

INTEGRATION OF E-BUSINESS TECHNOLOGIES IN THE DEVELOPMENT OF CORPORATE MOTIVATION SYSTEMS

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Abstract

Digital transformation is radically changing the way companies operate and manage their practices. And technologies associated with E-business are very important in the innovation of Corporate Motivation Systems. This review of the literature contemplates the various modalities through which digital HRM, machine learning systems, and gamified E-business solutions are altering the behaviors of employees in terms of motivation, engagement, and productivity. Through the integration of contemporary research findings, the transition from the use of traditional motivation models to the application of data-driven, technology-enriched methods that help in individualizing rewards, providing continuous feedback and aligning motivation practices with strategic organizational goals has been brought to light. Also, the review points out the issues concerning the integration of systems, data security, organizational culture, and tech savviness. Bibliographic analysis software like Zotero was instrumental in keeping track of and organizing the sources, whereas VOSviewer aided in drawing a scientometric map that shows the main research clusters in digital motivation systems. The results point to the fact that E-business technologies are increasingly becoming important in the corporate motivation processes and at the same time, they are providing the research and practical application areas with new directions.

Key words:

E-business technologies, digital transformation. corporate motivation systems, staff motivation, E-HRM, HRIS, gamification, employee engagement, performance management, digital platforms, data-based analytics, AI in HR.

INTRODUCTION

The fast growth of digital technologies has not only influenced but also changed the way businesses in the modern world run, interact with each other, and manage their workforce. In this scenario, the incorporation of E-business technologies into the corporate motivation systems has already become the most critical field of study representing the larger phenomena of digital transformation, data-driven HRM, and technology-assisted managerial practices. Digital tools, such as cloud-based HRM platforms, AI-driven analytics, gamified applications, and mobile performance systems, have now become indispensable in the creation of more vibrant and personalized motivation systems as the companies' goal is to improve performance, engagement, and loyalty of their employees.

E-business technologies can be defined as the digital systems that provide organizational processes with electronic communication, automation, and data management. Motivation systems basically relying on these systems are getting constant feedback on employee performance, besides being individual incentive, communication and engagement systems. To put it differently, incentive programmes in the corporate environment are made up of structured frameworks, such as financial,

non-financial, internal and external, which companies operate with to promote the desired behaviour and, at the same time, facilitate the fulfilment of the strategic goals. The firms that work in the digital environment need to be cognizant that the digital platforms are restructuring the corporate incentives.

The literature review is intended to be a detailed and thorough presentation of the effects of e-business technologies on the development and even the complete replacement of corporate incentive systems. More specifically, research centres aim at discovering the most influential technological trends in the area of employee motivation and watching how digital systems improve, modify or even fully take over the traditional motivation methods.

The review serves a double purpose, as it is directed at the academic world and the practitioners involved in digital human resource management and organisational behaviour, who together rely on the same data for their technological applications of motivation and productivity enhancement.

METHODOLOGY OF THE REVIEW

This literature review uses a structured methodological approach that provides comprehensive coverage of scientific research on the implementation of e-business technologies in corporate incentive systems.

Literature review was done using the most prominent peer-reviewed academic databases. Among these databases are Dimensions, PubMed, IEEE Xplore, Lens, and Google Scholar. The reason for selecting these databases was mainly their superb indexing in the areas of management, information systems, engineering, and organisational research.

A mix of keywords along with the use of Boolean operators was the approach: “E-business technologies”, “corporate motivation systems”, “digital HRM”, “electronic human resource management (E-HRM)”, “employee motivation”, “employee engagement technologies”, “AI in HR”, “gamification in HR”, “digital transformation in HR”. The search strings: “E-business technologies” and “employee motivation” or “digital HRM” or “E-HRM” and “engagement” were employed to narrow down the results.

The review concentrates on publications from the year 2015 to 2025, which is a period marked by the quick uptake of cloud solutions, AI tools, and digital HR platforms in organizations globally.

Criteria for inclusion:

- peer-reviewed journal articles or conference papers;
- empirical studies, systematic reviews, or conceptual analyses;
- works that directly tackle motivation, digital HRM, or technology integration.

Criteria for exclusion:

- solely IT papers, leaving any HR or motivational content;
- not refereed papers;
- articles with not transparent methodologies.

Zotero was used for reference management, classification, and metadata extraction. VOSviewer supported scientometric analysis, particularly keyword co-occurrence and thematic clustering.

Figure 1 exhibits a co-authorship network made with VOSviewer from the bibliographic dataset analyzed. Individual authors are represented by nodes, while links express the co-authorship among the researchers. The authors' publication activity is represented by the nodes' sizes, and the collaboration's strength is shown through the links' thickness. The depicted map reveals the different clusters of researchers that represent the professional community within digital transformation, electronic human resource management, employee motivation, and technology in organizational practice sectors. The strong connections between the major clusters indicate not only a very high level of collaboration, but also a considerable overlap of research subjects, which implies that the

investigation of e-business technologies and corporate motivation systems is interdisciplinary and conducted within the core group of researchers.

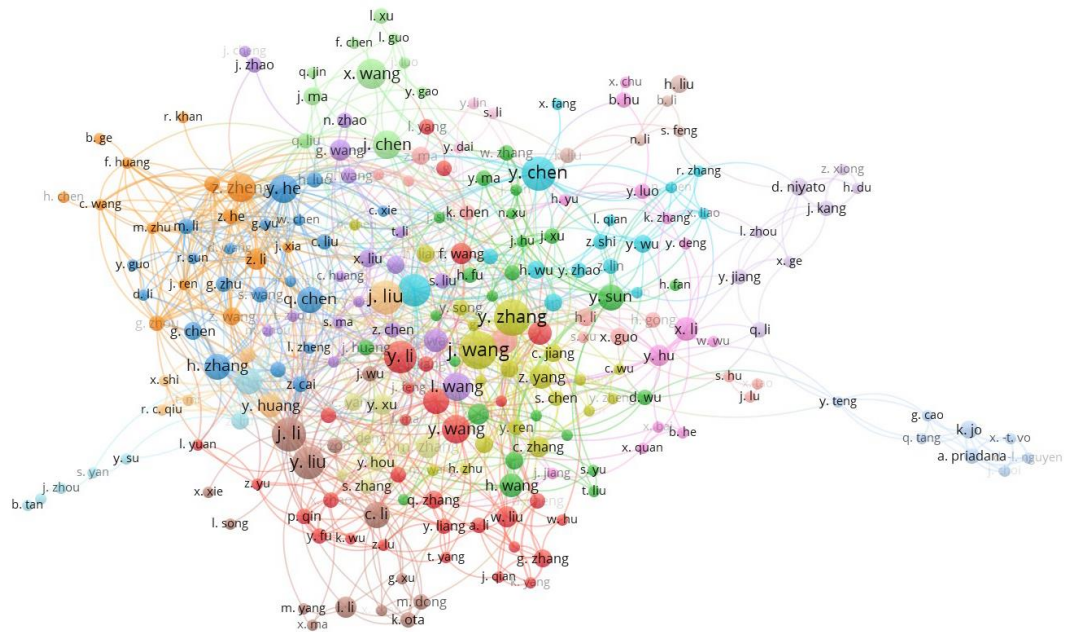


Figure 1 - Co-authorship network (VOSviewer).

This methodological approach ensures that the conclusions in this article are the result of a thorough, systematic, and scientifically sound analysis.

ANALYSIS OF LITERATURE

Considering the adoption of E-business technologies into the formation of corporate motivation systems in an organization, several key findings can be identified. This part of the document, based on the sources given, brings together the results across four main areas: the digital transformation of HRM and motivation, E-HRM systems as technology-based motivation foundations, gambling as a motivational device, and AI-assisted personalized motivation mechanisms.

Digital Transformation of HRM and Its Effect on Motivation

The early groundwork in digital HRM posits that digitalization transforms corporate processes, raising the level of clarity and speeding up communication, thus impacting the motivation of workers. For instance, “The Digitalization of Human Resource Management” (Zavyalova et al., 2022) points out that the introduction of digital tools not only streamlines HR workflows but also sets up the conditions for more responsive motivation and performance management. Likewise, the study “Цифровизация управления персоналом” (Chernyakov and Chernyakova, 2025) published in Russian indicates that the use of digital platforms leads to the more efficient implementation of motivation programs and better communication between management and staff, thus creating a more encouraging environment for employee participation .

Later investigations indicate the emergence of a strategic transformation. According to Yang’s “Transformation in Organizational and Human Resource Management in the Digital Intelligence Age” (Yang, 2024), the use of digital intelligence systems is one of the main factors in the realization of openness, empowerment and innovation, all of which are intrinsic motivators that lead to employee commitment. The distinctiveness of these findings is that the digital transition increases both the structural and psychological aspects of motivation.

Nonetheless, there is a consistent shortcoming through all the studies that is the unavailability of long-term evidence. The majority of studies deal only with the short-term motivational outcomes after the digital upgrade and do not pay attention to other aspects like sustainability, job satisfaction trends, or digital fatigue, which is a future research gap.

E-HRM as a Foundation for Technology-Enhanced Motivation

Cutting-edge E-business technologies are an inseparable part of modern HRM systems, and the research unanimously states that E-HRM platforms are the primary facilitators of digital motivation practices. The study “Impact of E-HRM Practices in the Working Environment” (Dr. Kumar Lamba et al., 2024) indicates that electronic HR tools have a noticeable positive impact on employee participation, empowerment, and understanding of motivational expectations. Similarly, “The Effect of Electronic Human Resource Management Systems on Sustainable Competitive Advantages” (Alqarni et al., 2023) points out that digital HR systems support innovation and agility, thus indirectly boosting employee motivation by nurturing a fast-paced and flexible workplace culture.

Moreover, “The Impact of E-HRM Tools on Employee Engagement” (Stachová et al., 2024) brings forth empirical support that E-HRM systems enhance communication, feedback mechanisms, and participation, all of which escalate employees’ inner drive .

On the other hand, some common limitations are found in the studies:

- Different levels of digital literacy are not considered, which might lead to unequal motivational experiences;
- The main emphasis of research is usually on manager or system-level outcomes, and employee psychological responses are given less attention;
- Cultural and demographic moderating factors are still largely neglected.

In spite of these limitations, the agreement is unanimous: E-HRM systems bring about a substantial increase in the motivational climate by means of autonomy, transparency, and frequency of interaction.

Gamification and Interactive E-Business Tools as Motivators

Gamification is the most powerful merging point of E-business technologies with corporate motivation, and still very much an issue for several studies that appear in the dataset that support its impact on motivation.

According to the article “Development of a Gamification Model for Personalized E-Learning” (Afvensu, 2023), gamification positively affects teaching; it creates a more engaged, autonomous, and persistent learner, who is as such easily transferred to the corporate motivation system.

“The Role of Gamification in Electronic Human Resource Management” (Zertaj, 2024) assures nothing less than that gaming mechanism (points, badges, challenges, etc.) make the engagement of the employees more active, the results of training higher, and the whole process even the most monotonous ones turned into pleasant experiences.

The systematic review “The Role of Gamification in Human Resource Development” (Yeti, 2024) denotes the same conclusion in a stronger way by pointing out that gaming is the driving force behind the HRD contexts of intrinsic motivation, skill development, and positive behavioral change.

On the other hand, the literature also points out some contradictions:

- Leaderboards displaying competitors ranking might discourage the less competitive employees and thus lead to a decrease in their motivation;
- The effects of gamification are often short-lived and not very evident when it comes to evidence of long-term retention;
- An ill-calibrated game can result in the players’ frustration and also in the perception of unfairness being heightened, thus leading to an overall decline in the players’ satisfaction.

In any case, the overall summation still gives gamification the position of the most powerful E-business technology when it comes to employee motivation, particularly in learning, onboarding, and performance management environments.

AI-Enabled Personalization and Data-Driven Motivation

The literature published recently points out that AI and analytics have become so entwined with motivation systems that they are now considered the least powerful change being made.

In the paper "Employee Well-being in the Age of AI" (Sadeghi, 2024) it is stated that HR systems supported by AI provide excellent personalization, well-being monitoring on a continuous basis, and adaptive interventions all of which help to keep employees motivated and to minimize the risk of burnout.

To a great extent, the article "Digital Technologies and Performance Incentives" (Lehmann and Beckmann, 2024) goes along with this, and when referring to digital analytics tools such as those, they would point to higher goal alignment, well-distributed performance incentives, and an even more meaningful feedback loop that would be all in favor of employee motivation.

The silence of AI systems also gives the chance for disengagement forecasting and the making of individual incentive recommendations.

However, the researchers have already warned that the lack of transparency over algorithms and the feeling of being under surveillance might harm intrinsic motivation.

Alongside these, the literatures also mention a few more issues such as:

- The ethical aspects of data privacy and biases in algorithms that might affect the validity of their results;
- The employee's acceptance of AI-driven motivational tools has been scarcely explored in the literature;
- The resulting findings thus far have not been generalizable to various cultural settings.

Nonetheless, the main trend still points to AI-enabled personalization as the heart of the digital motivation systems.

DISCUSSION

The literature that was reviewed shows a distinct and fast-moving transition to technology-assisted motivation systems. This transition is the result of the cutting-edge use of E-business tools, digital HRM, and the gamified interface along with AI-based analytics coming into play massively. While a thematic analysis of findings was presented in Section 4, this particular segment reflects on and interprets the broader trends, contradictions and limitations of the research, and at the same time reveals the critical areas that need more investigation.

Emerging Trends and Patterns in the Literature

There are several trends that are widely accepted and that can be seen among the various studies that were analyzed:

1. Digital transformation is considered an irreversible trend that is changing HR practices in a very big way across several sources. Companies are now finding out that digital tools not only improve communication and feedback but also increase transparency which is a factor that is closely associated with the high motivation of employees. The research done on digital HR and E-HRM shows that organizations are more and more dependent on the integration of technological ecosystems and are thus able to motivate and engage their employees continuously, data-wise, and through HR initiatives that are not limited to individual systems but are consistent throughout. (Afvensu, 2023; Dr. Kumar Lamba et al., 2024)

2. Thus a pattern is being formed that motivation is the most effective teaching method when it is adjusted to the individual's needs. Discussed in literature focusing on employee well-being and data-driven incentive systems, AI-based HR systems assist companies in personalizing rewards, feedback, and development paths. This transition is similar to the ongoing trends concerning

consumer electronics, in which personalized experiences are the ruling factor in today's digital communication. (Husen et al. 2024; Kumar and Das, 2025)

3. Gamification is one of the principal digital instruments, offering the most powerful impact to the users' power of motivation in the training and performance development context during the. (Yeti, 2024; Fatima, 2024) The literature suggests that gamification makes the work of the employees more meaningful, enjoyable, and interactive, which are the main characteristics of the intrinsic motivation theory.

4. Digital intelligence frameworks consider empowerment, autonomy, and shared leadership as the primary values, thus pointing that technology-facilitated motivation is in line with the employees' current demand for freedom and purpose (Kumar and Das, 2025; Kanupuri, 2024). The latter is a transition from top-down control to bottom-up, technology-driven, and participative engagement.

Contradictions and Debates in the Literature

The various contradictions that lie in the E-business technologies benefits are generally agreed upon but still exist to some extents:

1. The use of digital HR tools is proven to increase motivation, but at the same time, some studies are cautioning implicitly that the degree of digitalization may lead to technostress or cut down human interaction, which are important for emotional wellness. To illustrate, E-HRM research gives priority to the efficiency and engagement perspective, while it does not consider whether the constant monitoring through digital means might in the long run cut the autonomy.

2. There is a consensus in the studies that facilitated by the gamified systems, engagement increases in the short run. However, the question of how long this remains to be the case is still debated. A group of researchers has expressed the concern that if the rewards linked to gamification are solely extrinsic, then not only will they undermine the long-term intrinsic motivation, but they will also do so if they fail to design the rewards carefully. (Fatima, 2024) These are the concerns that create a gap between immediate engagement and change in behavior that lasts.

3. AI-enabled personalization is celebrated for enhancing motivational precision, but the literature acknowledges risks related to privacy, algorithmic bias, and transparency. AI can , for example, predict disengagement or customize the incentives. However, it may also cause the employees to feel that they are being watched or treated unfairly by the algorithms and this could lead to them being unmotivated rather than motivated.

4. A number of researches tacitly claim that staff members will have no difficulties in using digital HR tools. However, due to differences in digital literacy, age, and the type of their work, the employees may have different motivational states in the same workplace. Lack of digital skills may hinder a worker's interaction with E-business tools and thus lead to incorrect assumptions of universal motivational benefit.

Key Limitations in Current Research

Some structural limitations prevailing in the literature continue to block a comprehensive understanding of technology-driven motivation:

1. The majority of the studies are based on cross-sectional surveys, very short experiments, or pilot projects. Motivation sustainability has not been longitudinally evidenced in the case of AI and gamification tools, among others.

2. Most studies analyze technology deployment in particular national or organizational contexts. Research seldom compares results from different cultural settings, although motivation practices are extremely culture-sensitive.

3. The technological outcomes (e.g., engagement, performance) are quantified, but the psychological processes of trust, autonomy, perceived fairness are not fully delved into, especially in AI systems.

4. The majority of the studies point out the benefits, while only a few delve into the cases of failure, unexpected impacts, or resistance from the organization. This one-sided view of the matter creates a gap in knowledge concerning the risks and challenges of implementation.

Under-Researched Areas and Future Directions

Through the identified gaps, various areas have been highlighted which are in need of extensive research:

1. Longitudinal Impact of Digital Motivation Systems. Future research should monitor the motivational effects over a significant duration to see if the participation goes on or fades away following the initial novelty effects.

2. Ethical and Psychological Implications of AI in Motivation. There is a need for more research that investigates the employee views on AI-based rewards, the openness of the algorithms, and the trust in automatic decision-making.

3. Inclusive and Accessible Motivation Technologies. The research should review the state of digital literacy and accessibility across the spectrum and try to see how the different population groups can benefit the most from the motivational systems.

4. Integration Models for E-Business Motivation Tools. В современной литературе рассматриваются персональные технологии, а именно электронное управление персоналом, геймификация и искусственный интеллект, но они не формируют общей основы для интеграции различных инструментов электронной коммерции в единую политику стимулирования. The current studies consider separate technologies, such as E-HR, gamification and AI, rather than formulate a general basis for the integration of several E-Business tools in one overall policy.

5. Behavioral and Cultural Moderators of Digital Motivation. The research hardly ever examines the extent to which individual characteristics, age, culture, or job traits affect the success of digital motivation systems.

In this manner, the research demonstrates that e-commerce technologies can be integrated into the contemporary corporate motivation systems very successfully; on the other hand, they also raise the issue of technology's performance in relation to the human-centered approach's standards. The transition from traditional framework to the digital-supported motivation systems is not only a small step in organization changes, but it's also a part of a more large-scale tendency of developing adaptive, personalized, and data-driven HR ecosystems. Nevertheless, the meaningfulness of the transition will primarily depend on the resolution of ethical issues, the guarantee of inclusiveness, and the establishment of a better understanding of the psychological reactions to technology-mediation in motivation of the employees.

CONCLUSION

The application of E-business technologies in the motivation systems of organizations is one of the major changes in human resource management today. The literature analyzed for this research has shown that the digitalization of the workplace is a powerful driver that changes the way employees' motivation is created, communicated, and kept in the company. The main point is that the transition to using digital HR tools, such as E-HRM platforms, and AI-supported analytics, opens doors for companies to establish more flexible, quicker, and individualized motivation systems that are in sync with the desires of the workers who are skilled in digital technology.

To begin with, the review points out that the digital transformation not only increases the number and efficiency of the motivational mechanisms but also makes them much easier to access and more transparent. Process automation, digital communications, and performance management systems have been responsible for giving the employees a lucid understanding of their targets, their performance, and their growth. The trust such openness creates is reinforcing the fairness perception, and fairness is a key motivation driver for both types of motivators, intrinsic and extrinsic, that is, it keeps them alive. HR research points out the major aspects that not only foster but also sustain a

positive workplace and these are open feedback, data-driven decision-making, and the unimpeded exchange of information.

Secondly, E-business technologies support the development of personalized motivation strategies, which allows companies to refuse one general system for whole organization staff. Besides the personalized feedback, AI-powered analytics can also create customized learning paths for every learner and detect the employees who are most likely to leave by foreseeing their needs. This kind of tech support not only has the potential of boosting productivity but also catering to the autonomy, skills, and relationship needs of the employees in the realm of psychology. Therefore, digital systems tailored to individual needs not only affirm the traditional theories of motivation but also make them more applicable by providing the technological means for the widespread individualization of the motivational support.

On the contrary, the employment of interactive tools like gamification has unlocked employee engagement in new ways. Gamified systems make tedious activities more engaging and thus, the people involved in such activities are more satisfied and rewarded professionally. It has been confirmed that implementing gamification elements can contribute more active engagement, increasing educational results and emotional affection towards work. Nonetheless, the review points that the question about the gamified motivation system's long-term efficiency and sustainability is still open for discussion. This necessitates the use of careful designs informed by psychological principles rather than the application of superficial reward systems.

The limitations associated with the studies identified above point to numerous opportunities for researchers to conduct further research on the topic in the future. One of the important issues are ethical considerations, which are especially actual for the AI-supported motivation systems, where employees' trust can be undermined because of confidentiality and algorithms' biases. Consequently, digital inequality could unintentionally lead to differences in motivation level due to the differences in employees' technological skills, their access and convenience.

The limitations of the above studies have pointed out several significant research areas for the future. Not only have the above restrictions of research paved the way for new research but also they have outlined the main points which need to be emphasized for the future researches in this area. The researchers should, first of all, map out long-term studies for the digital incentive systems in order to grasp the temporal course of motivation from the initial stage, when by novelty, to the final one of decline. Additionally, cross-cultural, demographic, and industry-context-comparative studies would reveal the nature of digital motivation tools in a diverse environment. Lastly, the development of integrated theoretical models capable of merging E-HRM, AI, gamification, and digital communication technologies into cohesive frameworks reflecting real-world organizational ecosystems is a significant area of research ahead.

To sum up, E-business technologies create new and very strong opportunities for changing the motivation systems of companies in such a way that they are in line with the changing nature of work and the expectations of employees. The areas of effect of technology are efficiency, personalization, and new motivational pathways through interactivity and analytics. However, the realization of those benefits still depends on the carefully designed and executed method that weighs the factors of innovation against ethical responsibility and human-centered design. The results of the literature review not only point to the direction of digital motivation systems as potential in the future but also the need to conduct more research to deal with the complexities and risks associated with the use of technology for motivation purposes.

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Резюме

ИНТЕГРАЦИЯ ТЕХНОЛОГИЙ ЭЛЕКТРОННОГО БИЗНЕСА В РАЗРАБОТКУ КОРПОРАТИВНЫХ СИСТЕМ МОТИВАЦИИ

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Цифровая трансформация кардинально меняет то, как компании функционируют и управляют своими процессами. Технологии, связанные с электронным бизнесом, играют ключевую роль в обновлении корпоративных систем мотивации. В обзоре литературы рассматриваются различные способы, посредством которых цифровой HRM, системы машинного обучения и геймифицированные решения в области e-business трансформируют поведение сотрудников с точки зрения мотивации, вовлечённости и продуктивности. На основе современных исследований показан

переход от традиционных моделей мотивации к основанным на данных, технологически обогащённым методам, которые позволяют индивидуализировать вознаграждения, обеспечивать непрерывную обратную связь и увязывать мотивационные практики со стратегическими целями организации. Также в обзоре выделены проблемы интеграции систем, информационной безопасности, организационной культуры и уровня технологической грамотности. Программное обеспечение для библиографического анализа, такое как Zotero, оказалось полезным для систематизации источников, а VOSviewer помог построить наукометрическую карту, демонстрирующую основные исследовательские кластеры в сфере цифровых систем мотивации. Результаты показывают, что технологии электронного бизнеса становятся всё более значимыми в процессах корпоративной мотивации, открывая новые направления для исследований и практического применения.

Ключевые слова: технологии электронного бизнеса, цифровая трансформация, корпоративные системы мотивации, мотивация персонала, e-HRM, HRIS, геймификация, вовлечённость сотрудников, управление эффективностью, цифровые платформы, аналитика на основе данных, ИИ в HR.

Түйіндеме
**КОРПОРАТИВТІК МОТИВАЦИЯЛЫҚ ЖҮЙЕЛЕРДІ ДАМУДАҒЫ Е-БИЗНЕС
ТЕХНОЛОГИЯЛАРЫН ИНТЕГРАЦИЯЛАУ**

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Цифрлық трансформация компаниялардың қалай жұмыс істеп, өз тәжірибесін қалай басқаратынын түбегейлі өзгертуде. Электронды бизнестің (E-business) технологиялары корпоративтік мотивация жүйелерін жаңғыртуда аса маңызды рөл атқарады. Бұл әдеби шолу цифрлық HRM, машиналық оқыту жүйелері мен геймификацияланған E-business шешімдері қызметкерлердің мотивациясы, тартылуы және өнімділігіне қалай әсер ететініне талдау жасайды. Қазіргі зерттеулердің нәтижелерін біріктіру арқылы сыйақыларды дараландырып, үздіксіз кері байланыс беруге және мотивация практикасын ұйымның стратегиялық мақсаттарымен үйлестіруге мүмкіндік беретін деректерге негізделген, технологиямен толықтырылған әдістерге дәстүрлі мотивация үлгілерінен көшудің барысы ашып көрсетілді. Сондай-ақ шолу жүйелерді интеграциялау, деректер қауіпсіздігі, ұйымдық мәдениет және технологиялық құзыреттілікке қатысты мәселелерді атап өтеді. Дереккөздерді қадағалап, жүйелеуде Zotero секілді библиографиялық талдау бағдарламасы қолданылды, ал VOSviewer цифрлық мотивация жүйелері жөніндегі зерттеулердің негізгі кластерлерін көрсететін ғылыми-метрикалық картаны жасауға жәрдемдесті. Нәтижелер электронды бизнес технологиялары корпоративтік мотивация үдерістерінде барған сайын маңызды бола түсетінін әрі зерттеу мен практикаға жаңа бағыттар ашып жатқанын көрсетеді.

Түйінді сөздер: E-business технологиялары, цифрлық трансформация, корпоративтік мотивация жүйелері, қызметкерлерді ынталандыру, E-HRM, HRIS, геймификация, қызметкерлердің тартылуы, нәтижелілікті басқару, цифрлық платформалар, деректерге негізделген аналитика, HR-дағы жасанды интеллект.