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Research Article

Navigating Remote Work and Digital Disruption through Psychological Resilience and Adaptability

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Abstract: This study investigates the direct influence of psychological resilience on individual adaptability among remote workers in Indonesian digital startups during the era of digital disruption. Amid rapid technological change and evolving work structures, psychological resilience is increasingly seen as a core competency for navigating uncertainty and maintaining adaptive performance. Using a quantitative approach, data were collected from 150 remote employees through validated instruments: the CD-RISC-10 for resilience and Pulakos Adaptive Performance scale for adaptability. Statistical analysis using SPSS 25 revealed a strong positive correlation ($R = 0.945$) and a high explanatory power ($R^2 = 0.893$), indicating that 89.3% of individual adaptability can be explained by psychological resilience. The regression model was statistically significant ($F = 1238.748$, $p < 0.001$), with a regression coefficient (β) of 1.635, suggesting that each unit increase in resilience results in a 1.635-point rise in adaptability. These findings affirm the essential role of resilience as a predictor of adaptive capacity in remote digital work settings. The study contributes to the limited Indonesian literature by integrating psychological constructs within the context of remote work, offering strategic insights for human resource management in facing the ongoing digital transformation.

Keywords: Adaptive Performance, Cognitive Flexibility, Digital Transformation, Navigating Remote Work, Psychological Resilience.

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1. Introduction

The rapid advancement of digital transformation and global disruption has significantly altered the structure of work and professional interactions. In Indonesia, particularly among professionals, the trend of remote work has grown rapidly. A 2024 survey by Decoding Global Talent, as reported by Tempo Magazine, revealed a 71% increase in interest among Indonesian workers to work remotely a notable 16% rise compared to 2020 data [1].

Despite this trend, a February 2023 survey by PwC found that 62% of Indonesian employees had returned to full-time office work, while only 8% worked fully remotely and 30% adopted a hybrid model [2]. This indicates that while remote workers are still a minority, the preference and potential for remote work continue to grow.

Beyond broader social trends, the remote work phenomenon is particularly evident in the startup ecosystem. In the post-pandemic era, Indonesian startups are increasingly adopting remote systems to enhance cost-efficiency and operational flexibility. The Indonesian Digital Creative Association (Aditif) reported that many startups are ready to implement remote work, as the nature of digital-based jobs allows tasks to be performed from virtually anywhere [3].

However, despite the flexibility and efficiency that remote work offers, remote workers face significant psychosocial challenges. The State of the Global Workplace 2025 report states that 45% of remote workers across 160 countries reported higher stress levels compared to hybrid or on-site workers [4]. This suggests that uncertainty and digital isolation can contribute to elevated mental strain.

In such work environments characterized by independence, digital interaction, and minimal direct supervision, psychological resilience becomes a vital capacity. This resilience enables individuals to remain productive, mentally composed, and adaptive in the face of disruptive changes. Yet, few empirical studies in Indonesia have focused on the intersection of remote work, psychological pressure, and adaptability, especially in the startup context.

Psychological resilience helps remote workers maintain mental stability and flexibility when facing dynamic work demands that often lead to isolation and technostress [5]. Research in Indonesia has shown that teleworking increases psychological stress; although many married women are still able to maintain productivity, their resilience does not significantly moderate mental well-being [6].

This phenomenon highlights the real psychological pressure faced by remote workers, especially in startups. Local literature mapping on the relationship between stress, productivity, and resilience remains limited in scope and focus. Most studies still revolve around technostress and productivity, without exploring how psychological resilience influences individual adaptability.

From a global perspective, studies such as Nguyen-Duc et al [7] have identified that in startups, *team resilience*, *organizational agility*, and leadership are crucial to sustaining innovation during WFH. However, their focus was on teams, not individuals, and did not examine personal resilience to workplace adaptation. Similarly, Santos et al. [8] found that reduced informal social interaction in hybrid software teams hinders team cohesion and team resilience again without exploring individual resilience.

To date, studies directly examining the link between individual psychological resilience and adaptability in the context of remote workers in Indonesia remain scarce. Prior research has largely focused on productivity, technology usage, or occupational stress within remote systems, without explicitly analyzing how psychological capacity, particularly resilience, plays a role in enhancing adaptability amid disruptive changes in work models. Anindita and Korompis [6] showed that although employees-maintained productivity during WFH, psychological resilience had no significant impact on reducing mental pressure. This suggests a need for further exploration into how resilience functions as a predictor of behavioural and cognitive adaptability.

Moreover, while international research has often focused on team or organizational levels, as seen in Nguyen-Duc et al. [7] and Farmania et. al. [5], there is a lack of in-depth investigation into how mental capacities such as resilience influence behavioral, cognitive, and affective adaptability in rapidly evolving work environments.

Given these research gaps, the novelty of this study lies in its direct approach to examining the impact of psychological resilience on individual adaptability among remote workers in Indonesian startups; a relatively underexplored population. This research also offers methodological novelty by integrating concepts from positive psychology, digital disruption, and contemporary human resource management into a unified empirical model. As such, it may serve as a strategic foundation for policy-making by stakeholders in the Indonesian startup ecosystem and digital workforce management.

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2. Literature Review

2.1. Psychological Resilience

In general, psychological resilience refers to an individual's ability to recover and mentally adapt when facing stress or work-related pressure. Key elements such as cognitive flexibility and high self-efficacy play a crucial role in maintaining well-being under pressure [9] [10]. In the context of modern work, especially remote working, resilience becomes even more critical due to high expectations for independence and emotional regulation without direct support from a physical work environment.

To empirically measure this construct, many researchers utilize the scale developed by Connor and Davidson [11] which was later refined by Campbell-Sills & Stein [12] into the Connor-Davidson Resilience Scale – 10 items (CD-RISC-10). This tool has been widely validated and is commonly applied in research, including within digital work environments. The key indicators of the CD-RISC-10 include: The ability to cope with adversity and bounce back, the capacity to stay focused and think clearly under pressure, Endurance in the face of failure while continuing to function effectively, Confidence in one's ability to deal with problems, A sense of spirituality or life purpose that provides strength.

2.2. Individual Adaptability

Individual adaptability refers to a person's ability to adjust behaviorally, cognitively, and affectively to rapid and dynamic changes in the work environment, such as those caused by digitalization or structural disruption [13]. Adaptability is particularly important for remote workers, who must respond flexibly to shifts in systems, targets, or procedures without direct supervision.

A comprehensive approach to measuring this variable was developed by Pulakos [14] through the *Adaptive Performance* framework, which has since been widely adopted and simplified into eight dimensions of adaptability. This framework has been adapted and validated across various modern work settings, including remote work environments. According to Pulakos [14], he cores indicators of Individual Adaptability include: The ability to handle emergencies and crises, The capacity to quickly learn new tasks, Adaptability to new technologies, Flexibility in response to changing procedures, Adjustment to different team dynamics and work cultures, Emotional regulation during change, Creative thinking and generation of novel solutions, Effective functioning in uncertain or unpredictable environments.

2.3. Remote Working in the Context of Digital Disruption

The digital era has fundamentally transformed how people work. Today, many jobs no longer require physical presence in the office. Remote workers perform their tasks from home, cafés, or co-working spaces, using digital technologies as their main enabler [15] While this model offers flexibility, it also introduces challenges such as isolation, role ambiguity, and irregular workloads. In such environments, adaptability and resilience are no longer optional advantages they have become essential capabilities.

Remote work is defined as a form of employment performed outside the company's premises, utilizing information and communication technologies (ICT) as the primary means of connection between employees and employers [15]. It allows flexibility in terms of location and often time while maintaining a formal employment relationship with the organization.

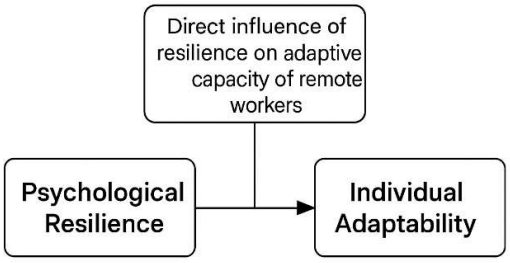

Figure 1. Research Framework

Digital disruption, characterized by rapid technological advancement, uncertainty in work systems, and the constant demand for innovation, has intensified the complexity of remote work. Although there is no universally standardized tool for measuring "remote work" or "digital disruption," many studies have adopted frameworks from Nakrošienė et al., [16] and utilized measurement standards established

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by the International Labour Organization (ILO) to assess remote work contexts.

Based on the theories and previous empirical studies, the conceptual framework of this study is illustrated in Figure 1.

The framework in Figure 1 depicts the direct influence of psychological resilience (independent variable) on individual adaptability (dependent variable), reflecting the assumption that individuals who are more psychologically resilient are better equipped to adapt to dynamic and disruptive digital work environments.

3. Metodology

This study adopts a quantitative approach aimed at empirically testing the influence of psychological resilience on individual adaptability among remote workers in the era of digital disruption. A quantitative method was chosen because it allows for the empirical and measurable examination of relationships between variables. Data were collected using a structured questionnaire instrument that has been previously validated for reliability and validity in earlier studies.

The population of this study consists of all remote workers employed by digital startup companies in Indonesia. According to data from Startup Ranking and StartupIndonesia.co, as of 2024, Indonesia hosts approximately 2,566 startup companies, making it the country with the largest number of startups in the ASEAN region and the sixth globally [17]. Medan, known as a digital hub in North Sumatra, has a rapidly growing startup ecosystem. Reports from *TSN Medan* and *Metaversi 2025* indicate a surge in digital startup growth, particularly in sectors such as fintech, healthtech, and e-commerce, with dozens to hundreds of active startups currently operating [18], Although there are no official government statistics available, data from local communities and trend analysis suggest that the number of active startups in Medan between 2024–2025 is likely between 80 and 150 companies.

Due to the lack of official statistical data regarding the total number of remote workers in Medan-based startups, the study employs a minimum sample size recommendation from Sugiyono, which states that at least 100 respondents are required for simple linear regression analysis to ensure sufficient statistical power [19] [20]. With a total of 26 measurement items (10 for resilience and 16 for adaptability), the researcher determined a sample size of 150 respondents to enhance the stability of validity and reliability testing.

The sampling technique used in this study is accidental sampling, a non-probability method where samples are selected based on availability and eligibility. This method is appropriate given the dispersed and difficult-to-reach nature of the remote worker population [19] [20]. Sample criteria include: Currently working remotely for a digital-based startup, have been working remotely for at least the past 6 months, aged between 20 and 55 years.

Data collection was conducted using a Likert-scale questionnaire (1 to 5), adapted and validated from prior studies:

1) Psychological resilience was measured using the CD-RISC-10 scale developed by Connor & Davidson [11] [12];
2) Individual adaptability was measured using the Adaptive Performance framework by Pulakos [14];
3) Remote work context was incorporated through items adapted from Nakrošienė et al. [^16] and ILO documentation [15].

Based on the research questions, literature review, and conceptual framework, the following hypothesis is proposed:

> *H_1: There is a positive and significant influence of psychological resilience on individual adaptability among remote workers in the digital disruption era.*

This hypothesis is grounded in the notion that individuals with high psychological resilience are more capable of adapting to changes and uncertainties in digital work environments. Resilience provides the mental endurance necessary to navigate work pressure, enhances self-efficacy, and promotes cognitive and emotional flexibility in responding to new demands, particularly in remote work systems with minimal supervision.

Hypothesis testing is carried out using a quantitative method via structural linear regression modeling, employing SPSS version 25. This technique allows for the empirical examination of latent variable influences within a predictive model, enabling the researcher to assess the strength and

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direction of the relationship between psychological resilience and individual adaptability.

4. Finding and Discussion

4.1. Finding

In this study, although validated measurement instruments were employed, the researcher also conducted validity and reliability testing on both tools to ensure their robustness within the study context. The results revealed that all items within the Psychological Resilience (PR) and Individual Adaptability (IA) constructs demonstrated significant correlations at the 0.01 level (2-tailed), indicating that all items were statistically valid. Item-total correlations were consistently above 0.60, reflecting strong internal consistency [19].

The reliability test yielded Cronbach's alpha values of 0.925 for psychological resilience and 0.969 for individual adaptability, both well above the commonly accepted threshold of 0.70 [19]. These results confirm that the instruments used are highly reliable for measuring each construct within the context of remote startup workers in the digital disruption era. A detailed summary of the validity and reliability results is presented in the following Table 1.

Tabel 1. Reliability Values of Measurement Instruments

Measurement Instrument (Variable)	Reliability Coefficient (Cronbach's Alpha)
Psychology Resilience	0.925
Individual Adaptabilities	0.969

For examine the direct influence of psychological resilience on individual adaptability, a simple linear regression analysis was conducted using SPSS version 25. The analysis revealed a very strong relationship between the two variables, as indicated by a correlation coefficient (R) value of 0.945. This suggests a strong association between an individual's capacity to withstand psychological pressure and their ability to adapt within a dynamic and digitized work environment.

Furthermore, the coefficient of determination (R^2) was found to be 0.893, meaning that 89.3% of the variance in individual adaptability can be explained by psychological resilience. The remaining 10.7% is attributed to other factors outside the scope of this study and not included in the current model.

Table 2. Simple Linear Regression Analysis Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.945[a]	.893	.893	3.38141	.893	1238.748	1	148	.000

a. Predictors: (Constant), PR

The significance test of the model, conducted through ANOVA, produced an F-value of 1238.748 with a significance level of $p < 0.001$. This indicates that the overall regression model is both appropriate and statistically significant for predicting the dependent variable. Therefore, it can be concluded that the model satisfies the assumption of significance and is suitable for scientific decision-making.

The unstandardized regression coefficient (B) was found to be 1.635, meaning that for every one-unit increase in the psychological resilience score, the individual adaptability score increases by 1.635 points. This suggests that psychological resilience makes a positive and substantial contribution to shaping adaptive capabilities particularly among remote workers operating within the challenges of digital disruption.

These findings empirically support Hypothesis H_1, which posits a positive and significant relationship between psychological resilience and individual adaptability among remote workers. In the

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context of digital disruption where mental flexibility, emotional regulation, and resilience in the face of technological change are vital psychological resilience has been proven to be a key predictor in enhancing individual adaptability.

4.2. Discussion

In this study, the influence of psychological resilience on individual adaptability among remote workers was found to be significant. A very strong correlation was observed ($R = 0.945$), and the regression model explained 89.3% of the variance in adaptability ($R^2 = 0.893$). The model also demonstrated a high level of statistical significance ($F = 1{,}238.748$; $p < 0.001$), and the regression coefficient (β) of 1.635 indicates that for every one-point increase in psychological resilience, individual adaptability increases by 1.635 points.

These findings are aligned with integrative frameworks asserting that individual resilience is not merely the ability to "spring back" from adversity, but also serves as a fundamental basis for adaptive performance, including the ability to think, stay motivated, and behave flexibly in response to change [21]. Moreover, as highlighted in a review by Hartmann et al., resilience is considered a developable process that contributes to openness to change, work engagement, and commitment to organizational digital transformation [21]. This study further supports findings from meta-analyses showing that adaptive work environments enhance innovation and employee engagement through improved psychological resilience [22].

During the pandemic, the role of psychological resilience became even more prominent in maintaining mental well-being and productivity among remote workers. According to Zhang et al. in *Frontiers in Psychiatry*, adaptability served as a protective factor for students' mental health reducing anxiety, depression, and sleep disturbances during prolonged online learning [23]. Although the context differs (students vs. workers), the protective psychological mechanisms against digital isolation stress are remarkably parallel.

Furthermore, a study published in the *Canadian Journal of Administrative Sciences* [24], found that managerial practices emphasizing consideration, structure, and flexibility effectively preserved the psychological health of remote workers during crises such as COVID-19. Practices such as clear work structures, humanized communication, and time flexibility were shown to support both resilience and adaptability among remote employees.

In the Indonesian context, Anindita & Korompis, found that psychological resilience among female teleworkers was strongly related to productivity and psychological well-being. Although it did not moderate the relationship between stress and well-being directly, resilience emerged as a crucial factor in maintaining productivity while working from home. This strengthens the conclusion that resilience affects not only adaptability but also overall mental health and productivity [6]. More specifically, this study underscores the importance of a personalized approach to building adaptability especially in an era where remote work is becoming increasingly prevalent. The findings emphasize that psychological resilience is not a static trait, but a developable competency that can be nurtured through stress management training, mindfulness practices, and psychological coaching tailored to the demands of digital work environments.

5. Conclusion

This study concludes that psychological resilience plays a crucial role in shaping individual adaptability among remote workers, particularly in the volatile and fast-paced environment of digital startups. Resilience is not merely the ability to endure pressure, but rather a dynamic capacity to regulate emotional and cognitive responses with flexibility and mental composure. Individuals who possess strong resilience are not only capable of recovering from stress but are also better positioned to grow and thrive in uncertainty.

At the same time, individual adaptability reflects a multidimensional ability to respond swiftly and effectively to changes in tasks, technology, social environments, and even crises. Employees with high resilience tend to exhibit greater emotional stability and a higher readiness to embrace change and innovate, especially in dynamic digital work ecosystems.

From a practical standpoint, the findings suggest that organizations must view resilience development as a core component of human resource strategy, not as an occasional psychological intervention. Investments in stress management training, self-efficacy building, and emotional regulation can directly enhance workers' adaptive capacities. Furthermore, rethinking digital work environments to be more psychosocially supportive through open communication, balanced autonomy,

and meaningful recognition can foster greater adaptability among employees.

More broadly, this study reinforces the idea that professional success in the era of remote work is shaped not only by technical skills but also by internal capacities. Resilient individuals are better equipped to face unpredictable challenges, maintain performance under pressure, and transform themselves in line with the evolving demands of the digital age.

This research fills a gap in national literature by directly linking psychological constructs to adaptive behavior within the specific context of Indonesian digital startup workers. In today's rapidly transforming work landscape, psychological resilience should no longer be seen as a supplemental trait, but rather as a foundational competency for both personal and professional advancement.

For future research, it is important to integrate mediating or moderating variables into the relationship model between resilience and adaptability in order to uncover deeper psychological mechanisms. Variables such as self-efficacy or emotional regulation may serve as mediators, clarifying the process through which resilience enhances adaptability. Meanwhile, social support or digital leadership styles may act as moderators, identifying specific conditions under which resilience becomes more effective. Expanding the sample size and diversifying the population are also recommended to improve generalizability.

By theoretically and empirically expanding the model, future studies can contribute to strengthening external validity and generating sharper, more actionable recommendations for developing human resources in the face of ongoing digital disruption.

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