

Workplace Happiness in the Reality of Ecuador's Digital Economy*

Felicidad laboral desde la realidad de la economía digital en Ecuador

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ABSTRACT

Objective: To analyze workplace happiness within the context of Ecuador's digital economy, with a focus on teleworking, aiming to provide insights that inform future organizational practices.

Design/methodology: A theoretical-reflective approach was adopted, based on scientific literature and institutional reports on digital economy, workplace well-being, and telework in Ecuador. Updated and contextually relevant sources were prioritized. The analysis followed an argumentative and progressive structure, synthesizing contributions from wellbeing economics and positive psychology. A key limitation is the low methodological replicability inherent in this type of study.

Results: Digitalization is reshaping labor relations by calling for sustainable work environments where well-being and commitment arise from empathetic and flexible management. In Ecuador, rigid organizational cultures with limited integration of subjective well-being persist. Workplace happiness is negatively affected by inadequate teleworking conditions, technostress, and limited cybersecurity. Policies centered on well-being enhance productivity, motivation, and retention. Thus, organizational happiness emerges as a strategy for both human and business sustainability.

Conclusions: The persistence of deficient digital infrastructure and rigid organizational cultures in Ecuador hinders the development of telework and limits the perception of workplace happiness in digital environments. Addressing these issues requires transitioning toward new leadership models and adopting organizational approaches centered on well-being and employee autonomy.

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Originality: This study connects the paradigm of personal wellbeing economics with the reality of telework in Ecuador—an underexplored topic in the region. It also bridges international theoretical frameworks with the Ecuadorian context, highlighting structural challenges that affect the perception of workplace happiness.

Keywords: Digital economy, Happiness at work, Teleworking, Organizational Wellbeing, Ecuador.

Highlights

- Authoritarian leadership undermines well-being in digitalized work environments.
- Workplace happiness depends on flexible and empathetic organizational cultures.
- The digital economy demands policies that promote inclusion and autonomy.
- Workplace well-being should be a cornerstone of Ecuador's digital transformation.

RESUMEN

Objetivo: el objetivo fue analizar la felicidad laboral en la realidad de la economía digital de Ecuador, con enfoque en el teletrabajo, para aportar comprensiones que orienten futuras prácticas organizacionales.

Diseño/metodología: se adoptó un enfoque teórico-reflexivo, basado en contenido científico y documentos institucionales sobre economía digital, bienestar laboral y teletrabajo en Ecuador. Se priorizaron fuentes actualizadas que enriquecieran el fenómeno estudiado y que fueran aplicables al contexto ecuatoriano. El análisis fue argumentativo y progresivo. Se sintetizaron aportes desde la economía del bienestar y la psicología positiva. Se reconoce como limitación la baja replicabilidad metodológica inherente a este tipo de estudios.

Resultados: la digitalización transforma las relaciones laborales repensando entornos laborales sostenibles, donde el bienestar y el compromiso emergen de una gestión empática y flexible. En Ecuador persiste una cultura organizacional rígida, con baja integración del bienestar subjetivo. La felicidad laboral se ve afectada por condiciones inadecuadas del teletrabajo, tecnoestrés y limitada ciberseguridad. Proponer políticas centradas en el bienestar promueve la productividad, motivación y retención. Entonces, la felicidad organizacional surge como estrategia de sostenibilidad humana y empresarial.

Conclusiones: la persistencia de infraestructuras digitales deficientes y culturas organizacionales rígidas en Ecuador minimiza el desarrollo del teletrabajo y la percepción de felicidad laboral en entornos digitales. Para superar estos problemas se requiere migrar a nuevos modelos de liderazgo y adoptar un enfoque organizacional centrado en el bienestar y la autonomía del colaborador.

Originalidad: el estudio articula el paradigma de la economía del bienestar personal con la realidad del teletrabajo en Ecuador, enfoque poco abordado en la región. Además, analiza marcos teóricos internacionales y los relaciona con el contexto ecuatoriano, observando problemas que afectan la percepción de felicidad laboral.

Palabras clave: economía digital, felicidad laboral, teletrabajo, bienestar organizacional, Ecuador.

Highlights

- El liderazgo autoritario reduce el bienestar en entornos laborales digitalizados.
- La felicidad laboral requiere cultura organizacional flexible y empática.
- La economía digital demanda revisar políticas para lograr inclusión y autonomía.
- El bienestar laboral debe ser eje central de la transformación digital en Ecuador.

1. INTRODUCTION

With the advancement of globalization and digitalization, member countries of the Organization for Economic Cooperation and Development (OECD) have begun discussing a transition from a model of developed capitalism, focused on state welfare, toward a new framework referred to as *talentism*. Within this context, a parallel economic model has emerged: *well-being economics* (Dukelow, 2025). This approach places personal well-being at the center of economic priorities, emphasizing individuals' quality of life and subjective satisfaction (Llena-Nozal et al., 2019), while recognizing individual skills as critical drivers of human progress.

A paradigm shift is therefore being proposed (European Council, 2019; United Nations [UN], 2012; Royal Government of Butan, 2012; Sánchez-Bayón, 2020). Rather than concentrating on a macroeconomy oriented exclusively toward Gross Domestic Product (GDP) growth—an indicator that is predominantly economic and quantitative—emphasis is being placed on more qualitative approaches that recover the micro-foundations of human needs (see Table 1). These include subjective perceptions of well-being, the quality of social relationships, and mental health (Fernández, 2015; Melamed, 2017). This aligns with Easterlin's (2004) findings, which showed that beyond a certain income threshold, economic growth ceases to correlate with higher levels of perceived happiness, highlighting the role of non-economic factors in shaping well-being.

Table 1. Paradigm Shift in the Economy

Tabla 1. Cambio paradigmático en la economía

Traditional Approach	Transition	New Approach
(GDP Growth)	→	(Human Well-Being)
Objective: economic growth	→	Objective: multi-dimensional and subjective well-being
Primary indicators: GDP, production of goods and services	→	Primary indicators: perceived well-being, fulfillment of human needs
Key aspects: production, investment, consumption	→	Key aspects: subjective well-being, social relationships, mental health

Source: Author's own work based on European Council (2019), UN (2012), Royal Government of Butan, 2012 and Sánchez-Bayón (2020).

This paradigm shift invites reconsideration of the very meaning of development and progress, moving beyond frameworks centered exclusively on macroeconomic and numerical indicators to incorporate subjective dimensions related to well-being, satisfaction, and mental health (Graham, 2005; Llena-Nozal et al., 2019). Although these perspectives have gained traction in developed economies, particularly among OECD countries, their adoption in Latin America, and specifically in Ecuador, has been limited. One explanation lies in the continued prioritization of economic growth

objectives over quality-of-life indicators in public and organizational policies. Consequently, the transition toward a digital economy represents a contested terrain between traditional and innovative development models, as digital technologies generate new forms of work that offer potential benefits, including greater flexibility.

Notably, telework reflects this tension: although it provides opportunities to increase labor flexibility and enhance well-being, its implementation in Ecuador during the pandemic revealed significant challenges, including unstable working conditions, digital exclusion, and adverse effects on well-being (Iturralde Durán & Duque Romero, 2021). More recently, Arpi (2023) observed that the adoption of telework in Ecuador remains limited, uneven, and hindered by weak regulation and technological constraints, particularly in peripheral regions and within the private sector. These dynamics suggest that the debate on development cannot be restricted to aggregate indicators; it must also address the ways in which digital transformations shape workers' living conditions and organizational sustainability (Zhang & Jin, 2023). Aligned with this view, recent proposals call for a reconfiguration of labor relations and corporate culture (Sánchez-Bayón, 2019, 2020), fueling a growing body of research on happiness management and talent management (Cueva Estrada & Sánchez-Bayón, 2024a, 2024b).

The spread of mobile technologies and, therefore, the increasing influence of the digital economy have also transformed work environments in Ecuador (Pérez Chilán et al., 2022). These transformations have supported the automation of production processes, improved customer service, and expanded companies' operational reach (Lamiña Allauca & Cueva Estrada, 2024; Plaza Quimis et al., 2024). They have further enabled new models of business management, which have reshaped work dynamics and influenced workers' perceptions of well-being and satisfaction, particularly in light of the evolving characteristics of jobs driven by digitalization (Broccardo et al., 2023; Bolli & Pusterla, 2022; Sánchez-Toledo Ledesma, 2021). However, these advances have also posed challenges, such as the need to regulate and respect telework schedules, to ensure adequate home-based workspaces, and to clearly delineate the boundary between personal and professional life.

Against this backdrop, the study addresses the following research question: What is the relationship between the conditions of the digital economy and the perception of workplace happiness in Ecuador? Accordingly, the objective is to analyze workplace happiness in the context of Ecuador's digital economy, with particular attention to telework, in order to generate insights that may inform future organizational practices. This reflection is relevant as it contributes to the design of more human-centered work environments and to the capacity of companies to adapt to Ecuador's digital landscape.

This article is structured as follows: the introduction outlines the research problem, objectives, and purpose of the study. The methodology describes the theoretical-reflective review of the literature. The results present the theoretical framework, examining key elements such as the digital economy, workplace and organizational happiness, telework, and their interconnections. Finally, the article concludes with recommendations and avenues for future research.

2. METHODOLOGY

This study adopts a theoretical–reflective approach, grounded in the review and critical interpretation of scientific literature and institutional documents on digital economy and workplace and organizational well-being, as well as analyses of how digitalization has transformed work environments (Hernández-Sampieri et al., 2014). No causal associations or empirical inferences were drawn. The selection of sources was based on their conceptual relevance; inclusion in indexing systems such as Scopus, SciELO, and Latindex; and applicability to the Latin American context, particularly Ecuador (Hernández-Sampieri & Mendoza Torres, 2018).

The review included scientific articles published between 2001 and 2024 in both Spanish and English languages, prioritizing diverse authorship and geographic perspectives, while maintaining a specific focus on Ecuador. Technical reports from international organizations such as the OECD, the ECLAC, and the UN, along with books and institutional documents, were also incorporated to provide a comprehensive description of the study context. Preference was given to research addressing work digitalization, organizational well-being, telework, and well-being economics. Redundant, weakly related, poorly supported, or outdated sources were excluded.

The synthesis of the reviewed materials was conducted through an argumentative and progressive strategy aligned with the study’s primary objective: analyzing workplace happiness in the context of Ecuador’s digital economy, with particular attention to telework, while considering the conceptual frameworks underpinning the phenomenon under study. This approach enabled the integration of diverse disciplines, such as well-being economics, positive psychology, and organizational studies, into the Ecuadorian digital labor context through critical analysis and the identification of theoretical foundations that inform this research. The aim was to generate conceptual insights that may guide future organizational practices.

Given its reflective rather than systematic character, this approach has inherent limitations. Its argumentative and progressive nature reduces the possibility of exact methodological replication. Similarly, the absence of empirical evidence restricts the generalizability of results. However, these constraints are counterbalanced by the study’s capacity to establish a solid conceptual foundation for future empirical research.

3. RESULTS

This interdisciplinary literature review integrates contributions from well-being economics, business economics, and, at a structural level, political economy. This framework makes it possible to analyze how development models and institutional relationships shape working conditions in the digital era. From this standpoint, the study examines how companies can foster the individual well-being of their employees, moving beyond traditional logics centered solely on economic indicators. Understanding this paradigm requires situating workplace dynamics within the broader socioeconomic transformations brought about by globalization and digitalization.

Sánchez-Bayón (2020) conceptualizes this transformation process as a transition across multiple stages, environments, and technological advances, which calls for envisioning new scenarios and frameworks for managing production processes more effectively. Thus, it becomes necessary to

revisit economic theories and their intersections with related social disciplines, recognizing that dimensions such as subjective well-being, job satisfaction, and motivation have regained importance in analyzing emerging labor dynamics in digital technology-mediated environments (Sánchez-Bayón, 2019; Llena-Nozal et al., 2019). Such environments demand studies that contribute to their humanization, ensuring fairer, more empathetic, and more sustainable working conditions.

Digital Conditions and Structural Inequality in Ecuador

Applying these considerations to the Ecuadorian context requires examining the actual conditions of digital access, the use of technological tools, and the lived experience of remote work in the country. Recent studies indicate that although opportunities for developing digital competencies have improved, technology use remains predominantly recreational, limiting its potential for productive activities and economic well-being (Ochoa et al., 2022). This pattern reflects an underdeveloped digital culture, where innovation through technological tools is framed as a pathway to both economic and personal well-being. Yet, for vulnerable groups, digital inclusion continues to be constrained by socioeconomic disparities and the lack of institutional coordination across levels of government (De la Cruz-Campos et al., 2024).

Digital divides represent a major obstacle to digital transformation in Latin America and the Caribbean, as they restrict equitable access to employment opportunities and reinforce preexisting social inequalities (ECLAC, 2022). Ecuador is no exception: the shift toward a digital economy unfolds under uneven conditions that directly shape labor experiences. According to the report *Tecnologías de la información y comunicación* issued by the National Institute of Statistics and Census (INEC, 2024), 66% of Ecuadorian households have internet access, but stark differences persist between urban (73.6%) and rural (48.1%) areas. Such disparities undermine the feasibility of telework schemes and hinder the creation of inclusive digital environments. A further challenge is cybersecurity, a cornerstone of digital economy development that influences users' trust in virtual platforms (Cele & Kwenda, 2025). That trust depends heavily on companies' ability to safeguard data and ensure system integrity.

Empirical evidence shows that the experience of remote work in Ecuador during the COVID-19 lockdown was strongly influenced by factors that shaped both productivity and well-being: long working hours, low self-motivation, deficient organizational skills, and mental health impact (Ramos et al., 2020). These findings are consistent with broader regional studies that highlight organizational climate, work-family conflict, intensive use of digital platforms, and job autonomy as key determinants of stress and satisfaction in telework settings (Dávila Morán, 2023; Cuesta-Valiño et al., 2024). Juchnowicz and Kinowska (2021) further emphasize that employee well-being depends not only on digital tools that enhance efficiency but also on the conditions under which remote work is carried out.

Although telework offers flexibility and more family time, it may also heighten stress levels when implemented under precarious circumstances. In Ecuador, such precariousness translated into psychosocial risks, particularly in the absence of clear institutional regulations, as documented by Iturralde Durán and Duque Romero (2021). This finding resonates with the critical perspectives of Costin et al. (2023) and Dávila Morán (2023), who warn that telework, when poorly regulated, can erode both mental health and workplace well-being.

Ecuador's energy crisis in 2024, compounded these challenges, as recurrent power outages disrupted task completion, generated additional stress, and forced longer working hours. In this context, the blurring of boundaries between professional and personal life increased the risk of technostress from prolonged exposure to digital devices (Shaholli et al., 2024). Ultimately, organizational happiness depends on companies' ability to balance digital demands with the emotional and physical well-being of their employees. Digitalization thus presents a double-edged opportunity: it can foster workplace happiness if resources and environments are managed effectively, but it can also exacerbate risks if implemented under adverse or inequitable conditions.

Conceptual Approaches to the Construction of Workplace Happiness

Positive psychology provides a valuable framework for interpreting happiness as a strategic dimension in the workplace. This perspective, increasingly adopted in OECD member countries, links individual development to the creation of healthy work environments. Within this framework, workplace and organizational happiness can be analyzed from different approaches. On the one hand, the hedonic approach, rooted in Epicurean thought, conceives happiness as the pursuit of pleasure and the absence of pain. In the Ecuadorian labor context, this translates into reducing stressors and adverse working conditions (Bergsma et al., 2008; López Salort, 2021), thereby fostering higher levels of well-being and, in turn, enhancing productivity.

On the other hand, the eudaimonic approach, grounded in Aristotelian philosophy, defines happiness as the realization of a meaningful and virtuous life. It emphasizes the cultivation of individual skills and capabilities through ethical action, responsibility, balance, fairness, and generosity (Dhiman, 2021). Applied to Ecuador's labor reality, where organizational structures often prioritize operational control over holistic talent development, this approach highlights the need to design work environments that enable employees to find purpose, pursue continuous learning, and achieve comprehensive personal and professional growth.

Furthermore, Seligman's *authentic happiness* model (2002; 2011) offers an integrative framework that combines hedonic and eudaimonic approaches by linking pleasurable experiences with engagement and meaning. This model is particularly relevant for organizations in Ecuador, where strategic attention to emotional well-being remains limited. In addition, it underscores the distinction between *workplace happiness*, understood as employees' subjective evaluation of their daily work experience, and *organizational happiness*, which reflects a broader, institutionally driven vision oriented toward strategic long-term personal and professional development.

Organizational Changes Toward Well-Being in Digital Environments

Workplace happiness cannot be understood in isolation from the productive and cultural models that shape labor relations. It is therefore essential to examine the evolution of the economic frameworks that sustain work environments, particularly in contexts transitioning toward a digital economy. Table 2 presents different forms of socioeconomic transformation, contrasting conventional models with emerging approaches that seek to integrate productivity with personal well-being in contemporary organizational settings.

Table 2. Forms of Socioeconomic Transformation

Tabla 2. Formas de transformación socioeconómicas

Level of Transformation	Current Model	Proposed Model
Economic system	Advanced industrial capitalism, centered on the acquisition of material goods	Capitalism based on talent and the enjoyment of intangible goods
Economic model	Welfare state economy, top-down, interventionist, bureaucratic, and rigid	Well-being economics, bottom-up, entrepreneurial, creative, and flexible
Economic activity	Profit-oriented and fragmented by isolated sectors	Satisfaction-oriented and connected through dynamic networks
Corporate and professional culture	Centralized, hierarchical, and rigid corporations focused solely on metrics and outcomes	Holacratic and agile organizations fostering sustainable 3P (profit–planet–people) relationships, oriented toward satisfaction and well-being
Labor relations	Mechanistic and utilitarian approach to human resources	Dynamic and entrepreneurial view of talent

Source: Author's own work based on Sánchez-Bayón (2019; 2020).

Analyzing these levels of transformation sheds light on the relationship between digitalization and work and how it is reconfigured within the framework of a digital economy oriented toward personal well-being. This perspective challenges deterministic claims that technological progress inevitably destroys employment. Instead, it suggests that digitalization fosters productive realignments that create new opportunities and forms of work, consistent with the so-called 'Ricardo effect' (Steele, 1988; Sánchez-Bayón, 2022). Keynes's (1930; 1933) reflections are revisited not to argue for job destruction, but to illuminate the reorganization and transformation of employment in digital contexts.

The transformations in work processes and activities driven by digitalization have created new demands for competencies that span both technical and soft skills. The latter—including effective communication, empathy, self-regulation, and collaborative work—are particularly critical in flexible, autonomous, and virtual modalities (Husieva et al., 2025). Additionally, when supported by emotionally sustainable work environments, these skills contribute to employees' subjective well-being (Blahopoulou, 2022).

Moreover, Kofman (2012) and Seligman (2002; 2011) underscore the role of psychosocial and emotional conditions in shaping contemporary productive environments, while Graham (2005) emphasizes that happiness is constructed in relation to others' conditions and achievements. These comparisons, mediated by technology, may generate dissatisfaction, which highlights the need to reconceptualize well-being strategies from a relational perspective, especially considering that constant exposure to external benchmarks through professional networks and performance platforms may affect perceptions of well-being.

As part of the documentary analysis, Table 3 presents the conditions that hinder the effective development of telework in Ecuador and their implications for workplace happiness. These findings demonstrate the necessity for organizations to adopt holistic approaches to well-being, ensuring both business sustainability and talent retention.

Table 3. Telework and Perception of Workplace Happiness in Ecuador

Tabla 3. Teletrabajo y percepción de felicidad laboral en Ecuador

Condition	Observed Evidence in Ecuador	Impact on Well-Being
Lack of clear regulation	Long working hours, invasion of personal space (Ramos et al., 2020; Iturralde Durán & Duque Romero, 2021)	Technostress, exhaustion, reduced satisfaction
Deficient technological infrastructure	Limited connectivity in rural areas (INEC, 2024)	Exclusion from telework, inequality
Hierarchical leadership and in-person control	Dominant vertical models (Paredes Gaviláñez et al., 2024; Ramos & Tejera, 2017)	Limited autonomy, low motivation
Digital skills gap	Limited use of ICT for work purposes (Ramos et al., 2020; Ochoa et al., 2022)	Low productivity, frustration
Absence of a well-being culture	Reactive rather than preventive approach (Iturralde Durán & Duque Romero, 2021; Mideros & Fernández, 2021)	Lower commitment and retention

Source: Author's own work.

In Ecuador, the conditions summarized in Table 3 reveal the obstacles that must be addressed to develop digital work environments oriented toward well-being. The national economic system remains largely industrial and rigid, with corporate cultures centered on in-person control and minimal concern for subjective well-being (Paredes Gaviláñez et al., 2024; Ramos & Tejera, 2017). Although some progress has been made in sectors such as education and digital services, the implementation of more empathetic and flexible organizational models remains limited (Mideros & Fernández, 2021). Advancing toward models that promote both collective and individual well-being would support Ecuador's economic development and its transition toward a more inclusive and sustainable digital economy (Mideros & Fernández, 2021; Ramos & Tejera, 2017).

During telework, employees depend on the level of trust that organizations place in them to manage responsibilities remotely. Consequently, fostering a culture of flexibility and support is crucial for sustaining commitment and motivation. New organizational policies must consider the specific challenges of remote work, including digital fatigue, work-life balance, and the right to disconnect at the end of the workday. Frey and Stutzer (2001), Di Martino (2022), and Teresi (2024) emphasize that perceptions of well-being are influenced by autonomy, opportunities for participation in decision-making, and trust in institutions. Psychosocial factors such as perceived support, the quality of interactions, and job autonomy also play a decisive role (Easterlin, 2004). In developing countries, particularly in Latin America, subjective well-being is strongly conditioned by personal expectations, social aspirations, and perceptions of fairness. These dynamics become even more complex in digital contexts, where interactions are mediated by technological platforms and recognition is often ambiguous (Graham, 2005).

Bryson et al. (2017) demonstrate that job satisfaction positively influences organizational productivity, while the reverse—higher productivity leading to greater satisfaction—appears less likely (Hauff, 2022). Accordingly, organizational happiness strategies should serve as the foundation for business

success and employee retention (Galván-Vela et al., 2024). However, Fang et al. (2019) note that many business leaders hesitate to offer their employees additional benefits because of cost considerations and the difficulty of measuring their impact. Despite these barriers, organizations must actively seek mechanisms to evaluate the outcomes of well-being initiatives to sustain collective strategies.

Understanding organizational happiness as a collective well-being strategy requires moving beyond symbolic or superficial measures, such as installing coffee machines or recreational spaces. In Ecuador, where many workplaces continue to lack ergonomic conditions and empathetic organizational cultures, it is essential to guarantee minimum standards that foster a healthy and sustainable climate. Such a transformation not only strengthens commitment and motivation but also enhances employees' subjective well-being, laying the foundation for a genuine perception of workplace happiness.

Importantly, happiness should not become a corporate mandate or another managerial performance indicator. Enforcing it as an obligation risks creating emotional pressure, distrust, and reduced motivation. Instead, organizational happiness must emerge from empathetic policies aligned with digital work environments, while workplace happiness—understood as a subjective experience—depends on each individual's capacity to find meaning in their work. In this sense, Ecuadorian organizations are not required to guarantee happiness but rather to establish structural, cultural, and relational conditions that allow it to flourish.

4. CONCLUSIONS

Although the digital economy holds promise for enhancing efficiency and well-being, limitations in Ecuador continue to constrain its development. A key challenge is the insufficient technological infrastructure in rural areas and urban peripheries, where internet access remains limited. This deficiency exacerbates the digital knowledge gap, restricts the productive use of technological tools, and limits opportunities for remote work. As a result, the potential of telework to improve quality of work life, autonomy, well-being, and productivity is significantly weakened. Bridging these persistent gaps requires a reorientation of public and organizational digital inclusion strategies toward training, equity, and human development, consistent with principles of social responsibility.

The transition to new forms of work in the digital era cannot rely on traditional leadership structures. It demands an organizational transformation that strategically integrates digital tools while reconfiguring power relations around shared responsibility, autonomy, and trust. Even in technologically advanced environments, the absence of flexible and empathetic leadership undermines the perceived benefits of telework. Organizational culture thus becomes a decisive factor in sustaining well-being within digital work contexts. Younger generations, in particular, value flexibility, work-life balance, and autonomy; consequently, the persistence of authoritarian management styles risks increasing turnover, weakening commitment, and discouraging highly skilled professionals. These dynamics highlight the urgency of updating organizational policies to align with the demands of the digital economy.

This scenario raises questions that must be addressed through positivist research approaches capable of analyzing the interplay between telework, organizational culture, and perceived well-

being in the Ecuadorian context. Quantitative designs can provide valuable evidence to inform sustainable labor policies and advance the state of the art, while qualitative perspectives can shed light on how workers experience and interpret their roles in digitalized settings. Progress along this path is essential to support Ecuador's digital transformation from a people-centered perspective, positioning well-being as the cornerstone of a new development paradigm.

CONFLICTS DE INTEREST

The authors declare that they have no conflicts of interest that could have inappropriately influenced the results or interpretations of this study.

AUTHORS CONTRIBUTIONS

All authors contributed substantially to this study, as outlined below:

Jorge Manuel Cueva Estrada: conceptualization, methodology, research, formal analysis, writing, and preparation of the final draft.

Antonio Sánchez-Bayón: supervision, review, and revision of the final draft.

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