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The Influence of Organizational Support, Digital Leadership, and Technostress on Remote Work Productivity of E-Commerce Company Employees

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ABSTRAK

Penelitian ini menyelidiki pengaruh dukungan organisasi dan kepemimpinan digital bersama dengan stres teknologi terhadap kinerja kerja jarak jauh karyawan yang bekerja di perusahaan e-commerce. Peneliti menerapkan metode penelitian kuantitatif yang menggunakan desain penelitian eksploratif. Peneliti menggunakan kuesioner yang menggunakan skala Likert untuk mengumpulkan data primer dari 150 partisipan penelitian yang dipilih melalui pengambilan sampel bertujuan. Peneliti melakukan analisis data dengan menerapkan analisis regresi linier berganda dengan bantuan perangkat lunak statistik. Hasil penelitian menunjukkan bahwa dukungan organisasi bersama dengan kepemimpinan digital secara positif memengaruhi produktivitas kerja jarak jauh, sedangkan stres teknologi berdampak negatif terhadap produktivitas kerja jarak jauh. Ketiga variabel independen dalam penelitian ini secara bersama-sama menciptakan pengaruh yang signifikan secara statistik terhadap produktivitas kerja karyawan. Penelitian ini menyajikan kerangka kerja teoretis yang berkontribusi pada pengembangan manajemen sumber daya manusia dengan berfokus pada produktivitas kerja jarak jauh. Hasil penelitian memberikan panduan praktis kepada perusahaan e-commerce untuk mengembangkan strategi manajemen karyawan yang lebih baik untuk operasi digital mereka.

Kata kunci: Dukungan Organisasi, Kepemimpinan Digital, Stres Teknologi, Produktivitas Kerja Jarak Jauh

ABSTRACT

The research investigates the effects of organizational support and digital leadership together with technostress on remote work performance of employees who work in an e-commerce company. The researchers applied a quantitative research method which used an explanatory research design. The researchers used a questionnaire which employed a Likert scale to collect primary data from 150 study participants who were chosen through purposive sampling. The researchers conducted data analysis by applying multiple linear regression analysis with statistical software assistance. The study results demonstrate that organizational support together with digital leadership positively affects remote work productivity while technostress negatively impacts remote work productivity. The three independent variables of this study together create a statistically significant effect on employee work productivity. The study presents a theoretical framework which contributes to human resource management development by focusing on remote work productivity. The study results provide e-commerce companies with practical guidance to develop better employee management strategies for their digital operations.

Keywords: Organizational Support, Digital Leadership, Technostress, Remote Work Productivity

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INTRODUCTION

The rapid growth of e-commerce has created remote work systems which organizations now use as their new operational methods. The current work system developed due to digital technologies combined with business demands for operational flexibility (Purwati et al., 2025). The e-commerce industry needs remote work systems because employee productivity determines their ability to serve customers and compete with other companies in the market. E-commerce businesses must develop methods to enable their employees to work effectively outside traditional office spaces because global competition continues to intensify (Hanayanti et al., 2025). Employees experience productivity loss from home office setups because their home office setups create work interruptions which lead to poor communication during advanced technology usage. The companies need to determine which factors influence remote work productivity because these factorsimpact their ability to achieve sustainable business success (Asmarany et al., 2025). The research establishes its importance through its empirical analysis which shows the key factors impacting remote work productivity in e-commerce businesses that operate in a technology-driven environment.

The way organizations support their employees during remote work needs organizational support because it determines how staff members accomplish their work tasks. Organizations provide their employees with essential work resources and they establish flexible work guidelines while they also support their staff members' health needs (Hilman et al., 2022). The remote work environment depends on organizational support because it provides essential resources which enable employees to perform their job duties. Organizational support creates an environment which enables employees to work at their highest potential level. The result of this process creates an advantageous effect which leads to increased work output (Asmarany et al., 2024). Remote work requires digital leadership as an essential element which helps organizations achieve higher employee output than organizational support does. Digital leadership describes how leaders use digital technology to control team activities and share strategic goals while creating new solutions (Utomo et al., 2023). The remote work environment requires leaders to perform their work because they cannot meet their team members through face-to-face contact. Digital platforms enable leaders with advanced digital skills to establish efficient communication methods which help them provide precise work instructions while keeping their team members engaged (Harahap et al., 2025).

People develop technostress as a mental health problem when they exceed their capacity to use information technology or they misuse technology. Employees in e-commerce workplaces which rely on technology must develop proficiency in various digital systems and applications needed for their work tasks (Hernawan et al., 2024). The situation creates two negative outcomes which result in psychological distress and mental fatigue that decreases workplace productivity. Employees at work experience productivity loss because they become overwhelmed by the demanding nature of advanced technological

requirements. The absence of proper training together with insufficient technical assistance creates a situation that worsens technostress among employees (Sidjabat, 2021).

The research studies how organizational support together with digital leadership and technostress affects productivity of remote employees working in e-commerce organizations. The research establishes human resource management as an academic field which enables researchers to study productivity factors in remote work settings. The research provides academics with a basic resource which they can use to investigate future studies about remote work and business digital transformation. The research results will help e-commerce organizations develop improved employee management strategies which they will implement throughout their businesses. The implementation of improved support systems together with effective digital leadership programs and successful technostress management will enable employees at organizations to achieve higher productivity levels. The study provides theoretical value to research but also creates important practical benefits which help industries handle the challenges that come with digital transformation.

RESEARCH METHOD

The research study examines the effects of organizational support and digital leadership and technostress on remote e-commerce workers through a combination of quantitative research methods and explanatory research design. The researchers conducted an online survey to gather primary data which included a 1-5 Likert scale questionnaire. The study population consists of remote and hybrid Indonesian e-commerce employees, from which the researchers selected 150 respondents using purposive sampling methods. The study needed participants who had worked at e-commerce companies for more than one year while using digital technology in their remote or hybrid work environment and experiencing technostress-related work pressure. The researchers assess research variables which include organizational support (X1) and digital leadership (X2) and technostress (X3) and remote work productivity (Y) through specific measurement indicators. The researchers applied multiple linear regression analysis to evaluate their data. The researchers performed multiple data quality assessments which included validity testing through the t-test (with significance <0.05) and reliability testing through Cronbach's Alpha (>0.70) and classical assumption testing which evaluated normality and heteroscedasticity and multicollinearity. The researchers used the t-test to test partial effects and the F-test to test simultaneous effects while they used the coefficient of determination (R^2) to assess the model's explanatory power over the dependent variable.

RESULT AND DISCUSSION

The results of the multiple linear regression analysis demonstrate that the research model used in this study can successfully describe how organizational support and digital leadership interact with technostress to affect remote work productivity of e-commerce company employees. The data processing results produced the following regression equation which can be written as $Y = 2.145 + 0.312X1 + 0.287X2 – 0.254X3$. The constant value of 2.145 shows that remote work productivity reaches that value when all independent variables exist at zero value. The organizational support regression coefficient equals 0.312 which demonstrates that organizational support helps to improve remote work productivity. Digital leadership achieves a similar effect through its coefficient of 0.287. Technostress shows a negative relationship because its regression coefficient stands at -0.254. The t-test results show that all three independent variables have a partial significant effect on the dependent variable with a significance value below 0.05. The F-test results demonstrate that all three independent variables together create a significant impact on remote work productivity. The coefficient of determination R^2 value of 0.628 shows that three independent variables explain 62.8% of remote work productivity variation whereas 37.2% of variation results from variables not included in the research model.

The research findings demonstrate that e-commerce companies achieve higher productivity results through their organizational support which benefits their remote workforce. The research shows that enhancing organizational support functions enables remote employees to increase their work productivity. The organization provides its employees with essential work resources and flexible work arrangements and complete support for their employee welfare needs. Remote workers need organizational support because it enables them to complete their work duties with maximum efficiency while facing minimal work-related obstacles. The organizations which give their employees proper digital tools need to include stable internet access and appropriate work equipment so their staff members can complete tasks more effectively. The organization provides emotional and psychological support which leads to increased work motivation among employees. Employees who feel valued and cared for by the organization tend to have a higher level of commitment to their work. The work output will experience both positive and negative effects from this. Remote workers who experience loneliness in their work environment can establish social bonds with their coworkers through organizational support. Organizations can maintain their relationships with employees through effective communication which allows them to operate without needing face-to-face meetings. Flexible work policies enable employees to control their work schedules which helps them achieve better work-life balance.

The research findings demonstrate that digital leadership positively affects the remote work productivity of e-commerce company employees. The research demonstrates that a leader who uses digital technology together with virtual team management skills can enhance employee productivity. A remote work leader must establish suitable communication methods through various digital channels

rather than depending on traditional instructions. Digital leaders with advanced technological skills educate their teams about their responsibilities while helping build team cohesion. Digital leadership creates an adaptable workplace environment which prepares organizations for future technological innovations. Organizations will achieve better operational efficiency because leaders who understand technology can acquire new skills. Employees who work under digitally skilled leaders develop greater confidence in their ability to use technology. The work process will become more efficient because employees will complete tasks at a higher rate of speed while achieving better results. The employees gain complete control over their technological resources which enables them to enhance their work performance through digital leadership. Team members can effectively communicate through digital platforms which reduces misunderstandings and improves their ability to work together. The leadership style of organizational leaders becomes more trustworthy when they keep in touch with employees through digital media. The process will result in increased work motivation which leads to higher productivity levels.

The research results demonstrate that remote e-commerce workers experience severe productivity challenges because technostress affects their work efficiency. The results show that employee productivity decreases as their technostress levels rise. Employees develop technostress when they experience pressure to handle complex technological systems which continuously change. Remote work systems require employees to show constant digital platform accessibility which creates mental exhaustion together with job-related pressure. Employees experience heightened stress levels when they need to acquire knowledge about new software systems and their corresponding operational methods. Employees experience increased work-related stress because organizations fail to provide them with essential technology training. Employees with technostress problems find it difficult to concentrate on their work which leads to a reduction in their job performance. The results will directly influence the amount and standard of work produced. Technostress develops as a condition which creates emotional exhaustion and subsequently harms employees mental well-being. The situation creates a long-term risk of burnout which will decrease work efficiency. E-commerce businesses require effective technology management strategies which will safeguard their employees against dangerous effects. Organizations can decrease technostress by providing training programs and technical assistance and developing practical work procedures. Organizations must ensure proper workload distribution because excessive technological requirements lead to employee dissatisfaction.

CONCLUSION

The research findings demonstrate that organizational support and digital leadership together with technostress create substantial impacts on remote work productivity in e-commerce companies. The

research findings enable the development of practical recommendations together with theoretical recommendations. E-commerce companies need to improve their organizational support through two specific actions which involve establishing proper workspaces and developing flexible work arrangements while increasing their dedication to staff health needs. The organizations need to create digital leadership training programs which apply technology training methods so their leaders will learn to manage remote teams successfully. The organizations need to train employees on proper technology usage while establishing sufficient technical assistance systems and implementing balanced workload management practices to help employees control their technostress levels.

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