

Exploring the Impact of Digital Transformation on Employee Engagement among Non-Manual Employees at Ceylon Electricity Board: The Case of Nuwara Eliya, Sri Lanka

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Abstract

The ceylon electricity board in Nuwara Eliya is characterised by both a lack of infrastructure and different degrees of digital literacy among CEB employees, which are major problems to overcome in the process of digital transformation. Public utilities now stand at a crossroads of the digital revolution – where embracing innovation must go hand in hand with empowering people to stay active, resilient, and future-ready. This paper covers aspects of operational efficiency, customer service, business modelling, technology adoption and training, and organisational culture and support. The current study was quantitative in nature, with a population of 108 non-manual employees from area offices, and the sample of 92 was selected according to the table provided by Morgan. Stratified random sampling was used to select the respondents, and 83 valid responses were obtained to be analysed using SPSS. Scales used to measure also proved high reliability (Cronbach's alpha > 0.70). This research found a positive correlation between digital transformation and employee engagement ($r = 0.368$). The highest correlation was with technology adoption and training ($r = 0.405$), operational efficiency ($r = 0.203$), culture and support ($r = 0.257$), and business modelling ($r = 0.201$), all significant at $p < 0.05$. Multiple regression analysis revealed that the predictors of the engagement level were the technology adoption and training ($\beta = 0.215$, $p = 0.001$) and the operational efficiency ($\beta = 0.149$, $p = 0.031$). The findings convey a distinct message: digital tools have limited capacity to succeed without the support of leadership and specific upskilling, on the one hand, and an inclusive culture that fosters employee empowerment, on the other. These findings can be a guiding stone toward the construction of a digitally confident, engaged, and future-ready workforce by policymakers and the leadership at the utility.

Keywords: Ceylon Electricity Board, digital transformation, employee engagement, operational efficiency, technology adoption