

THE PRACTICAL MODEL MOTIVATION 4.0 AND ARTIFICIAL INTELLIGENCE AS FACTORS FOR BUILDING A DIGITAL ORGANIZATIONAL CULTURE

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Abstract: *The article explores the role of the Motivation 4.0 Practical Model and artificial intelligence as key factors in building a digital organizational culture in modern organizations. The aim of the study is to analyze how the integration of motivation-based management models with artificial intelligence-driven tools supports organizational adaptability, employee engagement, and value-oriented digital transformation. Using a conceptual and analytical approach, the article examines the interaction between Motivation 4.0 and artificial intelligence in the context of learning, communication, and decision-making processes. The findings suggest that artificial intelligence may enhance the practical applicability of Motivation 4.0, particularly in digitally mature business organizations. At the same time, the model provides a human-centered framework that balances emotional intelligence, green human resource management, corporate social responsibility, and benchmarking. The study concludes that the synergy between Motivation 4.0 and artificial intelligence contributes to the sustainable development of a digital organizational culture based on trust, innovation, and continuous learning.*

Keywords: *digital organizational culture, Motivation 4.0, artificial intelligence, digital transformation*

1 Introduction

In recent years, organizations across both public and private sectors have been undergoing profound transformations driven by rapid digitalization and technological advancement. The emergence of artificial intelligence (AI), automation, and data-driven decision-making has not only redefined operational processes but has also fundamentally reshaped organizational structures, work practices, and cultural dynamics. In this evolving context, the development of a digital organizational culture has become a critical factor for ensuring adaptability, innovation, and long-term sustainability. The concept of employee motivation has expanded beyond traditional economic and managerial perspectives, incorporating psychological, social, and ethical dimensions. Contemporary approaches emphasize intrinsic motivation, employee engagement, and the alignment between individual values and organizational goals. For this reason, the integration of human-centered and sustainability-oriented practices is increasingly recognized as essential for fostering resilient and high-performing organizations.

Within this framework, the role of artificial intelligence extends beyond its technological function. AI is increasingly viewed as a transformative force that influences not only productivity and efficiency but also communication patterns, decision-making processes, and employee perceptions. Its implementation raises important questions related to trust, job

security, ethics, and the overall readiness of organizations to adapt to digitally mediated environments. In response to these challenges, the “Motivation 4.0” model (Vasilev & Icheva, 2025) proposes an integrated approach that combines key elements such as *emotional intelligence*, *green human resource management*, *corporate social responsibility*, and *benchmarking with storytelling*. This model reflects the need to align individual capabilities, organizational values, and learning mechanisms within a broader digital and sustainable context.

Despite the growing body of research on digital transformation and organizational behavior, there remains a need for integrative frameworks that explicitly link motivational factors, artificial intelligence, and organizational culture (Aškerc Zadavec, Weis, & Gorenc, 2025). Furthermore, comparative studies between public and business sectors are still limited, particularly in the context of emerging digital environments.

The aim of this study is to examine the role of the *Motivation 4.0 model* and *artificial intelligence* as factors in the development of *digital organizational culture*. The research further seeks to explore the relationships between motivation, AI, and organizational culture through an empirical analysis and to compare these dynamics across public and business sector organizations. To achieve the stated aim, the study pursues several tasks. It first examines the *theoretical foundations* of the Motivation 4.0 model and its core components. It then *analyzes* the role of artificial intelligence as a factor influencing motivation and organizational culture. Furthermore, *the study explores* the relationships between motivation, AI, and digital organizational culture. Finally, it conducts a *comparative analysis* between public and business sector organizations in Bulgaria and proposes an integrated conceptual model.

Based on the theoretical framework and the proposed conceptual model, four hypotheses are formulated - H1: employee motivation is positively associated with digital organizational culture; H2: artificial intelligence is positively associated with digital organizational culture; H3: motivation is positively associated with artificial intelligence adoption; and H4: the relationships among motivation, artificial intelligence, and digital organizational culture differ between public and business sector organizations.

2 Practical Model “Motivation 4.0”

In the context of dynamic digital transformation and the increasing need for sustainable organizational development, the issue of human resource motivation acquires a new dimension. In this regard, the practical model “Motivation 4.0,” developed by Vasilev and Icheva (2025), is of particular importance, as it offers an integrative approach to motivation by conceptualizing it as the result of interactions between individual, organizational, and social factors.

The conceptual framework of the model is based on four key elements: emotional intelligence, green human resource management, corporate social responsibility, and benchmarking in combination with storytelling. These components form an interconnected system aimed at building a sustainable motivational environment that supports both the individual development of employees and the long-term effectiveness of organizations.

2.1 Emotional Intelligence as a Foundation of Organizational Behavior

The relationship between emotional intelligence, modern management practices, and the transformation of organizational culture has become increasingly important in the digital age. Emotional intelligence is considered a fundamental factor at the individual level, influencing employees’ ability to understand and manage their own emotions, as well as to build effective interpersonal relationships (Mayer, Caruso, & Salovey, 2016). It creates the conditions for increased engagement, adaptability, and readiness to embrace change, including the implementation of new technologies.

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Emotional intelligence (EI) is defined as the ability to perceive, understand, use, and manage emotions in ways that support thinking and behavior (Mayer & Salovey, 1997). According to the Four-Branch Model, EI consists of four interrelated abilities: perceiving emotions, facilitating thought through emotions, understanding emotions, and managing emotions (Mayer, Caruso, & Salovey, 2016).

In the context of modern organizations, EI is not merely a personality trait but a critical competency that influences employee well-being, the quality of social interactions, and leadership effectiveness (Brackett & Salovey, 2006). High levels of emotional competence among leaders are directly associated with greater employee satisfaction and lower levels of burnout (Palomera, Fernández-Berrocal, & Brackett, 2008). To facilitate the practical application of emotional intelligence in organizations, several developmental frameworks have been proposed.

The RULER model, developed by Marc Brackett (2019), is a practical framework for developing emotional intelligence that focuses on recognizing, understanding, labeling, expressing, and regulating emotions. It supports emotional literacy and facilitates the effective application of emotional competencies in everyday and organizational contexts.

The effective management of emotions contributes to improved well-being, interpersonal effectiveness, and organizational performance, making emotional intelligence an important competency in contemporary organizations (Brackett, 2019).

In the context of digital transformation, emotional intelligence supports trust, collaboration, and adaptability, thereby facilitating the successful integration of artificial intelligence. Organizations increasingly seek to develop EI-supportive cultures that promote emotional awareness, empathy, and constructive interpersonal interactions, all of which contribute to the development of a digital organizational culture (Levitats, Ivcevic, & Brackett, 2022).

2.2 Green Human Resource Management

Green human resource management functions as a strategic tool at the organizational level. It reflects the organization's orientation toward sustainability, ethics, and social engagement, while contributing to building a value system that motivates employees through belonging to a meaningful and responsible organizational mission.

Green Human Resource Management (GHRM) focuses on aligning employee engagement with environmental goals, which requires a high level of emotional commitment and shared values related to sustainability (Vasilev, 2023). GHRM is defined as the strategic alignment of human resource management practices with an organization's environmental objectives, aimed at fostering sustainable development for both present and future generations (Blagova & Vasilev, 2022). This approach is increasingly important for organizational attractiveness, as younger job seekers tend to prefer employers that demonstrate strong environmental and ethical commitments.

According to Blagova and Vasilev (2022), the concept of GHRM is operationalized through five strategies. The first is green recruitment, which focuses on attracting candidates with an environmental mindset whose values align with the organization's sustainability orientation (Jabbour, 2016). This is followed by green training, which includes both theoretical and practical programs designed to encourage employees to adopt environmentally responsible behaviors. The effectiveness of such training can be enhanced by linking it to appropriate reward mechanisms (Afsar, Badir, & Kiani, 2016). Green motivation further supports employee engagement by promoting a clear environmental vision and fostering a collaborative learning climate that encourages knowledge sharing and participation in green initiatives (Renwick, Redman, & Maguire, 2013).

To reinforce these practices, green reward systems combine financial incentives with non-monetary recognition, such as certificates or public acknowledgment, thereby strengthening employees' sense of responsibility and organizational commitment (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). Finally, environmental performance management ensures the effectiveness of these initiatives through regular evaluation based on predefined environmental indicators and continuous feedback. In the context of digital transformation, Green HRM practices can be further supported by AI-driven tools that enhance environmental monitoring, employee engagement, and data-driven decision-making.

2.3 Corporate Social Responsibility

Corporate social responsibility (CSR) is grounded in organizational values that contribute to collective well-being and sustainable development (Serafimova et al., 2025). Within the framework of the Motivation 4.0 model, CSR represents an important element that aligns organizational goals with broader social and ethical considerations. It enhances employee motivation by fostering a sense of purpose, belonging, and alignment with socially responsible values.

The relationship between motivation and CSR can be considered causal, as the underlying motives of an organization determine both the nature and scope of its social practices. Understanding these internal drivers is essential, as they directly influence managerial decisions and the selection of stakeholders targeted by CSR initiatives (Campopiano, De Massis, & Cassia, 2012).

The literature generally distinguishes between economic and ethical motivations for CSR. While economic motives emphasize reputation, competitiveness, and stakeholder trust, ethical motives focus on social responsibility and environmental sustainability. In practice, organizations often combine both perspectives when designing CSR initiatives (Campopiano, De Massis, & Cassia, 2012).

Organizations characterized by higher levels of emotional intelligence are more likely to adopt CSR practices, as their leaders are better able to understand stakeholder needs and recognize the broader social and emotional impact of their decisions (Levitats, Ivcevic, & Brackett, 2022). In this sense, CSR functions not only as a strategic management approach but also as a motivational mechanism that strengthens employee engagement and organizational commitment. Furthermore, CSR contributes to a positive organizational image and enhances organizational attractiveness, particularly among younger employees who increasingly value ethical and sustainable practices. As part of the Motivation 4.0 model, CSR supports the creation of a value-driven organizational culture that facilitates long-term sustainability and effective adaptation to digital transformation.

2.4 Benchmarking and Storytelling

Benchmarking and storytelling are essential components of the Motivation 4.0 model, functioning as mechanisms for organizational learning, knowledge sharing, and communication. Benchmarking enables organizations to compare their practices and performance with industry standards and best practices, thereby facilitating continuous improvement and informed decision-making (Vasilev & Icheva, 2025). Through benchmarking, organizations can identify gaps, adopt innovative approaches, and enhance their competitiveness in a rapidly changing digital environment (Serafimova & Vasilev, 2024). It also supports the evaluation of organizational capabilities, including those related to human resource management and employee motivation.

Storytelling plays an important role in shaping organizational identity and reinforcing shared values (Davies, 2007). It serves as a powerful tool for developing emotional awareness

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and strengthening the connection between employees and organizational goals. By communicating experiences, successes, and challenges through narratives, organizations can foster empathy, trust, and a sense of belonging.

Together, benchmarking and storytelling complement each other by combining analytical and emotional dimensions of organizational development. While benchmarking provides data-driven insights, storytelling facilitates the internalization of values and meaning. As part of the Motivation 4.0 model, these tools contribute to enhancing intrinsic motivation and support the development of a digital organizational culture characterized by learning, innovation, and adaptability.

In its entirety, the Motivation 4.0 model offers a holistic approach that integrates the human factor, sustainable management practices, and organizational learning. This makes it particularly relevant in the context of developing a digital organizational culture, where motivation is increasingly shaped by emerging technological and social dynamics. In this regard, the growing role of artificial intelligence introduces new opportunities and challenges, further transforming the way organizations motivate employees, manage knowledge, and build adaptive cultural environments.

3 The Role of Artificial Intelligence in Digital Organizational Culture

Artificial intelligence (AI) plays an increasingly significant role in shaping digital organizational culture by transforming both technological processes and human interactions. One of the ways in which AI contributes to this transformation is through tools such as sentiment analysis in digital communication, which can be viewed as a technological extension of the human ability to perceive and interpret emotions. The integration of emotional intelligence into organizational processes (ranging from human resource management practices to leadership approaches) remains essential for creating a sustainable and engaging work environment (Levitats, Ivcevic, & Brackett, 2022).

The integration of AI in modern organizations is not merely a technological shift but a profound transformation that reshapes work practices, decision-making processes, and the very fabric of organizational culture. Digital organizational culture can be understood as a system of shared values, beliefs, and norms that define how organizations operate within a digital environment. As such, it can either facilitate or hinder the successful adoption of AI technologies (Akyazı, 2023). Empirical evidence suggests that there is a significant positive relationship between employees' attitudes toward AI and organizational culture, highlighting the importance of cultural readiness in technology adoption (Shokrollahi, 2025).

Artificial intelligence is commonly defined as the capability of machines and software systems to perform tasks that typically require human intelligence, such as reasoning, learning, and decision-making. The implementation of AI leads to the automation of routine tasks, allowing employees to focus on higher value-added activities that require creativity, critical thinking, and complex problem-solving (Shokrollahi, 2025). Consequently, this shift transforms job roles and necessitates the development of advanced digital, analytical, and cognitive skills.

AI technologies including chatbots, robotics, and pattern recognition systems contribute to increasing employees' digital awareness and technological competence. These tools enhance knowledge acquisition and facilitate interaction with digital systems, thereby fostering a more flexible and adaptive workforce (Sherba et al., 2025). Research indicates that artificial intelligence positively influences digital capabilities and awareness, which in turn support organizational performance and effectiveness (Akyazı, 2023).

The relationship between organizational culture and AI is dynamic and reciprocal. Organizational culture acts both as a mediator and a moderator in the process of digital

transformation. Studies show that cultures characterized by innovation, openness to change, and data-driven decision-making are more successful in adopting AI technologies (Sherba et al., 2025). In contrast, organizations with rigid hierarchical structures and risk-averse cultures tend to experience difficulties and delays in AI implementation. Leadership also plays a crucial role in fostering an AI-supportive culture by clearly communicating the benefits of AI and aligning technological initiatives with organizational values and strategic goals.

Despite its numerous advantages, the integration of AI presents several challenges for organizational culture. Employee resistance often arises from uncertainty and concerns about job displacement, while ethical issues related to privacy, transparency, and algorithmic bias may undermine trust in AI systems (Sherba et al., 2025). Additionally, the successful adoption of AI requires significant investments in upskilling and reskilling, as well as the development of digital competencies among employees. The role of AI in digital organizational culture is inherently bidirectional. While AI drives changes toward innovation, continuous learning, and data-driven practices, organizational culture simultaneously determines the extent to which these technologies can be effectively implemented. Successful integration depends on achieving a balance between technological efficiency and the preservation of meaningful human interactions within organizations.

The relationship between organizational culture and artificial intelligence is complex and multidimensional, as culture functions both as a mediator and a moderator in the process of digital transformation. The successful implementation of AI technologies depends not only on technological readiness but also on the cultural context within which these technologies are introduced (Sherba et al., 2025). Different cultural characteristics can either facilitate or hinder the adoption of AI, depending on the level of openness to innovation, risk tolerance, and leadership support. In this regard, key cultural dimensions influencing AI integration are summarized in Table 1.

Table 1. *Organizational Culture Factors Influencing AI Integration*

Cultural Dimension	Characteristics	Impact on AI Integration
Innovation and Data-Driven Culture	Encourages innovation, flexibility, and data-based decision-making	Facilitates successful AI adoption
Hierarchical and Risk-Averse Culture	Rigid structures, low tolerance for risk	Delays and hinders AI implementation
Digital Leadership	Clear communication, alignment with strategy, employee involvement	Enhances trust and reduces resistance

Source: Author's elaboration based on Akyazı (2023), Shokrollahi (2025), and Sherba et al. (2025).

Organizational culture acts as both a mediator and moderator in the relationship between artificial intelligence and digital transformation. As illustrated in Table 1, organizational culture plays a decisive role in shaping the outcomes of AI implementation. Innovation-oriented and data-driven cultures create favorable conditions for the successful adoption of AI by encouraging experimentation, flexibility, and evidence-based decision-making (Shokrollahi, 2025; Sherba et al., 2025). In contrast, hierarchical and risk-averse cultures tend to slow down technological change and create barriers to innovation.

Digital leadership emerges as an important factor in aligning technological initiatives with organizational values and strategic goals. By actively involving employees in the transformation process and clearly communicating the benefits of AI, leaders can reduce resistance and foster trust (Shokrollahi, 2025; Akyazı, 2023). These findings highlight that the effectiveness of AI integration is not determined solely by technological capabilities, but also by the cultural environment in which it is embedded (Sherba et al., 2025; Aliane et al., 2023).

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Therefore, organizations aiming to successfully implement AI must simultaneously invest in technological development and cultural transformation.

The integration of artificial intelligence in organizations, while offering significant benefits in terms of efficiency and productivity, also introduces substantial challenges related to organizational culture. These challenges include employee resistance, ethical concerns, and the need for new competencies, all of which influence the success of AI implementation (Shokrollahi, 2025; Aliane et al., 2023). Previous studies highlight that resistance to technological change is often driven by uncertainty and perceived job insecurity, while ethical issues such as bias and lack of transparency may undermine trust in AI systems (Akyazı, 2023; Shokrollahi, 2025). The growing demand for advanced digital skills requires organizations to invest in continuous learning and development, emphasizing the importance of upskilling and reskilling initiatives (Aliane, Gharbi, & Semlali, 2023). The main challenges associated with AI integration and their implications for organizational culture are summarized in Table 2.

Table 2. *Challenges of AI Integration and Their Impact on Organizational Culture*

Challenge	Description	Impact on Organizational Culture	Required Response
Employee Resistance	Fear of job displacement and uncertainty about AI	Decreased trust and engagement	Change management and communication
Ethical Considerations	Bias, privacy concerns, lack of transparency	Reduced organizational trust	Ethical governance and AI regulation
Skills Gap	Lack of digital and analytical competencies	Limited adaptability and innovation capacity	Upskilling and reskilling programs

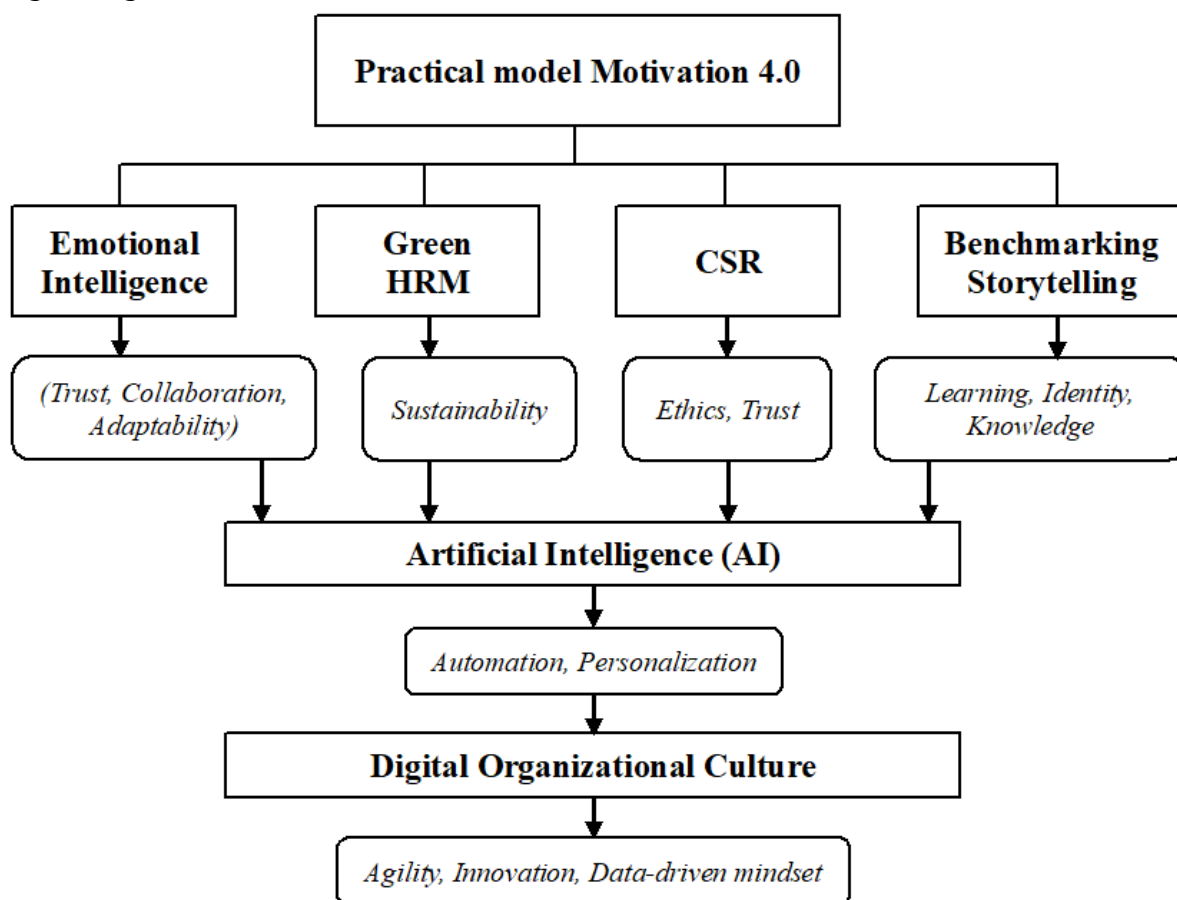
Source: Adapted by the author based on Akyazı (2023), Aliane et al. (2023), and Shokrollahi (2025).

AI integration requires balancing technological efficiency with human-centered organizational values. As shown in Table 2, the integration of artificial intelligence introduces a set of interrelated challenges that significantly influence organizational culture (Sherba et al., 2025; Shokrollahi, 2025). Employee resistance, ethical concerns, and the lack of necessary digital skills represent key barriers that organizations must address in order to ensure successful AI implementation (Akyazı, 2023; Aliane et al., 2023). These challenges, however, should not be viewed solely as obstacles, but also as drivers of cultural transformation. Overcoming employee resistance requires transparent communication and inclusive leadership, while addressing ethical concerns demands the establishment of clear governance frameworks and responsible AI practices (Shokrollahi, 2025). At the same time, bridging the skills gap highlights the importance of continuous learning and organizational investment in human capital. Artificial intelligence acts as a catalyst for change, encouraging organizations to evolve toward more adaptive, learning-oriented, and human-centered cultures. The successful integration of AI depends on achieving a balance between technological efficiency and the preservation of trust, ethical standards, and meaningful human interaction within the organization.

The challenges associated with artificial intelligence integration highlight the necessity of adopting comprehensive frameworks that go beyond purely technological considerations. Addressing issues such as resistance to change, ethical risks, and skills gaps requires a coordinated approach that integrates human, organizational, and strategic dimensions (Sherba et al., 2025; Aliane et al., 2023). This reinforces the need for models that combine motivational drivers, value-based management practices, and learning mechanisms, in order to support both technological adoption and cultural transformation (Levitats et al., 2022). Such an integrative perspective provides a foundation for understanding how organizations can effectively align digital innovation with human-centered principles and long-term sustainability.

Due to the increasing digitalization and the need to build adaptive organizational environments, there is a growing demand for an integrated approach that combines motivational, managerial, and technological factors. The present study is based on the “Motivation 4.0” model, extending it by incorporating artificial intelligence as a key mediator and catalyst of organizational transformation. The proposed conceptual model integrates four main components (emotional intelligence, green human resource management, corporate social responsibility, as well as benchmarking and storytelling) which operate at different organizational levels and jointly contribute to the development of a digital organizational culture. Within this model, artificial intelligence plays a central role by connecting and amplifying the impact of the individual elements through automation and intelligent data analysis (Figure 1).

Figure 1. Conceptual model of the impact of Motivation 4.0 and artificial intelligence on digital organizational culture



Source: Authors' elaboration based on Vasilev and Icheva (2025).

Figure 1 presents an integrated model that illustrates the interaction between the key elements of Motivation 4.0 and the role of artificial intelligence in the development of a digital organizational culture. At the individual level, emotional intelligence contributes to the development of trust, collaboration, and adaptability, which are essential for effective functioning in a digital environment and for the acceptance of technological innovations (Pellitteri, 2021). At the organizational level, green human resource management and corporate social responsibility establish a value framework oriented toward sustainability, ethics, and social engagement. These factors not only enhance employee motivation but also foster trust in the implementation of new technologies, including artificial intelligence. Benchmarking and

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storytelling, in turn, function as mechanisms for organizational learning and knowledge transfer. They support the development of a shared organizational identity and facilitate the adoption of best practices in a digital context.

At the core of the model lies artificial intelligence, which acts as both a mediator and a catalyst in the interactions between the different components. Through automation, data analysis, and the personalization of managerial processes, AI amplifies the impact of motivational and organizational factors and accelerates the transition toward a digital organizational culture. The overall outcome of these interactions is the formation of an organizational environment characterized by agility, innovation, and a data-driven mindset. While the proposed conceptual framework provides a theoretical explanation of how Motivation 4.0 and artificial intelligence contribute to the development of digital organizational culture, empirical validation is necessary in order to assess the practical relevance and applicability of these relationships in real organizational settings. The study proceeds with an empirical investigation aimed at testing the proposed conceptual assumptions and examining the strength of the relationships between the variables across public and business sector organizations.

The relationships illustrated in Figure 1 should be understood as a dynamic process of mutual reinforcement. Emotional intelligence contributes to the development of trust, collaboration, and adaptability, creating favorable conditions for the acceptance of digital technologies and AI-supported decision-making. Green human resource management and corporate social responsibility provide a value-based framework that strengthens employee engagement, ethical awareness, and organizational trust, which are essential for the responsible adoption of artificial intelligence. At the same time, benchmarking and storytelling facilitate organizational learning, knowledge sharing, and the dissemination of best practices, supporting employees in adapting to technological change. Artificial intelligence acts as a connecting mechanism that enhances these effects through automation, data analytics, personalization, and intelligent decision support. As a result, the interaction among these factors contributes to the development of a digital organizational culture characterized by innovation, continuous learning, flexibility, and data-driven thinking.

4 Research Methodology

The empirical part of the study adopts a quantitative research design aimed at examining the relationships between the components of the Motivation 4.0 model, artificial intelligence, and digital organizational culture. In order to explore these relationships, a cross-sectional survey-based approach was employed, allowing for the collection of comparable data from respondents across both public and business sector organizations in Bulgaria.

The empirical sample consisted of 60 respondents, including 30 employees from Bulgarian municipalities and 30 employees from private sector organizations. Data were collected between March and April 2026. The questionnaire was administered online. The business sector group consisted of employees from private organizations operating in various industries, including services, trade, manufacturing, and consulting. Respondents participated voluntarily and anonymously in the study and were selected through a convenience sampling approach. The research instrument consisted of a structured questionnaire developed specifically for the purposes of this study. It included ten statements measured on a five-point Likert scale, where 1 indicated strong disagreement and 5 indicated strong agreement. The questionnaire was designed to assess respondents' perceptions regarding motivational factors, the implementation and impact of artificial intelligence, and the characteristics of digital organizational culture.

Pearson correlation coefficients were calculated to examine the relationships between motivation, artificial intelligence, and digital organizational culture. Statistical significance was assessed at the 0.05 and 0.01 levels. The methodological approach was selected in order to provide empirical validation of the proposed conceptual framework and to assess the practical applicability of the Motivation 4.0 model in digitally transforming organizational environments.

4.1 Measurement Instrument

The questionnaire consisted of ten statements measured on a five-point Likert scale ranging from 1 (“Strongly disagree”) to 5 (“Strongly agree”). The items were grouped into three main dimensions: Motivation, Artificial Intelligence, and Organizational Culture. An additional integrative item was included to assess the perceived influence of artificial intelligence on organizational culture.

Table 3. *Questionnaire Structure and Measurement Items*

Dimension	Code	Item
Motivation	Q1	I have sufficient autonomy to make decisions in my work.
Motivation	Q2	My organization supports the development of my digital skills.
Motivation	Q3	I feel motivated to improve my performance in a digital work environment.
Artificial Intelligence	Q4	I use artificial intelligence tools in my daily work activities.
Artificial Intelligence	Q5	Artificial intelligence increases my work efficiency.
Artificial Intelligence	Q6	I am concerned that artificial intelligence may replace my job in the future.
Organizational Culture	Q7	My organization encourages innovation and experimentation.
Organizational Culture	Q8	Knowledge sharing is an integral part of my organization’s culture.
Organizational Culture	Q9	My organization supports digital transformation initiatives.
Integrative Item	Q10	The use of artificial intelligence positively influences the organizational culture in my organization.

Source: Developed by the authors.

The questionnaire was designed specifically for the purposes of the present study and was based on the conceptual relationships proposed in the Motivation 4.0 model and the literature on artificial intelligence and digital organizational culture. The selected items aimed to capture respondents’ perceptions regarding motivation, AI adoption, and organizational culture in digitally transforming organizational environments.

4.2 Reliability Analysis

To assess the internal consistency of the questionnaire, Cronbach’s alpha coefficients were calculated for the three main dimensions of the instrument. Results are presented in Table 4.

Table 4. *Reliability Analysis of the Questionnaire*

Dimension	Items	Cronbach’s α
Motivation	Q1–Q3	0.235
Artificial Intelligence	Q4–Q6	0.722
Digital Organizational Culture	Q7–Q9	0.345

Source: Authors’ calculations based on survey data.

The results indicate acceptable internal consistency for the Artificial Intelligence dimension ($\alpha = 0.722$), while lower reliability coefficients were observed for the Motivation ($\alpha = 0.235$) and Digital Organizational Culture ($\alpha = 0.345$) dimensions. These values suggest that the items within these dimensions capture related but not necessarily homogeneous aspects of the examined constructs. Given the exploratory nature of the study and the limited number of

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items included in each scale, the questionnaire should be regarded as a preliminary research instrument rather than a fully validated psychometric measure. Therefore, the findings should be interpreted with caution and viewed as indicative of broader trends that require further validation in future research.

5. Empirical Results

5.1 Descriptive Statistics

The descriptive analysis reveals notable differences between public and business sector organizations regarding motivation, AI adoption, and digital organizational culture. Business sector respondents report consistently higher mean values across all three constructs, indicating greater perceived motivation, stronger AI integration, and a more developed digital organizational culture. Table 5 presents the descriptive statistics for the examined variables across the two sectors.

Table 5. Descriptive Statistics of the Main Variables by Sector

Variable	Public Sector	Business Sector
Motivation	3.40	4.36
AI	2.37	3.82
Digital Organizational Culture	3.56	4.24

Source: Authors' calculations based on survey data.

Most notably, the mean value for AI-related variables in the public sector remains comparatively low ($M = 2.37$), suggesting limited practical implementation of AI-supported processes. In contrast, business organizations demonstrate significantly higher AI readiness ($M = 3.82$), reflecting a more advanced stage of digital transformation.

5.2 Correlation Analysis

The correlation analysis demonstrates substantial sectoral differences in the relationships between the examined variables.

Table 6. Public Sector Correlations

Relationship	r	p
Motivation - AI	-0.399	0.029*
Motivation - Culture	0.015	0.939
AI - Culture	-0.054	0.777

Source: Authors' calculations based on survey data.

Note: * $p < 0.05$.

The results presented in Table 6 reveal a statistically significant moderate negative relationship between motivation and artificial intelligence ($r = -0.399$, $p = 0.029$). This finding suggests that employees who perceive a higher level of AI implementation tend to report lower levels of motivation. Such a relationship may reflect concerns regarding job security, increased monitoring, reduced professional autonomy, or uncertainty associated with technological change.

In contrast, the relationships between motivation and digital organizational culture ($r = 0.015$, $p = 0.939$) and between AI and digital organizational culture ($r = -0.054$, $p = 0.777$) are extremely weak and statistically insignificant. These findings indicate that artificial intelligence has not yet become a meaningful driver of digital organizational culture within the examined public organizations. The results may reflect the relatively slow pace of digital transformation in public administration, where technological initiatives are often implemented through administrative requirements rather than through employee-driven innovation and organizational learning.

Table 7. Business Sector Correlations

Relationship	r	p
Motivation - AI	0.539	0.002**

Motivation - Culture	0.337	0.069
AI - Culture	0.556	0.001**

Source: Authors' calculations based on survey data.

Note: ** $p < 0.01$.

The results presented in Table 7 demonstrate substantially stronger relationships among the examined variables in the business sector. A moderate positive correlation is observed between motivation and artificial intelligence ($r = 0.539$, $p = 0.002$), indicating that employees who perceive greater use of AI also report higher levels of motivation. This relationship is statistically significant at the 0.01 level.

Similarly, a moderate positive and statistically significant relationship exists between AI and digital organizational culture ($r = 0.556$, $p = 0.001$). This finding suggests that AI adoption is closely associated with organizational environments characterized by innovation, flexibility, and data-driven decision-making.

Although motivation is positively related to digital organizational culture ($r = 0.337$), the relationship does not reach statistical significance ($p = 0.069$). Nevertheless, the positive direction of the coefficient indicates that motivation may still contribute to the development of digital organizational culture, although the effect is weaker than the direct influence of AI.

Table 8. Hypothesis Testing

Hypothesis	Result
H1: Motivation is positively associated with digital organizational culture.	Partially supported
H2: Artificial intelligence is positively associated with digital organizational culture.	Supported in the business sector; not supported in the public sector
H3: Motivation is positively associated with artificial intelligence adoption.	Supported in the business sector; not supported in the public sector
H4: The relationships among motivation, AI, and digital organizational culture differ between public and business sector organizations.	Supported

Source: Authors' interpretation based on correlation analysis.

The hypothesis testing results indicate that the role of artificial intelligence differs substantially across organizational contexts. While AI demonstrates positive and statistically significant associations with both motivation and digital organizational culture in the business sector, similar relationships are not observed in public organizations. These findings support the view that organizational culture and digital maturity influence the effectiveness of AI adoption and its contribution to organizational development. H1 was considered partially supported because the relationship between motivation and digital organizational culture remained positive in both sectors, although statistical significance was not achieved.

Overall, the findings reveal a clear sectoral contrast. While AI implementation in the public sector is associated with lower motivation and has no significant relationship with digital organizational culture, the business sector demonstrates positive and statistically significant relationships between AI, motivation, and digital organizational development. These results support the argument that organizational context plays a critical role in determining how artificial intelligence influences employee attitudes and cultural transformation.

5.3 Comparative Interpretation

These findings suggest that business organizations are more successful in integrating motivational practices and AI technologies into a coherent digital organizational culture. Public sector organizations, however, appear to remain in an earlier stage of digital transformation, where technological implementation may still be perceived as externally imposed rather than culturally embedded.

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The observed differences may be explained by the more flexible structures, stronger innovation orientation, and higher digital readiness typically found in private sector organizations, compared to the more hierarchical and risk-averse nature of public administration.

6. Discussion

The empirical findings of the present study provide substantial support for the proposed conceptual relationship between the Motivation 4.0 model, artificial intelligence, and digital organizational culture. The results also reveal significant sectoral differences between public and business organizations, indicating that the effectiveness of these relationships is strongly influenced by organizational context.

The positive relationship between AI and digital organizational culture in the business sector is consistent with the findings of Shokrollahi (2025) and Sherba et al. (2025), who reported that organizations characterized by stronger digital readiness and innovation-oriented cultures achieve more successful AI integration. Similarly, the observed resistance toward AI in the public sector corresponds with the findings of Akyazı (2023), who identified employee concerns and organizational culture as important determinants of AI acceptance.

The negative correlation observed in the public sector may also reflect concerns regarding job security, digital surveillance, and limited employee participation in technological change processes. These factors have been identified in previous studies as common barriers to AI acceptance and may partially explain the lower levels of motivation associated with AI implementation in public administration (Akyazı, 2023; Shokrollahi, 2025).

The business sector demonstrates consistently stronger positive correlations among motivation, AI, and digital organizational culture, suggesting that private organizations are more successful in integrating motivational practices and technological innovation into coherent digital transformation strategies. In particular, the strong positive relationship between AI and digital organizational culture confirms that artificial intelligence functions as an important enabler of agility, innovation, and data-driven organizational behavior in digitally mature business environments.

In contrast, the public sector exhibits weak or negative correlations between AI-related variables and organizational culture. These findings suggest that artificial intelligence has not yet been fully embedded as a supportive mechanism for cultural transformation in public administration. One possible explanation lies in the structural and managerial characteristics of public sector organizations, particularly municipalities, which are often characterized by more rigid bureaucratic systems, hierarchical decision-making structures, and slower adaptation to organizational change. Such environments tend to reduce flexibility and innovation capacity, thereby limiting the effectiveness of AI implementation and its positive influence on motivation and culture. The moderate negative relationship between motivation and AI in the public sector may indicate that employees perceive AI not as a supportive technology but rather as an externally imposed change associated with uncertainty, increased control, or potential job insecurity. This finding aligns with existing literature suggesting that employee resistance to AI adoption is more pronounced in organizations with lower digital readiness and less adaptive organizational cultures.

From a theoretical perspective, the results extend the Motivation 4.0 model by demonstrating that its practical effectiveness is contingent upon organizational readiness and digital maturity. While the model provides a relevant framework for fostering digital organizational culture, its successful implementation appears to depend on the presence of supportive structural, cultural, and technological conditions.

The findings confirm that artificial intelligence should not be viewed merely as a technological instrument but as a transformative organizational factor whose impact is

mediated by cultural readiness, leadership practices, and employee perceptions. Consequently, organizations seeking to build digital organizational cultures must invest not only in AI technologies but also in cultural transformation, digital leadership, and employee development initiatives.

An additional limitation of the study relates to the use of convenience sampling, which may restrict the generalizability of the findings beyond the organizations included in the sample. Future studies could employ larger and more representative samples in order to enhance the external validity of the results.

The results should also be interpreted with caution due to the exploratory nature of the questionnaire and the relatively limited sample size. Although the study provides valuable insights into the relationships between motivation, artificial intelligence, and digital organizational culture, future research should employ larger samples and validated measurement scales to further examine the proposed conceptual relationships.

Overall, the empirical evidence provides preliminary support for the conceptual pathways proposed in Figure 1, particularly regarding the central role of artificial intelligence as a catalyst linking motivational factors with the development of digital organizational culture.

7 Conclusion

The present study examined the role of the Motivation 4.0 model and artificial intelligence as factors contributing to the development of digital organizational culture. By integrating theoretical analysis with empirical evidence, the research confirms that digital organizational culture emerges through the interaction of motivational, managerial, and technological factors rather than through technological implementation alone.

The findings demonstrate that the components of the Motivation 4.0 model (emotional intelligence, green human resource management, corporate social responsibility, and benchmarking with storytelling) provide a relevant conceptual foundation for understanding how organizations can foster adaptive, value-driven, and innovation-oriented cultures in the digital era. At the same time, artificial intelligence functions as both a mediator and a catalyst that amplifies the impact of these motivational and organizational factors through automation, intelligent data processing, and enhanced decision-making.

The empirical results reveal significant differences between public and business sector organizations. While business organizations demonstrate positive relationships between motivation, AI, and digital organizational culture, with statistically significant associations involving AI, public sector organizations show weaker and in some cases negative relationships, indicating lower digital maturity and slower adaptation to technological change. These findings suggest that the successful implementation of AI and digitally oriented motivational practices depends heavily on organizational readiness, leadership support, and cultural flexibility.

From a practical perspective, the study highlights the need for organizations (particularly in the public sector) to invest not only in technological infrastructure but also in employee development, digital leadership, and cultural transformation initiatives. Without such complementary efforts, AI implementation may fail to generate the expected improvements in motivation and organizational effectiveness. Despite its contributions, the study is subject to certain limitations, including the relatively limited sample size and the focus on Bulgarian organizations, which may restrict the generalizability of the findings. Future research may expand the sample, include additional sectors and countries, and apply more advanced statistical methods to further validate the proposed conceptual model. Furthermore, the use of a convenience sampling approach may limit the broader generalizability of the findings.

THE PRACTICAL MODEL MOTIVATION 4.0 AND ARTIFICIAL INTELLIGENCE AS FACTORS FOR BUILDING A DIGITAL ORGANIZATIONAL CULTURE

In conclusion, the study confirms that the integration of Motivation 4.0 principles and artificial intelligence represents a promising pathway for building sustainable digital organizational cultures capable of responding effectively to the challenges of contemporary digital transformation.

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