

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

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Abstract

Digital transformation has intensified digital work demands and created new challenges for employee well-being. This study aimed to seek the effect of digital workload on psychological well-being and the moderating role of perceived organizational support. Grounded in the Job Demands–Resources theory and Organizational Support Theory, a quantitative cross-sectional design was used involving 412 employees from digitally intensive organizations. Data were collected using standardized self-report questionnaires and analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM). The results showed that digital workload negatively predicted psychological well-being, whereas perceived organizational support positively predicted psychological well-being and buffered the negative effect of digital workload. Employees with stronger organizational support maintained better psychological well-being despite high digital work demands. The model explained there was 48% of the variance in psychological well-being. These findings highlight digital workload as a critical digital job demand and emphasize organizational support as a protective resource for sustaining employee well-being in digital workplaces.

Keywords: Digital Workload; Digital Workplace; Job Demands–Resources Theory; Perceived Organizational Support; Psychological Well-Being.

Abstrak

Transformasi digital telah meningkatkan tuntutan kerja digital dan menimbulkan tantangan baru bagi kesejahteraan karyawan. Penelitian ini mengkaji pengaruh beban kerja digital terhadap kesejahteraan psikologis serta peran moderasi dari dukungan organisasi yang dirasakan. Berlandaskan pada Teori Tuntutan dan Sumber Daya Pekerjaan (Job Demands–Resources) serta Teori Dukungan Organisasi, penelitian ini menggunakan desain kuantitatif cross-sectional yang melibatkan 412 karyawan dari organisasi yang intensif secara digital. Data dikumpulkan menggunakan kuesioner self-report yang terstandarisasi dan dianalisis dengan Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil menunjukkan bahwa beban kerja digital secara negatif memprediksi kesejahteraan psikologis, sedangkan dukungan organisasi yang dirasakan secara positif memprediksi kesejahteraan psikologis dan meredam efek negatif dari beban kerja digital. Karyawan dengan dukungan organisasi yang lebih kuat mempertahankan kesejahteraan psikologis yang lebih baik meskipun menghadapi tuntutan kerja digital yang tinggi. Model ini menjelaskan 48% varians dalam kesejahteraan psikologis. Temuan ini menyoroti beban kerja digital sebagai tuntutan pekerjaan digital yang kritis dan menekankan dukungan organisasi sebagai sumber daya pelindung untuk mempertahankan kesejahteraan karyawan di tempat kerja digital.

Kata Kunci: Beban Kerja Digital; Tempat Kerja Digital; Teori Tuntutan-Sumber Daya Pekerjaan; Persepsi Dukungan Organisasi; Kesejahteraan Psikologis.

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INTRODUCTION

The rapid acceleration of digital transformation has fundamentally reshaped contemporary workplaces, influencing how employees communicate, collaborate, manage information, and perform work-related activities. Organizations increasingly rely on digital technologies such as artificial intelligence, cloud computing, enterprise communication systems, virtual collaboration platforms, and algorithmic management to enhance operational efficiency, organizational flexibility, and competitive advantage. Digital transformation refers to a process through which digital technologies trigger significant organizational changes in structures, processes, and work systems (Vial, 2019). While digitalization provides substantial benefits for organizational productivity and adaptability, it simultaneously introduces new psychosocial challenges for employees by intensifying work demands, increasing technological dependence, and blurring the boundaries between professional and personal life (Molino et al., 2020; X. Wang et al., 2024). The expansion of hybrid and remote work arrangements has further intensified these challenges, requiring employees to remain continuously connected through multiple digital communication channels and technological systems. Recent evidence indicates that excessive digital connectivity contributes to digital fatigue, information overload, cognitive strain, and emotional exhaustion among employees (Ayyagari et al., 2011; Microsoft, 2024; Pansini et al., 2023; Tarafdar et al., 2015). Consequently, digital transformation presents a paradox in which technological advancements simultaneously improve organizational performance while potentially undermining employee psychological health and well-being.

One of the most significant consequences of this transformation is the emergence of digital workload as a critical psychosocial risk factor within digital work environments. Digital workload refers to the cognitive, emotional, and behavioral demands generated through continuous interaction with digital technologies during work activities. Unlike traditional workload, digital workload is characterized by persistent connectivity, rapid responsiveness expectations, multitasking across multiple digital platforms, technological interruptions, and excessive information-processing requirements (Tarafdar et al., 2015, 2019). Employees are frequently required to manage uninterrupted streams of emails, virtual meetings, instant messages, collaborative applications, and digital notifications that demand sustained attention and continuous adaptation to technological changes (Ayyagari et al., 2011). Such conditions often reduce opportunities for psychological detachment and recovery from work-related demands, thereby increasing emotional strain and mental fatigue (Stich et al., 2019; Suh & Lee, 2017). Empirical studies have consistently demonstrated that excessive digital workload contributes to technostress, emotional exhaustion, reduced job satisfaction, work-life imbalance, burnout symptoms, and declining mental health outcomes (Ahmed et al., 2023; Brough et al., 2020; Molino et al., 2020; X. Wang et al., 2024).

In the Indonesian context, studies published in *Psikostudia* further indicate that workload and psychosocial work pressures significantly influence employee engagement, occupational stress, and workplace functioning (Dewi & Handayani, 2024; Karhani & Rahmasari, 2022). Therefore, digital workload has emerged as a central concern within organizational psychology, occupational health, and digital workplace research.

The increasing relevance of digital workload is particularly important because employee psychological well-being has become a crucial indicator of sustainable organizational performance and healthy work environments. Psychological well-being refers to positive psychological functioning, emotional balance, self-development, and individuals' ability to live meaningful and productive lives. Ryff (1989) conceptualized psychological well-being from a eudaimonic perspective consisting of six (6) dimensions that include purpose in life, environmental mastery, positive relations with others, personal growth, self-acceptance, and autonomy. According to Ryff & Singer (2008), psychological well-being extends beyond the absence of psychological distress and reflects optimal human functioning and flourishing. Within organizational settings, employees with higher levels of psychological well-being demonstrate greater resilience, stronger work engagement, higher organizational commitment, improved job performance, and enhanced adaptability to organizational change (Donaldson et al., 2019; Krekel et al., 2019; Robertson et al., 2015). Conversely, diminished psychological well-being has been associated with burnout, absenteeism, disengagement, turnover intentions, and decreased organizational effectiveness (De Simone, 2014; Krekel et al., 2019). Indonesian findings reported in *Psikostudia* similarly reveal that employee well-being contributes positively to work engagement, organizational functioning, and psychological adjustment within workplaces (Atrizka et al., 2020). As organizations continue to accelerate digital transformation, maintaining employees' psychological well-being has become increasingly essential for achieving sustainable and human-centered workplaces.

Although previous studies have consistently reported that technology-related demands negatively affect employee outcomes, findings concerning employee adaptation to digital work environments remain complex and occasionally inconsistent. Several studies have found that technostress, digital overload, and technology-related interruptions increase psychological strain while reducing emotional well-being (Molino et al., 2020; Tarafdar et al., 2015; B. Wang et al., 2021). Similarly, continuous digital interruptions and communication overload have been shown to impair emotional recovery, concentration, and work engagement (Stich et al., 2019). However, other studies suggest that digital technologies may simultaneously provide employees with greater autonomy, flexibility, efficiency, and opportunities for work optimization when supported by favorable organizational conditions (Day et al., 2012; Scholze & Hecker, 2023). These contrasting findings suggest that the

psychological consequences of digital work may depend not only on the presence of digital demands but also on the availability of organizational resources that help employees cope with such demands. Consequently, understanding the conditions under which digital workload becomes psychologically harmful remains an important unresolved issue in contemporary organizational research.

The Job Demands–Resources (JD-R) theory offers a relevant framework for understanding these dynamics. According to Demerouti et al. (2001), job demands require sustained physical and psychological effort that may deplete employees' emotional, cognitive, and physiological resources over time. Bakker & Demerouti (2017) further argued that excessive job demands contribute to strain and impaired well-being when employees lack sufficient organizational resources. Within digitally intensive workplaces, digital workload can be conceptualized as a contemporary job demand because employees must continuously adapt to technological innovations, accelerated communication patterns, and increasing information complexity. Importantly, the JD-R framework also proposes that organizational resources play a protective role by buffering the negative effects of job demands while simultaneously supporting employee motivation and well-being. Evidence from Indonesian organizational studies published in *Psikostudia* further supports the JD-R perspective, demonstrating that job demands, social support, and organizational resources significantly influence employee engagement, job attitudes, and workplace well-being (Putrie & Yulianti, 2022). Accordingly, identifying organizational resources capable of protecting employees from the adverse effects of digital workload becomes increasingly important.

One organizational resource that may play a critical protective role is perceived organizational support (POS). Organizational Support Theory Eisenberger et al. (1986) explains that employees continuously evaluate the extent to which their organization values their contributions and attends to their well-being. These evaluations shape employees' perceptions of organizational support. When such support is perceived positively, employees tend to experience stronger trust in the organization, greater psychological safety, deeper emotional attachment, and a higher level of organizational commitment (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). In digital workplaces, perceived organizational support may be reflected through technological assistance, supervisor responsiveness, mental health programs, flexible work arrangements, fair workload distribution, and organizational sensitivity toward technology-related stressors. Such support is increasingly important because employees facing continuous digital demands require both instrumental and emotional resources to maintain psychological stability and adaptive functioning. Studies reported in *Psikostudia* also indicate that perceived organizational support contributes positively to employee voice behavior, organizational commitment, workplace trust, and psychological adjustment (Putrie & Yulianti, 2022; Yulidha & Fajrianthi, 2024).

A growing body of literature suggests which perceived organizational support had an ability to reduce the negative psychological consequences of stressful working conditions. Research by Caesens et al. (2017) could prove that organizational support positively predicts employee well-being while reducing psychological distress. Likewise, (Harunavamwe & Ward, 2022) found that organizational support mitigates the adverse effects of technostress on flourishing and work–life balance. Other recent studies indicate that supportive organizations enable employees to perceive technological demands as manageable challenges rather than overwhelming stressors, thereby reducing the likelihood of emotional exhaustion and psychological deterioration (Ahmed et al., 2023; X. Wang et al., 2024; Ward et al., 2025). Nevertheless, despite increasing scholarly attention to digital work environments, empirical research integrating digital workload, psychological well-being, and perceived organizational support within a single explanatory framework remains relatively limited. Existing studies have predominantly focused on technostress, burnout, and emotional exhaustion, whereas fewer investigations have examined psychological well-being as a positive outcome representing flourishing and optimal human functioning.

This limitation is theoretically significant because psychological well-being captures broader dimensions of positive human functioning than burnout alone. Whereas burnout primarily reflects psychological depletion and emotional exhaustion, psychological well-being encompasses sustainable psychological adaptation, emotional balance, personal growth, meaningful functioning, and positive self-development (Ryff & Singer, 2008). Therefore, examining psychological well-being enables researchers to understand not only how employees avoid psychological deterioration but also how they maintain positive functioning and resilience amid increasing technological demands. Furthermore, most prior studies have been conducted within Western organizational contexts, limiting understanding of how employees in rapidly digitalizing emerging economies experience digital work pressures and organizational support systems. Consequently, further research is needed to clarify how organizational resources protect employee psychological well-being in the context of accelerating digital transformation.

This study contributes to the existing literature in several important ways. First, it extends the Job Demands–Resources framework by conceptualizing digital workload as a distinct digital job demand that characterizes modern workplaces. Second, it enriches Organizational Support Theory by examining perceived organizational support as a protective organizational resource that may buffer the adverse psychological consequences of digital workload. Third, unlike many previous studies that focus primarily on burnout and emotional exhaustion, this study emphasizes psychological well-being as a positive indicator of sustainable employee functioning and flourishing. Finally, this study contributes contextual evidence from rapidly digitalizing

work environments within emerging economies, which remain underrepresented in the current literature on digital occupational health and employee well-being.

Therefore, the present study aimed to seek the effect of digital workload on psychological well-being and the moderating role of perceived organizational support in digital workplaces. By integrating the Job Demands–Resources theory (Demerouti et al., 2001; Bakker & Demerouti, 2017) and Organizational Support Theory (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002), this study provide a more comprehensive understanding of how organizations can preserve employee psychological well-being amid escalating technological demands. Understanding how organizations can create psychologically healthy, sustainable, and human-centered workplaces has become increasingly important in the era of accelerated digital transformation.

RESEARCH METHODS

Research Design

A quantitative cross-sectional design was utilized to examine how digital workload relates to psychological well-being and whether perceived organizational support (POS) moderates this relationship. Drawing on the Job Demands–Resources (JD-R) framework, the study conceptualized digital workload as a job demand that may challenge employees' well-being, whereas perceived organizational support was treated as an organizational resource that can buffer the negative impact of such demands.

Participants and Research Procedure

Participants were employees working in organizations that utilized digital work systems, including online communication platforms, virtual collaboration tools, cloud-based technologies, and digital monitoring systems. Data were collected through an online survey distributed via organizational and professional networks. A purposive sampling technique was used with the following inclusion criteria: (a) full-time employees, (b) minimum organizational tenure of six months, and (c) regular use of digital technologies in daily work activities. Following data screening, 412 valid responses were retained for analysis. Participants represented various sectors, including education, healthcare, administration, finance, information technology, and service industries. Prior to participation, respondents received information regarding the study objectives, confidentiality, voluntary participation, and their right to withdraw at any time. Only individuals who provided informed consent were allowed to complete the questionnaire.

Measurements

All variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), as shown in Table 1.

Table 1. Measurement for Each Variables

Digital Workload	Digital workload was assessed using an eight-item scale adapted from the technostress and digital work demand literature (Molino et al., 2020; Tarafdar et al., 2015). The scale measured excessive digital communication, information overload, continuous connectivity, multitasking demands, and digital interruptions. Higher scores indicated greater perceived digital workload.
Perceived Organizational Support	The study measured perceived organizational support using the eight-item Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986). The scale was designed to assess employees' beliefs regarding the degree to which their organization recognizes their contributions and cares about their welfare. Higher scores on the scale reflect greater perceived organizational support.
Psychological Well-Being	Psychological well-being was measured using adaptation from Ryff (1989) research which had 18-item Psychological Well-Being Scale. The measure encompasses six core dimensions: autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. To maintain uniformity in the direction of scoring, negatively phrased items were reverse-coded before data analysis. Higher overall scores indicate better psychological well-being.

Expert Judgment and Content Validity

Prior to the main data collection, the adapted measurement instruments underwent an expert judgment procedure to evaluate their content relevance, clarity, and contextual appropriateness. The expert panel consisted of three experts with relevant expertise in industrial and organizational psychology, psychometrics, and employee psychological well-being. Each expert independently evaluated the measurement items based on their relevance to the theoretical definition of each construct, clarity of wording, and appropriateness for employees working in digitally intensive organizational environments.

Content validity was quantitatively assessed using the Content Validity Index (CVI). The Item-level Content Validity Index (I-CVI) was calculated as the proportion of experts who rated each item as relevant. With three experts, items receiving agreement from all three experts obtained an I-CVI of 1.00, whereas items receiving agreement from two of the three experts obtained an I-CVI of .67. The Scale-level Content Validity Index using the averaging method (S-CVI/Ave) was subsequently calculated by averaging the I-CVI values across all items within each instrument.

Table 2. Expert Judgment and Content Validity Index of the Measurement Instruments

Construct	Number of Items	Number of Experts	I-CVI Range	S-CVI/Ave	Interpretation
Digital Workload	8	3	.67–1.00	.92	Excellent
Perceived Organizational Support	8	3	.67–1.00	.96	Excellent
Psychological Well-Being	18	3	.67–1.00	.95	Excellent

The expert judgment results demonstrated satisfactory content validity across all three measurement instruments. For the Digital Workload Scale, six of the eight items received complete agreement from all three experts (I-CVI = 1.00), whereas two items received agreement from two of the three experts (I-CVI = .67), resulting in an S-CVI/Ave of .92. The experts generally considered the items relevant for assessing digital work demands, including excessive digital communication, information overload, continuous connectivity, multitasking demands, and digital interruptions. Minor wording modifications were made to items concerning continuous connectivity and digital interruptions to improve clarity and contextual appropriateness.

For the Perceived Organizational Support Scale, seven of the eight items received complete agreement from the three experts (I-CVI = 1.00), whereas one item obtained an I-CVI of .67. The resulting S-CVI/Ave was .96, indicating excellent content validity. The experts considered the items appropriate for assessing employees' perceptions of the extent to which their organization values their contributions and cares about their well-being. A minor wording adjustment was made to one item to improve contextual clarity without changing its original conceptual meaning.

For the Psychological Well-Being Scale, fifteen of the eighteen items received complete expert agreement (I-CVI = 1.00), whereas three items received agreement from two of the three experts (I-CVI = .67). This resulted in an S-CVI/Ave of .95. The experts considered the items to adequately represent the six dimensions of psychological well-being: autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. Minor linguistic modifications were made to several items to enhance readability and contextual appropriateness while preserving their original theoretical meaning. The I-CVI values ranged from .67 to 1.00, while the S-CVI/Ave values ranged from .92 to .96. These results indicated strong overall expert agreement regarding the relevance and representativeness of the measurement items. Items receiving an initial I-CVI of .67 were reviewed and refined based on the experts' qualitative recommendations before inclusion in the final questionnaire.

Following the content validation process, the final instruments were administered in the main study. Their construct reliability and validity were subsequently evaluated through the PLS-SEM measurement model using Cronbach's alpha, composite reliability (CR), average variance extracted (AVE), the Fornell–Larcker criterion, and the heterotrait–monotrait ratio (HTMT).

Construct Reliability and Validity

The reliability and construct validity of the measurement instruments were further evaluated using the PLS-SEM measurement model. Internal consistency reliability was assessed using Cronbach's alpha and composite reliability (CR), whereas convergent validity was evaluated using the Average Variance Extracted (AVE). Discriminant validity was subsequently assessed using the Fornell–Larcker criterion and the Heterotrait–Monotrait ratio (HTMT).

Table 3. Reliability and Convergent Validity of the Measurement Instruments

Construct	Cronbach's Alpha	Composite Reliability (CR)	AVE
Digital Workload	0.89	0.92	0.59
Perceived Organizational Support	0.91	0.93	0.63
Psychological Well-Being	0.90	0.92	0.56

All constructs demonstrated satisfactory internal consistency reliability, with Cronbach's alpha and composite reliability values exceeding the recommended threshold of .70. Convergent validity was also established, as all AVE values exceeded .50. These findings indicate that the measurement instruments demonstrated adequate reliability and convergent validity.

Table 4. Discriminant Validity Using the Fornell–Larcker Criterion

Construct	1	2	3
Digital Workload	0.768		
Perceived Organizational Support	–0.320	0.794	
Psychological Well-Being	–0.490	0.540	0.748

Note. Diagonal values represent the square roots of AVE.

The square roots of the AVE values, presented along the diagonal, were greater than the corresponding interconstruct correlations, indicating satisfactory discriminant validity.

Table 5. Discriminant Validity Using the Heterotrait–Monotrait Ratio (HTMT)

Construct	1	2	3
Digital Workload	—		
Perceived Organizational Support	0.351	—	
Psychological Well-Being	0.533	0.602	—

All HTMT values were below the conservative threshold of .85, providing further evidence of adequate discriminant validity.

Data Analysis

The collected data were processed using IBM SPSS Statistics 27 and SmartPLS 4. Initial analyses were conducted to examine descriptive statistics, identify potential missing data issues, and assess common method bias through Harman's single-factor test. The quality of the measurement model was evaluated by examining Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). To establish discriminant validity, the Fornell-Larcker criterion and the heterotrait-monotrait ratio (HTMT) were applied.

The proposed hypotheses were tested using Partial Least Squares Structural Equation Modeling (PLS-SEM). A bootstrapping procedure with 5,000 resamples was employed to determine the significance of the estimated relationships. Structural model assessment included the examination of path coefficients, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). Furthermore, the moderating effect of perceived organizational support was evaluated by analyzing the interaction between digital workload and perceived organizational support in predicting psychological well-being.

RESEARCH RESULTS

Respondent Characteristics

Following the data screening process, a total of 412 valid responses were retained for the final analysis. All respondents were full-time employees who had worked in their respective organizations for at least six months and regularly used digital technologies in their daily work activities. The respondents represented diverse occupational sectors, including education, healthcare, administration, finance, information technology, and service industries. This diversity reflects the digitally intensive work environments targeted in the present study.

Table 5. Characteristics of Respondents

Characteristic	Description
Valid respondents	412 employees
Employment status	Full-time employees
Minimum organizational tenure	≥ 6 months
Digital technology use	Regular use in daily work activities
Occupational sectors	Education, healthcare, administration, finance, information technology, and service industries

Note. Respondents were selected based on the predetermined inclusion criteria and represented employees

working in organizations that routinely utilized digital work systems.

Descriptive Statistics and Variable Score Categories

Descriptive analysis was conducted to provide an initial overview of the levels of digital workload, perceived organizational support, and psychological well-being among the respondents. As presented in Table 2, digital workload had a mean score of 3.61 (SD = 0.74), perceived organizational support had a mean score of 3.68 (SD = 0.71), and psychological well-being had a mean score of 3.72 (SD = 0.65).

Because all three constructs were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), mean scores were interpreted descriptively using five equal score intervals: 1.00–1.80 = very low, 1.81–2.60 = low, 2.61–3.40 = moderate, 3.41–4.20 = high, and 4.21–5.00 = very high. The five-point response format used for all study variables is specified in the measurement procedure.

Table 6. Descriptive Statistics and Score Categories of Study Variables

Variable	M	SD	Score Range	Category
Digital Workload	3.61	0.74	3.41–4.20	High
Perceived Organizational Support	3.68	0.71	3.41–4.20	High
Psychological Well-Being	3.72	0.65	3.41–4.20	High

The results indicate that respondents generally experienced a high level of digital workload, suggesting that digital communication, continuous connectivity, information processing, multitasking, and technology-related interruptions constituted substantial demands in their daily work. At the same time, respondents reported a high level of perceived organizational support, indicating generally favorable perceptions regarding the extent to which their organizations valued their contributions and cared about their well-being. Psychological well-being was also categorized as high, reflecting generally favorable psychological functioning among employees despite the presence of considerable digital work demands.

Taken together, the descriptive findings indicate an important pattern: although respondents experienced relatively high digital workload, they simultaneously perceived substantial organizational support and maintained relatively high psychological well-being. These descriptive results provide the initial empirical context for the subsequent analyses examining whether perceived organizational support functions as a protective organizational resource in the relationship between digital workload and psychological well-being.

Decriptive Statistics and Correlation

Table 7 presents the descriptive statistics, reliability coefficients, and intercorrelations among the study variables.

Table 7. Decriptive Statistics and correlation

Variable	M	SD	1	2	3
Digital Workload	3.61	0.74	(.89)		
Perceived Organizational Support	3.68	0.71	- .32**	(.91)	
Psychological Well-Being	3.72	0.65	- .49**	.54**	(.90)

Note. Cronbach's alpha coefficients are presented in parentheses along the diagonal. $p < .01$.

The correlation analysis demonstrated that digital workload was negatively associated with psychological well-being ($r = -.49$, $p < .01$), indicating that employees experiencing higher digital work demands tended to report lower psychological well-being. In contrast, perceived organizational support showed a positive correlation with psychological well-being ($r = .54$, $p < .01$). Furthermore, digital workload was negatively associated with perceived organizational support ($r = -.32$, $p < .01$), suggesting that employees perceiving stronger organizational support tended to experience lower digital work strain.

Preliminary Analysis

Prior to hypothesis testing, preliminary analyses were conducted to examine missing values, multivariate outliers, normality, multicollinearity, and potential common method bias. The dataset was screened using IBM SPSS Statistics version 27. No substantial missing data were identified because the online survey system required respondents to complete all questionnaire items before submission. Multivariate outliers were examined using Mahalanobis distance, and several extreme responses were removed during the screening process to improve data quality. Following the screening procedure, 412 valid responses were retained for further analysis.

Normality Test

Normality was assessed by examining the skewness and kurtosis values of the study variables. As presented in Table 1, skewness values ranged from -0.21 to 0.31 , while kurtosis values ranged from -0.43 to -0.18 . These values were within acceptable limits, indicating no substantial deviation from normality. Thus, the distributions of digital workload, perceived organizational support, and psychological well-being did not demonstrate serious normality problems.

Table 8. Normality Assessment

Variable	Skewness	Kurtosis	Interpretation
Digital Workload	0.31	-0.43	Normally distributed
Perceived Organizational Support	-0.18	-0.36	Normally distributed
Psychological Well-Being	-0.21	-0.18	Normally distributed

The relatively small skewness and kurtosis coefficients indicate that the distributions were approximately symmetrical and did not exhibit excessive peakedness or flatness. Although PLS-SEM does not require strict multivariate normality, this assessment indicated that the dataset did not contain severe distributional abnormalities that could compromise subsequent analyses.

Multicollinearity Test

Multicollinearity among the predictor variables was assessed using tolerance and Variance Inflation Factor (VIF) statistics. As shown in Table 2, tolerance values were substantially above the minimum recommended value of .10, whereas all VIF values were considerably below the commonly recommended threshold of 5.00. These findings indicated that multicollinearity was not a concern in the present study.

Table 9. Multicollinearity Assessment

Predictor	Tolerance	VIF	Interpretation
Digital Workload	0.898	1.114	No multicollinearity
Perceived Organizational Support	0.898	1.114	No multicollinearity

The low VIF values were consistent with the moderate correlation between digital workload and perceived organizational support ($r = -.32$), suggesting that the two predictor variables represented sufficiently distinct constructs and could simultaneously be included in the structural model without substantial collinearity concerns.

In addition, collinearity within the structural model was evaluated using inner VIF values in SmartPLS. The results are presented in Table 3.

Table 10. Inner VIF Assessment of the Structural Model

Predictor of Psychological Well-Being	Inner VIF	Interpretation
Digital Workload	1.15	No collinearity problem
Perceived Organizational Support	1.14	No collinearity problem
Digital Workload $\times$ POS	1.06	No collinearity problem

All inner VIF values were substantially below the threshold of 5.00, further demonstrating that collinearity did

not adversely affect the estimation of the structural relationships, including the moderating effect.

Common Method Bias Test

Because all variables were collected from the same respondents through self-report questionnaires using a cross-sectional research design, potential common method bias (CMB) was assessed. Several procedural remedies were implemented during the data collection process, including maintaining respondent anonymity, emphasizing voluntary participation, protecting response confidentiality, and randomizing questionnaire items. Harman's single-factor test was subsequently conducted as a statistical assessment of common method variance. All measurement items were entered simultaneously into an unrotated exploratory factor analysis. The results demonstrated that the first factor explained 34.27% of the total variance. Because this

percentage was substantially below the 50% criterion, no single factor accounted for the majority of variance among the measurement items.

Table 11. Common Method Bias Assessment

Assessment	Result	Criterion	Interpretation
Harman's Single-Factor Test	34.27%	< 50%	No substantial common method bias

Therefore, the results suggested that common method variance was unlikely to represent a substantial threat to the validity of the study findings. Taken together, the normality, multicollinearity, and common method bias assessments indicated that the data were appropriate for subsequent measurement and structural model analyses.

Table 12. Structural Model Results

Hypothesis	Path	β	t-value	p-value	Result
H1	Digital Workload $\rightarrow$ Psychological Well-Being	-0.41	8.73	< .001	Supported
H2	Perceived Organizational Support $\rightarrow$ Psychological Well-Being	0.46	10.15	< .001	Supported
H3	Digital Workload $\times$ POS $\rightarrow$ Psychological Well-Being	0.18	3.64	< .001	Supported

Structural Model Evaluation

The structural model was evaluated through Partial Least Squares Structural Equation Modeling (PLS-SEM) using a bootstrapping procedure with 5,000 resamples. The evaluation considered path coefficients, t-values, p-values, coefficient of determination (R^2), effect sizes (f^2), and predictive relevance (Q^2). As shown in Table 6, digital workload exerted a significant negative effect on psychological well-being ($\beta = -0.41$, $p < .001$), supporting Hypothesis 1. This finding indicates that increasing digital workload is associated with a decline in employees' psychological well-being. Conversely, perceived organizational support had a significant positive effect on psychological well-being ($\beta = 0.46$, $p < .001$), lending support to Hypothesis 2 and suggesting that employees who perceive greater organizational support tend to experience higher levels of psychological well-being. The moderating effect analysis further demonstrated a significant interaction between digital workload and perceived organizational support ($\beta = 0.18$, $p < .001$), confirming Hypothesis 3. The positive interaction coefficient indicates that perceived organizational support acts as a buffering resource, reducing the negative impact of digital workload on psychological well-being.

Table 13. Coefficient of Determination and Predictive Relevance

Endogenous Variable	R^2	Adjusted R^2	Q^2
Psychological Well-Being	0.48	0.47	0.31

The model explained 48% of the variance in psychological well-being, indicating moderate explanatory power. Additionally, the Q^2 value exceeded zero, suggesting adequate predictive relevance of the model.

Table 14. Effect Size (f^2)

Path	f^2	Interpretation
Digital Workload $\rightarrow$ Psychological Well-Being	0.21	Medium
Perceived Organizational Support $\rightarrow$ Psychological Well-Being	0.28	Medium
Interaction Effect	0.07	Small

The effect size analysis revealed that digital workload and perceived organizational support exerted moderate effects on psychological well-being, whereas the interaction effect demonstrated a small but meaningful buffering effect.

Moderation Effect Analysis

To further examine the protective role of perceived organizational support, a moderation plot was generated. The interaction plot demonstrated that employees with low perceived organizational support experienced a stronger negative relationship between digital workload and psychological well-being. Conversely, among employees with high perceived organizational support, the negative effect of digital workload on psychological well-being was substantially weaker.

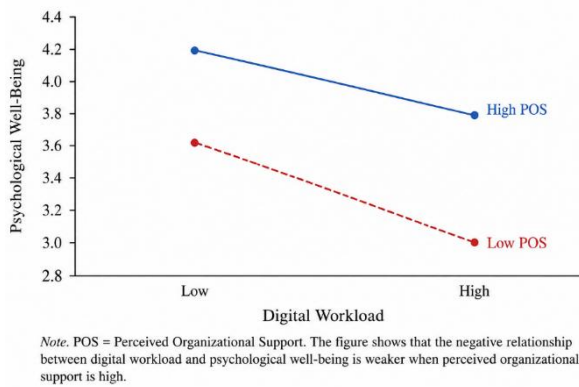


Figure 1. Moderating Effect of Perceived Organizational Support on the Relationship Between Digital Workload Psychological Well-Being

The interaction pattern indicates that organizational support served as a psychological resource that protected employees from the adverse effects of digital workload. Employees who perceived stronger organizational support maintained relatively stable levels of psychological well-being even under higher digital work demands. The findings supported all proposed hypotheses. digital workload and perceived organizational support exert opposite effects on psychological well-being. Higher levels of digital workload were linked to lower psychological well-being, whereas greater perceived organizational support was associated with improved psychological well-being. This pattern suggests that while digital work demands may undermine employee well-being, organizational support can serve as an important resource that promotes positive psychological outcomes. Most importantly, perceived organizational support functioned as a protective organizational resource that weakened the negative impact of digital workload on employee psychological well-being. The results further align with the central premise of the Job Demands–Resources framework, which posits that organizational resources can offset the detrimental effects of excessive job demands. Accordingly, perceived organizational support appears to function as a protective resource that helps employees maintain their psychological well-being in the presence of digital workload demands.

DISCUSSION

This study explored the relationship between digital workload and psychological well-being in the context of the digital workplace and further examined whether perceived organizational support could moderate this relationship. The results revealed that higher digital workload was associated with poorer psychological well-being, while perceived organizational support was positively related to employee well-being. In addition, the moderating analysis demonstrated that perceived organizational support reduced the adverse influence of digital workload on psychological well-being. These findings provide empirical support for the Job Demands–Resources (JD-R) framework (Bakker & Demerouti, 2017; Demerouti et al., 2001) which

emphasizes the protective role of organizational resources in managing job demands, as well as Organizational Support Theory (Eisenberger et al., 1986). Furthermore, the study extends existing knowledge by highlighting the importance of organizational support in sustaining employee well-being within increasingly digitalized work environments.

The finding that digital workload negatively affects psychological well-being suggests that excessive digital demands constitute a significant psychosocial risk in contemporary workplaces. Employees who experience constant connectivity, excessive digital communication, information overload, and technological interruptions tend to report lower levels of positive psychological functioning. This finding is consistent with previous studies demonstrating that digital work demands contribute to technostress, emotional exhaustion, cognitive fatigue, and diminished mental health outcomes (Ahmed et al., 2023; Molino et al., 2020; Tarafdar et al., 2015; X. Wang et al., 2024). Within the JD-R framework, digital workload can be understood as a job demand that requires sustained cognitive and emotional effort. When such demands persist over time without adequate recovery opportunities, employees may experience resource depletion that ultimately undermines their psychological well-being (Bakker & Demerouti, 2017).

From a psychological perspective, digital workload appears to interfere with employees' ability to psychologically detach from work. Continuous exposure to emails, instant messaging platforms, virtual meetings, collaborative software, and expectations of immediate responsiveness may limit recovery experiences and increase cognitive overload. Previous research suggests that insufficient recovery from work-related demands is associated with reduced emotional regulation, lower resilience, and impaired well-being (Stich et al., 2019; Suh & Lee, 2017). Consequently, excessive digital workload may weaken core dimensions of psychological well-being, including environmental mastery, autonomy, purpose in life, and positive functioning, as proposed by (Ryff, 1989).

Importantly, the present findings contribute to the growing debate regarding the consequences of digital transformation for employee health and well-being. Although digital technologies are often introduced to enhance organizational efficiency, flexibility, and productivity, they may simultaneously generate new forms of psychological strain when technological demands exceed employees' adaptive capacities (Day et al., 2012; Marsh et al., 2022). This finding highlights the paradoxical nature of digital transformation. Digitalization can function as both an organizational resource and a source of job demands depending on how technologies are implemented, managed, and integrated into employees' daily work experiences. Therefore, the psychological consequences of digital work should not be attributed solely to technology itself but rather to the interaction between technological demands and the organizational environment in which they occur.

The results also demonstrated a positive relationship between perceived organizational support and psychological well-being. When employees believed that their organization recognized their contributions and cared about their welfare, they were more likely to experience favorable psychological outcomes, including greater flourishing, stronger emotional stability, and enhanced psychological functioning. This result supports Organizational Support Theory, which posits that supportive organizational treatment strengthens employees' socioemotional needs, fosters trust, and promotes positive psychological outcomes (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). The finding is also consistent with empirical evidence indicating that perceived organizational support contributes to employee resilience, engagement, psychological safety, organizational commitment, and overall well-being (Caesens et al., 2017; Caesens & Stinglhamber, 2020; Kurtessis et al., 2017).

In digital workplaces, organizational support may become increasingly important because employees must continuously adapt to changing technologies, evolving work processes, and virtual modes of collaboration. Supportive organizations can provide employees with technological assistance, training opportunities, workload management, mental health resources, flexible work arrangements, and supportive leadership practices. Such resources may strengthen employees' perceptions of control, competence, and security, thereby enhancing their capacity to cope with technological pressures. Accordingly, perceived organizational support serves not only as an organizational resource but also as a psychological mechanism that promotes employee adaptation within digitally intensive environments.

The most significant finding of this study concerns the moderating role of perceived organizational support. Perceived organizational support able to buffered the negative effect of digital workload on psychological well-being. Employees who experienced high digital workload reported substantially better psychological outcomes when they perceived stronger organizational support. This finding strongly supports the buffering hypothesis of the JD-R framework, which proposes that organizational resources can mitigate the adverse effects of excessive job demands (Bakker & Demerouti, 2017). These findings are consistent with previous studies showing that organizational support functions as an important organizational resource that protects employee well-being. Research has demonstrated that such support can buffer the negative consequences of technostress, work-family conflict, and workplace strain, enabling employees to better cope with work-related demands and maintain their well-being (Harunavamwe & Ward, 2022; X. Wang et al., 2024; Ward et al., 2025).

The buffering effect observed in this study may be explained through both JD-R and Conservation of Resources (COR) theory (Hobfoll, 1989). According to COR theory, individuals strive to obtain, maintain, and protect valuable psychological resources. When employees perceive strong organizational support, they gain access to emotional, social,

and instrumental resources that help them cope with stressful conditions. Consequently, organizational support may reduce the likelihood that digital workload results in significant psychological resource depletion. Employees who feel supported may interpret digital demands as manageable challenges rather than overwhelming stressors, thereby preserving psychological well-being even under conditions of high workload.

These findings contribute to the literature in several important ways. First, the study extends the JD-R framework by conceptualizing digital workload as a distinct digital job demand emerging from technologically intensive work systems. While previous studies have predominantly focused on technostress, the present study highlights digital workload as a broader construct encompassing continuous connectivity, information overload, multitasking requirements, and digital interruptions (Molino et al., 2020; Tarafdar et al., 2019). Second, this study enriches Organizational Support Theory by demonstrating that perceived organizational support functions as a critical protective resource within digital workplaces. Third, unlike many previous studies that primarily examined burnout, emotional exhaustion, or stress, this study adopts a positive organizational psychology perspective by focusing on psychological well-being as an indicator of flourishing and sustainable employee functioning. This distinction is theoretically meaningful because psychological well-being reflects not merely the absence of distress but the presence of positive psychological functioning, personal growth, meaning, and purpose (Donaldson et al., 2019; Ryff & Singer, 2008).

The findings also have important practical implications. Organizations should recognize that digital workload represents both a technological and psychological challenge. Excessive communication expectations, constant connectivity, and information overload may gradually erode employee well-being if not appropriately managed. Therefore, organizations should establish clear digital communication norms, encourage psychological detachment during non-working hours, and promote healthy work-life boundaries. In addition, organizations should invest in supportive leadership practices, technological training, employee assistance programs, and mental health initiatives that strengthen employees' capacity to adapt to digital work demands. Such interventions may help organizations achieve sustainable digital transformation while simultaneously protecting employee well-being.

Despite its contributions, this study has several limitations that should be considered. First, the use of a cross-sectional design restricts the ability to draw causal inferences from the observed relationships. Accordingly, future research is encouraged to employ longitudinal or experimental designs to better capture the dynamic relationships among digital workload, organizational support, and psychological well-being over time. Second, the reliance on self-report measures for all study variables may introduce the risk of common method variance, even though

procedural and statistical remedies were implemented to minimize this issue. Future studies could address this limitation by incorporating multisource data, objective indicators of digital workload, or behavioral measures of technology use. Third, the study sample was drawn from various occupational sectors with differing levels of digitalization, which may limit the generalizability of the findings across more specific or homogeneous contexts. Future studies should examine sector-specific contexts and explore potential boundary conditions such as digital competence, technological self-efficacy, work autonomy, leadership style, and organizational culture.

Future research should also investigate emerging challenges associated with the future of work, including artificial intelligence-enabled workplaces, algorithmic management systems, digital surveillance practices, and hybrid work arrangements. Understanding how employees psychologically adapt to these rapidly evolving technological environments will be essential for developing evidence-based strategies that promote sustainable employee well-being in the digital era.

In conclusion, this study demonstrates that digital workload negatively affects employees' psychological well-being, whereas perceived organizational support positively contributes to employee flourishing and mitigates the harmful effects of digital workload. These findings reinforce the central assumptions of the JD-R framework, Organizational Support Theory, and Conservation of Resources theory by emphasizing the critical role of organizational resources in maintaining employee well-being within digitally intensive work environments. As organizations continue to accelerate digital transformation, fostering supportive, psychologically healthy, and human-centered workplaces will be essential for ensuring both organizational effectiveness and long-term employee well-being.

CONCLUSION

This study concludes that digital workload negatively affects employees' psychological well-being in the digital workplace. Excessive digital communication, constant connectivity, information overload, and technology-related interruptions can reduce employees' emotional balance, recovery, and positive psychological functioning. The findings also show that perceived organizational support plays an important protective role. Employees who feel valued, supported, and cared for by their organization are better able to maintain psychological well-being even when facing high digital work demands. This supports the Job Demands-Resources theory and Organizational Support Theory, which explain that organizational resources can reduce the harmful effects of excessive job demands. Theoretically, this study contributes by positioning digital workload as a distinct digital job demand and perceived organizational support as a protective resource in the digital workplace. The study also expands previous research by focusing on psychological well-being as a positive outcome,

rather than only examining burnout, stress, or exhaustion. Practically, organizations need to manage digital workload more carefully by setting clear communication boundaries, reducing unnecessary digital interruptions, providing technological assistance, offering flexible work arrangements, and strengthening supervisor support. These efforts are essential for creating healthier, more sustainable, and human-centered digital workplaces. Digital transformation should not only focus on efficiency and productivity, but also on protecting employees' psychological well-being through strong organizational support.

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ETHICAL APPROVAL

This study was conducted in accordance with established ethical principles for research involving human participants and the principles of the Declaration of Helsinki. Ethical approval was obtained from the appropriate institutional ethics committee prior to data collection. All participants received information regarding the purpose and procedures of the study before participation. Participation was voluntary, informed consent was obtained from all respondents, and participants were informed of their right to withdraw from the study at any time without consequences. Anonymity and confidentiality were maintained throughout the research process, and no personally identifiable information was collected.

DECLARATION OF INTEREST

The authors declare that they have no known financial or personal conflicts of interest that could have influenced the research, analysis, interpretation, or reporting of the findings presented in this article.

TRANSPARENCY OF DATA

The data supporting the findings of this study are available from the corresponding author upon reasonable request, subject to ethical and confidentiality considerations. The dataset does not contain personally identifiable information. Research materials and additional information regarding the measurement instruments may also be made available upon reasonable request where permitted by applicable ethical and institutional requirements.

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AI USAGE STATEMENT

Generative artificial intelligence tools were used solely to assist with language refinement, grammatical improvement, and the organization of the manuscript. AI tools were not used to generate, manipulate, or fabricate research data, conduct the statistical analyses, or determine the study findings. All AI-assisted content was critically reviewed and verified by the authors, who take full responsibility for the accuracy, integrity, and final content of the manuscript.

AUTHORS' CONTRIBUTIONS

Anggi Tri Lestari Purba contributed to the conceptualization, research design, investigation, data collection, data analysis, interpretation of the findings, and preparation of the original manuscript. Adelin Australiati Saragih contributed to the conceptual development, methodology, interpretation of the findings, critical review, and revision of the manuscript. Findy Suri N contributed to the literature review, research methodology, data interpretation, manuscript preparation, and critical revision. All authors reviewed and approved the final version of the manuscript and agreed to be accountable for the integrity of the work.

ETHICAL CONSIDERATIONS

This research was conducted in accordance with ethical principles governing studies involving human participants. Participation was entirely voluntary, and respondents were assured that their responses would remain anonymous and confidential. No personally identifiable information was collected during the study. Prior to completing the survey, all participants provided informed consent. In addition, ethical approval was granted by the appropriate institutional ethics committee, and all research procedures adhered to the principles outlined in the Declaration of Helsinki.

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