

ONLINE RESOURCE 1

Adaptive Performance as a Pathway to Human Capital Readiness: The Roles of Digital Readiness and Organizational Resilience

Research Instrument and Electronic Consent Form

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Scope of this supplementary material

This supplementary file presents the respondent information statement, electronic consent question, demographic and professional variables recorded, and the complete 30-item measurement instrument used in the cross-sectional survey. Item codes correspond directly to those reported in the main manuscript. No additional analyses or findings are introduced in this file.

The source references used to adapt the construct measures are reported in the main manuscript.

A1. Respondent information and electronic consent

Dear Respondent,

This research aims to examine factors influencing human capital readiness in the digital transformation era from the perspective of employees working in various sectors in South Kalimantan. Your participation in this survey is voluntary, and all responses will be kept confidential and used only for academic research purposes. The questionnaire will take approximately 10–15 minutes to complete.

CONSENT QUESTION
I voluntarily agree to participate in this research.
☐ Yes, I agree to participate in this survey. ☐ No, I do not agree to participate in this survey.

Only respondents who selected “Yes, I agree to participate in this survey” were permitted to proceed to the questionnaire.

A2. Demographic and professional variables recorded

Variable	Categories used in the analysis
Gender	Male; Female
Age	20–29 years; 30–39 years; 40–49 years; 50 years and above
Educational level	Diploma; Bachelor’s degree; Master’s degree; Doctoral degree
Employment sector	Digital-based private employee/system administrator; civil servant/military/police officer; lecturer/educational staff; state-owned enterprise employee; banking employee
Length of employment	1–3 years; 4–6 years; 7–10 years; more than 10 years
Frequency of digital technology use	Rarely; occasionally; frequently; very frequently
Digital transformation experience	Once; two to three times; more than three times

A3. Measurement instrument

For each statement, respondents selected one response using the following five-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

Learning Agility (LA)

Item	Statement
LA1	I am able to learn quickly from work experience and apply it in new situations.
LA2	I actively seek feedback to improve performance and develop my competencies.
LA3	I can adjust my work approach when facing unfamiliar challenges or situations.
LA4	I am able to reflect on past experiences to improve future performance.
LA5	I have the cognitive flexibility to adapt to technological changes and new work systems.

Change Self-Efficacy (CSE)

Item	Statement
CSE1	I am confident that I can successfully face digital work system changes in my organization.
CSE2	I am confident in my ability to effectively adopt new technologies and systems.
CSE3	I am able to overcome obstacles and challenges that arise during the digital change process.
CSE4	Past experience makes me confident that I can perform well after digital changes are implemented.
CSE5	I have the necessary skills to adapt to digital transformation in the workplace.

Digital Readiness (DR)

Item	Statement
DR1	My organization provides adequate digital technology infrastructure to support my work.
DR2	My organization has a culture that encourages the adoption and utilization of digital technology.
DR3	I receive sufficient training and support to use digital systems and applications.
DR4	I have easy access to the technology and digital devices needed to work.
DR5	My organization proactively integrates digital technology into business and operational processes.

Organizational Resilience (OR)

Item	Statement
OR1	My organization is able to recover quickly from disruptions or crises caused by technological changes.
OR2	My organization has system flexibility that allows adaptation to changes.
OR3	Organizational management provides strong support to employees in facing digital change.
OR4	My organization has the capacity to learn from experience and continuously improve processes.
OR5	My organization can maintain operational performance despite facing technological disruption.

Adaptive Performance (AP)

Item	Statement
AP1	I am able to adjust my way of working quickly when there are changes in tasks or procedures.
AP2	I can handle uncertain or ambiguous work situations effectively.
AP3	I am able to learn new tasks, technologies, or procedures quickly and apply them at work.
AP4	I can work productively under constantly changing or stressful conditions.
AP5	I am able to identify and respond flexibly to changes in work priorities.

Human Capital Readiness (HCR)

Item	Statement
HCR1	I have digital competencies that are relevant to job demands in the digital transformation era.
HCR2	I am ready to face career changes that may occur due to the development of digital technology.
HCR3	I am committed to continuously learning and developing new skills throughout my career.
HCR4	My expertise and knowledge are still relevant and applicable in the context of Industry 4.0.
HCR5	I have the mental readiness and ability to adapt to fundamental changes in the world of work.

A4. Instrument pretesting

Before the main data collection, the instrument was pilot tested with 30 respondents who had characteristics similar to those of the target sample. All items produced corrected item total correlations above 0.30, and Cronbach’s alpha exceeded 0.70 for every variable. Several items were revised based on respondent feedback to improve wording clarity and contextual suitability.