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THE INFLUENCE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON REMOTE WORK ADAPTATION READINESS WITH THE MEDIATION ROLE OF INDIVIDUAL DIGITAL READINESS

PENGARUH GAYA KEPEMIMPINAN DAN BUDAYA ORGANISASI TERHADAP KESIAPAN ADAPTASI KERJA JARAK JAUH DENGAN PERAN MEDIASI KESIAPAN DIGITAL INDIVIDU

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Abstract

The development of digital technology and changes in the global work environment, particularly post-pandemic, have encouraged organizations to adopt remote and hybrid work systems. The successful implementation of these work systems is determined not only by technological readiness but also by organizational and individual factors. This study aims to analyze the influence of transformational leadership style and organizational culture on readiness to adapt to remote work, and to examine the mediating role of individual digital readiness in this relationship. This study uses a quantitative approach with an explanatory method. Data were collected through a Likert-scale-based questionnaire distributed online to employees working in remote or hybrid work systems using a purposive sampling technique. Data analysis was performed using the Statistical Package for the Social Sciences (SPSS) and PROCESS macro to test the direct relationship and mediation effects between variables. The results of this study are expected to provide theoretical contributions to the development of literature related to leadership, organizational culture, and individual digital readiness, as well as provide practical implications for organizations in designing leadership strategies, strengthening organizational culture, and developing digital competencies to improve readiness to adapt to remote work effectively and sustainably.

Keywords : transformational leadership style, organizational culture, individual digital readiness, remote work adaptation readiness.

Abstrak

Perkembangan teknologi digital dan perubahan lingkungan kerja global, khususnya pascapandemi, mendorong organisasi untuk mengadopsi sistem kerja jarak jauh dan hybrid. Keberhasilan implementasi sistem kerja ini tidak hanya ditentukan oleh kesiapan teknologi, tetapi juga oleh faktor organisasi dan individu. Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan transformasional dan budaya organisasi

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terhadap kesiapan adaptasi kerja jarak jauh, serta menguji peran mediasi kesiapan digital individu dalam hubungan tersebut. Penelitian ini menggunakan pendekatan kuantitatif dengan metode explanatory. Data dikumpulkan melalui kuesioner berbasis skala Likert yang disebarkan secara daring kepada karyawan yang bekerja dalam sistem kerja jarak jauh atau hybrid dengan teknik purposive sampling. Analisis data dilakukan menggunakan Statistical Package for the Social Sciences (SPSS) dan PROCESS macro untuk menguji hubungan langsung dan efek mediasi antar variabel. Hasil penelitian diharapkan mampu memberikan kontribusi teoretis dalam pengembangan literatur terkait kepemimpinan, budaya organisasi, dan kesiapan digital individu, serta memberikan implikasi praktis bagi organisasi dalam merancang strategi kepemimpinan, penguatan budaya organisasi, dan pengembangan kompetensi digital guna meningkatkan kesiapan adaptasi kerja jarak jauh secara efektif dan berkelanjutan.

Kata Kunci : gaya kepemimpinan transformasional, budaya organisasi, kesiapan digital individu, kesiapan adaptasi kerja jarak jauh.

1. INTRODUCTION

Changes in the global work environment have accelerated significantly since the development of digital technology and the global pandemic, which have pushed organizations worldwide to implement remote work systems, or work from home (WFH). This transformation is no longer an option but has become a strategic necessity to ensure the continuity of organizational operations. In the modern digital era, the concept of remote work has evolved into a hybrid work system that combines the flexibility of working from home with a physical presence in the office.

However, implementing remote work doesn't solely depend on the readiness of technology or digital infrastructure. Its successful implementation is heavily influenced by human and organizational factors, including the leadership style adopted, the dominant organizational culture, and the digital readiness of individuals, who are the primary drivers of carrying out work activities in a virtual environment. Adaptive leadership styles, particularly transformational leadership, play a central role in motivating employees, creating a vision for change, and facilitating individual adaptation to new work patterns. Meanwhile, a strong organizational culture that supports innovation will foster flexible, collaborative, and change-responsive work behaviors.

Based on previous research, individual digital readiness has emerged as a key determinant of successful remote work adaptation. Individuals with digital skills, confidence in using technology, and a positive attitude toward technological change have been shown to be more adaptable to digital-based work environments. However, a research gap remains regarding the mediating role of individual digital readiness in the relationship between leadership style, organizational culture, and remote work adaptation readiness.

By paying attention to the development of modern organizational phenomena, this research is relevant to answer the challenges and needs of organizations in creating an adaptive, productive, and sustainable work environment in the digital era.

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2. RESEARCH METHOD

This study uses a quantitative explanatory approach with a causal design to examine the influence of leadership style (X1) and organizational culture (X2) on remote work adaptation readiness (Y) through the mediation of individual digital readiness (M). The population consists of formal workers and students actively involved in organizations in Indonesia who have experienced remote work for at least 3 months during the pandemic, with a sample of 50 respondents selected using purposive sampling [Creswell & Creswell, 2018].

This explanatory research aims to identify causal relationships between variables, using the Baron & Kenny (1986) mediation model validated through simple path analysis. A cross-sectional approach was conducted in December 2025, with primary data collected through an online Google Forms questionnaire distributed widely via WhatsApp groups, LinkedIn, and student organizations such as the Student Executive Board (BEM) and the Student Association (Himpunan Mahasiswa).

a. Population and Sample:

- ✓ Population: Formal workers and students in organizations in Indonesia who have worked remotely
- ✓ Sample: 50 respondents, inclusion criteria: (1) aged 18-55 years, (2) have remote work experience, (3) active in organizations (internal/external organization workers or BEM/UKM students).
- ✓ Sampling technique: Purposive non-probability with snowballing, response rate 85% of 60 distributed questionnaires [Sugiyono, 2020].

Table 1. Variables Operational

Variables	Indicator	Source
X1: Leadership Style	Motivational inspiration, intellectual stimulation, individual consideration	Multifactor Leadership Questionnaire (Bass & Avolio, 1995)
X2: Organizational Culture	Involvement, consistency, adaptability, mission	Denison Organizational Culture Survey (Denison, 1990)
M: Digital Readiness	Digital literacy, technology access, platform adaptability	Tarafdar et al. (2015)
Y: Readiness to Adapt to Remote Work	Time management, virtual collaboration, work-life balance	Wang et al. (2021)

Here are some things that will be tested:

- ✓ Validity Test
- ✓ Reliability Test
- ✓ Classical Assumption Test
- ✓ Multiple Linear Regression

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- ✓ Mediation Test (Sobel Test)

The research variables consist of:

- ✓ Variable X1: Transformational Leadership Style
- ✓ Variable X2: Organizational Culture
- ✓ Variable M: Individual Digital Readiness
- ✓ Variable Y: Readiness to Adapt to Remote Work

b. QUESTIONNAIRE INSTRUMENT

Questionnaire items based on variables:

1) Transformational Leadership Style
   - ✓ My leader provides a clear vision of the direction of the organization.
   - ✓ My leader is able to inspire me to work better.
   - ✓ My leader is able to increase the team's motivation in achieving goals.
   - ✓ My leader encourages me to think creatively and find new solutions.
   - ✓ My boss is open to different ideas.
2) Organizational culture
   - ✓ My organization has clear work values that are understood by all employees.
   - ✓ The work culture in the organization encourages openness and honest communication.
   - ✓ Innovation and new ideas are encouraged in this work environment.
   - ✓ Coworkers work together to support the achievement of goals.
   - ✓ Organizational culture encourages employees to grow.
3) Individual Digital Readiness
   - ✓ I understand the basics of using digital technology in my work.
   - ✓ I believe digital technology can help increase my work productivity.
   - ✓ I can complete tasks that require digital devices.
   - ✓ I feel I have adequate digital skills for my job.
   - ✓ I am willing to improve my digital skills to support my work.
4) Readiness to Adapt to Remote Work
   - ✓ I am able to work independently without direct supervision.
   - ✓ I am able to maintain productivity even when working from a location other than the office.
   - ✓ I can manage my time well while working remotely.
   - ✓ I can separate personal time and work time when working remotely.
   - ✓ I can adapt quickly to changes in remote work systems.

3. RESULT AND DISCUSSION

Results

a. Respondent Demographic Description

The respondents of the study were dominated by young age groups with a distribution of 74% (37 respondents) aged 18-25 years, 20% (10 respondents) aged 26-33 years, 4% (2

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respondents) aged 34-41 years, and 2% (1 respondent) aged 50-55 years, indicating the characteristics of the sample that are energetic and adaptive to digital technology. Of the total 50 samples, 32% (16 respondents) are formal workers such as private or state-owned enterprise employees, while 68% (34 respondents) are members of organizations including active student organizations (BEM/UKM) or non-formal workers with committee activities, reflecting a broad representation of the population relevant to remote work experiences in Indonesia. [Sugiyono, 2020] This demographic composition strengthens the validity of the generalization of the findings to generation Z and millennials who dominate the post-pandemic remote workforce.

b. Descriptive Analysis of Research Variables

The following are the results of data analysis related to respondents' statements regarding the statement items in the researcher's questionnaire.

The leadership style variable (X1) shows an overall average of 4.28 on a Likert scale of 1-5, with the highest indicator at X1.4 (4.35) which reflects respondents' strong perceptions of the ideal influence dimension of leaders in the context of remote work, followed by X1.5 (4.31) and X1.1 (4.29), while X1.3 is slightly lower (4.18) on intellectual stimulation, indicating a consistently high level of agreement above 4.0 which indicates that the transformational leadership style is perceived to be very supportive of remote work adaptation. [Ghozali, 2018]

The organizational culture variable (X2) has an overall average of 4.24, with stable performance at X2.3-X2.5 (4.27-4.31) which highlights the strength of the adaptability and involvement aspects according to Denison's model, while X2.1 (4.12) as a mission indicator is slightly lower but remains in the "high agreement" category, reflecting a flexible and collaborative organizational culture that has been firmly embedded among formal worker respondents and organizational members. [Denison, 2006]

Individual digital readiness (M) recorded the highest average of 4.60, with all indicators excelling above 4.57 (M3 and M5: 4.63), indicating the extraordinary proficiency of young generation respondents in UTAUT 2 performance expectancy and effort expectancy, which are the main mediating forces in this research model. [Venkatesh et al., 2012]

Meanwhile, the readiness for remote work adaptation (Y) averaged 4.29, with Y3-Y5 (4.29-4.33) dominating the mastery and proactive adaptation stages of Griffin's model, while Y1 (4.18) in the initial adjustment showed minimal transition challenges, overall confirming high readiness (category "strongly agree") which is in line with the dominance of the 18-25 year old age group (74%) in the sample. [Griffin et al., 2007]

Statistical Analysis

a. Validity and Reliability Test

Table 2. Validity Test Results (Pearson Correlation)

Variables	Indicator	r count	r table (df=48)	Say.	Information
Leadership Style	X1.1	0.875	0.279	0.001	Valid

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Variables	Indicator	r count	r table (df=48)	Say.	Information
	X1.2	0.842	0.279	0.001	Valid
	X1.3	0.910	0.279	0.001	Valid
	X1.4	0.880	0.279	0.001	Valid
	X1.5	0.828	0.279	0.001	Valid
Organizational culture	X2.1	0.858	0.279	0.001	Valid
	X2.2	0.891	0.279	0.001	Valid
	X2.3	0.842	0.279	0.001	Valid
	X2.4	0.845	0.279	0.001	Valid
	X2.5	0.895	0.279	0.001	Valid
Individual Digital Readiness	M1	0.717	0.279	0.001	Valid
	M2	0.885	0.279	0.001	Valid
	M3	0.912	0.279	0.001	Valid
	M4	0.856	0.279	0.001	Valid
	M5	0.805	0.279	0.001	Valid
Adapting to Remote Work	Y1	0.834	0.279	0.001	Valid
	Y2	0.868	0.279	0.001	Valid
	Y3	0.863	0.279	0.001	Valid
	Y4	0.828	0.279	0.001	Valid
	Y5	0.862	0.279	0.001	Valid

Source: Processed data

The validity test was conducted using Pearson correlation with the criteria of r count > r table (0.279 for df = 48, α = 0.05), all 25 variable indicators were declared valid because r count (0.717-0.912) > r table (0.279) with sig = 0.001 < 0.05, indicating the instrument accurately measures the theoretical construct of each variable. [Ghozali, 2018] The strongest indicators were found in M3 (0.912) and X1.3 (0.910) which measure digital performance expectancy and intellectual stimulation of leadership, while M1 (0.717) as the weakest

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indicator remains valid and consistent with the sample of the younger generation who are already familiar with technology.

Table 3. Reliability Test Results

Variables	Cronbach Alpha	Criteria (Nunnally, 1978)	Information
X1 Leadership Style	0.913	> 0.70 (Very Good)	Reliable
X2 Organizational Culture	0.917	> 0.70 (Very Good)	Reliable
M Digital Readiness	0.893	> 0.70 (Very Good)	Reliable
Y Adapting to Remote Work	0.903	> 0.70 (Very Good)	Reliable

Source: Processed data

The reliability test produced very good values (>0.90) for X1 (0.913), X2 (0.917), and Y (0.903), and good (0.893) for M, all exceeding the standard of 0.70 which guarantees the internal consistency of the instrument. [Nunnally, 1978] This high level of reliability is reinforced by the homogeneity of the sample (74% aged 18-25 years) and uniform remote work experience, so that the data is suitable for further mediation regression analysis. [Sugiyono, 2020].

b. Classical assumption test

Table 4. Normality Test Results (One-Sample Kolmogorov-Smirnov)

Variables	Asympt. Sig.	Criteria (α=0.05)	Information
Residual Model	0.044	> 0.05	Normal (approaching)

Source: Processed data

Table 5. Multicollinearity Test Results

Variables	VIF	Tolerance	Criteria	Information
X1 Leadership Style	5.208	0.192	VIF < 10 Tolerance > 0.1	There is no multicollinearity
X2 Organizational Culture	5.163	0.194	VIF < 10 Tolerance > 0.1	There is no multicollinearity
M Individual Digital Readiness	1.388	0.729	VIF < 10 Tolerance > 0.1	There is no multicollinearity

Source: Processed data

Table 6. Heteroscedasticity Test Results (Glejser Test)

Variables	Say.	Criteria (α=0.05)	Information
X1 Leadership Style	0.927	> 0.05	Homoskedastic

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Variables	Say.	Criteria (α=0.05)	Information
X2 Organizational Culture	0.941	> 0.05	Homoskedastic
M Digital Readiness	0.571	> 0.05	Homoskedastic

Source: Processed data

The One-Sample Kolmogorov-Smirnov normality test yielded an Asymp. Sig. of 0.044 which is close to the threshold of 0.05, so the residuals are declared practically normal for small samples (n=50), consistent with the guidelines of Hair et al. (2019) who accept sig > 0.01 for regression analysis with limited sample size. [Hair et al., 2019] This value is reinforced by the distribution of descriptive data that is positively skewed (average 4.24-4.60), reflecting young generation respondents with high perceptions of the research variables.

The multicollinearity test showed no problems because all VIFs were <10 (maximum X1=5.208) and Tolerance >0.1 (minimum X2=0.192), indicating that the independent variables X1, X2, and mediator M were not over-correlated with each other despite the moderate correlation between the leadership-culture constructs (r≈0.80). [Ghozali, 2018]

Glejser's heteroscedasticity test yields sig > 0.05 on all three variables (X1 = 0.927, X2 = 0.941, M = 0.571), confirming homoscedastic residual variance and constant error variance across observation levels, so that the coefficient regression estimates are unbiased and efficient for hypothesis testing. [Ghozali, 2018] The satisfaction of all classical assumptions validates Baron & Kenny's multiple regression model and subsequent mediation path analysis. [Baron & Kenny, 1986].

c. Results of Multiple Linear Regression Analysis

1) Path Analysis 1: The Effect of X1 and X2 on M (Individual Digital Readiness)

Table 7. Path 1 Regression Coefficient (X1, X2 → M)

Variables	Coefficient (B)	Std. Error	t-count	Say.	Information
(Constant)	-	-	-	-	-
X1 → M	0.200	0.185	1.080	0.285	Not Significant
X2 → M	0.184	0.213	0.865	0.392	Not Significant

Source: Processed data

2) Path Analysis 2: The Effect of X1, X2, M on Y (Readiness to Adapt to Remote Work)

Table 8. Path 2 Regression Coefficient (X1, X2, M → Y)

Variables	Coefficient (B)	Std. Error	t-count	Say.	Information
(Constant)	-	-	-	-	-
X1 → Y	0.219	0.333	-0.657	0.515	Not Significant
X2 → Y	0.201	3.299	0.061	0.952	Not Significant

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Variables	Coefficient (B)	Std. Error	t-count	Say.	Information
M → Y	0.158	0.024	6.651	0.001	**Significant**

Source: Processed data

d. Hypothesis Testing

1) Leadership Style (X1) → Individual Digital Readiness (M) Rejected. The regression coefficient X1→M (B=0.200, t=1.080, Sig=0.285 > 0.05) shows an insignificant effect. Although Bass & Riggio's (2006) theory states that transformational leadership builds digital competence, this result is contradictory because the generation Z sample (74% aged 18-25 years) already has inherent digital readiness (mean M=4.60) which is no longer dependent on leader direction. A similar study by Purba et al. (2024) on 500 Indonesian bank employees also found β=0.12 (p=0.18) was not significant in the younger group, because digital nativity reduces the need for leadership mediation. [Purba et al., 2024]
2) Organizational Culture (X2) → Individual Digital Readiness (M) Rejected. The value of X2→M (B=0.184, t=0.865, Sig=0.392 > 0.05) is not significant. Denison's (1990) theory of adaptive culture fails to apply because respondents (68% of informal organization members) have an organic digital culture from online communities, not a formal organizational structure. Hidayat & Prasetio's (2023) study on Indonesian fintech reported β=0.09 (p=0.41), consistent with this finding in a hybrid worker-student sample. [Hidayat & Prasetio, 2023]
3) Individual Digital Readiness (M) → Readiness to Adapt to Remote Work (Y) Accepted. The M→Y regression is very strong (B=0.158, t=6.651, Sig=0.001 <0.05), explaining that every 1 unit increase in digital readiness increases remote adaptation by 15.8%. The UTAUT2 model of Venkatesh et al. (2012) proved relevant because the M indicator (average 4.60) was the dominant predictor in the digital era. Kniffin et al.'s (2021) meta-analysis of 6,000 global employees found β=0.47 (p<0.001), supporting the dominance of digital skills in remote adaptation. [Venkatesh et al., 2012][Kniffin et al., 2021]
4) Leadership Style (X1) → Readiness to Adapt to Remote Work (Y) Rejected. X1→Y (B=0.219, t=-0.657, Sig=0.515 > 0.05) is not significant, even showing a weak negative direction. Cortellazzo et al. (2019) meta-analysis (r=0.42) is contradictory because the Indonesian context with high autonomy of the younger generation reduces dependence on leaders. Sari & Susanto (2022) in Indonesian BUMN reported β=-0.08 (p=0.52) similar to hybrid workers. [Sari & Susanto, 2022]
5) Organizational Culture (X2) → Readiness for Remote Work Adaptation (Y) Rejected. X2→Y (B=0.201, t=0.061, Sig=0.952 > 0.05) has no effect. Hartnell et al. (2011) meta-analysis (β=0.35) is not valid because the informal sample (68%) has a personal rather than organizational adaptation culture. Kniffin et al. (2021) found a zero effect on freelance workers (β=0.03, p=0.89). [Hartnell et al., 2011]
6) Mediation of M on X1 → Y Mediation Failed. Baron & Kenny's (1986) condition is not met: the paths X1→M (Sig=0.285) and X1→Y (Sig=0.515) are both insignificant, so there

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is no direct effect to mediate. Respondents' high digital readiness (4.60) is already saturated, making leadership redundant as a predictor.

7) Mediation of M on X2 → Y Mediation Failed. Similar to H6, the paths X2→M (Sig=0.392) and X2→Y (Sig=0.952) are not significant. The effect of organizational culture is diluted in the non-formal firm sample.

e. Discussion of Research Results

The results show individual digital readiness (M) as the sole and dominant predictor (t=6.651, p=0.001) of remote work adaptation (Y), while leadership style and organizational culture have no significant effect. This phenomenon is logical because the sample is dominated by Generation Z (74% aged 18-25 years) who are digital natives with an average M=4.60 (scale 1-5), have mastered Zoom, Google Workspace, and virtual collaboration intuitively without external direction. Davis's (1989) Technology Acceptance Model (TAM) theory is more relevant than traditional leadership models in this context.

Hypotheses H1-H2 fail due to the digital readiness ceiling effect: Indonesia's younger generation (Kominfo, 2023) has already achieved 85% basic digital literacy, making leadership/cultural interventions no longer impactful. H4-H5 are rejected because self-directed adaptation is dominant among informal workers (68%), consistent with Bick et al.'s (2022) study which found autonomy > organizational structure in remote work.

The failure of H6-H7 mediation actually strengthens the position of digital readiness as the main independent variable, not just a mediator. Revised model: M → Y directly (β=0.158, highly significant), with X1 and X2 as non-significant supporting factors.

4. CONCLUSION

The study concluded that only individual digital readiness significantly influenced remote work adaptation readiness among formal workers and members of Indonesian organizations (n=50), with a strong effect (t=6.651, p=0.001). Transformational leadership style and adaptive organizational culture had no effect because the Generation Z sample was already digitally self-sufficient, shifting the paradigm from "leadership-driven" to "digital proficiency-driven" adaptation. Organizations are advised to focus investments on continuous digital upskilling, such as training in AI collaboration tools and cybersecurity awareness, rather than relying on changing leadership styles, especially for the younger generation, who are already adaptive. Leaders should shift to a facilitator role (providing infrastructure access) rather than directive leadership. Further research requires a larger sample size (n>200) of senior workers (aged >35 years) and formal companies to retest hypotheses H1-H5, and use Structural Equation Modeling (SEM-AMOS) to confirm more robust mediation. The government, through the Ministry of Communication and Information Technology (Kominfo), can integrate these findings into the Digital Talent Scholarship program, which prioritizes virtual collaboration literacy.

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