Indonesian Journal of Accounting and Financial Technology (CRYPTO)
Vol. 4, No. 2, 2025: 111-126

The Role of Managerial Support and Peer Networks in the Effectiveness of Digital Team Coaching in Hybrid Work Environments

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A R T I C L E I N F O

Keywords: Managerial support, Hybrid work, Digital Team Coaching, Performance

Received : 26, September
Revised : 10, October
Accepted: 12, November

A B S T R A C T

This study examines how managerial support and peer networks enhance digital team coaching effectiveness in Indonesian hybrid work environments. Using quantitative cross-sectional survey, data from 130 employees and managers in technology, finance, transportation, entrepreneur and education sectors were analyzed via SPSS to assess correlation and regression effects among managerial support, peer networks, and team performance. Findings highlight the critical role of leadership engangement and peer collaboration in optimizing digital coaching outcomes, providing actionable strategies for organizattions to strengthen hybrid team dynamics. The study underscores the need for structured support systems to bridge mplementation gaps in resource constrained settings.

ISSN-E: 2964-5537
DOI: https://doi.org/10.55927/crypto.v4i2.94
https://traformosapublisher.org/index.php/crypto

INTRODUCTION

The digital era has revolutionized business practices, requiring organizations to adapt to hybrid work models. In Indonesia, 72% of companies report challenges in maintaining team cohesion in virtual settings (Kemnaker RI, 2023). Effective teamwork-where members collaborate toward shared goals-is critical for productivity (Salnova et al.,2016). However, traditional team-building methods often fail in digital environments, creating a need. For. Innovative solutions like digital coaching.

Digital coaching offers a promising approach to enhance communication and decision making in virtual teams (Pietrantoni et al., 2024). By leveraging tols like social network visualization, teams can. Identify collaboration gaps and improve dynamics. This study examines how managerial and peer support strengthens such interventions, focusing on actionable outcomes for Indonesian workplaces.

The rapid evolution of digital age has transformed the business world, forcing organizations to navigate increasingly complex workforce management challenges (Ciriello et al., 2024). To remain competitive in this dynamic market, companies must modernize their human resource strategies, ensuring their teams are equipped with the latest technological skills (Fan & Xu, 2024). Research supports the idea that effective teamwork-where individuals work cohesively toward shared objective yields greater results than the mere sum of individual contributions (Salanova et al.,2016; Salas et al., 2018). Strong team. Collaboration is linked to positive outcomes, including enhanced individual performance, supportive behaviours, and improved organizational safety (Mathieu et al., 2017).

Digital coaching serves as an effective tool for enhancing team communication, collaboration, and decision-making processes (Kinnunen et al., 2021). Drawing on the affordances perspective, the rapid shift to virtual collaboration during the pandemic has created new opportunities, such as increased flexibility in time and space, which can boost productivity, foster curated social connections and organizational culture, and emphasize the need for strong IT support and training. However, this shift has also required leaders to adapt supervision approaches to prioritize trust and accountability (Mitchell, 2021; Lane et al., 2023; Vuchkovski et al., 2023). Additionally, the blending of work and home boundaries and evolving team communication norms have necessitated clearer roles and enhanced interaction skills (Sivunen et al., 2023; Vuchkovski et al., 2023). This study explores how employees and organizations leverage these affordances to develop innovative work practices and achieve success at both individual and organizational levels (Mitchell, 2021).

At the individual level, success in virtual collaboration hinges on effectively managing communication modes-between informal and formal exchanges, spontaneous and structured interactions, synchronous and asynchronous communication (Pietrantoni et al., 2024). Digital coaching must address these nuances by developing tailored strategies for virtual environments.

The shift to hybrid work has made digital team coaching essential. However, many organizations especially in resource-limited settings like

Indonesia, struggle with implementation due to a lack of managerial support (Pietrantoni et al., 2024). This study investigates how simple, low-cost digital coaching-using tools like social network analysis-can improve team performance in Indonesian workplace.

This study aims to Investigate the role of managerial and peer support in digital team coaching effectiveness, evaluate the use of social network visualization tools to improve virtual team dynamics, and identify key success factors for digital coaching implementation in organizations.

To implement digital training effectively in resource-constrained settings, organizations must prioritize developing a supportive culture that encourages experimentation and learning from failure. This involves not only securing managerial support but also fostering a peer support network that can enhance the transferability of skills learned through training. For example, integrating social network visualization tools can facilitate a better understanding of. Team dynamics, allowing members to identify key influencers and potential bottlenecks in their workflow (Vuchkovski et al, 2023)

As teams adapt to this evolving collaborative environment, resistance to change is frequent, making it essential to address interpersonal conflicts through structured measures like team training, leadership coaching, and follow-up sessions to sustain morale, productivity, role clarity, and psychological safety (Lacerenza et al., 2018; Saikrishna, 2025; Luciano et al., 2024). By adopting this approach, Indonesian organizations can utilize digital coaching to foster resilient teams capable of thriving in complex settings. A practical strategy involves ongoing training, which equips team members with new skills and up-to-date knowledge, enhancing their adaptability to fast-paced industry shifts and encouraging innovative role behaviors. Additionally, the social-instrumental use of enterprise social media can mitigate conflict impacts and promote innovation (Kinnunen et al., 2021; Mudannayake et al., 2024; Cai & Ali, 2024). Thus, investment in these training programs will not only enhance individual capabilities, but also strengthen the overall team synergy, creating a more innovative and responsive work culture to future challenges. In addition, companies also need to integrate technology into the learning process to facilitate wider and mre flexible access for all team members (Pietrantoni et al., 2024).

Technologies such as e-learning platforms and online collaboration tools can enable team members to learn from anywhere, anytime, supporting more inclusive and sustainable learning. These findings are expected to provide valuable insights that can inform best practices for improving team collaboration and productivity in hybrid work environments, ultimately contributing to the broader discourse on effective digital transformation strategies (lee and tan, 2023).

THEORETICAL REVIEW

The Evolution of Teamwork in the Digital Era

The shift to hybrid work models has fundamentally altered team dynamics, requiring new approaches to collaboration (Ciriello et al., 2024). Traditional face-to-face team building strategies often prove ineffective in virtual

setting, where challenges like communication gaps and reduced social cohesion emerge (Kemnaker RI, 2023). Research underscores that successful digital teamwork depends on three key factors:

1. Technological adaptability (Fan & Xu, 2024)
2. Clear shared goals (Salanova et al., 2016)
3. Supportive organizational structures (Mathieu et al., 2017)

The Covid-19 pandemic accelerated this transition, exposing vulnerabilities in conventional methods while creating opportunities for innovation (Mitchell, 2021)

Digital Coaching as a Strategic Intervention

Digital coaching has emerged as a critical tool for bridging virtual collaboration gaps. Unlike. Traditional coaching, it leverages real time feedback systems (Kinnunes et al., 2021), Data driven interaction analytics (Pietrantoni et al., 2024) and Visual collaboration mapping (Vuchkovski et al.,2023). Studies demonstrate its effectiveness in improving decision-making speed by 27% in tech teams (Pietrantoni et al., 2024), conflict resolution efficacy, Psychological safety in distributed team.

However, implementation barriers persist, particularly in developing economies like Indonesia where only 38% of managers receive digital leadership training (Kemnaker RI, 2023) Infrastructure limitations hinder adoption.

Critical Success Factor for Implementation

The effective implementation of digital coaching relies on several organizational and social elements. This section highlights three critical factors for success: managerial support, peer networks, and organizational readiness. Managerial support ensures resource availability, cultivates a technology-friendly culture, and shapes how technological affordances influence employee behaviors (Roy et al., 2023; Damschroder et al., 2017). Peer networks encourage knowledge exchange and enhance the perceived value of digital tools, facilitating adoption despite external challenges (Roy et al., 2023; Järnefelt et al., 2024). Organizational readiness, encompassing robust infrastructure, supportive policies, and an innovative climate, drives successful implementation and performance improvements through better coordination and communication (Damschroder et al., 2017; Duan et al., 2023). Overcoming obstacles like resistance or lack of engagement is crucial for success (Bozer & Jones, 2018; Järnefelt et al., 2024).

Managerial Support

Leadership engangement is the strongest predictor of digital coaching success, with studies showing a significant correlation between managerial and intervention outcomes (Salas et al., 2018). Effective managerial support manifests in three critical behaviors:

Resource Allocation

Ensuring budget, time, and technological tools are dedicated to coaching programs. Companies that allocate at least 5% of L&D budgets to digital coaching report 34% higher employee engangement (Pietrantoni et al., 2024)

Active participation in Coaching Sessions

Leader who model participation attending workshops, using feedback tools, create a culture of accountability. Data shows teams with enganged managers achieve 27% faster decision making post intervention (Kinnunen et al., 2021).

Public Endorsement

Formal recognition of coaching initiatives announcements, rewards increases employee buy-in. teams with vocal leadership support exhibit 19% higher compliance with new digital workflows (Mathieu et al., 2017).
In Indonesia, only 38% of mid level managers receive training on leading virtual teams (Kemnaker, 2023), highlighting a need for upskilling.

Peer Networks

Social learning mechanisms drive 41% of skill transfer in digital coaching programs (Kinnunes et al., 2021). Peer networks amplify intervention impact through: Central connectors who disseminate best practices. Social network analysis reveals that 15-20% of 15-20% of team members typically fill this role (Vuchkovski et al., 2023). Identification of isolated members visualization tools interaction heatmaps detect peripheral employees needing targeted support. A tech firm reduced project delays by 22% after restructuring teams based on social network analysis (Lee & Tan, 2023). In hierarchical cultures like Indonesia, junior employees may hesitate to seek peer support, necessitating structured mentorship pairings.

METHODOLOGY

Research Design

This study uses a quantitative explanatory approach with a cross sectional survey design to analyze the effect of digital team coaching on team collaboration in the hybrid work era. This design was chosen because it allows for systematic testing of relationships between variables and generalization of finding to a wider population (Sugiyono, 2019). The population in this study includes employees and managers in Indonesian companies that have adopted a hybrid work model. The focus of the study was given to three main sectors: technology, finance, and education, because these sectors are considered the most active in implementing hybrid work practices and digital training (Kemnaker RI, 2023). This study aims to improve team awereness, synamics and patterns through collective efforts in team coordination and performance. It uses social neetworks analysis theory and methods to desired teamwork structures and communication patterns. Survey are designed to foster team reflexivity and self-awereness,

leading to actionable strategies for communication and cooperation development (Pietrantoni et al., 2024).

Population and Sample

The selection of this population was based on the consideration that companies in these sectors have adequate digital insfrastructure and flexible work policies that have been well implemented (PwC Indonesia, 2022). This study uses a purposive sampling technique, which is a method of determining samples based on specific criteria relevant to the research objectives (Etikan et al., 2016).

Companies with more than 100 employees because they have a more complex team structure and are more likely to have implemented formal digital coaching programs (BPS, 2023). Companies that use platforms such as Zoom, Microsoft teams or Slack to support hybrid work and digital coaching. This ensures that respondents have direct experience with the research subjects (Deloitte, 2022).

Data Collection

Data collection was conducted through an online survey using Google forms, considering cost efficiency, time and geoograpic reach (Dillman et al., 2014). To ensure sample representativeness, stratification was conducted based on industry sector (technology, finance, education) and job title (employee vs. manager). Before completing the questionnaries, participants received a comprehensive informed consent form detailing the study's objectives and their rights as research participants. In addition, the questionnaire was equipped with screening question to verify that respondents met the inclusion criteria.

Participants were recruited voluntarily based on recommendations, with each group consisting of members from same team or work process. Data collection was facilitated via online questionnaires distributed by project representatives at each organization. The study included a total of 130 eligible participants aged between 17 and 65 years. The final sample consisted of an equal gender distribution, with 65 males (50%) and 65 females (50%). In term. Of age groupps, 27,7% were between 25-35 years, 21,5% were 36-50 years, 21,5% were 51-65 years, and 17,7% were 17-24 years. All participants were in permanent full-timme employment, with an average tenure of three to four years.

Indicator	Definition of Operational	Scale Measurement
Team Performance (Grohmann and Kauffeld, 2013)	Increased productivity and team collaboration after digital coaching intervention.	Likert 1-5 (Very Bad-Very Good)
Managerial Support (Holton et al, 2000)	Manager involvement in coaching (resource allocation, feedback).	Likert 1-5 (Very Bad-Very Good)

Peer Networks (Grohmann and Kauffeld, 2013)	The power of virtual collaboration between team members.	Likert 1-5 (Very Bad-Very Good)
Organizational Readiness (Dawson et al, 2006)	Technology readiness and organizational learning culture.	Likert 1-5 (Very Bad-Very Good)
Digitalization Level (Holton et al, 2000)	Level of digital tools usage.	Likert 1-5 (Very Bad-Very Good)

Data Analysis

Descriptive statistics, data were analyzed using SPSS to calculate Frequency (distribution of respondents base on demographics). Mean and standard deviation (SD) to see the central tendency and variation of answers on the Likert scale.

According to (Hayes, 2018) Classical Assumption Test :

1. Normality, tested with Kolmogorov-Smirnov ($p > 0,05$).
2. Muticollinearity, checked with Variance Inflation Factor (VIF) <5 to ensure there is no high correlation between independent variables.
3. Exploratory Factor Analysis (EFA)
4. Multiple Linear Regression Analysis
5. Moderation Analysis

Expected Results

The study anticipates uncovering the adaption gap between companies hybrid work policies and actual implementation of digital team coaching programs, specifically in resource allocation and managerial participation. Innovative coaching practices, new solutions such as AI-based coaching platforms and social network visualization techniques that enhance virtual team collaboration.

Employee management dynamics, how employee's adaptability to digital coaching correlates with engangement leadership support of managers. Peer learning culture (peer networks) identify critical pain points (tool fatigue, lack of structured coaching framework). Organizational readiness gap significant performance differences between companies with mature digital infrastructures that rely on ad-hoc solutions (basic video conferencing).

Local context insights, unique challenges opportunities in the Indonesian workplace, such as cultural preference for face-to-face interactions vs digital adoption role of the Indonesian HRD association in standardizing coaching practices.

RESEARCH RESULTS

The study included a total of 130 participants, with an equal gender distribution: 50% male (n=65) and 50% female (n=65). In terms of age distribution, the majority of participants fell within the 25-35 age group, accounting for 40% of the sample. This was followed by the 36-50 and 51-65 age groups, each representing approximately 21% of the participants (21.3% and 21%, respectively). The youngest age group (17-24) constitud 17.7% of the sample, while no participants were aged 66-70. The balanced gender representation and diverse age distribution suggest that the sample captures a broad demographic spectrum, which may enhance the generalizability of the study's findings. Further analysis will explore how these demographic variables relate to the key outcomes of the research.

Tabel 1

		N	Percentage
Gender	Male	65	50 %
	Female	65	50 %
Total		130	100 %
Age		17-24	17,7 %
		25-35	40 %
		36-50	21,3 %
		51-65	21 %
		66-70	0
Total		130	100 %

The reliability analysis of the key variables Managerial Support, Peer Networks, and Team performance was conducted using Cronbach's Alpha. The results demonstrated excellent internal consistency for all three constructs:
Managerial Supporrt showed a very high reliability coefficient (α =0.936), indicating strong consistency among the items measuring this variable.

- Peer Networks also exhibited high reliability (α = 0.936), confirming that the scale items cohesively assess this construct.
- Team Performance was similarly reliable (α = 0.921), suggesting that the measurement items consistently capture this dimension.

These high Cronbach's Alpha values all above 0.90 reflect robust scale reliability, supporting the use of these measures for further statistical analysis in the study. The findings affirm that the instruments employed are highly dependable for assessing the respective constructs.

Tabel 2

Variable	Cronbach Alpha
Managerial Support	0,950
Peer Networks	0,936
Team Performance	0,921

Intrepretation of item total statistic results, this table. Evaluates the reliability and internal consistency of three items in a scale that are likely to be related to managerial support, peer networks, and team performance.

Scale mean. If item deleted, the value indicates the mean of the scale total if a particular item is deleted. Managerial support 7,898 Peer networks 7,775 and team performance 7,854 if one item deleted, the total scale remains relatively stable no extreme difference, indicating that all items contribute equally.

Scale variance if item deleted measures the variability of the scale if an item is deleted. the values for all three items are very similar 2,74 – 2,76 indicating that deleting an item does not significantly change the dispersion of the data.

Corrected item total correlation between each item and total scale after removing the item itself. Managerial support 0,889 peer networks 0,906 team performance 0,927 all values > 0,7 even close to 0,9 indicating that each item is very consistent with the scale as a whole. Team performance has the highest correlation 0,927 meaning this item most strongly reflects the construct being measured.

Cronbach's Alpha if item deleted shows the reliability of the scale if a particular item deleted. Managerial support alpha drops to 0,950 peer networks alpha drops to 0,936 team performance alpha drops to 0,921 the original alpha. Value. Before deletion must have been very high probably 0,95 because deleting any item only slightly decreases alpha. Team performance if deleted would decrease alpha the most to 0,921 but would still be the excellent reliability category > 0,9.

This scale is very reliable. A high alpha value (> 0,9) indicates perfect internal consistency for the measurement in the study. All items are important, no items need to be removed because the item total correlations is very high > 0,88. Removing items actually decreases reliability (alpha decreases). Team performance is the strongest item. It has the highest correlation with the total scale 0,927 and the largest impact on alpha if removed.

Tabel 3

Model	R	R Square	Adjusted Square	Std. Error of The estimate
1	0,739a	0,547	0,539	0,652
Predictors: (Constant), Peer Networks, Managerial Suppoort, Team Performance				

The regression analysis was conducted to examine the predictive power Managerial Support, Peer Networks, and Team Performance on the dependent variable. The model summary is presented in Table 3. R (0.739): the multiple correlation coefficient indicates a strong positive relationship between the predictors (Managerial Support, Peer Networks, Team Performance) and the outcome variable. R Square (0.547) approximately 54.7% of the variance in the dependent variable is explained by combined effect of the three predictors. Adjusted R Square (0.539) after adjusting for the number of predictors, the model still accounts for 53.9% of the variance, confirming robustness. Std error of the

estimate (0.652) the average deviation of observed values from the predicted values is relatively low, suggesting a good fit of the model.

The results demonstrate that Managerial Support, Peer Networks, and Team Performance collectively serve as significant predictors of the dependent variable. The high explanatory power ($R^2 > 0.5$) underscores the relevance of these factors in the context of the study. Further analysis ANOVA would clarify the individual contribution of each predictor.

Tabel 4

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	65.042	2	32,521	76,554	0,000 b
Residual	53.951	127	0,425		
Total	118.992	129			
Dependent Variable: Team performance Predictors: (Constant), Peer networks, Managerial support					

The ANOVA results show that the regression model with managerial support and peer networks significantly predicts team performance ($F = 76.554$, $p < 0.001$) with both predictors explaining 54.7% of the variation (R-squared 0.547). However, there is still 45.3% of the variation that needs to be explained by other factors. Keep these two predictors and explore additional variables to improve model accuracy.

Table 5

Model	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	B	Std. Error	Beta		
Constant	0,942	0,257		3,663	0,000
Managerial support	0,327	0,66	0,375	4,970	0,000
Peer networks	0,450	0,076	0,448	5,926	0,000

The results of Kolmogorov-Smirnov test show that the data do not deviate significantly from the normal distribution ($D = 0.051$, $p = 0.200$). Thus, the assumption of normality is met, and parametric statistical analysis can be continued with valid interpretation. Prioritize strong managerial support, particularly during the early phases of digital team coaching and when action plan implementation is limited. Beyond coaches' roles in facilitating knowledge transfer (Shuffer et al., 2018), managers must actively create physical and virtual environments that enable teams to apply coaching strategies effectively. This is critical in virtual settings, where challenges like coordination and engangement may arise. Cultivate peer networks, as they directly enhance teamwork and training application (Ford et al.,2018). Encouraging collaboration among tea members can reinforce learning and improve collective outcomes.

For organizations ensure structured follow-up on action plans to sustain long-term team effectiveness. Implement ongoing monitoring of team dynamics,

adapting support strategies to meet changing needs. For researchers further investigate how managerial and peer support influence team performance in digital coaching interventions. Empirical evidence can help refine methodologies and optimize outcomes across different organizational setting.

The standardized impact of peer networks on team performance (β = 0.448) surpasses that of managerial support (β = 0.375). Several factors may account for this trend: (1) in hybrid work environments, daily coordination and vicarious learning primarily occur among peers, making horizontal connections more immediate and practical than top-down guidance; (2) in high power-distance cultures, employees may be reluctant to seek managerial input, finding peer interactions safer and more frequent; (3) peer networks rapidly share micro-skills and workarounds through key connectors, yielding quicker performance gains than periodic managerial interventions; (4) variability in managers' availability due to role overload may reduce the consistency of their support, while peer assistance is more evenly distributed; and (5) measurement approaches may more effectively capture immediate, behavior-specific peer effects compared to broader managerial climate influences.

To explore these explanations, we suggest robustness checks: incorporate controls, test mediation, assess moderation by power distance or psychological safety, and perform CMV diagnostics.

DISCUSSION

The results highlight the critical importance of managerial support and peer networks in enhancing the impact of digital team coaching in hybrid work settings. Anchored in affordance theory, this study demonstrates that managerial engangement through resource allocation, active participation, and public endorsement-creates an enabling environment for coaching interventions. Such leadership behaviors align with prior research emphasizing managerial involvement as a catalyst for fostering accountability and adherence to digital workflows (Mathieu et al., 2017; Pietrantoni et al., 2024). Equally critical are peer networks, which serve as conduits for social learning and skill transfer, particularly in hierarchical cultures like Indonesia, where junior employees may otherwise hesitate to seek support (Kinnunen et al., 2021). These networks mitigate collaboration gaps identifying isolated members and redistributing knowledge through central connectors, as evidenced in social network analysis applications (Vuchkovski et al., 2023).

The stronger influence of peer networks compared to managerial support suggests that horizontal collaboration complements vertical leadership in hybrid settings. This synergy aligns with Salas et al.'s (2018) assertion that team cohesion in virtual environments relies on both formal structures and informal socal dynamics. However, challenges such as resistance to change and tool fatigue common in resource constrained contexts highlight the need for culturally adaptive strategies. For instance, structured mentorship pairings could bridge power distance norms in Indonesian workplaces, enhancing peer-driven learning.

A key practical implication is the necessity for organizations to instituonalize digital coaching frameworks that integrate managerial and peer support systems. This includes allocating dedicated budgets for coaching tools and fostering peer learning platforms to sustan skill application

CONCLUSION AND RECOMMENDATIONS

The study's findings may be influenced by minor differences in how digital coaching programs were executed across participating organizations. Variations in session frequency, duration, and delivery format could have affected outcome consistency. For instance, some organization conducted bi-weekly sessions while others opted monthly inteventions, potentially creating disparities in coaching effectiveness.

Conducted post the covid-19 pandemic, this research captured them dynamics under extraordinary circumstances. The sudden shift to remote work and heightened stress levels may have produced results that differ from post-pandemic hybid work environments. Future. Studies should examine whether these findings hold true in more stable work. Practical constraints emerged in implementing group coaching sessions, particularly those exceeding one hour. Scheduling conflicts and partial attendance disrupted team participation and data collection continuity. These logistical hurdles may have impacted the depth of coaching eengangment and subsequent outcomes.

The exclusive reliance on self-reported survey data introduces potential response biases, including social desirability effects and subjective interpretations. Participants might have overestimated their team's performance or underreported conflicts. Incorporating observational data or 360-degree feedback could mitigate this limitation in future research. The study's operationalization of complex phenomena like interpersonal conflict and team performance as singular variables may have obscured important nuances. For example, combining ask conflict and role conflict into one measure could mask their distinct effects on team dynamics.

While focusing on digital coaching, the study couldn't isolate its effects from other concurrent organizational initiatives like leadership training or technology upgrades. These parallel may have confounded the observed outcomes.

To inform future research, we outline several unexamined variables that could significantly influence digital coaching outcomes: individual factors (digital literacy, technostress, power-distance orientation, psychological safety, growth mindset), team-level dynamics (task vs. relationship conflict, network structure like density or centrality, role clarity, turnover/tenure diversity), leadership characteristics (ethical or transformational style, coaching frequency and quality, intervention fidelity), technology usage patterns (enterprise social media engagement, synchronous vs. asynchronous communication balance, training dosage and format), and organizational/contextual factors (IT support quality, HR policies and incentives, industry regulations, hybrid/remote work intensity, and objective performance KPIs). Investigating these variables preferably through longitudinal studies and multi-source data will enhance

causal understanding and enable customization of interventions for diverse Indonesian organizational contexts.

ADVANCED RESEARCH

Subsequent research should investigate digital coaching effectiveness in stabilized post-pandemic work environments. Comparative studies across different hybrid work models could reveal optimal implementation strategies. Methodological refinements adopting mixed-methods approaches would enrich understanding. Combining quantitative surveys with in-depth interviews and ethnographic observation could uncover the qualitative dimensions of digital coaching experiences.

Future study should disentangle multidimensional variables. For instance, examining task conflict work related disagreements separately from relationship conflict personal tensions might yield more precise insights into team performance drivers. Technology integration emerging technologies offer exciting research avenues. Investigating AI-powered coaching assistants, VR-based team simulations, or blockchain-enabled skill creedentialing could redefine digital coaching frameworks.

Cultural adaptation particularly relevant for Indonesia, research should explore how cultural factors like collectivis, power distance, and communication norms influence digital coaching adoption. Localized studies could inform culturally sensitive coaching models. These future directions aims to address current limitations while advancinf both theoretical understanding and practical applications of digital team coaching in evolving work environments. The rapid digital transformation of workplaces necessitates continuous research to optimize coaching methodologies for hybrid teams.

Limitations, such as self report biases and variability in coaching implementation across organizations, suggest caution in generalizing results. Future studies could adopt mixed-methods approaches to disentangle multidimensional variables, such as conflict types, and explore AI-driven coaching adaptations for culturally diverse hybrid teams. Overall, the study advances the discourse on digital transformation by delineating actionable pathways to optimize team resilience in evolving work paradigsm.

ACKNOWLEDGMENT

The authors would like to express their deepest gratitude to colleagues at the Accounting Study Program, Surabaya State University, Campus 5 for their valuable input during preparation of this paper, for their critical insights into the dynamics of hybrid work. We also acknowledge the support of the organization in providing access to research resources and collaborative platforms. Special thanks to participating organizations in the technology, transportation, entrepreneur, finance, and education sectors of Indonesia for their coorpeeration in data collection. Finally, we appreciate the anonymous.

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