

Readiness for Digital Change: Exploring the Significance of Quality of Work Life, Organizational Identification, and Adaptability of Generation X

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Keyword: Readiness for change; quality of work life; organizational identification; adaptability; Generation X.	Abstract Readiness for change in knowledge shown by generation x employees is still moderate tending to low. This causes 59% to feel anxious, to stress in the period of retirement. This condition requires good adaptability in order to survive in their work, besides the cognitive and affective assessment factors of employees also need to be studied to see the dynamics of open attitudes that will be shown. The objective in this study is to see the mediating relationship of adaptability between quality of work life and organizational identification on readiness for change. This study involved 437 generation x employees in Surabaya, Gresik, and Sidoarjo who worked for more than one year with a path analysis design. The results show that adaptability fully mediates the relationship between quality of work life and readiness for change, but not significantly on organizational identification. Meanwhile, partially, the three independent variables have a significant effect on readiness for change. The use of internal factors plays an important role in the readiness of generation x employees but needs to pay attention to other external factors. Further implications for future research are described in the discussion.		
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INTRODUCTION

Digital technology change is a phenomenon that cannot be avoided, especially in preparing for the era of society 5.0 in the world of work which prioritizes collaboration between technology and society (Putri and Hariyanto, 2023). Data from Gallup Surveys conducted by (Harter, 2024) shows that 2022 to 2023 generation x is engaged more in digital than the millennials, this is shown by the increased number of approximately 31%. Strengthening the fact, generation x is the generation who creates the tech-culture (Qualtrics Survei, 2023). This increased engagement can add value to employees' readiness to implement an organization's digital change strategy, which can then have a positive impact on the attitudes exhibited and the psychological well-being of the employees themselves (Mungra et al., 2024; Velinov et al., 2024). The dynamics of employees in preparing themselves also involve cognitive abilities such as thought processes (Rapp et al., 2003), which can trigger employees to become more objective in responding to digital change. This certainly invites employee attitudes, both openly, namely being able to see change as an opportunity to develop, as well as closed and resistant so that it can affect organizational strategies in digital change (Yean et al., 2022). One of the characteristics of employees who have change readiness is having an open attitude and being able to accept change as an opportunity (Holt et al., 2007).

Indonesia is one of the ASEAN countries that contributes 41.5% to the long-term growth of the digital economy (Seah et al., 2024). In fact, 89.6% of generation x showed a willingness to learn about digital but found it difficult to understand digital applications at work (Asbari et al., 2020); 56.3% of employees aged 42-57 years (generation x) admitted to experiencing difficulties and being hampered by changes in digital technology (Basri et al., 2024). Sari et al. (2023) found that 58 generation x teachers were still unprepared for technology integration in the workplace. Based on this, it can be said that generation x has a low value in accepting change, especially when there is technological disruption that they must face (Wijaya, 2023), so Indonesia needs to improve readiness to face digital changes in human resources.

Bonney et al. (2024) also stated that 8.8% of the reasons why generation x is not ready for digital work is due to a lack of knowledge and skills about technologies such as artificial intelligence. In addition, generation x feels insecure about their ability to work digitally to get a better paying job, indicating their low readiness for digital change (Holt et al., 2007). One of the reasons for the low readiness of generation x is that 79% feel overshadowed by younger generations in other words they have been forgotten in the workplace, even though generation x can be a strong candidate to lead organizations to grow better in the digital era (People Scout Survey, 2024). Low readiness in technological change, especially in digital knowledge in generation x can have various impacts both psychologically and physically that are seen in performance (Nguyen, 2022). ADP Research Institute (2024) states that 28% of employees feel anxious about being replaced by digital tools and artificial intelligence in their jobs; as many as 59% of employees are anxious about many digital changes happening at once in their work environment (Asia Pacific Workforce Hopes and Fears Survey, 2024). In addition, the generation with the highest level of stress due to digital change also comes from 43-59 years old (generation x), which is caused by massive changes that force them to learn new things in retirement (ADP Research Institute, 2024). It can be concluded that generation x can become digital change agents by facilitating and preparing them, both in knowledge and engagement.

Employees' response to change can be shown through their readiness. Readiness for change is the employee's belief in their ability to implement planned changes in accordance with the needs and structure of the organization, as well as the belief in the support of the leadership indicated by the commitment to make changes happen (Holt et al., 2007). Referring to this theory, readiness to change is inseparable from its four aspects, namely a) Suitability; b) Management support; c) Confidence in one's ability to change; d) Personal benefits. Readiness to change is related to the belief and rational assessment that the changes made are in accordance with the organization (Holt et al., 2007). Employees will tend to see the organization will benefit and progress if the changes made are in accordance with the flow and culture of the organization (Drzensky et al., 2012). Referring to this, organizational readiness in the face of change needs to be formed collectively through the readiness of employees in it.

Several studies explain that readiness to change in generation x can be one of the important keys to creating a progressive and appropriate environment for the organization. The need to be able to adapt in the

era of digital transformation is crucial for generation x to achieve readiness for change (Yean et al., 2022). Adaptable employees can increase their readiness to face digital change (Oreg et al., n.d.). This is supported by research by Yean et al. (2022) found in 379 middle officials in the Malaysian government and diplomatic showed that adaptability has a direct role as well as a mediator of readiness for change. Research by Rikopaltera et al. (2022) on 723 BPJS employees shows that the adaptive culture owned by individuals has an influence on employee readiness to change directly. In Indonesia, Nurthaibah & Sumaryono (2019) research proved on 224 public hospital employees in West Aceh that adaptability has an effect of 16.73% on readiness to change from a total of 35% contribution of all predictor variables. This is in line with Diva (2023) research on 136 final year students that high adaptability has a significant influence on readiness to work. Based on this, employees who have high adaptability will be better prepared to face digital transformation and with the character of generation x who have good adaptability (Fedorov et al., 2020), this research has an advantageous position.

Readiness for change can be achieved through several other determinants. Previous studies state that the quality of work life has a significant relationship with readiness for change, especially in the dimension of job security where the more employees feel safe and not worried about their jobs, it can lead to a positive view of individuals to accept and make changes (Samir, 2016; Singh et al., 2022). The role of quality of work life also has a significant correlation with readiness for change, which described in Al Hussami (2017) that quality of work life has a significant correlation with perceived of readiness change in 90 nurse managers. This could be conclude that employee that has a good quality of work life tend to be ready to face the change in their organization.

Some studies also show that the values, vision, mission, and goals of the company that are internalized by employees can lead to organizational identification (Graham et al., 2022). Good organizational identification can accelerate organizational readiness to change so that there is no resistance or cynicism from employees (Rho et al., 2020). On this basis, it is necessary to explore the determining factors that can affect the readiness of generation x changes which can be described by quality of work life and organizational identification through the role of adaptability as mediation.

This research not only focuses on determining the role of several variables in predicting the readiness of each employee in organizational digital change, but also can help predict the role of quality of work life as the determinant of readiness for change, because previous research was only studied based on qualitative analysis. The second focuses of this research is to test, the role of adaptability as a mediator for preparing generation x. Based on this explanation, this study will empirically prove the design of the model built based on quality of work life and organizational identification as independent variables, and adaptability as a mediator variable that affects readiness for change in generation x employees. The objective of this research is to investigate the relationship between readiness for change with quality of work life and organizational identification through adaptability.

H1: There is a relationship between organizational identification and readiness for change through adaptability of Generation X employees.

H2: There is a relationship between quality of work life and readiness for change through adaptability of Generation X employees.

H3: There is a relationship between organizational identification and readiness for change in Generation X employees.

H4: There is a relationship between quality of work life and readiness for change in Generation X employees.

H5: There is a relationship between adaptability and readiness for change in Generation X employees.

METHOD

Participants and Procedure

This research uses a correlational quantitative design using path analysis which aims to identify causal relationships and measure the direct and indirect effects between independent and dependent variables. This test is carried out in accordance with the research objectives to analyze the concept of readiness for digital change that is built. The population of this study is generation x employees who work for companies in the Gerbangkertosusila Region, including Gresik City, Bangkalan, Mojokerto, Surabaya, Sidoarjo, and Lamongan. The sampling technique uses cluster random sampling, to randomly select a sample within the subdivided groups of a population (Sugiyono, 2010). The use of this type of sampling aims to continue to provide equal opportunities for Generation X employees in Gresik, Sidoarjo and Surabaya, which are cities with large industrial employees in the area (Wikipedia, 2024). The sample size determination was based on the guidelines by Bentler and Chow (1987), which recommend a minimum of 150 participants for path model testing. The study ultimately involved 437 employee who completed the questionnaire in its entirety.

Data Collection

Readiness for Change

The variable of readiness for change was measured using the Organizational Readiness for Change scale developed by Holt et al. (2007), which demonstrated strong reliability ($\alpha = 0.834$). This scale was adapted into an Indonesian version by Erlyani et al. (2024), maintaining a high reliability score (Cronbach's $\alpha = 0.93$). The readiness for change questionnaire (RFCQ) displayed robust results across its components: appropriateness (0.88), management support (0.92), change efficacy (0.71), and personal valence (0.89). The Confirmatory Factor Analysis also indicated acceptable fit indices: TLI = 0.88, CFI = 0.89, NFI = 0.86, and RMSEA = 0.11. The Indonesian version of the RFCQ was contextualized for this study and tested on a sample of respondents, yielding a reliability coefficient of $\alpha = 0.837$. An example item from the scale includes: *"When implementing digital changes, I can handle them with ease."*

Quality of Work Life

The quality of work life variable was measured using a scale previously employed in recent research by Kusumawati et al. (2024), which involved 500 teachers in Surabaya, Indonesia. This scale was based on

Walton's (1975) theoretical framework and demonstrated excellent reliability ($\alpha = 0.964$). For the present study, the scale was tested on a relevant sample and exhibited similarly high reliability ($\alpha = 0.960$) with the range of item discrimination index from 0,383–0,833. An example item from the scale is: *"How satisfied are you with the opportunities for career development?"*

Organizational Identification

Organizational identification was measured following the theoretical framework of Johnson and Ashforth (2008), encompassing the following dimensions: occupational disidentification, ambivalent identification, neutral occupational identification, and occupational identification. This measurement was pilot tested on a relevant sample and demonstrated good reliability ($\alpha = 0.712$) with score range of discrimination index from 0,305–0,567. An illustrative item includes: *"I feel embarrassed when the media publishes criticisms about my job."*

Adaptability

The adaptability variable was measured using the framework proposed by Van Dam and Meulders (2020), which includes dimensions of cognitive adaptability, affective adaptability, and behavioral adaptability. The measurement was pilot tested prior to data collection, yielding strong validity that shows score range of item discrimination index from 0,358–0,784 and the reliability score $\alpha = 0.775$. An example item from the scale is: *"I can quickly respond to changes."*

Data Analysis

The data analysis technique used in this study was path analysis, performed simultaneously to identify causal relationships and measure both direct and indirect effects of the proposed hypotheses. Path analysis According to Klem (2000), two basic assumptions underpin path analysis: a) the variables are measured on an interval scale, and b) the data for the variables are normally distributed. As a foundational assumption, this study conducted a multivariate normality test. Based on Graphic 1 it is known that the scatter plot forms a straight line which shows that the data of the variables of this study, namely, readiness to change, organizational identification, quality of work life, and adaptability. These results are also supported by the results of the Pearson product moment correlation between the *Mahalanobis* and *chi square* values of 0.980 and a significant 0.000 ($p < 0.001$). These results support the existence of normally distributed data in this study. Based on these results, the data meets the necessary requirements for path analysis. The hypotheses formulated in the study are as follows:

H1: There is a relationship between organizational identification and readiness for change through the adaptability of generation x employees.

H2: There is a relationship between quality of work life on readiness for change through the adaptability of generation x employees

H3: There is a relationship between organizational identification and readiness for change of generation x employees

H4: There is a relationship between quality of work life and readiness for change of generation x employees

H5: There is a relationship between adaptability and readiness for change of generation x employees

H6: There is a relationship between organizational identification and adaptability of generation x employees

H7: There is a relationship between quality of work life and adaptability of generation x employees

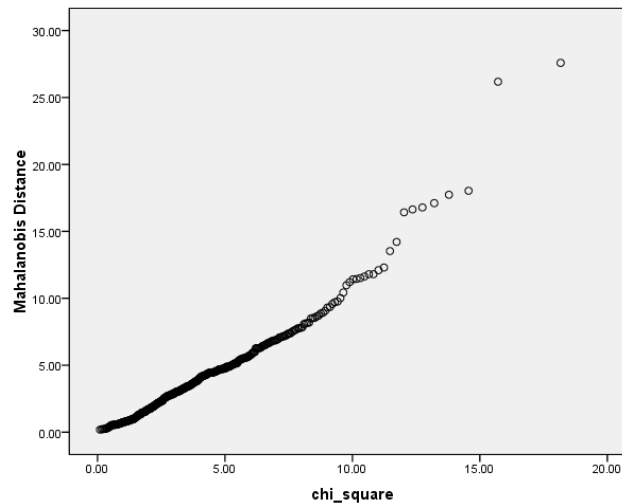


Figure 1. Scatter Plot Results of Normality Test

RESULTS

Table 1. Demographic Data Distribution

Categories	N	Percent (%)
Gender		
Female	191	44%
Male	246	56%
Age		
41-48 years old	277	63%
49-56 years old	141	32%
>56 years old	19	4%
City		
Surabaya	201	46%
Sidoarjo	127	29%
Gresik	109	25%
Type of work		
Civil servant	286	65%
Private sector employee	151	35%
Total	437	100%

Referring to table 1, the distribution of respondents who filled in the most was male rather than female. The age distribution of generation x employees who are most involved is the age range of 41-48 years. This age is the transition between the millennial generation to generation x (Cran, 2010). While the age that is least involved in filling is employees over 56 years old, namely employees who are entering retirement. Most respondents came from the city of Surabaya, followed by the city of Sidoarjo, and finally Gresik. The type of work of respondents is mostly civil servants and the rest are private employees who work 8 hours and have a monthly income.

Table 2. Descriptive Data of Variables

Variable	Range	Min	Max	Mean	Std. Deviation
Readiness for change	20	20	40	31.66	4.40
Quality of work life	28	12	40	30.38	6.01
Organizational identification	31	9	40	26.82	3.72
Adaptability	18	12	30	25.21	3.61

Based on table 2, there are results of light statistical analysis including the difference value, minimum value, maximum value, average value, and standard deviation. The readiness for change variable has a minimum value of 20 and a maximum value of 40 so that a difference value of 20 is obtained, while the average value is 31.66 and the standard deviation value is 4.40. Each variable has its own descriptive value which is calculated based on the acquisition of 437 respondents. Descriptive analysis aims to provide an overview of respondent data in summary form.

Efforts to see the categorization of each variable in the respondent's data were also made using empirical scores obtained through the mean (M) and standard deviation (SD) values in the population with the formula and norms for each variable that had been determined. The average categorization of each variable based respondent has a medium score on the four research variables. It is undeniable that respondents also have low scores on all variables, but it should be noted on the organizational identification variable that the distribution of respondents' answers is uneven, indicated by extreme data in the very high, high, and medium categories. This may occur due to biased answers.

Table 3. Path Analysis Results

Path Model	95% Confidence Intervals		Beta (β)	Sig.	Description
	Lower	Upper			
Organizational Identification – Readiness for Change	0.171	0.347	0.219	0.000	Significant
Quality of Work Life – Readiness for Change	0.027	0.159	0.127	0.006	Significant
Adaptability – Readiness for Change	0.464	0.683	0.471	0.000	Significant
Organizational Identification – Adaptability	-0.059	0.092	0.017	0.670	Not Significant
Quality of Work Life – Adaptability	0.294	0.388	0.566	0.000	Significant

Table 4. Mediation Analysis Results

Jalur Mediasi	95% Confidence Intervals		Beta	Sig. (p)	Keterangan
	Lower	Upper			
Identifikasi organisasi – Adaptabilitas – Kesiapan terhadap perubahan	-0.034	0.053	0.008	0.671	Tidak Signifikan
Kualitas kehidupan kerja – Adaptabilitas – Kesiapan terhadap perubahan	0.150	0.241	0.267	0.000	Signifikan

Referring to Table 4, The values for each path from the independent variables to the dependent variable are significant, while the mediator path only plays a role between quality of work life and readiness for change. Based on this, Hypothesis 1 is not supported, as the path estimate between organizational identification and adaptability is not significant (0.017, $p > 0.05$), and the path from adaptability to readiness

for change is significant ($0.471, p < 0.05$). Meanwhile, the direct path from organizational identification to readiness for change has a larger and significant estimate ($0.219, p < 0.05$), as indicated in Hypothesis 3. This suggests that organizational identification has a positive relationship with readiness for change and is more effective when acting directly rather than through the mediator of adaptability. Based on these results, Hypothesis 1 is rejected, and Hypothesis 3 is accepted.

Further testing, as shown in Table 4 reveals that Hypothesis 2 is accepted, as the indirect path estimate between quality of work life and adaptability ($\beta = 0.566, p < 0.05$) and between adaptability and readiness for change ($\beta = 0.471, p < 0.05$) is larger than the direct path estimate between quality of work life and readiness for change ($\beta = 0.127, p < 0.05$) presented in Hypothesis 4. This indicates that adaptability fully mediates the relationship between quality of work life and readiness for change, thus Hypothesis 4 is accepted. Meanwhile, Hypothesis 5 shows that adaptability also has a significant relationship with readiness for change ($\beta = 0.471, p < 0.05$), so Hypothesis 5 is also accepted.

Based on Table 3, Hypothesis 6 is rejected because the path from organizational identification to adaptability is not significant ($0.017, p > 0.670$). Meanwhile for Hypothesis 7 that tested the path of quality of work life to adaptability is accepted, it can be shown from the $\beta = 0.566$ with the $p < 0.001$.

DISCUSSION

The correlation result showed that adaptability has a full mediation in the quality of work life and readiness for change pathways, but contrary there's no significant mediation on organizational and readiness for change pathways. This in line with the previous research by Yean, et. al (2021) that adaptability could be the intervening variables in readiness for change. In line with the Social Cognitive Theory, the concept of forethought that involves causal thinking and can predict the advantages and disadvantages of a phenomenon (Bandura, 2001), is the cognitive modal to helps individual in organizing adjustment strategies when changes occur (Van Dam & Meulders, 2020).

Employees who have a quality work life must go through a cognitive thought process in evaluating their behavior at work in accordance with the benefits provided by the organization. Employees will have an open mind to receive insight, criticism, and constructive suggestions to prepare themselves to face digital changes in the organization. Moreover, employee could view the future changes positively as an opportunity to grow and gain more benefits for their personal life (Holt et al., 2007; Walton, 1973). Partially, employees who has a feeling of security and health in the work environment can also foster their readiness to change. This also proves some qualitative research on the role of quality of work life on readiness to change (Samir, 2016; Singh et al., 2022). It can be concluded that, a high quality of work life characterized by feelings of security can trigger employees to see digital change as the future to develop careers.

Conversely, employees who have high organizational identification do not necessarily have good adaptability (Drzensky et al., 2012). Employees with high organizational identification are not necessarily significant with high change readiness, if they cannot have a strategy to overcome it. This intersects with

Oreg et al. (2018) theoretical concept that although affective organizational identification can be said to be a determinant that affects readiness to change, the energy in each individual's emotions does not always match the behavior shown. There are four energy quadrants that can describe individual emotions and behaviors positively and negatively, namely proactive towards change (quadrant 1), resistant to change (quadrant 2), not involved in change (quadrant 3), and accepting change (quadrant 4). In certain cases, both positive and negative emotions are not always associated with the same behavioral outcomes.

In line with Rousseau (1998), that employees who have a very high organizational identification tend to have a full contract with the organization and the work role performed, so that when a very significant change occurs and can threaten the identity that has been built, the attitude that tends to emerge is rejection and difficulty adapting, so that even though the employee's organizational identification is categorized as high, it does not also have a significant effect on the employee's ability to adjust to digital changes in the organization. In fact, cases like this happen a lot to employees who have a secure position. In Indonesia, this may happen to employees aged 40-60 years and above who have reached a certain position. A positive organizational culture that is in line with digital change can also accelerate the successful implementation of digital change, as happened in several start-up companies in Germany (Drzensky et al., 2012). Meanwhile, the work culture in Indonesian government organizations tends to be different, where organizations prioritize tradition over adaptability (Alkarhami, 2007). Based on this, it can be concluded that the relationship between organizational identification and adaptability is relative to the cultural context of the organization and employees in the organization such as generational age. It could be concluded that there's possible external variables which impact the readiness for change of the employees, such as organizational culture.

This insignificant correlation between organizational identification and adaptability is in line with the theory from Kelman (1958) regarding compliance, identification, and internalization, that identification is a higher stage where individuals will accept an influence due to the desire to build and maintain relationships that employees build based on organizational values. Furthermore, identification is a form of employee conformity based on attractiveness. Employees with a very high value organizational identification would tend to have a full contract and inherent work role with the organization, so that when significant and beneficial changes occur for them, employees will constantly accept and be ready to implement these changes without going through high adjustment (Oreg, 2018). Based on this, the behavior of identification will often appear constant when the relationship between employees and their organization is mutually beneficial, so employees do not need adaptability variables anymore as an intermediary towards readiness to change

Employees who have high adaptability will have their own strategies to deal with the dynamics of digital changes that will continue to develop in the organization, so that this allows employees to respond to digital changes appropriately and accordingly (Van Dam & Meulders, 2020). The power to build effective strategies can foster employee confidence to go through and take advantage of digital changes that occur in organizations. Employees will implement new policies and tasks, and can overcome the risks of change easily, which is in accordance with the character of employee readiness for change (Holt et al., 2007). This is

in accordance with Bandura's (2001) social cognitive theory that evaluation of a behavior that has been done by an individual can trigger strategies to carry out future plans, such as when employees can assess their work roles and the reciprocity they get is appropriate, then employees are able to prepare effective adjustment strategies in future technological changes (Van Dam & Meulders, 2020; Walton, 1973).

CONCLUSION

Overall, it can be concluded that readiness for digital change can be triggered through internal factors such as how generation x employees measure the quality of their work life, how connected employees are with their work and organization, and how employees are able to adapt to technological changes that occur in their organization. However, adaptability as a mediator variable only plays a full role in the relationship between quality of work life and readiness for change but is not significant in the relationship between organizational identification and readiness for change. Given that this study only focuses on individual internal factors in influencing the readiness to change of generation x employees, future research can consider external factors in influencing readiness to face digital technology changes, such as perceived social support or organizational culture, either as other intervening variables or as dependent variables. A wider range of subjects could also be tested in future research, with deeper research designs such as longitudinal research to understand the changes over time, model testing or even consider for experimental research. As a suggestion for implication, organizations can facilitate training on adjusting to technological change for generation x employees, as well as having focus group discussion about digital development in organization involving differential generation to re-align perceptions of changing organizational goals.

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