BURDEN OR BREAKTHROUGH? DIGITAL WORKLOAD, PERCEIVED ORGANIZATIONAL SUPPORT, AND INNOVATIVE WORK BEHAVIOR AMONG GENERATION Z

Alfilia Hilda Rahmatika[1], Imam Adiyana[2]
[1,2]Program Studi Bisnis Digital, School of Economics and Business, Universitas Telkom Kampus Purwokerto
Email: alfiliahilda@telkomuniversity.ac.id, imamadiyana@telkomuniversity.ac.id

Abstract

The increasing integration of digital technologies into workplace activities has intensified employees' digital workload, raising questions about its implications for innovative work behavior (IWB). This study examines the effect of digital workload on IWB and the moderating role of perceived organizational support (POS) among Generation Z employees working in technology service companies. Drawing on the Job Demands-Resources (JD-R) framework and Organizational Support Theory, this study employed a quantitative research approach involving 155 respondents, with data analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that digital workload has no significant direct effect on IWB, whereas POS has a positive and significant effect on employees' innovative work behavior. Importantly, POS significantly moderates the relationship between digital workload and IWB, demonstrating a crossover interaction pattern. Specifically, digital workload is negatively associated with IWB when perceived organizational support is low, but positively associated with IWB when perceived organizational support is high. This finding suggests that digital workload does not inherently constrain or stimulate employee innovation; rather, its implications depend on the organizational resources available to employees. Theoretically, this study extends the application of the JD-R framework by demonstrating how organizational support conditions the relationship between digital job demands and innovative work behavior. From a managerial perspective, technology service companies should strengthen managerial assistance, employee recognition, access to adequate digital resources, and supportive work arrangements to help Generation Z employees transform digital demands into opportunities for innovation.

Keywords: digital workload, innovative work behavior, perceived organizational support, Generation Z

INTRODUCTION

Not only does the development of the artificial intelligence (AI) technology alter the approach to doing tasks, but it also impacts competencies needed by individuals in order to perform their duties and requirements. According to the International Labour Organization, (2025), about a quarter of the world workforce holds positions that involve some degree of exposure to the generative AI. Reports in Indonesia, according to Badan Pusat Statistik, (2026) that 77.63% of people in the country used the internet, which was a rise from 68.65% of 2024. Moreover, according to e-Conomy SEA 2025 the digital economy of Indonesia amounted to almost US$100 billion. This means the increasing significance of the capacity of employees to adjust to the technology, improve processes, and generate ideas beneficial for organizations.

This context becomes especially applicable for Generation Z workers in the sphere of technology services due to the use of technology-intensive work environments in terms of application, information, collaboration, and communication (Barbu et al., 2025). Although technology allows completing tasks faster, it puts more stress on the employee to act promptly towards the information, use several applications and finish tasks within time limits (Fu, 2024). This stress is connected to the concept of "digital workload," which means the workload caused by digital technology usage at the workplace (Damayanti et al., 2026; Hartini & Susanto, 2025; Scholze & Hecker, 2023). The findings of Wang et al., (2025) dan Zhang et al., (2025) prove that although digital challenges contribute to innovations, they are also related to technostress and digital fatigue, deteriorating employees' psychological health.

In addition to this, the dynamics of technology-enabled workplace environment call for employees not only to acquire digital tools and technologies but also to make their contributions through the development and implementation of ideas that enhance work processes (Pinheiro et al., 2026; Handiman & Adam, 2024). This behavior pattern is called innovative work behavior. However, in practice, high digital demands can consume the time and effort that would be required for idea generation (Wang et al., 2024; Goel et al., 2024). At the same time, digital demands also create a potential to prompt employees to search for better ways of doing work (Liu et al., 2026; Gao et al., 2025). These circumstances suggest some link between digital work demands and innovative work behavior which requires further analysis in order to find out whether digital work demands correlate with the growth or decrease of employees' innovation efforts.

From existing literature, information is available about the association of digital demands and different outcomes at work. The study by Kurniawati et al., (2026), showed that digital workload, role ambiguity, and digital skill shortage have a

positive impact on technostress. On the other hand, the study by Anggraini & Wulandari, (2026) indicated that digital workload has a positive effect on performance, but technostress negatively impacts performance due to digital fatigue. From the above studies, it can be seen that there exists an association between digital demands and different work outcomes. However, these studies did not cover innovative work behavior as a dependent variable.

According to the Job Demands-Resources (JD-R) framework, digital workload is considered as a job demand that takes away the time and effort from employees (Tinake & Tamima, 2026), while Perceived Organizational Support (POS) is an organizational resource represented in employees' perceptions of appreciation of their contributions and concern about their well-being (Eisenberger et al., 2020). According to Tri & Purba, (2026) POS helps reduce the adverse effect of digital workload on psychological well-being. In addition, according to Kanto et al., (2026) POS affects innovative work behavior (IWB) and sustainable business performance of employees of culinary MSMEs. At the same time, neither of these studies analyzed POS as a mediator of the effects of digital workload on innovative work behavior. The research by Sibassaha et al., (2025) shows how the organization can facilitate the coping process of employees with digital workload and convert it into IWB.

Based on prior research, a gap exists regarding the lack of evidence specifically examining the relationship between digital workload and Innovative Work Behavior (IWB) and the moderating role of Perceived Organizational Support (POS), particularly among Generation Z workers in the technology service sector. While Karyadi et al., (2026) investigated digital innovation among Gen Z employees in MSME startups, their study focused on the digital work environment, work autonomy, and technology acceptance as factors related to digital innovation. The present study differs by focusing on IWB and examining whether organizational support alters the relationship between digital workload and innovative behavior. These differences in context and variables provide a rationale for specifically testing this model.

In this study, the objective is to study the effects of digital workload on innovative work behavior and the moderation effect of perceived organizational support on the same in Generation Z employees in technology service companies. The results obtained from this research will help in the expansion of literature on JD-R theory in the case of digital work along with providing some useful guidance to the firms regarding how to manage digital workload and organizational support.

LITERATUR REVIEW

Digital Workload

Digital workload refers to the job demands that come from how much employees interact with technology. Tri & Purba, (2026) describe it as the emotional and behavioral pressures that come from constantly using digital tools at work. Anggraini & Wulandari, (2026) see it as a kind of workload that builds on traditional work demands. They say it comes not from the amount of work but also from how often people use digital systems, how fast they need to respond and how much brainpower is required to handle digital information all the time. Kurniawati et al., (2026) agree, saying digital workload happens when workers have to use different digital systems in their jobs.

Within the Job Demands-Resources (JD-R) framework, Scholze & Hecker, (2024) define workload as a digital job demand that comes from using digital information and communication technologies. This type of demand requires a lot of effort. They identify three parts. First is availability, being connected all the time so employees can be reached any time, which makes it hard to separate work from life. Second is work intensification, working faster and having tasks because of digital tools along with the need to respond quickly. Third is technology dependence, relying on tools so much that any technical problems can stop work and make people feel frustrated. Based on this digital workload is seen as a mix of emotional and physical pressures that come from working closely with different digital systems at work not just the number of tasks.

Perceived Organizational Support

Perceived Organizational Support (POS) is the perceived support from the organization regarding the value placed by the organization on the contributions of its workers and the well-being of the latter. As described by Eisenberger et al., (2020) POS is defined as the perceptions of an employee regarding how the organization values their contributions and care for their well-being. This definition is similar to the one used by Liu et al., (2026), adding that POS can also be realized through training, motivation emotionally and innovatively resourced. The support, according to Kanto et al., (2026) is realized in terms of appreciation from the organization owners, provision of appropriate tools for work, proper recognition, helping to solve any problems encountered at work, and openness to any suggestions by the employees Nonyana et al., (2025) consider POS to be the degree to which employees feel that the organization values their work and gives importance to their well-being. It is also defined as perceptions by employees concerning how the organization feels about its responsibilities and effort put in assisting employees meet work-related demands.

Similarly, Sulaiman et al., (2019) categorize POS as a job resource, specifically the extent to which the organization and supervisors value employees' contributions and well-being.

Based on organizational support theory, Eisenberger et al., (2020) divide POS into two dimensions. The first dimension is valuing employee contributions. This is how much employees feel their work and their efforts are noticed and thanked by the organization. The second dimension is caring about employee being. This is how much employees feel the organization is interested in their health and happiness. Even though these two parts are different employees usually see them as one. This feeling helps employees feel they should give something back. They do this by being loyal and working harder, than normal. Based on this idea POS is when an employee believes the organization values their work and cares about their well-being. This belief shows in the way the organization gives thanks offers help and provides the tools needed for the job.

Innovative Work Behavior

Etikariena et al., (2026) define innovative work behavior as the intentional creation, promotion, and application of new ideas, processes, or methods to enhance organizational effectiveness. Elsayed et al. (2023) emphasize that this behavior is intentional and self-initiated, benefiting individuals, teams, and the organization. Xu & Suntrayuth, (2022) view it as a complex set of actions comprising three activities: generating, promoting, and realizing new ideas. Frezza & White, (2024) memandangnya sebagai upaya sadar karyawan menciptakan layanan, produk, atau praktik kerja baru. Yusuf & Etikariena, (2023) view innovative work behavior as an intentional effort by staff to develop new services, products, or ways of working. Meanwhile, Hock-Doepgen et al., (2025) claim that innovative work behavior links the conditions in which employees work to the outcomes of the business.

In respect to how it is measured, Janssen, (2000) as quoted in Wechtler & Suseno, (2025) plains that IWB is an iterative behavioral process that has three dimensions. The first dimension is the creation of new ideas by developing creative solutions to work-related problems. The second dimension is the promotion of the new ideas through support from others for the new idea. The third dimension is the realization of ideas through their implementation. These three stages have been mentioned in other literature and described as the creation, promotion, and realization of ideas. Therefore, from the above analysis, IWB may be defined as the deliberate and self-initiated behavior of employees that seeks to create and realize new ideas.

HYPOTHESIS DEVELOPMENT

In accordance with the Job Demands-Resources (JD-R) theory, digital workload can be seen as a job demand in which employees need to put cognitive and emotional efforts while accomplishing digital technology-based tasks (Scholze & Hecker, 2023). As a result, these demands can have a detrimental effect on the depletion of individual resources and decrease psychological well-being (Tri & Purba, 2026) and cause technostress (Kurniawati et al., 2026). Nevertheless, it should be said that digitalization does not always bring negative effects to individuals and their performance. According to Zhang et al., (2025) digitalization can change both job demands and resources. The usage of digital technology can have a possibility to improve autonomy, cooperation, and efficiency in completing tasks. Thus, as support for this point of view, it can be said that Anggraini & Wulandari, (2026) showed a positive correlation between digital workload and employee performance.

As far as innovative work behavior is concerned, encounters with different kinds of digital technologies are likely to result in operational difficulties, necessity of adjustment, and possibilities for process improvements (Seema & Saini, 2026). These encounters have the capacity to stimulate employees to come up with new ideas (idea generation), to get these ideas supported (idea promotion), and to implement them in their work activities (idea realization) (Etikariena et al., 2026; Kanto et al., 2026). Therefore, there might be an association between digital workload and innovative work behavior, but its nature and intensity need to be empirically verified. On this ground, the first hypothesis is presented.

H1. Digital Workload has a significant effect on Innovative Work Behavior.

As per the theory of Organizational Support, Perceived Organizational Support (POS) is defined as the perceptions held by the employees concerning how much the organization values their contributions and is concerned about them (Eisenberger et al., 2020). This can inspire employees to repay the favor done by the organization in terms of its good behavior by giving more than what is expected in the normal course of duty, such as innovativeness (Wechtler & Suseno, 2025; Nonyana et al., 2025; Hock-Doepgen et al., 2025). Furthermore, organizational support in the form of training, emotional support, and the provision of relevant resources can assist employees in overcoming obstacles during the innovation process and facilitate the development and implementation of new ideas (Liu et al., 2026). Thus, POS has the potential to create working conditions that encourage employees to take initiative, develop ideas, and implement innovative solutions.

In line with this reasoning, a number of past research studies show a positive correlation between POS and IWB (Sulaiman et al. (2019); Nonyana et al. (2025); Liu

et al. (2026); Kanto et al. (2026). Generally, such findings provide strong justification for the claim that when employees have better perceptions of organizational support, there will be a higher possibility for innovative work behavior to emerge. Based on this theoretical and empirical rationale, the second hypothesis is posed below.

H2. Perceived Organizational Support has a significant effect on Innovative Work Behavior.

In the context of the Job Demands-Resources (JD-R) model, job resources are seen as those factors that allow people to deal with the job demands as well as lessen the negative effects of the latter (Scholze & Hecker, 2024). The Perceived Organizational Support (POS) is an example of such a resource that enables employees to deal with job demands (Canboy et al., 2023). In line with the above discussion, Tri & Purba, (2026) revealed that POS is able to moderate the association between digital workload and psychological well-being. Employees who have a higher level of organizational support will be better protected from high levels of digital demands.

In terms of innovative work behavior (IWB), the innovation process entails the commitment of human resources of employees including knowledge, effort, and social support in order to generate and realize innovations (Kanto et al., 2026). In cases where there is a large digital workload, the employees who are recognized, supported, and provided with resources by the organization will be better placed in being able to spot areas of improvement, generate ideas, and implement them at work (Liu et al., 2026). On the other hand, lack of organizational support can lead to digital workload taking up much more of the resources that are required for innovations (Wang et al., 2025). This means that the POS will function as the context that will affect the relationship between digital workload and IWB. Therefore, the third hypothesis will be as follows.

H3. Perceived Organizational Support moderates and strengthens the effect of Digital Workload on Innovative Work Behavior.

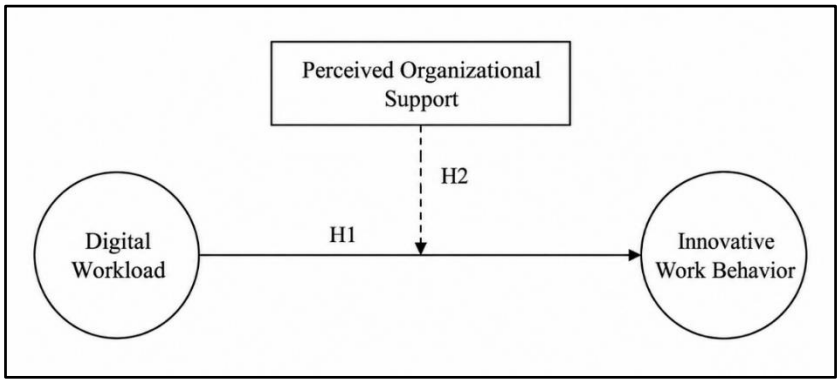


Figure 1. Research Model

METHOD

For the current study, a quantitative approach together with a verification research design will be utilized to prove the research hypotheses concerning the influence of digital workload on innovative work behavior and the moderating effect of perceived organizational support on this relationship. For the quantification of relationships among variables in terms of numbers obtained from survey participants, a quantitative approach will be utilized (Sa'id et al., 2024). The population of interest for the research will consist of Generation Z workers of a technology service company operating in South Jakarta. The selection of the research context has been based on the significance of digital technology use in work activities and innovative behavior.

The participants in the study are the 155 members of Generation Z employed by the company who have at least one year of experience in the company. In other words, the participants in the study constitute the sub-sample of 364 people employed by the company and meeting the requirements of the research. The participants in the study were chosen based on the criteria of purposive sampling (Tajik et al., 2024), Those criteria were membership in Generation Z, one year or more of work experience, and willingness to take part in the research. The requirement concerning the work experience is necessary because the respondents needed to have enough experience to comprehend digital job requirements and support provided by the company. In the current research, all 155 eligible employees were approached. Therefore, the recruitment of all such people constitutes the total sampling method.

Collection of data was done through the use of a questionnaire given to respondents through Google forms. The research tool used in measuring the variables in the current research, a five-point Likert scale was used in which 1 stood for strongly disagree, 2 stood for disagree, 3 was neutral, 4 indicated agree, and 5 signified strongly agree. The survey was conducted to assess digital workload as an independent variable (X), innovative work behavior as a dependent variable (Y) and perceived organizational support as a moderator variable (W).. Digital workload was measured using nine items obtained from the instrument developed by Scholze & Hecker, (2024) for instance, "I depend heavily on digital technology to get my work done." Innovative work behavior (IWB) was measured using nine items obtained from the instrument developed by Janssen, (2000) but as used by Yusuf & Etikariena, (2023) for instance, "I communicate innovative ideas to my colleagues and supervisor." Perceived organizational support (POS) was measured using eight items obtained from the instrument developed by Eisenberger et al., (2020) for instance, "Organization provides help when I have work-related challenges." Therefore, there were 26 items to measure the three research variables.

The analysis of data was done through the use of SmartPLS software version 4.1.1.8, while PLS-SEM method was employed in the process. Data analysis commenced with the examination of measurement model (Outer Model), where the validity and reliability of construct were examined with regard to convergent validity, discriminant validity, and internal reliability. Then, structural model (inner model) was examined in an effort to examine the relationship between variables with respect to path coefficients, R^2 value, and outcomes of hypotheses tests through bootstrapping approach. Moderation analysis was done to examine the interaction effect of digital workload and perceived organizational support on innovative work behavior.

RESULT AND DISCUSSION

Tabel 1. Demographic profiles of participants

Varible	n	%
Gender:		
Male	68	43,9
Female	87	56,1
Age		
From 19 to less than 21	37	23,9
From 22 to less than 25	62	40,0
From 26 to less than 29	56	36,1
Education		
Vocational High School	9	5,8
Diploma	52	33,5
University level	86	55,5
Master	8	5,2
Length of Services		
1 – 2 years	37	23,9
2 – 3 years	32	20,6
3 – 5 years	58	37,4
More than 5 year	28	18,1
Employment Status		
Contract	64	41,3
Permanent	91	58,7
Work Division		
Business / Operations	28	18,1
Customer Service	16	10,
Finance	21	13,5
Human Resources	18	11,6
Marketing	23	14,8
Product / Project	20	12,9

Technology	29	18,7
Job Level		
Manager and Above	4	2,6
Senior Staff	52	33,5
Staff	80	51,6
Supervisior / Coordinator	19	12,3
Work Arrangement		
WFO	84	54,2
Hybrid	67	43,2
Remote	4	2,6

Source: Research Data Processing, (2026)

This study had 155 people taking part. Most of them were female. The percentage was 56.1 percent. The age group was mainly 22 to 25 years old. That was 40 percent of all the people. Everyone in the study was between 18 and 29 years old. Most people had a bachelors degree. That was 55.5 percent. They had between 3 and 5 years of work experience. That was 37.4 percent. Most people had jobs. The percentage was 58.7 percent. Most people worked in staff or officer positions. That was 51.6 percent. The people were in seven divisions. The biggest groups were, in Technology/IT and Business/Operations. Each of those had 18.7 percent and 18.1 percent. Most people worked in the office. That was 54.2 percent. Some people worked in a way. That was 43.2 percent. 2.6 Percent of people worked completely from home.

Tabel 2. Descriptive Statistics of Variables

Variable	Mean	Standard Deviation	Interpretation
Digital Workload (X)	3,970	1,023	High
Perceived Organizational Support (M)	3,907	0,992	High
Innovative Work Behavior (Y)	4,043	0,719	High

Source: Research Data Processing, (2026)

Table 2 presents descriptive statistics and indicates that digital workload variable, perceived organizational support variable and innovative work behavior variable fall under this category. The digital workload variable has a mean of 3.970 and a standard deviation of 1.023 suggesting that people feel work demands are high. The perceived organizational support variable has a mean of 3.907 and a standard deviation of 0.992 suggesting that there is support from the organization; it values employees and cares about them. The innovative work behavior variable has a mean of 4.043 and a

standard deviation of 0.719 suggesting that respondents tend to generate, promote and implement new ideas while at work. The work behavior standard deviation is also the lowest suggesting that respondents' answers regarding innovative work behavior are more consistent than those of digital workload variable and perceived organizational support variable. All variables in the category have been based on a five-point scale where the range between 3.41 and 4.20 is considered to be high.

Tabel 3. Measurement Model Assessment

Variable	Outer Loading Range	AVE	Composite Reliability	Cronbach's Alpha
Digital Workload	0,754 – 0,844	0,616	0,918	0,901
Perceived Organizational Support	0,778 – 0,821	0,655	0,938	0,925
Innovative Work Behavior	0,727 – 0,833	0,619	0,936	0,923

Source: Research Data Processing, (2026)

The results of the measurement model as given in table 3 below clearly indicate that all indicators as well as all constructs have met the requirements of validity and reliability. For example, the outer loadings for all the indicators fall within the range of 0.727 to 0.844 which is higher than 0.70 and therefore indicates that all the indicators are appropriate in measuring their respective constructs. The average variance extracted (AVE) values of all the three constructs fall within the range of 0.616 to 0.655 and since they exceed 0.50, it means that they are having convergent validity.

Tabel 4. HTMT Discriminant Validity

Construct	DW	POS	IWB
Digital Workload (DW)	-		
Perceived Organizational Support (POS)	0,089	-	
Innovative Work Behavior (IWB)	0,107	0,644	-

Source: Research Data Processing, (2026)

Based on the test results in Table 4 all heterotrait-monotrait ratio HTMT values are below the threshold of 0.85 as recommended by Hair et al., (2019). The HTMT value

between workload and perceived organizational support was recorded at 0.089. The HTMT value between workload and innovative work behavior was recorded at 0.107. The HTMT value between perceived support and innovative work behavior was recorded at 0.644. These results show that each construct has discriminant validity. This means that the three variables can be told apart in practice. The measurement model meets the requirements, for validity.

Tabel 5. Structural Model Assessment

Relationship	VIF	f-square
Digital Workload → Innovative Work Behavior	1,010	0,002
Perceived Organizational Support → Innovative Work Behavior	1,015	0,558
Digital Workload → Perceived Organizational Support → Innovative Work Behavior	1,010	0,554

Source: Research Data Processing, (2026)

The results in Table 5 for the model show that all variance inflation factor (VIF) values are between 1.010 and 1.015. This means there's no sign of multicollinearity among the predictor variables, including the interaction variable. Looking at effect sizes using f-perceived organizational support has a big effect on innovative work behavior with a value of 0.558. The interaction between workload and perceived organizational support is also strong with an f-square of 0.554. On the hand digital workload by itself has a very small direct effect on innovative work behavior with an f-square of 0.002. This is below the 0.02 cutoff, which means digital workload doesn't explain much of the variation, in work behavior on its own. This aligns with what (Funder & Ozer, 2019) say about effect sizes.

Tabel 6. Hasil R-Square dan R-Square Adjusted

Model	R-Squared	Adjusted R-Squared	Category
Main model (Y ~ X + M)	0,363	0,355	Moderate
Full Moderation Model (Y ~ X + M + X × M)	0,590	0,582	Strong

Additional Contribution of The Interaction Term (ΔR^2)	0,227	-	Very Large

From Table 6, the main model with digital workload and perceived organizational support as the independent variables gave an R^2 value of 0.363 and an adjusted R^2 of 0.355. Adding the interaction between digital workload and perceived organizational support increased the R^2 value to 0.590, an adjusted R^2 of 0.582. This implies that including the interaction increased the explanatory ability of the model, which was measured using the ΔR^2, by 22.7 percent points. From these results, it is evident that the interaction variable has its unique contribution in the explanation of the variation in innovative work behavior. Nevertheless, further analysis of the moderation effect will be done based on the results from interaction coefficient testing and bootstrapping.

Tabel 7. Hypothesis Testing Result

Hypothesis	Path	β	SE	T-Statistic	P-Value	95% CI	Decision
H1	DW → IWB	0,038	0,078	0,489	0,625	(-0,112 – 0,196)	Not Supported
H2	POS → IWB	0,598	0,085	7,054	< 0,000	(0,412 – 0,740)	Supported
H3	DW x POS → IWB	0,606	0,078	7,788	< 0,000	(0,446 – 0,744)	Supported

As evidenced from the findings presented in Table 7, H1 is rejected. Digital workload does not significantly affect innovative work behavior ($\beta = 0.038$; $t = 0.489$; $p = 0.625$). In addition, 95% confidence intervals of this variable (-0.112; 0.196) include zero. H2 is accepted. Perceived organizational support has a positive and significant impact on innovative work behavior ($\beta = 0.598$; $t = 7.054$; $p < 0.001$). This implies that the higher level of organizational support felt by employees, the more innovative is their work behavior. H3 is also accepted. The interaction between digital workload and perceived organizational support positively and significantly influences the innovative work behavior of employees ($\beta = 0.606$; $t = 7.788$; $p < 0.001$). It is concluded that the organizational support moderates the relationship between digital workload and innovative work behavior.

Tabel 8. Simple Slopes Analysis of the Moderating Effect of POS

Level of POS (POS)	Simple Slope (b)	SE	T-Statistic	P-Value	CI 2,5%	CI 97,5%	Intepretation
Low (−1 SD)	-0,591	0,098	6,027	0,000	-0,767	-0,381	Negative, Significant
Mean (0)	0,015	0,049	0,305	0,760	-0,078	0,117	Not Significant
High (+1 SD)	0,621	0,085	7,323	0,000	0,448	0,786	Positive Significant

As seen in Table 8, the simple slope analysis reveals that the impact of digital workload on innovative work behavior varies based on the level of organizational support. At lower organizational support level (−1 SD), the effect of digital workload on innovative work behavior is significant and negative ($b = -0.591$; $p < 0.001$). The impact at the average level of organizational support is insignificant ($b = 0.015$; $p = 0.760$). The impact at the higher organizational support level (+1 SD) is significant and positive ($b = 0.621$; $p < 0.001$).

CONCLUSION AND IMPLICATIONS

In this study, the effects of digital workload on innovative work behavior (IWB), as well as the moderation effect of POS on the relationship between the two variables in Generation Z workers in technology service firms are analyzed. It is found that digital workload does not significantly affect IWB; but POS affects IWB positively and moderates the effect of digital workload. The addition of the interaction effect improves the predictive power of the model for IWB.

The first hypothesis did not lead to significant results and, therefore, was rejected. That is to say that the digital workload does not necessarily spur or suppress innovation behavior at average levels of organizational support. In the context of the JD-R approach, the digital workload is a job demand that occupies employees' time and energy (Scholze & Hecker, 2024). On the one hand, the job demand in this case means depletion of employees' resources needed for the development and implementation of innovations. On the other hand, digital technologies can open the door to the discovery of alternatives for problem solving and improving the efficiency of the work process. Thus, digital workload neither facilitates nor discourages innovative behavior. Such conflicting effects can explain the lack of significance of the direct impact of digital workload on innovative work behavior (IWB). Such results prove that the impact of job demands can differ depending on the particular aspect that is being studied, as shown by Anggraini & Wulandari, (2026), who found a

positive relationship between digital workload and the level of employee performance, as well as Tri & Purba, (2026), whose research found a relationship with psychological well-being decline.

The second hypothesis gave significant outcomes and therefore, was supported. Perceived Organizational Support (POS) turned out to be a good predictor of IWB. It is in line with organizational support theory since it claims that when people feel appreciated for their efforts and well-being being taken into consideration, then they will respond with positive behavior that goes beyond mere performance (Eisenberger et al., 2020). This means such activities as generating, communicating, and implementing novel ideas (Etikariena et al., 2026). The findings are similar to other research (Kanto et al., 2026; Liu et al., (2026); Nonyana et al., 2025) which showed a positive impact of POS on IWB.

The third hypothesis also yielded significant results and was thus supported: POS was found to moderate the effect of digital workload on IWB. Simple slopes analysis revealed a crossover interaction pattern. At low levels of organizational support, digital workload reduced IWB (Puspita et al., 2025). At average levels of organizational support, the effect was not significant. Conversely, at high levels of organizational support, digital workload actually increased IWB. These findings provide evidence for the assumption of the JD-R model, according to which resources In the workplace affect how demands will affect employees' productivity (Scholze & Hecker, 2023). In the case when there is a lack of support, demands deplete resources but fail to recharge them, and the generation of new ideas becomes impossible (Trofimova, 2025). In the case high leves of organizational support, employees perceive demands as managebale and as a challenge, which is possible according to conservation of resources theory (Hobfoll, 1989 as cited in Tri & Purba, (2026) allowing these demands to be transformed into new ideas that are promoted and realized. These results extend the findings of Tri & Purba, (2026), which showed that POS mitigates the negative impact of digital workload on psychological well-being to include work outcomes in the form of innovative behavior.

This study has several limitations: a cross-sectional design, self-reported data, a limited sample size, and a sample restricted to young workers in the technology services sector. Future research could employ a longitudinal design, include samples from diverse generations and sectors, and examine the dimensions of digital workload (availability, work intensification, and technology dependence) separately.

REFERENCES

Anggraini, A. S., & Wulandari, F. (2026). Digital Workload and Technostress on Employee Performance: The Mediating Role of Digital Fatigue. *JBMP (Jurnal*

Bisnis, Manajemen Dan Perbankan), *12*(1), 131–145. https://doi.org/10.21070/jbmp.v12i1.2309

Badan Pusat Statistik, B. P. S. (2026). Statistik Telekomunikasi Indonesia 2025. In *Badan Pusat Statistik* (Vol. 8, Issue 5).

Barbu, A., Ichimov, M. A. M., Costea-Marcu, I. C., Militaru, G., Deselnicu, D. C., & Moiceanu, G. (2025). Exploring Employee Perspectives on Workplace Technology: Usage, Roles, and Implications for Satisfaction and Performance. *Behavioral Sciences*, *15*(1), 45. https://doi.org/10.3390/bs15010045

Canboy, B., Tillou, C., Barzantny, C., Güçlü, B., & Benichoux, F. (2023). The impact of perceived organizational support on work meaningfulness, engagement, and perceived stress in France. *European Management Journal*, *41*(1), 90–100. https://doi.org/10.1016/j.emj.2021.12.004

Damayanti, N., Ramadhi, R., & Andrefson, E. (2026). Disengagement in the Digital Era: Unpacking the Mediating Role of Technostress Between Job Insecurity, Digital Workload, Boreout, and Digital Presenteeism. *Analisis Sistem Antrian Dalam Upaya Meningkatkan*, *8*(1), 98–114. https://doi.org/https://doi.org/10.20414/jed.v8i1.14723

Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived Organizational Support: Why Caring About Employees Counts. *Annual Review of Organizational Psychology and Organizational Behavior*, *7*(1), 101–124. https://doi.org/10.1146/annurev-orgpsych-012119-044917

Etikariena, A., Mohd Rasdi, R., Roebianto, A., Sabela, O. I., Khaerunnisa, N., Fatihah, R. N., Romulus, M., & Hilmi, Y. (2026). A comparative study of innovative work behavior in the public and private sectors: the impact of organizational culture and psychological safety. *Cogent Psychology*, *13*(1). https://doi.org/10.1080/23311908.2026.2713845

Frezza, M., & White, K. E. (2024). Promoting Sustainable Workplace Routines: The Identity and Practice Interdependence Model. *Sustainability*, *16*(3), 993. https://doi.org/10.3390/su16030993

Fu, J. (2024). Role of social media to improve job performance with mediating role of transactive memory capability and employee creativity. *PLOS ONE*, *19*(7), e0307292. https://doi.org/10.1371/journal.pone.0307292

Funder, D. C., & Ozer, D. J. (2019). Evaluating Effect Size in Psychological Research: Sense and Nonsense. *Advances in Methods and Practices in Psychological Science*, *2*(2), 156–168. https://doi.org/10.1177/2515245919847202

Gao, S., Chen, J., & Jiang, P. (2025). How Does Digital Knowledge Management Drive Employees' Innovative Behavior? *Sustainability*, *17*(17), 7823. https://doi.org/10.3390/su17177823

Goel, A., Masurkar, S., & Pathade, G. R. (2024). An Overview of Digital

Transformation and Environmental Sustainability: Threats, Opportunities, and Solutions. *Sustainability*, *16*(24), 11079. https://doi.org/10.3390/su162411079

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Handiman, U. T., & Adam, D. (2024). Innovation Work Behavior in the Digital Era: a Ssytematic Literature Review. *Ultima Management : Jurnal Ilmu Manajemen*, *16*(2), 319–342. https://doi.org/10.31937/manajemen.v16i2.3938

Hartini, S., & Susanto, H. (2025). *Digital Workload and Anxiety Among Tahfizh Preschool Teachers : Self-efficacy in Islamic Psychology*. *2*(2013), 85–102. https://doi.org/10.23917/ajip.v2i2.16577

Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, *44*(3), 513–524. https://doi.org/10.1037/0003-066X.44.3.513

Hock-Doepgen, M., Montasser, J. S., Klein, S., Clauss, T., & Maalaoui, A. (2025). The role of innovative work behavior and organizational support for business model innovation. *R&D Management*, *55*(1), 7–26. https://doi.org/10.1111/radm.12671

International Labour Organization, I. L. O. (2025). Generative AI and Jobs: A 2025 Update. In *The Lancet Infectious Diseases* (Vol. 16, Issue 2). https://doi.org/10.1016/S1473-3099(16)00024-4

Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, *73*(3), 287–302. https://doi.org/10.1348/096317900167038

Kanto, D. S., Haji, W. H., & Kartika, T. R. (2026). Psychological Safety, Perceived Organizational Support, and Sustainable Business Development through Innovative Work Behavior in Culinary SMEs. *Advances in Human Resource Management Research*, *4*(3), 469–488. https://doi.org/10.60079/ahrmr.v4i3.859

Karyadi, H., Suhara, A., Setiawan, R., Apramilda, R., Peristiwo, H., & Purnomo, H. (2026). The Influence of Digital Work Environment, Job Autonomy, and Employee Technology Acceptance on Employee Digital Innovation of Generation Z Employees in MSME Startups. *Greenation International Journal of Tourism and Management*, *4*(2), 384–389. https://doi.org/10.38035/gijtm.v4i2.1282

Kurniawati, H., Sidjabat, S., Widia Nurdiani, T., & Sholiha, E. (2026). The Influence of Digital Workload, Role Ambiguity, and Remote Work Pressure on Technostress in HR Context in Digital Technology Companies. *Journal of Innovative and Creativity*, *6*(1), 11963–11968.

Liu, X. Y., Liang, R. L., Wu, J., Yuan, Y., Li, Y. W., Ruan, T., Ding, H., & Cai, T. (2026). Job crafting and innovative behavior among nurses: The serial mediating effect of team psychological safety and perceived organizational support. *PLOS One*,

21(8), 1–15. https://doi.org/10.1371/journal.pone.0352141

Liu, Z., Chen, X., & Ni, Y. (2026). Good tools are essential to do the job: A study of impact of digital competencies on innovative work behavior of Chinese remote work employees. *Information Development*, *42*(3), 1312–1332. https://doi.org/10.1177/02666669241264748

Nonyana, K., Mmako, M. M., & Skosana, T. B. (2025). Understanding the relationship between organizational support and innovative work behaviour: perspectives of South African manufacturing company employees. *International Journal of Research in Business and Social Science (2147- 4478)*, *14*(4), 124–136. https://doi.org/10.20525/ijrbs.v14i4.4037

Pinheiro, S., Pinto, A., Simões, A. C., Ferraz, M., Domingues, A. R., & Santos, J. (2026). Digital workplace competencies and their outcomes: A systematic literature review. *Technological Forecasting and Social Change*, *232*(July). https://doi.org/10.1016/j.techfore.2026.124832

Puspita, I. Y. A., Setiawati, N. L. putri, & Sulistyani, N. W. (2025). Burnout in The Digital Age: The Role of Tech Fatigue and Job Demands in Employee Well-Being. *Psikologiya Journal*, *2*(3), 11–20. https://doi.org/10.62872/ydakt248

Sa'id, I. Bin, Yarisma, F. W., Maidelwita, Y., Indah, F. P. S., Wibowo, T. P., Nurharyanto, D. W., Sahban, M. A., Sani, M. D., & Tang, B. Y. (2024). *Kuantitatif* (A. Novendra & G. Gusmalia (eds.); 1st ed.). CV. PUSTAKA INSPIRASI MINANG. https://www.researchgate.net/publication/388531553_Penelitian_Kuantitatif

Scholze, A., & Hecker, A. (2023). Digital Job Demands and Resources: Digitization in the Context of the Job Demands-Resources Model. *International Journal of Environmental Research and Public Health*, *20*(16), 6581. https://doi.org/10.3390/ijerph20166581

Scholze, A., & Hecker, A. (2024). The job demands-resources model as a theoretical lens for the bright and dark side of digitization. *Computers in Human Behavior*, *155*(February), 108177. https://doi.org/10.1016/j.chb.2024.108177

Seema, S., & Saini, G. (2026). The key to organizational success in the information age: a socio-technical systems perspective on innovative work behaviour in the Indian IT sector. *Journal of Enterprise Information Management*, *39*(3), 1139–1165. https://doi.org/10.1108/JEIM-03-2025-0182

Sibassaha, J. L. B., Pea-Assounga, J. B. B., & Bambi, P. D. R. (2025). Influence of digital transformation on employee innovative behavior: roles of challenging appraisal, organizational culture support, and transformational leadership style. *Frontiers in Psychology*, *16*. https://doi.org/10.3389/fpsyg.2025.1532977

Sulaiman, M., Ragheb, M. A., & Wahba, M. (2019). Perceived Organization Support Role in Creating an Innovative Work Behavior. *OALib*, *06*(05), 1–14.

https://doi.org/10.4236/oalib.1105372

Tajik, O., Golzar, J., & Noor, S. (2024). Purposive Sampling. *Keywords in Qualitative Methods*, *2*(December), 1–9. https://doi.org/10.4135/9781849209403.n73

Tinake, S. Y., & Tamima, M. N. S. D. (2026). Employee Well-Being in the Digital Era: Exploring the Paradox of Flexibility and Burnout. *Journal of International Conference Proceedings*, *8*(5), 124–135. https://doi.org/10.32535/jicp.v8i4.4370

Tri, A., & Purba, L. (2026). *Digital Workload and Psychological Well-Being in the Digital Workplace : The Protective Role of Perceived Organizational Support Beban Kerja Digital dan Kesejahteraan Psikologis di Tempat Kerja Digital : Peran Protektif Persepsi Dukungan Organisasi*. *15*(4), 709–721.

Trofimova, N. N. (2025). The Role of Organizational Support in Overcoming Digital Pressure on Employees. *Ekonomika I Upravlene: Problemy, Resheniya*, *5/12*(158), 91–97. https://doi.org/10.36871/ek.up.p.r.2025.05.12.009

Wang, G., Niu, Y., Mansor, Z. D., Leong, Y. C., & Yan, Z. (2024). Unlocking digital potential: Exploring the drivers of employee dynamic capability on employee digital performance in Chinese SMEs-moderation effect of competitive climate. *Heliyon*, *10*(4), e25583. https://doi.org/10.1016/j.heliyon.2024.e25583

Wang, X., Lin, M., Wang, Y., Qiu, L., Zhou, H., Hu, H., & Hu, F. (2025). Do Digital Technology-Related Demands Facilitate Employees' Innovative Behavior? The Effects of Career Resilience and Perceived Organizational Support. *Sage Open*, *15*(4). https://doi.org/10.1177/21582440251393866

Wechtler, H., & Suseno, Y. (2025). Unlocking innovative work behavior during times of crisis: The role of leadership and vertical trust. *European Management Journal*, *43*(5), 733–743. https://doi.org/10.1016/j.emj.2025.02.008

Xu, Z., & Suntrayuth, S. (2022). Innovative work behavior in high-tech enterprises: Chain intermediary effect of psychological safety and knowledge sharing. *Frontiers in Psychology*, *13*(October), 1–11. https://doi.org/10.3389/fpsyg.2022.1017121

Yusuf, M. P., & Etikariena, A. (2023). Perilaku Kerja Inovatif Pada Perusahaan Rintisan: Peran Kepemimpinan Inklusif, Keamanan Psikologis, dan Pemberdayaan Psikologis. *Gadjah Mada Journal of Psychology (GamaJoP)*, *9*(1), 101. https://doi.org/10.22146/gamajop.78672

Zhang, Q., Dai, W., Chen, J., Gu, Y., & Zhao, Y. (2025). The 'side effects' of digitalization: A study on role overload and job burnout of employees. *PLOS One*, *20*(4), e0322112. https://doi.org/10.1371/journal.pone.0322112

Zhang, S., Guo, P., Yuan, Y., & Ji, Y. (2025). Anxiety or engaged? Research on the impact of technostress on employees' innovative behavior in the era of artificial intelligence. *Acta Psychologica*, *259*, 105442. https://doi.org/10.1016/j.actpsy.2025.105442