Supplementary Material

G*Power sample size calculation

F tests - Linear multiple regression: Fixed model, R^2 deviation from zero

Analysis: A priori: Compute required sample size

Input: Effect size f^2 = 0.05

α err prob = 0.05

Power (1-β err prob) = 0.95

Number of predictors = 2

Output: Noncentrality parameter λ = 15.6000000

Critical F = 3.0249643

Numerator df = 2

Denominator df = 309

Total sample size = 312

Actual power = 0.9500748

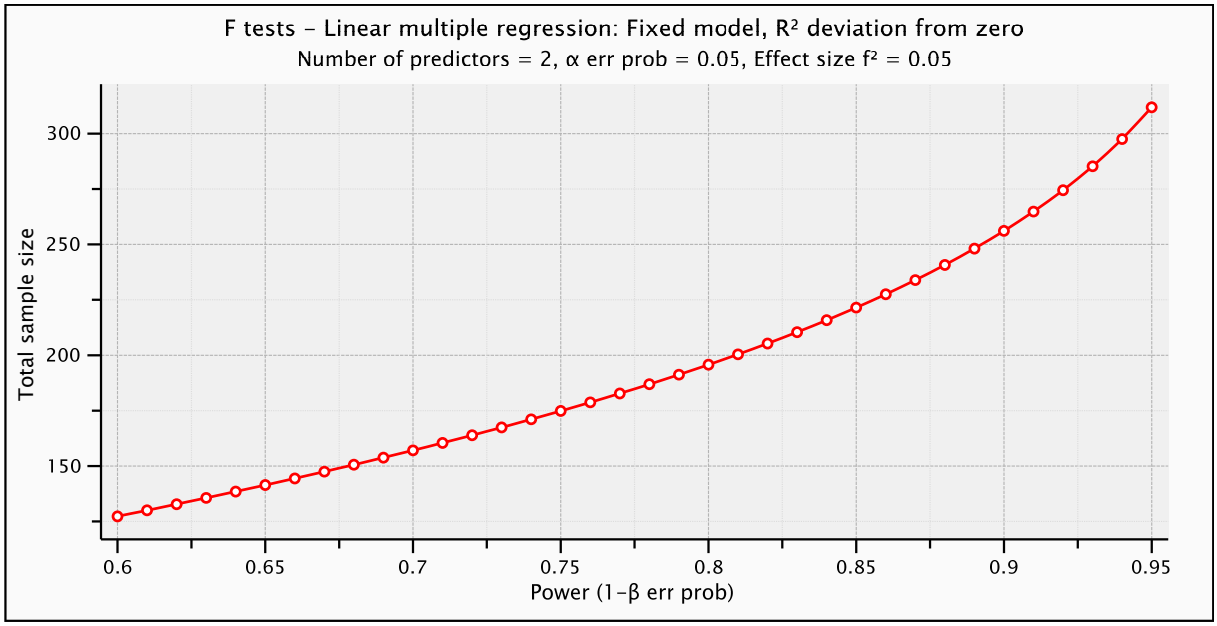

Figure S 1 G*power sample size

Table S 1 Questionnaire

Variable	Dimensions	Questions	1	2	3	4	5
Technostress	Techno-overload	1. I feel that I am forced by this technology/machine to do more work than I can handle					
		2. I feel that I am forced by this technology/machine to work with very tight time schedules					
		3. I feel that I am forced to change my work habits to adapt to new technologies/machines					
		4. I feel that I have a higher workload because of increased technology complexity					
	Techno-complexity	5. I do not know enough about this technology/machine to handle it satisfactorily					
		6. I feel that I need a long time to understand and use new technologies/machines					
		7. I do not find enough time to study and upgrade my technology skills					
		8. I find others know more about this technology/machine than I do					
		9. I often find it too complex for me to understand and use new technology/machine					
	Techno-uncertainty	10. There are always new developments in the technologies we use in our organization					
		11. There are constant changes in computer software in our organization					
		12. There are frequent upgrades in computer networks in our organization					
	Techno-insecurity	13. I feel constant threat to my job security due to new technologies/machines					
		14. I have to constantly update my skills to avoid being replaced					
		15. I am threatened by co-workers with newer technology skills					
		16. I feel there is less sharing of knowledge among co-workers for fear of being replaced					
Wang, H., Ding, H., & Kong, X. (2023). Understanding technostress and employee well-being in digital work: The roles of work exhaustion and workplace knowledge diversity. *International Journal of Manpower*, *44*(2), 334-353.							
Work Exhaustion		17. There are days when I feel tired before I arrive at work					
		18. I cannot tolerate the pressure of my work very well					
		19. During my work, I often feel emotionally drained					
		20. It happens more and more often that I talk about my work in a negative way					
Wang, H., Ding, H., & Kong, X. (2023). Understanding technostress and employee well-being in digital work: The roles of work exhaustion and workplace knowledge diversity. *International Journal of Manpower*, *44*(2), 334-353.							
Employee work well-being		21. I am satisfied with my work responsibilities					
		22. I feel fairly good with my present job					
		23. I find real enjoyment in my work					
		24. I can always find ways to enrich my work					
		25. Work is a meaningful experience for me					
Wang, H., Ding, H., & Kong, X. (2023). Understanding technostress and employee well-being in digital work: The roles of work exhaustion and workplace knowledge diversity. *International Journal of Manpower*, *44*(2), 334-353.							
Digital Leadership	Digital tool	26. I think using digital tools is fun 27. I would say I am a digital expert 28. When it comes to digital knowledge, I am always up to date					
	Digital Leadership skill	29. I am driving the digital transformation forward proactively in our unit 30. I can make others enthusiastic about the digital transformation 31. I have a clear idea of the structures and processes that are needed for the digital transformation."					
Lathabhavan, R., & Kuppusamy, T. (2024). Examining the role of digital leadership and organisational resilience on the performance of SMEs during the COVID-19 pandemic. *International Journal of Productivity and Performance Management*, *73*(8), 2365-2384.							

Table S 2 Demographic Information

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	187	56.8
	Female	142	43.2
Age	25 years and less	16	4.9
	25-30 years	86	26.1
	30-35 years	88	26.7
	35-40 years	78	23.7
	40-45 years	40	12.2
	45 years and above	21	6.4
Work Tenure	Less than 1 year	55	16.7
	1-5 years	112	34.0
	5-10 years	108	32.8
	More than 15 years	54	16.4
Working Sector	Logistic	65	19.8
	Retail	90	27.4
	R&D	56	17.0
	Administration	45	13.7
	Finance	43	13.1
	Others	30	9.1