



The Impact Of Digitalization, Workload, And Organizational Culture On Organizational Citizenship Behavior Thru Job Satisfaction

Diksi Metris ¹⁾; Nazifah Husainah ²⁾; Maswanto ³⁾

^{1,2,3)}Universitas Muhammadiyah Jakarta, Indonesia

Email: ¹⁾ 25030600009@student.umj.ac.id ; ²⁾ nazifah.husainah@umj.ac.id ; ³⁾ maswanto@umj.ac.id

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ABSTRACT

This study aims to analyze the influence of digitalization, workload, and organizational culture on Organizational Citizenship Behavior (OCB) with job satisfaction as a mediating variable in universities in Tangerang Regency. The research approach used is quantitative with a survey method. The research sample consisted of 200 respondents, including lecturers and educational staff, who were selected thru purposive sampling. Data analysis was conducted using the Structural Equation Modeling based on Partial Least Squares (SEM-PLS) technique. The research findings indicate that digitalization, workload, and organizational culture have a positive and significant impact on job satisfaction, but do not directly influence OCB. Conversely, job satisfaction is proven to have a significant impact on OCB and serves as a mediating variable that bridges the influence of digitalization, workload, and organizational culture on OCB. This finding confirms that job satisfaction is a crucial psychological mechanism in driving the emergence of extra-role behavior in a university setting. Theoretically, this research strengthens the Job Demands-Resources (JD-R) Model and Job Characteristics Theory frameworks. Practically, the research findings have implications for university management to optimize digitalization strategies, balance workload, and strengthen organizational culture, with the main focus on increasing job satisfaction to sustainably drive OCB.

INTRODUCTION

In the era of the industrial revolution 4.0, digitalization has become one of the main drivers of organizational transformation. The presence of digital technologies, such as information management systems, process automation, and collaborative platforms, has transformed the structure of work, work patterns, and even the way people interact in the work environment (Pratama, 2025). Digitalization indeed opens up significant opportunities to increase efficiency

and flexibility, but on the other hand, it also presents new challenges in the form of increased cognitive and emotional workload for employees. When the workload exceeds an individual's capacity, this condition often triggers work stress and reduces job satisfaction, ultimately having a negative impact on extra-role behavior or Organizational Citizenship Behavior (OCB) (Firdaus et al., 2024).

In the context of organizational culture, research conducted by Fauziah & Aprilida (2025), shows that a healthy culture—characterized by collaboration, stability, and support for innovation—significantly contributes to increasing job satisfaction and strengthening OCB. Recent studies in Indonesia even found that organizational culture not only shapes job satisfaction but also makes it an important factor driving the emergence of OCB behavior (Naisais et al., 2025). This aligns with other research conducted by Panda et al (2022), which confirms the role of job satisfaction as a mediator in the relationship between organizational culture and OCB.

Based on a review of previous studies, there are several significant gaps that serve as the basis for conducting this research. First, the relationship between digitalization, workload, organizational culture, and Organizational Citizenship Behavior (OCB) has actually been widely studied, but most of the research has only examined these variables separately. For example, digitalization is typically associated with job satisfaction or performance, workload is often studied in relation to stress or job satisfaction, while organizational culture is generally examined as a factor shaping OCB. What is still rarely done is testing these three contextual variables simultaneously and within a single integrated model, particularly when aimed at influencing OCB thru the mediating mechanism of job satisfaction.

Most previous studies have positioned digitalization solely as a technological phenomenon. Research on digitalization as a job resource within the Job Demands–Resources (JD-R) Model framework is still very limited, especially in university settings. In fact, from the JD-R perspective, digitalization has great potential to be a resource capable of reducing job demands while simultaneously increasing motivation and job satisfaction. This discrepancy in understanding opens up space for new research to integrate digitalization into the JD-R theory more deeply.

Research findings on the influence of workload on OCB still show inconsistencies. Some studies have found that high workloads can decrease employees' propensity to exhibit OCB, while other research has shown different results. This research attempts to address this inconsistency by reexamining the relationship thru the role of job satisfaction as a mediator—something that has not been extensively studied in previous research.

Research on digitalization, workload, organizational culture, job satisfaction, and OCB in the context of universities in Indonesia, particularly in Tangerang Regency, is still very limited. In fact, the academic environment has its own dynamics, especially after the acceleration of digitalization post-pandemic. Lecturers and educational staff face unique work demands and rapid organizational culture changes, making this context important to explore further.

According to Purnamie dalam Nijwah & Septanti (2024), OCB refers to employees' voluntary behaviors that are not formally required in their job descriptions but make a significant contribution to organizational effectiveness. The dimensions of OCB include altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. In the context of the digital age, OCB is becoming increasingly important because organizations need employees who are adaptable, proactive, and willing to contribute beyond their formal obligations. Previous research conducted by Octavineza & Karneli (2025), confirms that OCB is influenced by various factors, both from the individual and organizational perspectives, including digitalization, workload, organizational culture, and job satisfaction.

Thus, this research is expected not only to enrich the literature on human resource management in the digital age but also to provide practical contributions for modern managers and organizations. Specifically, the results of this study can serve as a reference in designing

digitalization strategies, managing workload, and strengthening a harmonious work culture, thereby increasing job satisfaction and fostering sustainable OCB.

This research presents several important novelties that distinguish it from previous studies. This research integrates three main factors: digitalization, workload, and organizational culture into a comprehensive model to examine how they influence Organizational Citizenship Behavior (OCB) thru job satisfaction. Such a combination of variables is still rarely found in human resource management literature, especially in the context of higher education in Indonesia.

This research positions digitalization not merely as a technological development, but as a factor that can impact OCB thru the mediation of job satisfaction. So far, digitalization has been studied more frequently in relation to performance, innovation, or perceived ease of use. This research presents a new perspective by showing that digitalization can lead to extra-role behavior, but this effect only emerges when employees are satisfied with their jobs.

Simultaneous use of the Job Demands-Resources (JD-R) Model and Job Characteristics Theory. Thru this approach, digitalization and organizational culture are viewed as job resources, while workload is positioned as a job demand. OCB is understood as a behavioral response, and job satisfaction is explained as the psychological mechanism linking the two. The integration of these two theories provides a richer and more in-depth analytical framework compared to previous research.

This study found that digitalization, workload, and organizational culture did not directly influence OCB. This finding differs from many previous studies that showed a direct influence.

This research confirms that job satisfaction plays an important role as a bridge, so the relationship between these three variables and OCB only becomes significant when mediated by job satisfaction. This finding not only adds new insights to organizational theory but also has strong practical implications for educational institutions.

Based on this background, this research focuses on two aspects. First, it explains the extent to which digitalization, workload, and organizational culture influence OCB, both directly and thru job satisfaction. Second, it explores the role of job satisfaction as a mediator bridging the relationship between these three variables and OCB. The main objective of this research is to formulate an empirical model that can describe the mechanism of influence of digitalization, workload, and organizational culture on OCB thru job satisfaction, referring to JD-R theory and Job Characteristics theory as the conceptual basis.

LITERATURE REVIEW

Digitalization is now one of the important factors in human resource management in the modern era (Rosari et al., 2025). The presence of digital technology allows organizations to work more efficiently, flexibly, and transparently. When implemented well, digitalization can increase job satisfaction because employees feel supported in streamlining workflows, gaining easier access to information, and having opportunities to develop digital competencies. However, if its implementation is not accompanied by organizational readiness, digitalization can actually lead to resistance and dissatisfaction among employees (Rachmad et al., 2024). Furthermore, digitalization also influences Organizational Citizenship Behavior (OCB), as technology supports collaboration and increases employee participation in activities beyond formal job descriptions. Thus, digitalization has the potential to have both direct and indirect impacts on OCB thru job satisfaction.

Workload is one of the central issues in human resource management, especially due to its influence on employee psychological well-being (Wahyu et al., 2025). Excessive workload is often associated with the onset of stress, fatigue, and decreased job satisfaction. Conversely, when the workload is within balanced limits, employees tend to feel satisfied because they feel capable of meeting job demands well. Previous research conducted by Firdaus et al (2024), found that

workload is significantly related to job satisfaction, which in turn impacts OCB. Employees with a balanced workload typically exhibit proactive attitudes, help colleagues, and maintain loyalty to the organization. Therefore, workload is a crucial variable that needs to be considered in understanding the dynamics of job satisfaction and OCB.

Organizational culture is a set of values, norms, and beliefs that guide the members of an organization. A conducive culture—characterized by collaboration, innovation, and stability—can create a pleasant work environment and ultimately increase job satisfaction (Sumual et al., 2025). Various studies show that organizational culture not only directly influences OCB, but also thru job satisfaction as a mediating factor. An inclusive culture fosters a sense of emotional attachment between employees and the organization, encouraging them to engage in voluntary actions that go beyond the formal requirements of their jobs (Rai & Koodamara, 2025). This confirms the role of organizational culture as an important foundation in shaping and strengthening OCB.

Job satisfaction is often positioned as a mediating variable in various organizational behavior studies. This satisfaction reflects the extent to which employees feel content with aspects of their work, including salary, relationships with colleagues, opportunities for self-development, and working environment (Rizqi et al., 2024). Previous research findings by Kim & Lee (2025), indicate that job satisfaction is influenced by digitalization, workload, and organizational culture, and also mediates the relationship between these three variables and OCB. Employees who are satisfied with their jobs tend to exhibit positive behaviors that benefit the organization, such as helping colleagues, maintaining team harmony, and demonstrating stronger commitment.

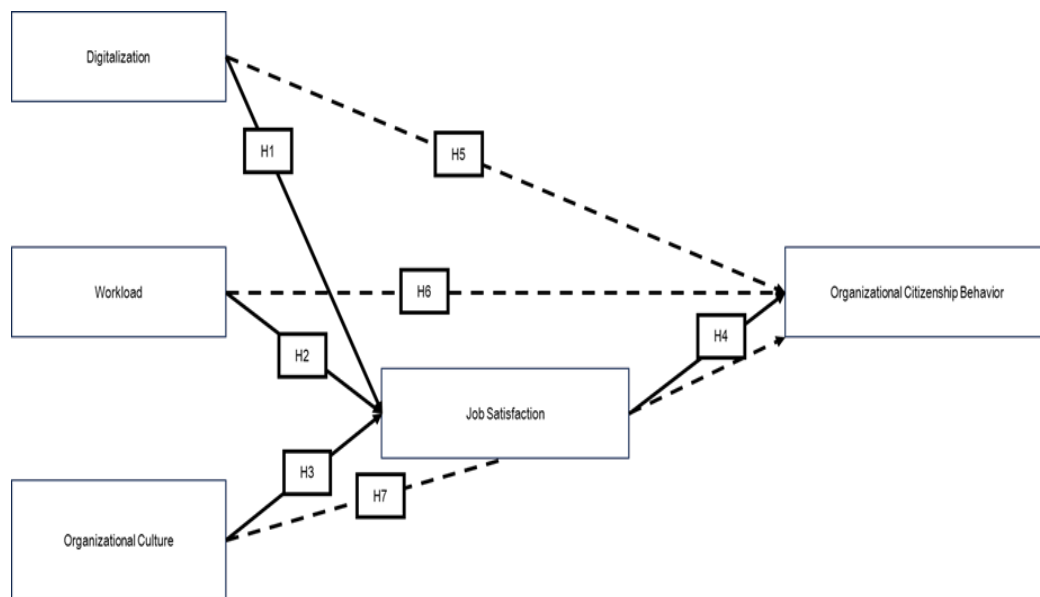
METHODS

This study uses a quantitative approach with a survey method (Sugiyono, 2022), aiming to examine the relationship between digitalization, workload, organizational culture, job satisfaction, and organizational citizenship behavior (OCB). The chosen research design is explanatory research, as its main focus is to explain how independent variables influence the dependent variable, both directly and thru the mediating role of job satisfaction.

The study population includes all universities in Banten Province. However, to maintain the effectiveness of the research while considering resource limitations, the researcher used a purposive sampling technique by selecting samples from universities in Tangerang Regency. From the data collection process, a total of 200 respondents were gathered, consisting of lecturers and educational staff. These two groups were chosen because they were considered the most representative in describing the dynamics of job satisfaction and OCB behavior in an academic environment.

The research instrument is a questionnaire designed using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Each variable is measured with indicators adapted from previous research, ensuring a strong theoretical foundation. Before distribution, the questionnaire was first tested thru validity and reliability tests to ensure that each statement item was truly capable of measuring the intended concept and was consistently used.

Data analysis is conducted in stages. First, descriptive analysis was conducted to provide an overview of the respondent profile and answer distribution. Second, classical assumption tests were performed to ensure that the data met the criteria for analysis suitability. Next, hypothesis testing was conducted using Partial Least Squares (PLS)-based Structural Equation Modeling (SEM). This method was chosen because it can test complex relationships, both direct and indirect, and is suitable for research models with mediating variables (Sholihin & Ratmono, 2021).

Figure 1. Conceptual Framework

This research focuses on five main variables: digitalization, workload, organizational culture, job satisfaction, and Organizational Citizenship Behavior (OCB). Each variable is explained thru a clear operational definition, complete with the indicators used as the basis for its measurement.

The digitalization variable describes the extent to which an organization utilizes technology to support its daily work processes. Digitalization is understood as an effort to introduce easier, more efficient, and more connected ways of working. The indicators include how technology helps simplify work, increase efficiency, support collaboration among employees, and make information more accessible. In other words, digitalization reflects an organization's readiness and maturity in adopting technology.

Furthermore, workload reflects how employees perceive the demands of the work they must complete—in terms of the number of tasks, intensity, and level of difficulty. Workload is viewed from the perspective of the number of tasks, time and energy demands, the need for high focus, and the intensity of daily activities. This variable provides an overview of the extent to which employees experience work pressure in performing their roles.

The next variable is organizational culture, which refers to the values, norms, and customs that exist within an organization. This culture influences how members work, interact, and develop attitudes in the workplace. The indicators include the extent to which the work culture promotes collaboration, supports innovation, is understood by all members of the organization, and creates a conducive and supportive work environment. A strong organizational culture will create a more positive and enjoyable work environment.

Meanwhile, job satisfaction describes employees' positive feelings toward various aspects of their work. In this study, job satisfaction was measured thru satisfaction with the tasks performed, relationships with colleagues, opportunities for self-development, and the comfort of the work environment. Job satisfaction serves as a psychological mechanism that helps understand how employees evaluate their experiences in the workplace.

Finally, the Organizational Citizenship Behavior (OCB) variable refers to positive behaviors performed by employees voluntarily, beyond the formal obligations outlined in their job descriptions. The indicators include willingness to help colleagues, initiative in taking on additional tasks, maintaining a positive work atmosphere, and creating harmonious relationships in the work environment. OCB reflects employees' commitment and care for their organization.

Overall, these five variables are interconnected and form a strong flow. Digitalization, workload, and organizational culture influence how employees perceive their jobs. The impact is reflected in job satisfaction, which ultimately plays a significant role in fostering extra-role behavior or OCB. Thus, this research framework provides a comprehensive overview of how organizational aspects can enhance employees' positive contributions beyond their formal duties.

Table 1. Definisi Operasional Variabel dan Indikator

Variabel	Definisi Operasional	Indikator
Digitalization	The level of digital technology utilization in supporting work processes, increasing efficiency, and facilitating access to information within the organization (Nuryana et al., 2024).	DG1 – Digital technology simplifies work
		DG2 – Technology increases work efficiency
		DG3 – Technology supports collaboration
		DG4 – Digitalization improves access to information
Workload	The extent to which job demands are felt by employees in the form of intensity, number of tasks, time demands, and level of difficulty of the job (Marsh et al., 2024).	WL1 – Number of tasks according to work target
		WL2 – Job demands require significant time/effort
		WL3 – Workload requires high focus
		WL4 – High daily work intensity
Organization Culture	The system of values, norms, and customs within an organization that governs the work patterns, interactions, and attitudes of its members. (Marsh et al., 2024).	OC1 – Work culture supports collaboration
		OC2 – Work culture drives innovation
		OC3 – Organizational values are well understood
		OC4 – environment is conducive and supportive
Jobs Satisfaction	Employees' positive feelings toward their work, work environment, and other aspects of their jobs such as social relationships, comfort, and self-development. (Prayuda et al., 2025).	JS1 – Satisfied with the work performed
		JS2 – Satisfied with coworker relationships
		JS3 – Satisfied with self-development opportunities
		JS4 – Satisfied with the work environment
Organizational Citizenship Behavior (OCB)	Voluntary employee behavior that is not formally required but helps organizational effectiveness, such as helping colleagues, maintaining harmony, and taking initiative (Sunarsih & Kumala, 2024).	OB1 – Voluntarily assisting colleagues
		OB2 – Performing tasks outside of one's role
		OB3 – Maintaining a conducive work environment
		OB4 – Maintaining harmonious working relationships

RESULTS AND DISCUSSION

Descriptive Analysis

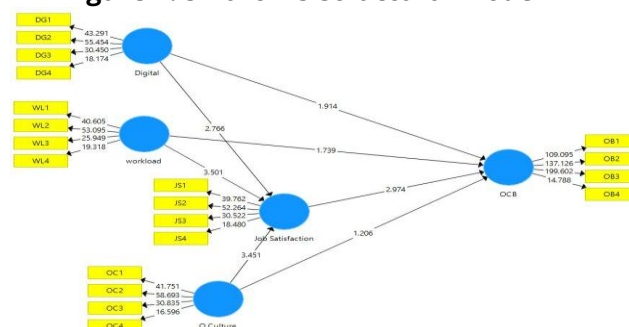
In descriptive analysis, the goal is to provide a detailed overview of the observed events or data characteristics without drawing broad conclusions. (Wiyono, 2020)

Table 2. Descriptive Statistic

Variabel	N	Minimum	Maksimum	Mean
Digitalization	400	2,25	5,00	4,23
Workload	400	2,25	5,00	4,23
Organizational Culture	400	2,00	5,00	4,24
Organizational Behavior	400	2,00	5,00	4,34
Job Satisfaction	400	2,25	5,00	4,24

The results of the descriptive analysis provide a comprehensive overview of respondents' perceptions of the research variables, namely digitalization, workload, organizational culture, job satisfaction, and Organizational Citizenship Behavior (OCB). Out of 400 respondents, all variables obtained an average score above 4.00 on a 1–5 Likert scale, indicating that respondents' perceptions were in the high category. Digitalization and workload both recorded an average score of 4.23. This indicates that respondents believe the implementation of digital technology in higher education is going well, while the perceived workload is relatively high but still within acceptable limits. Organizational culture received an average score of 4.24, indicating that respondents perceive a conducive, collaborative, and supportive work climate. The same average score was also obtained for the job satisfaction variable (4.24), which suggests that respondents' job satisfaction is at a high level. Interestingly, OCB has the highest average value, which is 4.34. This reflects that respondents relatively often exhibit voluntary behaviors that go beyond the formal requirements of their jobs, such as helping colleagues or participating in activities to support organizational effectiveness.

Structure Model

Figure 2. SmartPLS Structural Model

The structural model image based on Partial Least Squares (PLS-SEM) illustrates the relationships between the variables that are the focus of the research, namely Digitalization, Workload, Organizational Culture, Job Satisfaction, and Organizational Citizenship Behavior (OCB). Each construct was measured using several indicators, for example, Digitalization with DG1–DG4, Workload with WL1–WL4, Organizational Culture with OC1–OC4, Job Satisfaction with JS1–JS4, and OCB with OB1–OB4. The outer loading results show that most indicators have values above the threshold of 0.60, which means that this research instrument is valid in measuring the intended constructs. The path estimation in the model shows that Digitalization, Workload, and Organizational Culture have an influence on Job Satisfaction, which in turn plays an important role in increasing OCB. The Digitalization → Job Satisfaction path has a coefficient of 2.766, Workload → Job Satisfaction has a coefficient of 3.501, and Organizational Culture → Job Satisfaction has a coefficient of 3.451. Furthermore, the Job Satisfaction → OCB relationship shows a significant effect with a coefficient of 2.974. Conversely, the direct effects of Digitalization (1.914), Workload (1.739), and Organizational Culture (1.206) on OCB appear weaker compared to the indirect effects mediated by Job Satisfaction.

Convergent Validity Test

Convergent validity testing is conducted to ensure that the indicators used are truly capable of representing the construct being studied. In the PLS-SEM approach, convergent validity is typically assessed using three main criteria: outer loading, average variance extracted (AVE) value, and in some cases, also reinforced by the composite reliability (CR) value (Sholihin & Ratmono, 2021).

Table 3. Convergent Validity Test Result

Variabel	Outer Loading	Ave	CR
DG1 <- Digital	0,828	0,792	0,873
DG2 <- Digital	0,853		
DG3 <- Digital	0,838		
DG4 <- Digital	0,649		
JS1 <- Job Satisfaction	0,814	0,789	0,870
JS2 <- Job Satisfaction	0,848		
JS3 <- Job Satisfaction	0,842		
JS4 <- Job Satisfaction	0,653		
OB1 <- OCB	0,961	0,882	0,939
OB2 <- OCB	0,970		
OB3 <- OCB	0,973		
OB4 <- OCB	0,623		
OC1 <- O Culture	0,818	0,788	0,870
OC2 <- O Culture	0,866		
OC3 <- O Culture	0,834		
OC4 <- O Culture	0,633		
WL1 <- workload	0,813	0,788	0,869
WL2 <- workload	0,852		
WL3 <- workload	0,826		
WL4 <- workload	0,662		

The results of the convergent validity test show that all indicators for each research variable have outer loading values above 0.60. This means that each indicator can be declared valid in explaining the latent construct being measured. For the Digitalization variable, the outer loading values range from 0.649 to 0.853. For the Job Satisfaction variable, the values range from 0.653 to 0.848, while for OCB, they range from 0.623 to 0.973. The Organizational Culture variable shows values between 0.633 and 0.866, and the Workload variable falls within the range of 0.662 to 0.852. This result indicates that each indicator contributes significantly to forming the variable it is studying.

The construct reliability test also yielded consistent results. All research variables have a Composite Reliability (CR) value above 0.70 and an Average Variance Extracted (AVE) value above 0.50, which means they meet the criteria for reliability and validity. More specifically, Digitalization obtained an AVE value of 0.788 with a CR of 0.870, Job Satisfaction had an AVE of 0.788 with a CR of 0.869, Organizational Culture recorded an AVE of 0.792 with a CR of 0.873, Workload showed an AVE of 0.789 with a CR of 0.870, while OCB had the highest value with an AVE of 0.882 and a CR of 0.939. This result confirms that each variable used in the study has good internal consistency.

Discriminant Validity Test

Discriminant validity testing is conducted to ensure that each construct used in the study truly has a distinct identity, thus preventing overlap between constructs. In PLS-SEM, discriminant validity is generally tested using two approaches: the Fornell-Larcker Criterion and the Heterotrait-Monotrait Ratio (HTMT) (Juniarty & Wijayanti, 2025).

Table 4. Discriminant Validity Test Results

Konstruk/Variabel	DG	JS	OC	OCB	WL
Digital	0,796				
Job Satisfaction	0,987	0,793			
Organizational Culture	0,980	0,987	0,793		
OCB	0,715	0,733	0,719	0,894	
workload	0,986	0,991	0,985	0,729	0,792

The results of the discriminant validity test show that each construct in this study has the ability to clearly distinguish itself from other constructs. This is evident from the square root of the AVE (Average Variance Extracted) values, which are consistently higher than the correlations between variables. For example, the Digitalization variable has a value of 0.796, which is higher than its correlation with Job Satisfaction, Organizational Culture, OCB, or Workload. A similar pattern is seen in Job Satisfaction with a value of 0.793, which is also higher than its relationship with other constructs.

Organizational Culture shows the same consistency with a value of 0.793, which confirms a clear difference from other variables. Meanwhile, OCB records a value of 0.894, which is much higher than its correlation with Digitalization (0.715), Job Satisfaction (0.733), or Organizational Culture (0.719). Workload also showed consistent results, with a value of 0.792, which is higher than its correlation with other constructs.

Construction Reliability Test

Construct reliability testing is conducted to ensure that the instrument used is truly consistent in measuring the research variables. In this case, two main indicators are used, namely Composite Reliability (CR) and Cronbach's Alpha (CA) (Adetya & Yuliana, 2025). Both of these measures have a minimum standard of 0.70. If both values are greater than that threshold, then the construct is considered reliable.

Table 5. Construction Reliability Test Results

Construct	CA	rho_A	CR	AVE	Description
Digital	0,805	0,827	0,873	0,634	Reliable
Job Satisfaction	0,801	0,820	0,870	0,629	Reliable
Organizational Culture	0,799	0,824	0,870	0,629	Reliable
OCB	0,906	0,935	0,939	0,800	Reliable
workload	0,799	0,816	0,869	0,627	Reliable

The results of the construct reliability testing show that all research variables have good internal consistency. This is reflected in the Cronbach's Alpha (CA) values, which are all above the 0.70 threshold. The Digitalization variable recorded a value of 0.805, Job Satisfaction 0.801, Organizational Culture 0.799, OCB 0.906, and Workload 0.799. This finding indicates that the indicators used for each construct have adequate measurement stability.

Further testing thru rho_A and Composite Reliability (CR) also strengthened these findings. All variables showed rho_A values above 0.80 and CR above 0.86, far exceeding the required minimum threshold of 0.70. In more detail, Digitalization has a CR of 0.873, Job Satisfaction

0.870, Organizational Culture 0.870, OCB 0.939, and Workload 0.869. This result confirms that each construct in this study has very strong internal consistency.

Additionally, the results of the Average Variance Extracted (AVE) test also provide further support for construct validity. All variables show AVE values above 0.50, with Digitalization at 0.634, Job Satisfaction at 0.629, Organizational Culture at 0.629, OCB at 0.800, and Workload at 0.627. This means that each construct is able to explain more than 50% of the variance in the indicators that measure it, thus ensuring its convergent validity.

Hypothesis Test

The results of a hypothesis test can be understood as the conclusion of a statistical analysis that indicates whether the relationship or difference we are studying is real and meaningful, or whether it occurred by chance.

Table 6. Hypothesis Testing Result

Hypothesis	Original Sample	Mean	STDEV	T Statistics	P Values
Digital -> Job Satisfaction	0,267	0,246	0,096	2,766	0,006
Digital -> OCB	-0,408	-0,418	0,213	1,914	0,056
Job Satisfaction -> OCB	0,933	0,948	0,314	2,974	0,003
Organizational Culture -> Job Satisfaction	0,312	0,308	0,090	3,451	0,001
Organizational Culture -> OCB	-0,205	-0,198	0,170	1,206	0,228
workload -> Job Satisfaction	0,421	0,445	0,120	3,501	0,001
workload -> OCB	0,409	0,398	0,235	1,739	0,083

The results of the hypothesis testing show that Digitalization has a positive and significant influence on Job Satisfaction, with a coefficient of 0.267 and a p-value of 0.006 (< 0.05). This finding indicates that the higher the level of digitalization implemented by an organization, the greater the likelihood of increased employee job satisfaction. Interestingly, when tested directly against OCB, Digitalization actually yielded a negative coefficient of -0.408 with a p-value of 0.056 (> 0.05), thus being declared insignificant. This suggests that digitalization does not automatically promote extra-role behavior, but is more effective when its influence is first mediated thru job satisfaction.

Job satisfaction itself has been proven to have a very strong relationship with OCB. The analysis results show a coefficient of 0.933 with a p-value of 0.003 (< 0.05), which means the higher the level of job satisfaction, the greater the tendency of employees to exhibit voluntary behaviors that support the organization's sustainability.

Organizational culture was also found to have a positive and significant influence on job satisfaction, with a coefficient of 0.312 and a p-value of 0.001 (< 0.05). This means that a healthy and conducive organizational culture can increase employee job satisfaction. However, the direct influence of organizational culture on OCB is not significant, as evidenced by the coefficient of -0.205 and a p-value of 0.228 (> 0.05). Therefore, the contribution of organizational culture to OCB is more indirect, namely thru first increasing job satisfaction.

Similar results were also found for the Workload variable. Workload has a positive and significant effect on Job Satisfaction with a coefficient of 0.421 and a p-value of 0.001 (< 0.05). This finding suggests that well-managed workloads can be a challenge that drives job satisfaction. However, the influence of Workload on OCB is only positive but not significant, with a coefficient of 0.409 and a p-value of 0.083 (> 0.05).

Indirect Hypothesis Test

An indirect effect occurs when the influence of one variable on another is not direct, but rather thru an intermediary, which is the mediator variable.

Table 7. Results of Indirect Effect Hypothesis Test

Hypothesis	Original Sample	Sample Mean	STDE V	T Statistics	P Values
Digital -> Job Satisfaction -> OCB	0,249	0,230	0,114	2,179	0,030
O Culture -> Job Satisfaction -> OCB	0,291	0,293	0,134	2,163	0,031
workload -> Job Satisfaction -> OCB	0,393	0,423	0,189	2,073	0,039

The results of the mediation effect testing show that Job Satisfaction plays an important role in mediating the influence of Digitalization, Organizational Culture, and Workload on OCB. On the path Digitalization → Job Satisfaction → OCB, a coefficient of 0.249 was obtained with a p-value of 0.030 (< 0.05). This finding suggests that digitalization does not automatically lead to extra-role behavior, but first increases employee job satisfaction. In other words, the effective application of digital technology will only impact OCB if employees feel satisfied with their work.

Furthermore, the influence of Organizational Culture → Job Satisfaction → OCB is also significant, with a coefficient of 0.291 and a p-value of 0.031 (< 0.05). These results indicate that a conducive organizational culture is able to create a pleasant and satisfying work atmosphere, which in turn encourages employees to exhibit voluntary behaviors that support organizational success. Thus, the contribution of organizational culture to OCB occurs more thru increased job satisfaction.

Similar findings were also observed in the Workload → Job Satisfaction → OCB path, with a coefficient of 0.393 and a p-value of 0.039 (< 0.05). This means that properly managed workload can be a challenge that fosters job satisfaction, and it is this satisfaction that then motivates employees to engage in extra-role behavior.

The results of this study indicate that digitalization has a positive and significant impact on job satisfaction, but does not directly influence OCB. This suggests that the use of digital technology in universities can increase work efficiency and comfort, leading both lecturers and administrative staff to experience higher job satisfaction. However, the adoption of technology does not automatically encourage employees to engage in extra-role behaviors. According to the Job Demands–Resources (JD-R) Model framework, digitalization is more accurately understood as a new job resource that will have a real impact on extra-role behavior when it first contributes to increased job satisfaction. This finding is consistent with previous research emphasizing that digitalization tends to have an indirect impact on employee behavior, mediated by psychological and affective mechanisms.

On the other hand, workload was found to have a positive effect on job satisfaction, but not significantly on OCB. This finding is interesting because it shifts the common perception that workload only has a negative impact. The results of this study show that properly managed workload can actually be a challenge that fosters a sense of accomplishment and increases job satisfaction. However, a balanced workload does not automatically encourage employees to engage in extra-role behavior. Thus, job satisfaction once again acts as a mediating factor bridging the influence of workload on OCB. Meanwhile, organizational culture is proven to have a significant impact on job satisfaction, but not directly on OCB. Organizational culture that supports collaboration, trust, and innovation is able to create a positive work environment, thereby increasing employee satisfaction.

However, extra-role behavior emerges not only because of a strong organizational culture, but also when that culture is genuinely perceived positively by employees through job satisfaction. This aligns with previous research findings confirming that organizational culture is an important factor for OCB when employees feel satisfied and committed to the organization.

Most notably, this study found that job satisfaction has a significant influence on OCB, both directly and as a mediator. Mediation tests showed that job satisfaction is the main path bridging the influence of digitalization, workload, and organizational culture on OCB. In other words, employees who are satisfied with their jobs are more likely to exhibit voluntary behaviors, such as helping colleagues, maintaining a harmonious work environment, and demonstrating high commitment to the organization. This finding strengthens the JD-R Model framework and Job Characteristics Theory, which emphasize the importance of psychological factors in explaining the link between working conditions and employee behavior.

Theoretically, this research confirms that job satisfaction is a key psychological mechanism in explaining the relationship between digitalization, workload, and organizational culture with OCB. Practically, the research results provide strategic implications for university management, particularly in Tangerang Regency. Efforts to improve OCB should focus on creating job satisfaction by wisely managing digitalization programs, balancing workloads, and strengthening an inclusive and supportive organizational culture. Thus, job satisfaction can serve as a key catalyst for encouraging employees to exhibit extra-role behaviors that ultimately enhance organizational effectiveness and sustainability.

CONCLUSION

1. Digitalization, workload, and organizational culture have a positive and significant impact on job satisfaction, but do not directly influence OCB.
2. Job satisfaction plays an important role as a mediator, bridging the influence of digitalization, workload, and organizational culture on OCB.
3. Job satisfaction is a key psychological factor that explains the emergence of employee extra-role behavior (OCB).
4. Efforts to increase OCB are not sufficient with just digital technology, workload management, or strengthening organizational culture, but must be focused on creating consistent and sustainable job satisfaction.

SUGGESTIONS

1. Design a digitalization strategy that considers employee comfort, engagement, and readiness, not just efficiency.
2. Manage workload in a balanced way, challenging for motivation but not causing excessive stress.
3. Develop an inclusive, collaborative, and innovative organizational culture to support employee satisfaction and commitment.
4. The main focus of management should be directed toward increasing job satisfaction, as this is the primary catalyst for the growth of OCB.

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DM: Conceptualization, Methodology, Data Collection, Data Analysis, Writing – Original Draft, Visualization, Review and Editing

NH:Supervision.

MM:Supervision

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3. Conflict of Interest:

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4. Research Ethics:

The study did not involve any intervention, biological specimens, vulnerable groups, or sensitive personal data. Participation was voluntary, and the confidentiality of the respondents was maintained

5. Use of Artificial Intelligence (AI):

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