

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 The readiness for change demonstrated by Generation X employees remains at a moderate-to-low level. This condition leads employees to experience anxiety and even stress during periods of change. It necessitates strong adaptive capabilities to sustain their employment. Moreover, cognitive and affective assessments of employees need to be examined to understand the dynamics of openness they may display. This study aims to examine the mediating role of adaptability in the relationship between quality of work life and organizational identification on readiness for change. The research involved 437 Generation X employees in the Gerbangkertosusila area, a region in East Java, Indonesia, who have been working for more than one year. Path analysis techniques were employed to evaluate the mediating role of adaptability on readiness for change. The results indicate that adaptability fully mediates the relationship between quality of work life and readiness for change but is not significant in the pathway between organizational identification and readiness for change. Partially, all three independent variables significantly influence readiness for change. Internal factors play a crucial role in Generation X employees' readiness for change; however, attention must also be paid to external factors. Further implications are elaborated upon in the discussion.		
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INTRODUCTION

The digital technology transformation is an unavoidable phenomenon, particularly in preparing for the Society 5.0 era in the workforce, which emphasizes collaboration between technology and society (Putri & Hariyanto, 2023). Data from Gallup Surveys conducted by Harter (2024) shows that between 2022 and 2023, Generation X was more involved in the digital field than Millennials, with an increase of around 31%. Supporting this, Generation X is identified as the generation that created the technology culture (Qualtrics Survey, 2023). This increased engagement can add value to employees' readiness in implementing organizational digital transformation strategies, which in turn can have a positive impact on the attitudes displayed and the psychological well-being of employees (Mungra et al., 2024; Velinov et al., 2024). Employee dynamics in preparing for change involve cognitive abilities such as thinking processes (Rapp et al., 2003), which can encourage employees to become more objective in responding to digital changes. This naturally stimulates employee attitudes, both open and closed, meaning they can view change as an opportunity for growth, or resist it, which may influence organizational strategies in digital transformation (Yean et al., 2022). One characteristic of employees with readiness for change is an open attitude and the ability to accept change as an opportunity (Holt et al., 2007).

Indonesia is one of the ASEAN countries contributing 41.5% to the long-term growth of the digital economy (Seah et al., 2024). In fact, 89.6% of Generation X shows a willingness to learn about digital technologies but struggles to understand digital applications in the workplace (Asbari et al., 2020); 56.3%

of employees aged 42-57 years (Generation X) report difficulties and hindrances caused by digital technological changes (Basri et al., 2024). Sari et al. (2023) found that 58% of Generation X teachers are still unprepared for technology integration at work. Based on these findings, it can be stated that Generation X has low readiness to embrace change, particularly when faced with technological disruptions (Wijaya, 2023), indicating that Indonesia needs to improve its readiness to face digital change among human resources.

At least 8.8% of the reasons why Generation X is unprepared for digital jobs are highlighted by Bonney et al. (2024), who found that this is due to a lack of knowledge and skills about technologies such as artificial intelligence. Additionally, Generation X lacks confidence in their ability to work digitally to secure better-paying jobs. This finding reinforces the conclusion that Generation X's readiness for digital change is low (Holt et al., 2007). One of the causes of this low readiness is that 79% of Generation X feels overshadowed by younger generations, meaning they feel neglected in the workplace, even though Generation X could be strong candidates for leading organizations toward better growth in the digital era (People Scout Survey, 2024). The low readiness for technological change, particularly in digital knowledge, in Generation X can lead to various psychological and physical impacts, as seen in performance (Nguyen, 2022). The ADP Research Institute (2024) states that 28% of employees are anxious about being replaced by digital tools and artificial intelligence in their jobs; 59% are concerned about multiple simultaneous digital changes in their work environment (Asia Pacific Workforce Hopes and Fears Survey, 2024). Moreover, the highest stress levels due to digital changes also come from those aged 43-59 (Generation X), caused by massive changes that force them to learn new things close to retirement (ADP Research Institute, 2024).

Employee responses to change can be demonstrated through readiness. Readiness for change refers to employees' belief in their ability to implement planned changes according to the needs and structure of the organization, as well as their belief in leadership support, demonstrated through commitment to realizing change (Holt et al., 2007). Readiness for change is based on four aspects: a) Appropriateness; b) Management support; c) Confidence; d) Personal valence. Readiness for change is associated with rational beliefs and assessments that the changes align with the organization (Holt et al., 2007). Employees are more likely to perceive that the organization will benefit and progress if the changes align with the organization's processes and culture (Drzensky et al., 2012). Organizational readiness for change needs to be collectively formed through the readiness of the employees within it.

So far, studies on readiness for change in Generation X tend to focus on three main issues. First, adaptability as a predictor of readiness for change. Research by Yean et al. (2022) shows that adaptability plays a direct role and serves as a mediator for readiness for change among mid-level managers in Malaysia. A study by Nurthaibah & Sumaryono (2019) supports this finding, proving that adaptability influences readiness for change by 16.73% among hospital employees in Aceh Barat. Second, quality of work life as a factor influencing readiness for change. Research by Samir (2016) and Singh et al. (2022) shows that job security, a dimension of quality of work life, has a significant relationship with readiness for change. The more secure employees feel in their jobs, the more likely they are to accept and implement changes. Third, organizational identification as a supporting factor for readiness for change. Research by Graham et al. (2022) and Rho et al. (2020) shows that internalized company values, vision, mission, and goals can enhance organizational identification, thereby accelerating organizational readiness for change by reducing resistance and cynicism among employees. Based on these three trends, it appears that research primarily focuses on the direct relationship between adaptability, quality of work life, organizational identification, and readiness for change. However, few studies have deeply explored the mediating role of adaptability in the relationship between quality of work life and organizational identification in readiness for change among Generation X in the digital transformation era. Research focused specifically on Generation X as a distinct demographic group is still limited, leading to a lack of comprehensive understanding of their unique dynamics in facing organizational change.

The purpose of this study is to examine the relationship between readiness for change, quality of work life, and organizational identification through adaptability. This study also predicts the role of quality of work life as a determinant of readiness for change, as previous studies have only been analyzed qualitatively. The second focus of this study is to test the role of adaptability as a mediator in preparing Generation X. Based on the explanations above, this study will empirically test a model based on quality of work life and organizational identification as independent variables, and adaptability as a mediating variable influencing readiness for change in Generation X employees, as formulated in the following hypotheses:

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 study employed a quantitative correlational design using a cross-sectional study approach aimed at identifying causal relationships and measuring the influence between independent and dependent variables at a single point in time. The analysis was conducted in alignment with the research objective, which is to examine the mediating effect of adaptability on readiness for digital change as influenced by quality of work life and organizational identification. The study population consisted of Generation X employees working in companies located in the Gerbangkertosusila region, which includes the cities of Gresik, Surabaya, and Sidoarjo. The sampling technique used was simple snowball sampling, where a small initial sample is expanded by selecting participants through referrals. The sample size determination was based on the guideline by Bentler and Chow (1987), which recommends a minimum of 150 participants for path model testing. The study ultimately involved 460 respondents who completed the questionnaire in its entirety, meeting the following criteria:

- a) Generation X employees aged 45–60 years.
- b) Employees with a tenure of more than one year in their respective companies or industries.
- c) Residents of Gresik, Surabaya, or Sidoarjo.

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 has 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 ($\alpha = 0.960$). 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 ($\alpha = 0.712$). 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 reliability ($\alpha = 0.775$). 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. 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. Tests between the independent variables and the mediator variables were also conducted to examine the correlation effects, which are referred to as multicollinearity tests (Baron & Kenny, 1986). Research involving mediator variables must meet certain criteria: 1) first, the independent variable must be correlated with the mediator variable, 2) second, the independent variable must be correlated with the dependent variable, and 3) third, the mediator variable must be correlated with the dependent variable. If all three criteria are met, the mediator variable plays a perfect role as an intermediary between the independent and dependent variables (Baron & Kenny, 1986). As a foundational assumption, this study conducted a Kolmogorov-Smirnov test, with a significance value of $p > 0.05$ for each variable, indicating that the data is normally distributed (see Table 1). A multicollinearity test was also performed by examining the VIF value, which should be > 10.00 . Each variable showed good coefficient values, indicating the absence of multicollinearity among the independent variables (see Table 2). Based on these results, the data meet the necessary requirements for path analysis.

Table 1. Kolmogorov-Smirnov Test Results

Variable	Kolmogorov-Smirnov	
	Statistic	Sig.
Readiness for Change	0.137	0.122
Quality of Work Life	0.125	0.200
Organizational Identification	0.107	0.200
Adaptability	0.078	0.200

Table 2. Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Quality of Work Life	0.991	1.009
Organizational Identification	0.994	1.006
Adaptability	0.986	1.014

RESULTS

The description of the respondents in this study is presented in Table 3. The most represented gender in the data distribution was male, accounting for 44%. The majority of Generation X employees involved in the study were in the 41–48 age range (63%), which is considered a transitional age between the Millennial generation and Generation X (Cran, 2010). The largest proportion of respondents were from Surabaya (46%), followed by Sidoarjo and Gresik. Most of the respondents were civil servants (65%), with the remaining respondents working in private sector positions, working 8 hours a day and receiving a monthly salary.

Table 3. Demographic Data Distribution

Category	N	Percentage (%)
Gender		
Female	191	44%
Male	246	56%
Age		
41-48 years	277	63%
49-56 years	141	32%
>56 years	19	4%
City		
Surabaya	201	46%
Sidoarjo	127	29%
Gresik	109	25%
Occupation		
Civil servant	286	65%
Private employee	151	35%
TOTAL	437	100%

The results of the descriptive statistical analysis, including the range, minimum value, maximum value, mean value, and standard deviation, are presented in Table 4. Descriptive analysis aims to provide an overview of the respondent data in the form of a summary. Based on this, each variable has its own descriptive value, calculated from the responses of 437 participants. The categorization of each variable can be observed through the mean (*M*) scores, which were determined by calculating the empirical mean to establish the categorization norms. According to Table 4, the average category scores for all variables across the total respondents remain relatively low, with the lowest norms recorded for readiness for change (33.86), quality of work life (33.38), organizational identification (28.68), and adaptability (27.01).

Table 4. Descriptive Data

Variabel	Range	Min	Max	Mean (<i>M</i>)	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	19	17	36	26.82	3.72
Adaptability	16	14	30	25.21	3.61

The path analysis, as formulated through the mediator role, is shown in Table 5. 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.

Table 5. 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

Further testing, as shown in Table 5, 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.

DISCUSSION

The results of the correlation analysis indicate that adaptability fully mediates the relationship between quality of work life and readiness for change, but there is no significant mediation on the relationship between organizational identification and readiness for change. This finding aligns with the previous study by Yean et al. (2021), which concluded that adaptability can serve as an intervening variable in readiness for change. According to Social Cognitive Theory, the concept of forethought, which involves causal thinking and predicting the benefits and drawbacks of a phenomenon (Bandura, 2001), serves as cognitive capital that helps individuals develop strategies for adjustment during times of change (Van Dam & Meulders, 2020).

Employees with high quality of work life must undergo a cognitive process when evaluating their behavior in the workplace based on the benefits provided by the organization. This encourages employees to adopt an open mindset toward receiving feedback, criticism, and constructive suggestions to prepare for digital changes within the organization. Furthermore, employees may view future changes positively as opportunities for personal growth and greater benefits in their personal lives. Employees who feel secure and healthy in their work environment are more likely to develop readiness for change. This finding supports qualitative studies that highlight the role of quality of work life in fostering readiness for change, where high quality of work life, characterized by a sense of security, can trigger employees to perceive digital changes as opportunities to advance their careers (Samir, 2016; Singh et al., 2022).

On the other hand, employees with high organizational identification may not necessarily possess strong adaptability. This supports the findings of Drzensky et al., which state that employees with high organizational identification do not always exhibit high readiness for change if they lack the strategies to cope with it. This is consistent with the theory by Oreg et al. (2018), which suggests that while affective organizational identification can be a determinant of readiness for change, the emotional energy of individuals does not always align with the behaviors they exhibit. There are four energy quadrants that describe an individual's emotions and behaviors in both positive and negative ways: proactive to change (quadrant 1), resistant to change (quadrant 2), disengaged from change (quadrant 3), and accepting of

change (quadrant 4). In some cases, both positive and negative emotions do not always correlate with the same behavioral outcomes.

The role of organizational identification in this study may explain the nonsignificant result, as in Wang's (2017) study, where organizational identification acted as a moderator in the first path to adaptability before triggering readiness for employees. Organizational identification can either strengthen or weaken the relationship between independent variables and adaptability, where employees who have firmly established their job roles may exhibit lower adaptability. In contrast, employees who perceive their job roles as evolving over time may have stronger adaptability. This process of identification can significantly contribute to the organization by uniting shared interests to foster growth. It can also increase employees' confidence in handling upcoming changes. Several empirical studies support this view, stating that individuals with positive organizational identification are more likely to be prepared for change (Arneguy et al., 2018).

Other studies have placed organizational identification as a mediator of readiness for change, where the results were more significant in linking independent variables to readiness for change (Hameed, 2013; Arneguy et al., 2018). The positioning of organizational identification strengthens its effect on readiness for change, both directly and indirectly. When employees identify themselves with the organization's goals and vision, they are more likely to be prepared for change. This can be fostered through organizational involvement that promotes a participatory culture and provides appropriate feedback, encouraging employees to form a positive identity and attitude toward change.

According to Rousseau (1998), employees with high organizational identification tend to have a strong psychological contract with the organization and their roles. Therefore, when significant changes occur that may threaten their established identity, they may exhibit rejection and difficulty adapting. This suggests that high organizational identification does not necessarily have a significant influence on an employee's ability to adapt to digital changes within the organization. This situation is often observed in employees who feel secure in their positions.

This study's findings also support Hameed's (2013) argument that employees with high organizational identification, especially those who have worked for over 10 years, tend to have a deep understanding of the organization's values. As a result, they may feel comfortable with their work environment. This condition is often supported by bureaucratic styles and cultures within organizations. Public sector organizations, especially those in collectivist cultures, tend to have seniority systems and rigid rules, limiting opportunities for innovation. This may explain why employees in the public sector (65% of the sample) tend to be less adaptable. This is consistent with the culture of Indonesian government organizations, which prioritize tradition over adapting to dynamic changes (Alkarhami, 2007). However, a positive organizational culture that supports digital change can accelerate the successful implementation of digital transformation in organizations (Drzensky et al., 2012). Therefore, the relationship between organizational identification and adaptability is relative to the organizational culture. Nevertheless, further empirical studies are needed to explore this argument in more depth.

Another pathway with a strong effect is adaptability influencing readiness for change. According to Van Dam & Meulders (2020), employees with high adaptability tend to develop strategies to face the ongoing digital changes in their organization. This enables them to respond to digital changes in a timely and appropriate manner. The ability to devise effective strategies increases employees' confidence in navigating and utilizing the digital changes within the organization. Employees then implement new policies and tasks, overcome the risks associated with change with ease, and proactively prepare for future changes by developing skills and establishing mutual connections. This aligns with the characteristics of readiness for change. In line with Bandura's (2001) social cognitive theory, an individual's evaluation of their past behavior can trigger strategies for future plans. For example, when employees assess their roles and the reciprocal benefits they receive as being adequate, they can prepare effective adjustment strategies for future technological changes. This study's findings support several empirical studies stating that adaptability can predict employees' readiness for change.

CONCLUSION

The findings of this study suggest that adaptability is not a significant mediator in the relationship between organizational identification and readiness for change. While organizational identification is often considered a key factor in strengthening an individual's readiness for change, this study indicates that without strong adaptive strategies, organizational identification may actually become a barrier to digital transformation, particularly in bureaucratic and rigid work environments.

This study contributes significantly to the understanding of the dynamics of readiness for digital change. First, it confirms the mediating role of adaptability in the relationship between quality of work life and readiness for change, providing empirical evidence of the importance of cognitive evaluation of work benefits in fostering readiness. Second, the study highlights the complexity of the relationship between organizational identification, adaptability, and readiness for change, especially in the context of traditional organizational cultures. Third, this research enriches the literature by emphasizing the need to integrate adaptive approaches into organizational change management, particularly for Generation X, who often face unique challenges during digital transformation.

However, the study acknowledges certain limitations. First, it does not account for external factors such as perceived social support or organizational culture, which may influence an individual's readiness for change. Second, the cross-sectional nature of the study limits the understanding of causal relationships among variables, suggesting that longitudinal or mixed-methods research would be beneficial to strengthen the findings. Third, the focus on Generation X may be expanded to include Generation Z or other generations to explore differences in adaptability to technological changes across different generational cohorts.

In light of these limitations, further research is needed to explore external factors, the long-term dynamics between variables, and cross-generational engagement. Future studies could also develop interventions focused on adaptability training and inclusive digital change management strategies to ensure the success of organizational transformation.

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