

The Influence of Digital Transformational Leadership, Work-Life Balance, and Autonomy Work towards Employee Engagement with Culture Organization as Variables Mediation for Students Working Generation Z with Remote Work

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ABSTRACT

Research This aim for analyze influence Digital Transformational Leadership (DTL), Work-Life Balance (WLB), and Autonomy Work to Student Employee Engagement (EE). Generation Z who works in a way remote, with Culture Organization (BO) as variables mediation approach quantitative causal used with spread questionnaire Likert Scale - based online questionnaire to 216 respondent's student Generation Z in Indonesia who have Work with system remote/hybrid for at least 2 months. Data analysis techniques using analysis path analysis through device software (Statistical Package for the Social Sciences or Statistical Product and Service Solutions) SPSS. Findings This give contribution theoretical on expansion Job Demands-Resources (JD-R) Theory and provides implications practical for management source Power man in designing ecosystem Work remote based on trust and autonomy level tall.

INTRODUCTION

Development digital technology and shift practice Work post-pandemic has change face organization as well as pattern connection Work fundamentally. Working model distance remote *work* or *hybrid* now transform become alternative main accepted wide by various sector industry in Indonesia, starting from service finance, investment, to digital economy. Transformation This No just related with adoption device soft visual collaboration or system management Work based computing clouds , but rather covers restructuring pattern communication operational and mechanism coordination between employees who previously relied heavily on face- to-face interaction physique conventional .

In the perspective of modern HR, engagement Work shaped by availability source Power adequate job *resources* . Research This highlight three pillars of *job resources* main predicted crucial for worker remote Generation Z: *Digital Transformational Leadership* (DTL), *Work-Life Balance* (WLB), and *Autonomy Work* . Leaders who implement DTL are required No only control literacy technology , but also must capable build a digital vision that inspires and delivers support emotional cross distance . On the other hand , the guarantee *Work-Life Balance* required for flexibility *remote work* No turn around become *burnout* consequence burden unlimited work . Temporary that , *Autonomy Work* give room independence for employee For control rhythm and method his work themselves . In addition to these individual factors , the variables macro organization like Culture The organization (BO) is suspected of strong play a role as adhesive virtual social media that mediates environmental stimuli Work to absorption energy psychological employee .

Although study about *remote work* has Lots done post-pandemic , the majority literature Still worker - focused cross generation in a way general and ignore characteristics psychographics specific student Generation Z who are going through studies at a time active working . There is *research gap* or gap real research about How integration autonomy work , balance life , and digital leadership interact in form perception culture healthy work as well as its impact on attachment Work group *multi-tasking* this . Based on the background behind above , research This aim For analyze in a way empirical : (1) Influence partial digital transformation Leadership, Work Life Balance, and Autonomy Work to *Employee Engagement* ; (2) Influence partial *Digital Transformation Leadership*, *Work Life Balance* , and *Autonomy Work* to Culture Organization ; and (3) Influence Culture Organization to *Employee Engagement* in students Generation Z who works in a way *remote* in Indonesia.

THEORETICAL REVIEW

Employee Engagement Theory & JD-R Theory

Foundation conceptual main in explain attachment Work is rooted in *the Employee Engagement Theory* initiated by Kahn (1990). Kahn emphasized that that *engagement* is condition psychological in which a person individual present self in a way intact (*fully present*) through expression energy physical , cognitive , and emotional channels in a way simultaneous to in role his job . Condition This driven by fulfillment three need *universal* psychological : meaningfulness , psychological safety , and availability energy (*psychological availability*).

Construct This Then formalized in a way operational by Schaufeli et al. (2002) through three core dimensions , namely : *vigor* (level high energy and mental resilience), *dedication* (a sense of enthusiasm , pride , and significance to work), and *absorption* (concentration full and enjoyable deep in which time felt passed very quickly moment Work).

Digital Transformational Leadership (DTL)

Digital Transformational Leadership is reconceptualization from theory leadership Bass & Avolio's (1994) adapted transformational to in context digital disruption . Leadership style This combine visionary capabilities with literacy high technology use direct change structural organization virtually . DTL operates through four dimensions main : *idealized digital influence* (become example utilization of digital platforms ethical), *inspirational motivation digital* (communicating future vision through virtual channels persuasive), *intellectual stimulation digital* (encouraging team For innovate and experiment use digital tools), as well as *individualized consideration digital* (providing personal guidance and empathy through cyber media). Supportive digital leaders help minimize impact stress technology (*technostress*) and isolation group Work .

Work-Life Balance (WLB)

In a way conceptually , WLB refers to the degree satisfaction and effectiveness individual in balance role professional on site Work with not quite enough answer as well as need personal life outside work without trigger conflict destructive role . Based on the *Conservation of Resources (COR) Theory* by Hobfoll (1989), individuals own trend default For maintain and build source Power personal (such as energy , time , and mental health). In the system Work *remote* , space limit between office and home become very thin, which often triggers phenomenon extended working hours at night day as well as difficulty For cut off digital connection from affairs work (*inability to disconnect*). Effective implementation of WLB ensure supply employee internal energy still recovered (*replenished*), so stimulate emergence *vigor* and *absorption* moment Work .

Autonomy Work

Autonomy Work defined as level freedom , independence , and discretion delegated by the organization to employee For determine timetable work , choose location work , and decide procedure settlement tasks operational . Referring to *Self-Determination Theory (SDT)* initiated by Deci & Ryan (2000), autonomy is one of the need psychological base the most fundamental human being for trigger motivation intrinsic . When workers young given trust full without supervision strict in nature micromanagement , they develop a sense of responsibility deep personal answers to work output , which is direct escalate dedication they .

Culture Organization (BO) as Variables Mediation

Culture organization act as system values , norms , beliefs , and assumptions the principles adopted together by all member organization , which

functions as guidelines behave and form identity corporation . In the environment virtual work , culture organization experience shift from the beginning based control physique bureaucratic become results - based culture work (*outcome-based*) and foundation each other trust (*trust-based culture*). Culture an inclusive , communicative and supportive organization become " glue" "virtual social " that integrates values individual employee with vision strategic company , so that capable converting source stimulus Power work become attachment strong emotional .

Development Hypothesis

1. **H1:** *Digital Transformational Leadership* influential positive and significant to *Employee Engagement* .

Research by Fernandez & Shaw (2020) , which states that capable leadership utilise digital technology in effective can guard employee engagement level in system Work distance far . Thus , *Digital Transformational Leadership* seen as determinant important in increase *employee engagement* Generation Z in the context of remote working.

2. **H2:** *Work-Life Balance* influential positive and significant to *Employee Engagement* .

Research by DF Sari et al., (2025) , shows that *work-life balance* influential significant to *employee engagement* and satisfaction Work . They also confirmed that flexibility work and balance life is very decisive employee engagement level in environment Work distance Far . Thus , increasingly Good perceived work - *life balance* employee Generation Z, increasingly high level *employee engagement* they .

3. **H3:** *Autonomy Work* influential positive and significant to *Employee Engagement* .

Study Saks (2006) , shows that *job autonomy* own connection strong positive with *employee engagement* . A recent study by (Ghezzi et al., 2025) also proved that that autonomy Work increase *engagement* and *well-being* employee in context *remote working* . Therefore that , autonomy Work become factor strategic in increase *employee engagement* Generation Z.

4. **H4:** *Digital Transformational Leadership* influential positive and significant to *Culture Organization* .

According to theory leadership transformational in digital context , capable leaders integrate technology to in communication daily tend strengthen values transparency and flexibility in organization . This is in line with research conducted by Yunita & Isnaini, (2024) ,

ADDIN CSL_CITATION {"citationItems":[{"id":"ITEM-1","itemData":{"DOI":"10.47476/reslaj.v6i11.5295","author":{"dropping-particle":"","family":"Yunita","given":"Febri Rizma","non-dropping-particle":"","parse-names":false,"suffix":""},"dropping-particle":"","family":"Isnaini","given":"Santi","non-dropping-particle":"","parse-names":false,"suffix":""}},{"id":"ITEM-1","issued":{"date-

parts":["2024"]},"page":"5728-5745","title":"Analisis Peran Kepemimpinan Digital dan Budaya Organisasi dalam Meningkatkan Kinerja Karyawan: Tinjauan Literatur Sistematis","type":"article-journal","volume":"6"},"uris":["http://www.mendeley.com/documents/?uuiid=4a9bb306-de92-4861-a030-cf68df34b093"]},"mendeley":{"formattedCitation":"(Yunita & Isnaini, 2024)","manualFormatting":"Yunita & Isnaini, (2024)","plainTextFormattedCitation":"(Yunita & Isnaini, 2024)","previouslyFormattedCitation":"(Yunita & Isnaini, 2024)"},"properties":{"noteIndex":0},"schema":"https://github.com/citation-style-language/schema/raw/master/csl-citation.json"} which states that style supportive digital leadership contribute significant in form culture dynamic organization . When a leader show confidence in the use of digital platforms for work , things the will shift culture Work conventional become culture work based on results and trust .

which states that style supportive digital leadership contribute significant in form culture dynamic organization . When a leader show confidence in the use of digital platforms for work , things the will shift culture Work conventional become culture work based on results and trust .

5. **H5:** *Work-Life Balance* influential positive and significant to Culture Organization .

Culture healthy organization often rooted from policies that respect time employee rest and mental health . If *work-life balance* implemented with okay then will created norms mutually supportive groups support and not demand excessive overtime (Setiawan & Wening, 2024) . Thus , the balance life Work become the main pillar in strengthen identity culture humanist organization .

6. **H6:** Autonomy Work influential positive and significant to Culture Organization .

In an environment that provides autonomy broad , cultural rigid bureaucracy will shift become more culture innovative and independent . Employees No Again working under supervision tight , but rather driven by responsibility answer personal . Setiawan & Wening (2024) , This create atmosphere an organization that values skill individual and encourage initiative , which is element key from culture modern organization .

7. **H7:** Culture Organization influential positive and significant to *Employee Engagement* .

Employees who work in environment with positive culture will feel more connected in a way emotional with objective organization (Liu et al., 2025) . A culture that appreciates performance and drive openness information will motivating employee For give effort best they exceed task standard (*discretionary effort*) . Therefore that , culture organization is factor determinant main whether a employee will feel engaged or No .

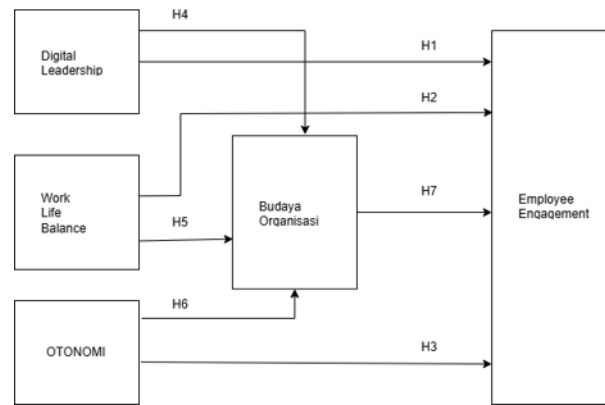


Figure. 1 theoretical framework

METHODOLOGY

Study This use approach quantitative causal For test connection cause and effect between variables in a way statistics . Population in study This is all over students in Indonesia who are also status as employee active and implementing system Work distance Far or hybrid . Remembering size total population not can identified in a way certain (unknown population), then size minimum sample is determined use formula Lemeshow (1991) with level significance $\alpha = 5\%$ and margin of error $d = 10\%$, which results in a minimum target of 100 respondents . The sampling technique applied sample is non-probability sampling with method purposive sampling , in order to ensure respondents who participated fulfil criteria inclusion specific the following : (1) Is student active which is classified as in group Generation Z (born 1997–2012); (2) Has worked with system remote work or hybrid for at least 2 months last ; and (3) Using device digital technology as means main communication and resolution all over task jobs . From the distribution instrument , clean data is obtained A total of 216 respondents complied criteria testing.

RESULTS AND DISCUSSION

Analysis Descriptive Characteristics Respondents

Based on data aggregation of 216 respondents student Generation Z involved in system Work flexible in Indonesia, profile demographic show involvement respondents little girl more dominant , namely by 56.5% (122 respondents), compared to with respondents men who reached 43.5% (94 respondents). Viewed from level education lastly , the majority respondents be at the level education high , where graduates or student active Bachelor (S1) programs dominate amounting to 51.2% (110 respondents), followed by Diploma level amounting to 25.6% (55 respondents), SMA/SMK level amounting to 13% (28 respondents), and category other by 10.2% (23 respondents). Characteristics of employment status show that majority respondents Work with *part-time* status (*part-time*) time) amounted to 74.3% (159 respondents), while those who were committed full as worker *full-time* was at 25.7 % (55 respondents). Based on the duration work on the system *remote/hybrid* , group respondents the biggest has undergo system Work This for

1 year (48.8% / 105 respondents), followed by the 6 month group (24.7%), 2 years (15.8%), less than 6 months (7%), and more from 3 years (3.7%).

Quality Test Instruments and Assumptions Classic

Based on the results testing validity , all grains question For The variables DTL, WLB, Autonomy , BO, and EE are declared valid because mark r_{hitung} from each indicator be on top mark threshold critical significance . In the reliability test use coefficient *Cronbach's Alpha* , all variables evaluated and categorized within reliable limits For analysis statistics continued . In testing assumptions classic regression model fulfil prerequisite linearity and freedom from symptom multicollinearity Because VIF value for all over variables independent is at far below number 10. For the residual normality test with Kolmogorov-Smirnov, it was obtained results distribution asymptotically approaching normal curve because supported by the number large sample ($n = 216$). The heteroscedasticity test also confirmed No existence pattern systematic geometric , which means residual variance is constant .

Testing Hypothesis and Path Analysis

Sub- Structural Analysis 1: The Influence of X1, X2, X3 on Culture Organization (Z)

Table 1. Partial Test Results (t-Test) - Sub- Structural 1 (Variable Dependent : Z)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.458	1.675		.274	.785
	DIGITAL TRANSFORMASI LEADERSHIP	.571	.046	.646	12.391	<.001

a. Dependent Variable: BUDAYA ORGANISASI

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.358	1.502		2.901	.004
	WORK LIFE BALANCE	1.104	.098	.609	11.230	<.001

a. Dependent Variable: BUDAYA ORGANISASI

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.896	1.202		-.745	.457
	OTONOMI	1.019	.055	.784	18.449	<.001

a. Dependent Variable: BUDAYA ORGANISASI

Variables Independent	Coefficient Regression (β)	t_count value	Significance	Hypothesis Status
Digital Transformational Leadership (X1)	0.571	12,391	<0.1	H4 Accepted
Work-Life Balance (X2)	1,104	11,230	<0.1	H5 Accepted
Autonomy Work (X3)	1,019	18,449	<0.1	H6 is accepted

Based on Table 1, the analysis show that X 1, X 2, X 3 are very dominant and significant to Culture Organization with mark coefficient regression of 0.901 and the value t_count = 18.449 ($p = 0.000 < 0.05$). This is prove in a way empirical that Hypothesis 6 is accepted ., DTL (X1) and WLB (X2) analysis show that Digital Transformation Leadership (X1) has influence very dominant and significant positive to Culture Organization with mark coefficient regression of 0.108 and the value t_count = 12.391 ($p = 0.1 < 0.05$). This is prove in a way empirical that Hypothesis 4 is accepted ., analysis show that work life balance (X2) has influence very dominant and significant positive to Culture Organization with mark coefficient regression of 0.004 and the value t_count = 11,230 ($p = 0.1 < 0.05$). This is prove in a way empirical that Hypothesis 5 is accepted

Sub- Structural Analysis 2: The Influence of X1, X2, X3 on Employee Engagement (Y)

Table 2. Partial Test Results (t-Test) - Sub- Structural 1 (Variable Dependent : Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.474	1.231		2.011
	Digital Transformasi Leader ship	.288	.034	.503	8.520

a. Dependent Variable: employee engagement

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	4.523	1.085		4.170
	work life balance	.552	.071	.470	7.783

a. Dependent Variable: employee engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.415	.913		.455	.650
	otonomi	.579	.042	.686	13.784	<.001

a. Dependent Variable: employee engagement

Variables Independent	Coefficient Regression (β)	t_count value	Significance	Hypothesis Status	
Digital Transformational Leadership (X1)	0.288	8,520	<0.1	H1 Accepted	
Work-Life Balance (X2)	0.552	7,783	<0.1	H2 Accepted	
Autonomy Work (X3)	0.579	13,784	<0.1	H3 is accepted	

Analysis correlation simultaneous produce mark correlation (r) of 0.689, which indicates existence very strong and unidirectional linear relationship between all over source Power work in a way together with attachment Work students . Coefficient value determination (R^2) of 47.5% indicates that contribution combination from DTL, WLB, and Autonomy Work capable explain almost half from fluctuations *Employee Engagement* student Generation Z who works distance Far .

Influence Direct Culture Organization (Z) towards Employee Engagement (Y)

For emphasize role Culture Organization as variables mediation , a simple linear regression test was carried out between Culture Organization (Z) against *Employee Engagement* (Y). Equation regression formed is :
 $Y = 5,050 + 0.372Z$

Table. 3 Influence Direct Culture Organization (Z) towards Employee Engagement (Y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.050	.778		6.487	<.001
	Budaya organisasi	.372	.036	.573	10.232	<.001

a. Dependent Variable: Employee engagement

t_count value For variables Culture Organization is amounting to 10,232, which is significant beyond mark t_table threshold of 2,048 ($10,232 > 2,048$) with level significance $p = 0.000 < 0.05$. Empirical results This give runway absolute For accept Hypothesis 7. Culture Organization proven influential positive and significant to *Employee Engagement* student Generation Z who works in a way remote with contribution partial by 32.8%.

Discussion Depth Analysis and Analysis of Mediation Paths

Analysis results track confirm role unique from Culture Organization in mediate influence variables independent . The most crucial finding in study This is invention that Autonomy Work is a driving motor main (*primary driver*) in increase *Employee Engagement* Good in a way direct and No direct through mediation Culture Organization . Based on table 4 it can be known mark constants and coefficients regression so that can formed equality regression simple as following :

Table 4. Discussion Depth Analysis and Analysis of Mediation Paths

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	5.050	.778		6.487
	Budaya organisasi	.372	.036	.573	10.232

a. Dependent Variable: Employee engagement

$$Y = 5.050 + 0.372 Z$$

The equation above can interpreted as following :

a = 5,050 means If culture organization (Z) is worth zero (0), then Employee Performance (Y) will worth 5,050 units ;

b = 0.372 means culture organization / remote work (Z) increases as big as One unit , then Employee Performance (Y) will increase amounting to 0.372 units

This matter in line with principle *Self-Determination Theory* states that that autonomy is prerequisite absolute in operationalization *remote work* .

This matter indicates that for Generation Z who works in a way *remote* , style advanced digital leadership even though capable stimulate *engagement* if accompanied with delegation autonomy real work . Policy balance life work provided the company is also assessed nature pseudo If employee No own autonomy real For arrange rhythm Work daily in a way independent . Findings This expand proposition *Job Demands-Resources Theory* with give contribution theoretical new : in segment worker *remote* from generation young , autonomous Work act as *core resource* (source core power) that activates and converts values source Power work other to in ecosystem culture positive organization .

CONCLUSIONS AND RECOMMENDATIONS

Study This succeed give proof empirical about mechanism formation attachment work (*employee engagement*) in students Generation Z who works with

system *remote work* in Indonesia. Based on the results data analysis and discussion , drawn conclusion as following :

1. Autonomy Work proven become factor the strongest and most significant determinant , both in influence *Employee Engagement* in a way direct and in form perception Culture Positive organization . Freedom in determine schedule and method Work foster a sense of responsibility answer high intrinsic value in workers young .
2. Culture Organization own influence very strong positive and significant to *Employee Engagement* . A supportive , transparent , and employee-based virtual work culture. results act as adhesive compensating social separation physique employee .
3. In a way partial in the structural model combination , influence direct *Digital Transformational Leadership* (DTL), *Work -Life Balance* (WLB) and Autonomy found significant .

FURTHER STUDY

Future research is recommended to examine additional factors such as psychological well-being, job satisfaction, digital competence, or perceived organizational support, while involving broader and more diverse samples across industries and regions to improve the generalizability of the findings and provide deeper insights into employee engagement among Generation Z in remote work settings.

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