplace stress despite similar digital work demands. Previous empirical studies consistently identify emotional intelligence as an important predictor of stress reduction and psychological resilience (Kartol et al., 2024).

H2: Emotional intelligence negatively influences workplace stress.

5.3. Emotional intelligence and employee well-being

Beyond reducing workplace stress, emotional intelligence contributes directly to employee well-being through improved emotional regulation, stronger interpersonal relationships, enhanced resilience, and greater work-life balance (Bernuzzi et al., 2022). Individuals capable of effectively managing emotions are generally more satisfied with their work, experience fewer negative psychological outcomes, and demonstrate greater organizational engagement. Consequently, employee well-being can be influenced to a greater extent by emotional intelligence (Di, et al., 2021).

H3: Emotional intelligence positively influences employee well-being.

5.4. Moderating role of emotional intelligence

One of the central propositions of the JD-R theory is that personal resources buffer the negative consequences of excessive job demands. Emotional intelligence is expected to function as such a buffering resource by influencing how employees respond to stress rather than preventing the occurrence of digital work demands themselves. Digital work demands arise primarily from organizational technology use and therefore affect employees regardless of individual characteristics (Demerouti & Bakker, 2023). However, employees possessing greater emotional intelligence can reinterpret stressful experiences through cognitive reappraisal, regulate emotional responses more effectively, seek social support, and recover psychological resources more rapidly. As a result, emotional intelligence weakens the adverse influence of workplace stress on employee well-being by reducing the extent to which stress translates into psychological strain (Cheng et al., 2023).

H4: Emotional intelligence moderates the relationships between workplace stress and employee well-being.

6. Methodology

6.1. Research philosophy and design

This study adopts a positivist research philosophy, which assumes that relationships among organizational variables can be objectively measured using standardized quantitative techniques. Guided by the positivist paradigm, the

study employs a cross-sectional explanatory research design to investigate the relationships among digital work demands, workplace stress, emotional intelligence, and employee well-being within technology-intensive service organizations (Maksimovic, & Evtimov, 2023)

The explanatory design is particularly appropriate because the primary objective is to examine the causal relationships proposed by JD-R theory, specifically the influence of digital work demands on workplace stress, the direct contribution of emotional intelligence to employee well-being, and the moderating role of emotional intelligence in buffering the adverse effect of workplace stress. Structural equation modelling (SEM) was employed because it simultaneously estimates multiple interrelated relationships while accounting for measurement errors and latent constructs (Zhang et al., 2021).

6.2. Research context

The study was conducted among employees working in digitally intensive service organizations in India, including banking, information technology, telecommunications, and online customer support sectors. These industries have experienced substantial digital transformation through the widespread adoption of cloud computing, artificial intelligence, enterprise resource planning systems, virtual collaboration platforms, and hybrid work arrangement (De et al., 2024). Employees in these sectors routinely engage with multiple digital technologies, making them particularly susceptible to technology-induced job demands such as continuous connectivity, information overload, multitasking, and virtual communication pressures. Therefore, the Indian service industry provides an appropriate empirical context for examining digital sustainability from a human-centered perspective (Sharma et al., 2025).

6.3. Population, sampling procedure and data collection

The target population comprised full-time employees in digitally enabled service organizations operating in India. Respondents were selected using purposive sampling, ensuring that participants regularly interacted with digital technologies as part of their daily work activities (Hossan et al., 2023).

Data collection was undertaken between January and April 2025 using a structured questionnaire distributed through both online (Google forms and organizational email) and offline (printed questionnaires administered during organizational visits) modes. Prior permission was obtained from participating organizations before administering the survey.

Initially, 320 questionnaires were distributed. After data screening, 286 valid questionnaires were retained for analysis, representing an effective response rate of approximately 89.4 percentage (**Table 1**). Questionnaires were excluded based on different criteria (like incomplete responses exceeding 10% missing values, duplicate submissions, straight-line response patterns, inconsistent responses, and questionnaires completed in unrealistically short completion times).

Table 1. Sampling design and data collection

Item	Description
Target population	Employees in digitally intensive service industries
Industries	Banking, IT Services, Telecommunications, Online Customer Support
Sampling Technique	Purposive Sampling
Data Collection Period	January- April 2025
Survey mode	Online and Offline
Questionnaires distributed	320
Valid responses	286

Continued table:

Item	Description
Response rate	89.4%

6.4. Measurement instruments

Validated measurement scales from prior studies were adopted to ensure construct validity and compatibility with existing research. These are explained as follows.

Digital Work Demands (DWD):

This was measured using items adapted from previous technostress and digital work environment studies. The construct captures employees' perceptions of technology-related workload, continuous digital connectivity, information overload, rapid technological changes, and virtual collaboration requirements (Table 2).

Table 2. Measurement items for digital work demands (DWD)

Code	Item	Dimension covered
DWD1	My job requires me to remain digitally connected even outside normal working hours.	Continuous connectivity
DWD2	I receive more digital information (emails, messages, notifications etc.) than I can effectively manage.	Information overload
DWD3	Frequent technological changes make it difficult to keep up with my work requirements.	Technology change
DWD4	My work involves managing multiple digital platforms or applications simultaneously.	Digital multitasking
DWD5	Virtual communication and online collaboration increase the complexity of my daily work.	Virtual collaboration

Emotional Intelligence (EI):

It was measured using a multi-dimensional scale comprising dimensions like self-awareness, self-regulation, empathy, and social skills. These are covered by the items with following details (Table 3).

Table 3. Measurement items for emotional intelligence (EI)

Code	Item	Dimension covered
EI1	I am aware of my emotions when dealing with work-related challenges	Self-awareness
EI2	I can remain calm and control my emotions during stressful work.	Self-regulation
EI3	I understand the feelings and concerns of my colleagues and customers.	Empathy
EI4	I communicate effectively and maintain positive relationships at work.	Social skills
EI5	I can motivate myself to perform well even under difficult work conditions.	Self-motivation

Workplace Stress (WPS)

This was measured using a perceived stress adapted for digitally intensive work environments with the following details of items (Table 4).

Table 4. Measurement items for workplace stress (WPS)

Code	Item	Dimension covered
WPS1	I feel mentally exhausted because of my digitally intensive work environment.	Mental- exhaustion
WPS2	I often feel pressured to respond immediately to digital communications.	Time pressure
WPS3	The use of digital technologies increase my work-related stress.	Technostress
WPS4	I find it difficult to cope with my workload because of technology-related demands.	Work overload

Employee Well-being (WB):

This was assessed through established psychological well-being and work-life balance measures with the following details of items (**Table 5**).

Table 5. Measurement items for employee well-being (WB)

Code	Item	Dimension covered
WB1	I feel satisfied with my overall well-being at work.	Psychological well-being
WB2	I am able to maintain a healthy balance between my work and personal life.	Work-life balance
WB3	I generally feel positive and motivated while performing my job.	Positive affect
WB4	I recover quickly from work-related stress and feel emotionally healthy.	Emotional recovery
WB5	My work environment supports my psychological well-being.	Organizational support

The validity and reliability test results also support the appropriateness of the questionnaire for examining digital sustainability, emotional intelligence, workplace stress, and employee well-being within technology-driven service organizations (**Table 6** and **Table 7**).

Table 6. Item-level reliability analysis of the measurement instrument

	Cronbach's Alpha if Item Deleted	Cronbach's Alpha	N of Items
DWD1	0.745	0.774	19
DWD2	0.751		
DWD3	0.749		
DWD4	0.749		
DWD5	0.774		
EI1	0.757		
EI2	0.758		
EI3	0.758		
EI4	0.759		
EI5	0.770		
WPS1	0.772		
WPS2	0.774		
WPS3	0.771		
WPS4	0.774		
WB1	0.770		
WB2	0.768		
WB3	0.767		
WB4	0.774		
WB5	0.772		

The internal consistency of the questionnaire was first evaluated using Cronbach's alpha. The overall instrument achieved a Cronbach's alpha of 0.774, indicating satisfactory internal reliability according to the recommended threshold of 0.70. Furthermore, the Cronbach's alpha if item deleted values demonstrate that deleting any individual item would not substantially improve reliability, confirming the all measurement items contribute meaningfully to the overall construct.

Table 7. Construct-level reliability and convergent validity results

Construct	Cronbach's α	Composite Reliability (CR)	AVE interpretation
Digital Work Demands (DWD)	0.774	0.705 –0.725	0.509 –0.689 (Reliable and Valid)
Emotional Intelligence (EI)	0.774	0.710 –0.737	0.515 –0.667 (Reliable and Valid)
Workplace Stress (WPS)	0.774	0.709 –0.725	0.506 –0.669 (Reliable and Valid)
Employee Well-being (WB)	0.774	0.707 –0.772	0.595 –0.698 (Reliable and Valid)

Construct reliability was subsequently assessed through composite reliability (CR). Across all constructs, CR values ranged from 0.705 to 0.772, exceeding the recommended minimum threshold of 0.70, thereby confirming satisfactory internal consistency. Convergent validity was examined using the average variance extracted (AVE). The AVE values ranged between 0.506 and 0.698, all exceeding the accepted threshold of 0.50, indicating that each construct explains more than half of the variance in its observed indicators (Cheung et al., 2024).

6.5. Assessment of common method bias

Because all variables were collected through a single self-administered questionnaire at one point-of-time, the possibility of common method bias (CMB) was considered. Procedurally, anonymity and confidentiality were assured, questionnaire items were carefully worded to minimize evaluation apprehension, and respondents were informed that there were no right or wrong answer. Statistically, Harman's single-factor test was performed by loading items into an exploratory factor analysis (Table 8). Total variance explained by one component extracted was 30.373% which was less than threshold value of 50%, thereby indicating the absence of common method bias.

Table 8. Harman's single- factor test for common method bias

Indicator	Value
Variance Explained by First Factor	30.373 %
Threshold	Less than 50%
Conclusion	Common Method Bias not significant

7. Findings and analysis

The demographic features of the participants provide an overview of the sample distribution across gender, age group, industry sector, and work mode. Understanding these characteristics helps in assessing the representativeness of employees working in digitally enabled service industries (Table 9).

Table 9. Demographic and occupational characteristics of respondents (N = 286)

Demographicdimension	Group	Frequency	Percentage(%)
Gender	Male	162	56.6
	Female	124	43.4
Age Group (in years)	21–30	98	34.3
	31–40	112	39.2
	41–50	54	18.9
	Above 50	22	7.6
Industry	Banking	74	25.9
	IT Services	96	33.6
	Telecommunications	58	20.3
	Online Customer Support	58	20.3
Work Mode	Fully Remote	78	27.3
	Hybrid	134	46.9
	Office-based Digital Work	74	25.9

The demographic profile of the respondents indicates that the study sample largely represents employees working in digitally intensive service sectors. A substantial number of the participants mentioned within the age group of 31–40 years, reflecting a workforce that is actively engaged in technology-driven professional environments. The gender distribution shows a relatively balanced representation, suggesting that digital work platforms are utilized by both male and female employees across industries. In terms of sectoral distribution, employees from IT services and banking constitute a significant portion of the respondents, which is expected given the high level of digital integration in these sectors. Furthermore, the work mode distribution highlights that hybrid working arrangements are the most prevalent, followed by remote work. This distribution reflects the growing adoption of flexible and digitally mediated work environments in contemporary service industries.

7.1. Descriptive statistics

It was used to review the central tendency and spreading of the key study variables. The mean and standard deviation magnitudes provide an initial understanding of respondents' perceptions regarding digital work demands, emotional intelligence, workplace stress, work–life balance, and employee well-being (Table 10).

Table 10. Descriptive statistics of the measurement items

Variables	Mean	Standard Deviation
DWD1	3.75	0.738
DWD2	3.77	0.718
DWD3	3.71	0.732
DWD4	3.73	0.715
DWD5	2.72	0.540
EI1	3.92	0.649
EI2	3.91	0.680
EI3	3.92	0.719
EI4	3.91	0.680
EI5	3.47	0.534
WPS1	2.66	0.538

Continued table:

Variables	Mean	Standard Deviation
WPS2	2.70	0.511
WPS3	2.69	0.555
WPS4	2.72	0.540
WB1	3.00	0.466
WB2	3.03	0.522
WB3	3.02	0.516
WB4	3.51	0.541
WB5	3.49	0.521

The descriptive results indicate a clear distinction among the four constructs. Employees reported relatively high levels of digital work demands (DWD), with item mean ranging from 3.71 to 3.77, indicating that employees frequently experience technology-enable workloads, continuous connectivity and so on. In contrast, workplace stress (WPS) exhibited comparatively moderate mean values (2.66 –2.72), suggesting that although employees face considerable digital demands, these demands do not automatically translate into excessive stress. These findings align with the JD-R theory, which argues that sufficient personal and organizational resources can buffer the adverse effects of job demands. In addition to that, emotional intelligence (EI) recorded the highest average scores (3.47 –3.92) indicating that employees generally possess strong capabilities in emotional regulation, empathy, and self-management. Similarly, employee well-being (WB) demonstrated moderate-to-high mean scores (3.00 – 3.51), reflecting generally positive psychological well-being despite demanding digital work environments.

7.2. Multicollinearity test

This test was carried out to confirm the absence of multicollinearity interference (Table 11).

Table 11. Collienearity diagnostics for the measurement items

Variables	Collinearity Statistics	
	Tolerance	VIF
DWD1	0.364	2.747
DWD2	0.379	2.641
DWD3	0.406	2.464
DWD4	0.331	3.025
DWD5	0.489	2.046
EI1	0.439	2.279
EI2	0.388	2.580
EI3	0.447	2.235
EI4	0.693	1.444
EI5	0.602	1.660
WPS1	0.603	1.658
WPS2	0.570	1.753
WPS3	0.616	1.623
WPS4	0.727	1.376
WB1	0.632	1.582
WB2	0.591	1.693
WB3	0.722	1.385

Continued table:

Variables	Collinearity Statistics	
	Tolerance	VIF
WB4	0.688	1.453
WB5	0.364	2.747

Variance inflation factor (VIF) and tolerance statistics were examined for all observed indicators. The VIF values ranged from 1.376 to 3.025, while tolerance values ranged from 0.331 to 0.727. All VIF values are substantially below the commonly accepted thresholds of 5.0, indicating the absence of harmful multicollinearity among the predictor variables. Similarly, all tolerance values exceed the recommended minimum threshold of 0.20, further confirming that the independent variables are sufficiently distinct (Jeng, 2023).

These findings demonstrate that the regression and structural equation modelling estimates are unlikely to be biased due to multicollinearity and thus enhancing the robustness and credibility of the empirical results.

7.3. Correlation and regression analysis

It was carried out to look into the power and direction of relationships among the major aspects comprised in the study (Table 12). The outcomes demonstrate how digital work demands, emotional intelligence, workplace stress, and employee well-being are interrelated.

Table 12. Correlation matrix of the Study Constructs

Variables	1	2	3	5
1. Digital Work Demands	1			
2. Emotional Intelligence	-0.42**	1		
3. Workplace Stress	0.61**	-0.49**	1	
4. Employee Well-being	-0.31**	0.50**	-0.48**	1

Source: analyzed by the authors. ** Pearson correlation coefficients are reported. $p < 0.01$ (two-tailed)

The correlation analysis reveals several statistically significant relationships among the study variables (Ali Abd Al-Hameed, 2022). Digital work demands exhibited a moderate positive correlation with workplace stress ($r = 0.61$, $p < 0.01$), suggesting that increased digital work requirements are associated with higher levels of workplace stress. Conversely, digital work demands showed significant negative correlations with emotional intelligence ($r = -0.42$, $p < 0.01$), and employee well-being ($r = -0.31$, $p < 0.01$), indicating that greater digital work demands tend to reduce employees' emotional competencies, and overall well-being. Emotional intelligence demonstrated significant negative associations with workplace stress ($r = -0.49$, $p < 0.01$), while exhibiting positive relationship with employee well-being ($r = 0.50$, $p < 0.01$). These findings suggest that emotionally intelligent employees are better equipped to manage workplace stress and maintain healthier and psychological well-being.

The magnitude of the correlation coefficients ranges from 0.31 to 0.61, indicating moderate relationships among the constructs. None of the intercorrelations exceed the commonly accepted threshold of 0.80 as mentioned earlier, suggesting that multicollinearity is unlikely to be a concern in subsequent regression or structural equation modeling analyses. A regression model was employed to estimate the influence of emotional intelligence and workplace stress on employee well-being (Table 13). The analysis provides insights into the

factors that significantly contribute to employees' psychological and work-related well-being.

Table 13. Multiple regression results for employee well-being

PredictorAspect	Beta(β)	t-value	Significance(p)
Emotional Intelligence	0.52	9.03	< 0.001
Workplace Stress	-0.41	-6.88	< 0.001
R^2	0.44		
F-value	38.17		< 0.001

The regression results demonstrate that emotional intelligence plays a significant positive role in enhancing employee well-being, while workplace stress negatively affects it. This finding suggests that emotional competencies enable individuals to manage interpersonal relationships effectively and regulate emotional responses to work-related challenges. On the other hand, workplace stress significantly reduces employee well-being, indicating that excessive workload, technological interruptions, and continuous connectivity may adversely affect employees' mental and emotional health. The model exhibits a primary portion of variance in well-being, indicating that emotional intelligence and stress levels are critical determinants of overall employee wellness. These findings highlight the need for organizations to implement stress management programs and emotional intelligence development initiatives to promote healthier and more sustainable work environments.

The results provide preliminary empirical support for the proposed theoretical relationships and justify further hypothesis testing through structural equation modeling.

7.4. Structural equation modelling (SEM)

The proposed hypotheses from H1 to H3 were tested by SEM (**Figure 2**, **Figure 3** and **Figure 4**). The last hypotheses, i.e. the possible moderation effect of Emotional intelligence on work place stress (WPS) and employee well-being (WB) was done by using OLS regression (an observed-variable equivalent of the moderation model commonly estimated in SEM). These are explained in the subsequent paragraphs.

H1: Digital work demands positively influence workplace stress.

The structural path between digital work demands and workplace stress is statistically significant. The estimated path coefficient is $\beta = 0.517$, with a critical ratio (C.R.) = 6.135 and $p < 0.001$, indicating a strong positive relationship between the two constructs. The positive coefficient indicates that employees experiencing higher levels of digital work demands are more likely to report to greater workplace stress. The larger critical ratio (greater than 1.96) and highly significant p- value confirm that this relationship is statistically robust. These findings are consistent with the JD-R theory, which argues that excessive job demands consume employees' physical and psychological resources, resulting in increased stress.

Thus H1 is supported.

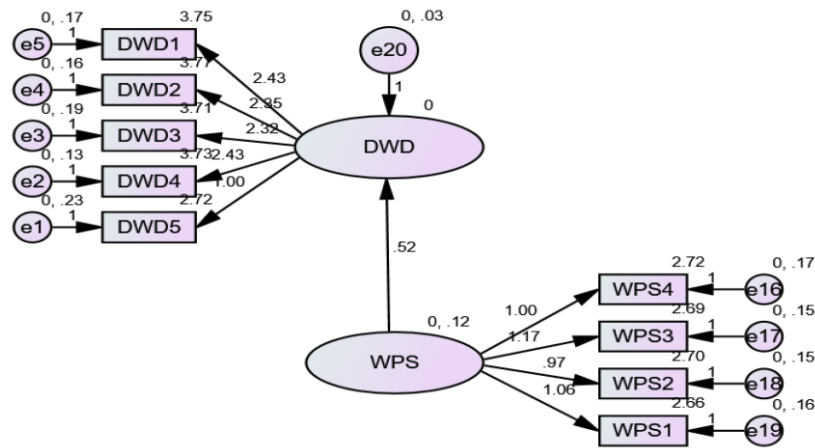


Figure 2. Relationship between digital work demands and workplace stress

H2: Emotional intelligence negatively influence workplace stress.

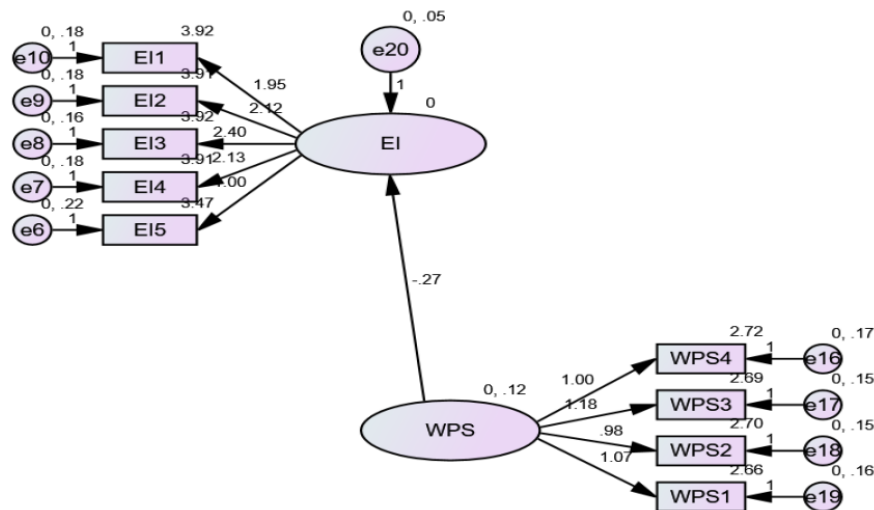


Figure 3. Relationship between emotional intelligence (EI) and workplace stress (WPS)

The regression coefficient between emotional intelligence (EI) and workplace stress (WPS) is $\beta = 0.274$, with C.R. = -4.287 and $p < 0.001$, demonstrating statistically significant negative relationship. The negative coefficient suggests that employees possessing higher emotional intelligence experience lower workplace stress. Emotional intelligence enables individuals to recognize, regulate, and effectively manage their own emotions as well as those of others, thereby reducing the adverse effects of demanding work environments. Since the critical ratio exceeds the threshold for significance and the p-value is well below 0.001, the relationship is statistically significant. These findings support the JD-R framework, which considers emotional intelligence as protective factor that buffers employees against workplace demands and stress.

Thus H2 is supported.

H3: Emotional intelligence positively influences employee well-being

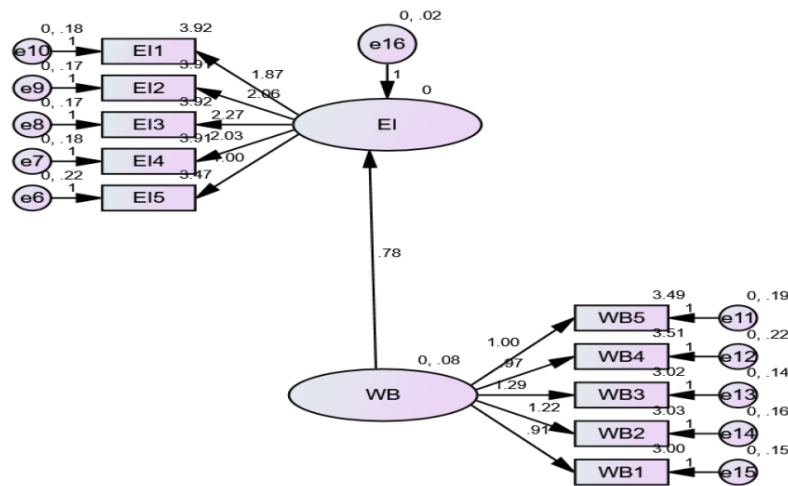


Figure 4. Relationship between emotional intelligence and employee well-being

The structural model reports a significant positive relationship between emotional intelligence and employee well-being, with $\beta = 0.778$, C.R. = 6.054, and $p < 0.001$. The positive and statistically significant co-efficient indicates that employees with greater emotional intelligence exhibit higher levels of well-being. Emotionally intelligent employees are better equipped to regulate stress, maintain positive interpersonal relationships, and balance professional and personal responsibilities, thereby enhancing their overall well-being.

Therefore, H3 is supported.

H4: Emotional intelligence moderates the relationships between workplace stress and employee well-being.

A moderation analysis was conducted to examine whether Emotional Intelligence moderates the relationship between workplace stress and employee well-being. Workplace stress and emotional intelligence were standardized before constructing the interaction term ($WPS \times EI$). The overall regression model was statistically significant (with $R^2 = 0.496$, $F(3,282) = 92.45$, $p < 0.001$).

The following estimated model was used and the results were observed (Table 14).

$$WB = \beta_0 + \beta_1 WPS + \beta_2 EI + \beta_3 (WPS \times EI) + \varepsilon$$

Table 14. Moderating effect of emotional intelligence on the workplace stress-employee well-being relationship

Path	β	t	p	Interpretation
WPS $\rightarrow$ WB	-0.059	-3.748	< 0.001	Significant negative effect
EI $\rightarrow$ WB	0.223	14.223	< 0.001	Significant positive effect
WPS $\times$ EI $\rightarrow$ WB	-0.008	-0.557	0.578	Not significant

Workplace stress exerted a significant negative influence on employee well-being ($\beta = -0.059$, $t = -3.478$, $p < 0.001$). At the same time, emotional intelligence demonstrated a significant positive effect ($\beta = 0.223$, $t = 14.223$, $p < 0.001$). However, the interaction between workplace stress and emotional intelligence was not statistically significant ($\beta = -0.008$, $t = -0.557$, $p = 0.578$). Although the interaction was not significant, the conditional slopes were computed (Figure 5 and Table 15).

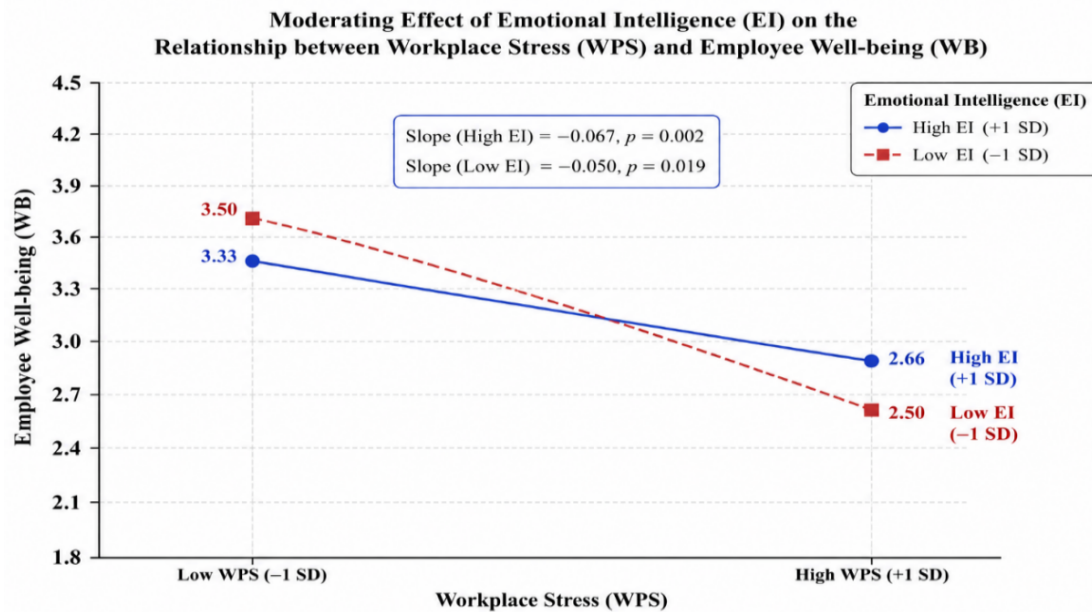


Figure 5. Simple slope analysis of the moderating effect of emotional intelligence

Table 15. Simple slope analysis of the workplace stress- employee well-being relationship at different levels of emotional intelligence

Emotional Intelligence	Slope (WPS→WB)	t	p
Low EI (-1 SD)	-0.050	-2.356	0.019
High EI (+1 SD)	-0.067	-3.097	0.002

For employee with low emotional intelligence, workplace stress significantly reduces employee well-being. In case of employees with high emotional intelligence, the workplace stress also significantly reduces employee well-being. However, because the interaction term is not significant, these slopes are not statistically different from one another. Consequently, emotional intelligence cannot be concluded to buffer or strengthen the effect of workplace stress.

Therefore, H4 is not supported.

8. Results and discussion

The empirical findings provide robust support for the applicability of the job demands –resources (JD-R) theory within technology-driven service organizations operating under digital sustainability principles. The correlation analysis demonstrates that digital work demands (DWD) significantly increase workplace stress (WPS), whereas emotional intelligence (EI) is associated with lower stress levels and higher employee well-being (WB). These relationships indicate that the psychological consequences of digital transformation are not solely determined by technological intensity but also by employees' psychological resources.

The SEM analysis further confirms that DWD significantly increase WB supporting Hypothesis 1. This finding suggests that increasing digitalization manifested through continuous online connectivity, rapid information processing, virtual collaboration, algorithmic monitoring, and technology-enabled multitasking creates substantial cognitive and emotional demands on employees. Within the JD-R framework, these digital demands that require sustained psychological effort, ultimately leading to resource depletion and increased occupational stress.

The results also reveal that EI significantly reduces WPS, thereby supporting Hypothesis 2. Employees possessing higher EI appear better ability

to regulate negative emotions, reinterpret stressful situations through cognitive reappraisal, maintain emotional balance during digital interruptions, and seek appropriate social support when confronted with technological challenges. Rather than functioning merely as an individual personality characteristic, emotional intelligence serves as an important psychological resource that enables employees to adapt successfully to continuously evolving digital work environments.

The positive relationship between EI and WB provides strong empirical evidence for Hypothesis 3. Employees with higher emotional intelligence experience greater psychological well-being because they can effectively regulate emotional reactions, maintain healthier interpersonal relationships, and preserve work-life balance despite increasing digital work intensity. These findings reinforce the JD-R proposition that personal resources not only reduce the negative consequences but also directly enhance positive outcomes.

The moderation analysis, however presents an interesting theoretical insight. Although EI independently improves WB and reduces WPS, the interaction between WPS and EI is statistically insignificant. As a result, Hypothesis 4 is not supported. The simple slope analysis demonstrates that workplace stress negatively affects employee well-being irrespective of employees' emotional intelligence levels. Employees with both low and high emotional intelligence experience reductions in well-being under elevated workplace stress, although those with higher emotional intelligence consistently report better overall well-being.

The findings suggest that emotional intelligence functions primarily as a direct psychological resource rather than as a buffering resource in extremely demanding digital work environments. In other words, emotional intelligence enhances employees' general coping capability but may not be sufficiently strong to neutralize the adverse consequences of persistent digital work demands when organizational job demands remain excessively high. Such findings indicate that individual psychological resources cannot fully compensate for structural organizational stressors including excessive digital monitoring, constant connectivity, unrealistic response expectations, and digital overload.

Although the present study pooled respondents across banking, information technology (IT), telecommunications, and online customer service sectors, the observed relationships may vary in magnitude across these industries. Employees in IT and telecommunications generally encounter greater digital complexity and continuous technological change, while banking employees frequently experience regulatory pressure combined with digital service expectations. Online customer service employees often confront emotional labour together with continuous digital interaction. Future sector-specific investigations may therefore reveal heterogeneous effects of digital work demands and identify industry-specific intervention strategies.

The findings as a whole demonstrate that sustainable digital workplaces require simultaneous investment in technological infrastructure and human psychological resources. Digital sustainability should therefore be viewed as an integrated organizational capability where technological advancement is balanced with employee well-being.

9. Theoretical contribution

9.1. Contribution to digital sustainability research

This study advances digital sustainability research by demonstrating that sustainable digital transformation extends beyond technological adoption and environmental efficiency to include employees' psychological sustainability. While previous digital sustainability literature has primarily emphasized digital innovation, green technologies, and organizational efficiency, the present study

highlights employee well-being as an equally important sustainable outcome. The findings suggest that organizations cannot achieve sustainable digital transformation unless employees possess sufficient psychological resources to manage increasing digital work demands. As a result, emotional intelligence emerges as a critical component of digital sustainability by promoting adaptive behavior, emotional resilience, and long-term workforce well-being.

9.2. Extension to job demands- resources theory

The study also extends the job demands- resources theory into technology-driven work environments. Traditional JD-R research has largely examined conventional job demands such as workload, role ambiguity, and time pressure. This study conceptualizes digital work demands as a contemporary form of job demand arising from digitalization, virtual collaboration, and continuous technological connectivity. Simultaneously, emotional intelligence is validated as an important personal resource that directly reduces workplace stress and improves employee well-being. Although the moderation effect was statistically insignificant, the findings suggest that personal resources independently contribute to employee adaptation while organizational interventions remain necessary to reduce excessive digital demands. Thus, the study refines JD-R theory by demonstrating that sustainable digital workplaces require both organizational resource management and individual psychological resource development.

10. Practical implications

The findings provide several practical implications for managers, human resource professionals, and policymakers seeking to build psychologically sustainable digital workplaces.

From a human resource perspective, organizations should move beyond emotional intelligence training by incorporating specific competencies such as self-awareness, emotional self-regulation, empathy, relationship management, conflict resolution, cognitive reappraisal, and stress resilience into employee development programs. These competencies can be embedded with on-boarding programs, leadership development initiatives, succession planning, coaching systems, and performance management frameworks.

Organizations should also redesign digital work systems to reduce unnecessary technological overload. Practical interventions include establishing digital communication protocols, limiting after-hours work communication, scheduling regular digital recovery periods, encouraging right-to-disconnect policies, and promoting flexible work arrangements that preserve work-life boundaries.

Managers should receive specialized training to identify early symptoms of technostress and emotional exhaustion. Regular well-being assessments, confidential counselling services, resilience workshops, mindfulness programs, and employee assistance programs can strengthen organizational support systems.

From a policy perspective, organizations implementing digital transformation initiatives should integrate employee psychological well-being into digital sustainability strategies. Corporate digital transformation frameworks should therefore include psychological health indicators alongside productivity and technological performance metrics. Policymakers may also encourage organizations to adopt occupational well-being standards that explicitly address digital work environments.

11. Limitations and future research

11.1. Limitations

Despite its contributions, the present study has several limitations as cited below.

i) The study employed a cross-sectional research design, limiting the ability to establish causal relationships among digital work demands, emotional intelligence, workplace stress, and employee well-being.

ii) All variables were collected using self-reported questionnaires, introducing the possibility of common method bias despite statistical procedure undertaken to minimize this concern.

iii) The study was conducted exclusively within Indian service industry, thereby limiting the generalizability of the findings to other cultural and institutional contexts.

iv) Although respondents represented multiple service industries, including banking, information technology, telecommunications, and online customer service, sector-specific differences were not examined separately.

v) The sample focused primarily on large digitally intensive organizations, excluding small and medium-sized service enterprises where digital transformation challenges may differ substantially.

11.2. Future research directions

Future studies should employ longitudinal research designs to examine how digital work demands, emotional intelligence, workplace stress, and employee well-being evolve over time. Cross-country comparative investigations would improve understanding of cultural difference in digital sustainability and emotional intelligence across emerging and developed economies. Future research may also examine additional mediating mechanisms such as psychological resilience, digital self-efficacy, employee engagement, burnout, organizational support, and work-life integration. Experimental research investigating AI-assisted emotional intelligence interventions, virtual coaching system, and digitally enabled well-being programs could provide stronger evidence regarding causal relationships and intervention effectiveness. Finally, multi-group SEM can compare employees across banking, IT, telecommunications, healthcare, education, and public service organizations to identify industry-specific digital sustainable strategies.

12. Conclusion

This study provides empirical evidence that digital work demands significantly increase workplace stress, whereas emotional intelligence serves as an important psychological resource that directly reduces stress and substantially enhances employee well-being within technology-driven service organizations. Although, emotional intelligence does not significantly moderate the relationship between workplace stress and employee well-being, its strong direct effects demonstrate that emotionally intelligent employees remain psychologically healthier despite increasing digital work pressures.

The findings contribute to digital sustainability literature by establishing employee psychological well-being as a central dimension of a sustainable digital transformation. Simultaneously, the study extends the job demands-resources theory by conceptualizing digital work demands as contemporary job demands while positioning emotional intelligence as a valuable personal resource within digitally intensive workplaces.

The study concludes that sustainable digital transformation requires balancing technological advancement with human-centered organizational practices. Investments in emotional intelligence development, psychologically informed leadership, digital well-being policies, and supportive organizational cultures are essential for ensuring that technological progress contributes not only to organizational performance but also to long-term employee resilience and sustainable workplace well-being.

Author contributions: Individual contributions made by the authors are given as follows (as per the CRediT taxonomy):

1. Contribution by RP

- i) Conceptualization: Ideas; formulation or evolution of overarching research goals and aims.
- ii) Methodology: Development or design of methodology; creation of models.
- iii) Supervision: Oversight and leadership responsibility for the research activity planning and execution, including mentorship external to the core team.
- iv) Writing original draft preparation: Preparation, creation and/or presentation of the published work, specifically writing the initial draft (including substantive translation).

2. Contribution by SS

- i) Validation: Verification, whether as a part of the activity or separate, of the overall replication/results/experiments and other research outputs.
- ii) Formal analysis: Application of statistical, mathematical, computational, or other formal techniques to analyze or synthesize study data.
- iii) Visualization: Preparation, creation and/or presentation of the published work, specifically visualization/data presentation.

3. Contribution by SR

- i) Investigation: Conducting a research and investigation process, specifically performing the experiments, or data/evidence collection.
- ii) Resources: Provision of study materials, reagents, materials, instrumentation, computing resources, or other analysis tools.
- iii) Writing review and editing: Preparation, creation and/or presentation of the published work by those from the original research group, specifically critical review, commentary or revision –including pre- or post-publication stages as and when it is or will be required.

4. Contribution by SP

- i) Software: Programming software; software development; computer programs; implementation of the computer code and supporting algorithms; testing of existing code components.
- ii) Data curation: Management activities to annotate (produce metadata), scrub data and maintain research data (including software code, where it is necessary for the data itself) for initial use and later reuse.
- iii) Project Administration: Management and coordination responsibility for the research activity planning and execution.

As this is a non-funded Research process, the Funding Acquisition role doesn't exist.

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