


# Chapter 2

## Digital Transformation as a Moderator of the Relationship Between Employee Commitment and Retention: A Case Study in a Tunisian International School

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### **ABSTRACT**

*This Tunis-based study at the British International School (BIST) explored digital transformation's impact on local and expatriate staff's organisational commitment and turnover over four months (70% participation). It analysed educational tech*

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*and new work models (hybrid, flexible) influence on leaving intentions, using OCQ (affective, normative, continuance commitment) and EMTIS scales. Tech use, impact, digital skills, and new model perceptions were also surveyed. Results showed frequent tech use boosts affective commitment and reduces turnover, especially for expats. Positive tech perception similarly lowers turnover. Surprisingly, high digital skills increased leaving intentions with low continuance commitment. Hybrid work mitigated low engagement's turnover impact. The study highlights tech/new model benefits (work-life balance, flexibility) and challenges (isolation). Recommendations include strengthening affective commitment, digital career programmes, and tailored HR policies.*

## **INTRODUCTION**

In an era where digital transformation is reshaping the educational landscape, understanding its impact on employee commitment and retention has become crucial for educational institutions worldwide. As boundaries between physical and virtual workspaces blur, traditional determinants of organizational loyalty are being challenged and redefined. This study explores the intricate interplay between digital transformation, organizational commitment, and turnover intentions within the unique context of the British International School of Tunisia (BIST), examining how technological evolution moderates the relationship between employee engagement and their intention to leave.

Common workplace expressions reflecting either affective attachment (“This is where I belong; I can't imagine working elsewhere”) or alienation (“I feel so disengaged that leaving seems inevitable”) reveal the diversity of employee-organization relationships. Such statements raise critical questions about the nature of organizational commitment: Is it driven by emotional ties, calculated interests, or an interplay of both? Most importantly, to what extent does this commitment shape turnover decisions? Deciphering these dynamics is vital for optimizing HR strategies and determining whether heightened organizational engagement can effectively counterbalance attrition tendencies.

The scientific literature has extensively explored these themes, and in the current context of increasing digitalization, Organizational Commitment (OC) and Intention to Quit (ITQ) hold heightened strategic importance for HRM. The intention to quit, conceptualized as the probability that an employee considers leaving their position in the near future (Berger-Douce, 2020), is a significant predictor of turnover, the negative consequences of which on organizational performance and profitability are well-established (Robert & Vandenberghe, 2018). According to the study by Robert & Vandenberghe (2017), organizational commitment is negatively associated with

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