Volume 7 Issue 2 (2026) Pages 1151 - 1160
Economics and Digital Business Review
ISSN : 2774-2563 (Online)

How Technostress, Organizational Commitment, and Organizational Citizenship Behavior Shape Work Outcomes Among Generation X Employees in Pontianak

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Abstrak

Transformasi digital memunculkan technostress yang berpotensi memengaruhi sikap dan perilaku kerja karyawan, khususnya Generasi X yang berada pada masa transisi teknologi. Penelitian ini bertujuan menguji pengaruh technostress terhadap Organizational Citizenship Behavior (OCB) dengan komitmen organisasi sebagai variabel mediasi, berlandaskan teori Job Demands–Resources dan Conservation of Resources. Penelitian menggunakan pendekatan kuantitatif dengan desain survei korelasional-prediktif. Data dikumpulkan melalui kuesioner terhadap 200 karyawan Generasi X di Kota Pontianak dan Kabupaten Kubu Raya yang dipilih dengan purposive sampling, kemudian dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) dengan SmartPLS 4 melalui pendekatan disjoint two-stage. Model pengukuran memenuhi kriteria reliabilitas dan validitas konvergen, sedangkan validitas diskriminan antara OCB dan komitmen organisasi perlu ditafsirkan secara hati-hati. Technostress berpengaruh positif dan signifikan terhadap komitmen organisasi (β = 0,262; p = 0,002) dan OCB (β = 0,152; p = 0,018). Komitmen organisasi berpengaruh positif dan signifikan terhadap OCB (β = 0,764; p < 0,001) serta memediasi pengaruh technostress terhadap OCB (β = 0,200; p = 0,011). Model menjelaskan 66,7% varians OCB. Temuan menegaskan peran komitmen organisasi sebagai mekanisme psikologis utama yang menjembatani tuntutan teknologi dan perilaku ekstra-peran karyawan.

Kata Kunci: *Technostress; Komitmen Organisasi; Organizational Citizenship Behavior; Generasi X; Structural Equation Modeling.*

Abstract

Digital transformation has given rise to technostress, which may influence employees' attitudes and work behavior, particularly among Generation X employees amid technological transition. This study examines the effect of technostress on organizational citizenship behavior (OCB) with organizational commitment as a mediating variable, drawing on the Job Demands–Resources and Conservation of Resources theories. This quantitative study used a correlational-predictive survey design. Data were collected from 200 Generation X employees in Pontianak City and Kubu Raya Regency using purposive sampling and analyzed with partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4 using a disjoint two-stage approach. The measurement model met the reliability and convergent validity criteria, although discriminant validity between OCB and organizational commitment requires cautious interpretation. Technostress had a positive and significant effect on organizational commitment (β = 0.262; p = 0.002) and OCB (β = 0.152; p = 0.018). Organizational commitment had a positive and significant effect on OCB (β = 0.764; p < 0.001) and mediated the effect of

DOI : 10.37531/ecotal.v7i2.4259

technostress on OCB (β = 0.200; p = 0.011). The model explained 66.7% of the variance in OCB. These findings show that organizational commitment is the main psychological mechanism linking technological demands to employees' extra-role behavior.

Keywords: *technostress; organizational commitment; organizational citizenship behavior; Generation X; structural equation modeling.*

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INTRODUCTION

Digital transformation has changed how employees work across organizations, in both the public and private sectors, including in Pontianak City. This change has given rise to technostress, a stress condition that arises from excessive, complex, and constantly changing demands for information technology use that are not matched by employees' mental readiness and digital skills (Sanjeeva Kumar, 2024a; Tarafdar et al., 2020). Pressure from superiors without adequate feedback further aggravates this stress and affects performance (Aisyah et al., 2025; Geneveva et al., 2025; Hendharsa et al., 2024).

Previous studies show that technostress affects employees' work attitudes and behaviors, including innovation (Chandra et al., 2019), well-being and other work-related outcomes (Ficapal-Cusí et al., 2025; Golz et al., 2021; Sanjeeva Kumar, 2024a, 2024b); employee retention (Rajput & Sharma, 2024), and occupational health (Estrada-Araoz et al., 2025), while measurement instruments continue to be developed (Colledani et al., 2025). Work role conflict and workplace stressors have also been shown to spill over into life outside work and to affect employees' engagement, performance, and turnover intention(Ribeiro et al., 2023; Sarwar et al., 2021; Wang & Shi, 2022).

In human resource management (HRM), Organizational Citizenship Behavior (OCB) is voluntary work behavior beyond formal duties that reflects employees' contribution to organizational effectiveness. Technology-related pressure that is poorly managed may reduce employees' motivation to display such behavior, because technology-based stress can affect work behavior (Choi, 2026). Organizational commitment, which comprises affective, continuance, and normative dimensions (Allen & Meyer, 1996) may serve as a psychological mechanism that bridges working conditions and employee behavior. Several recent studies have examined technostress, organizational commitment, and work behavior together (Choi, 2026; Dekawati et al., 2025), while the mediating role of affective commitment in the relationship between organizational factors and OCB has been demonstrated in the context of transformational leadership (Jan et al., 2025).

However, research that specifically tests the mediating role of organizational commitment in the relationship between technostress and OCB remains limited, particularly among Generation X employees, who have long work experience but are not fully digital natives. The local context of Pontianak City has also received little attention in the technostress-based HRM literature. Moreover, the effect of

DOI : 10.37531/ecotal.v7i2.4259

technostress is not always linear (Chandra et al., 2019), so its direction of influence on work attitudes and behavior needs to be tested empirically in different contexts.

This study is grounded in Job Demands–Resources (JD-R) theory and Conservation of Resources (COR) theory. JD-R views job demands, including technology use demands, as factors that drain employees' energy and need to be balanced by job resources (Demerouti, 2024), while COR explains that individuals strive to obtain, retain, and protect the resources they value. Resources gained at work have also been shown to enrich individuals' roles outside work (Hassan et al., 2021). On this basis, the hypotheses tested are: H1, technostress has a significant effect on organizational commitment; H2, technostress has a significant effect on OCB; H3, organizational commitment has a significant effect on OCB; and H4, organizational commitment mediates the effect of technostress on OCB. The hypotheses are formulated without specifying a direction of effect, because the empirical evidence on the direction of technostress effects is not yet consistent.

Based on the above, this study aims to analyze: (1) the effect of technostress on organizational commitment; (2) the effect of technostress on OCB; (3) the effect of organizational commitment on OCB; and (4) the mediating role of organizational commitment in the relationship between technostress and OCB among Generation X employees in Pontianak City. The novelty of this study lies in three aspects: first, the integration of technostress and OCB through the psychological mechanism of organizational commitment based on the three-component model (Allen & Meyer, 1996), which has rarely been tested in the context of technology-related pressure; second, the focus on Generation X employees, who stand at the crossroads between conventional work experience and digital demands; and third, the empirical context of Pontianak City, which enriches local evidence in an HRM literature that has so far been dominated by cross-country or sector-specific studies.

METODOLOGI

This study uses a quantitative approach with a correlational-predictive survey design to test a model of the effect of technostress on OCB through organizational commitment. The research model and the relationships among variables are presented in Figure 1.

The study population consists of professional Generation X employees (born 1965–1980) working in office settings in Pontianak City and Kubu Raya Regency, West Kalimantan. Because the size of the population is not known with certainty, the sample was determined using purposive sampling with an inclusion criterion of at least 10 years of work experience, to ensure that respondents had persistently experienced the dynamics of technological transition in the workplace. The minimum sample size was determined through a statistical power analysis with a statistical power of 80%, a significance level of 1%, and a minimum R^2 of 0.10 across 9 predictor paths (Hair Jr et al., 2022), yielding a minimum sample of 181 respondents. This study involved 200 respondents, which exceeds that minimum.

DOI : 10.37531/ecotal.v7i2.4259

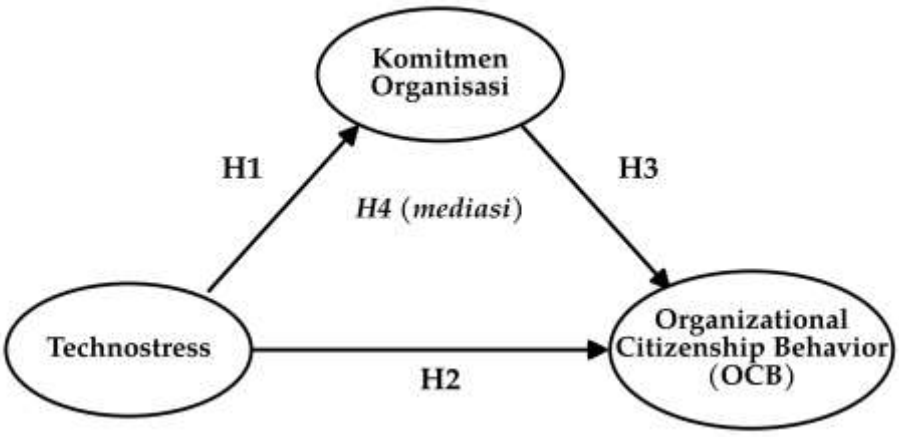


Figure 1. Research Model

ata were collected through a structured questionnaire distributed both online and offline (face-to-face). Technostress was measured through five dimensions, namely techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty (Tarafdar et al., 2020) ; organizational commitment was measured using the three-component model, namely affective, continuance, and normative commitment (Allen & Meyer, 1996); and OCB was measured through five dimensions, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, 1997).

Because all three variables are multidimensional (higher-order constructs), the data were analyzed using a disjoint two-stage approach: the first stage produces construct scores for each lower-order construct (LOC), which are then used in the second stage as indicators of the higher-order construct (HOC) (Hair Jr et al., 2022) . The analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. Evaluation of the measurement model (outer model) covers convergent validity (outer loadings and AVE), discriminant validity using the Fornell–Larcker criterion, and reliability (Cronbach's alpha and composite reliability). Evaluation of the structural model (inner model) covers the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and the variance inflation factor (VIF) to check for multicollinearity. Hypotheses were tested using a bootstrapping procedure with a significance criterion of $p < 0.05$.

HASIL DAN PEMBAHASAN

Respondent Characteristics

Data were successfully collected from 200 professional Generation X employees in Pontianak City and Kubu Raya Regency. The respondents' characteristics are presented in Table 1. Respondents were predominantly male (57.50%), aged 51–55 years (41.50%), held a bachelor's degree (53.00%), worked as private-sector employees (42.00%), and had a monthly income of IDR 5,100,000–IDR 7,000,000 (38.50%).

DOI : 10.37531/ecotal.v7i2.4259

Table 1. Respondent characteristics (N = 200)

Karakteristik	Kategori	n	%
Jenis kelamin	Laki-laki	115	57,50
	Perempuan	85	42,50
Usia	46–50 tahun	82	41,00
	51–55 tahun	83	41,50
	56–60 tahun	35	17,50
Tingkat pendidikan	SLTA sederajat	34	17,00
	Diploma (D1, D3, D4)	27	13,50
	Sarjana (S1)	106	53,00
	Magister (S2)	24	12,00
	Doktor (S3)	9	4,50
Pekerjaan	Karyawan swasta	84	42,00
	Wiraswasta	56	28,00
	PNS/BUMN/BUMD	51	25,50
	Lainnya	9	4,50
Pendapatan per bulan	Rp1.000.000–Rp3.000.000	13	6,50
	Rp3.100.000–Rp5.000.000	53	26,50
	Rp5.100.000–Rp7.000.000	77	38,50
	Di atas Rp7.000.000	57	28,50

Sumber: Data primer diolah (2026)

Measurement Model Evaluation (Outer Model)

Convergent validity was evaluated through outer loadings (Table 2) and AVE (Table 3). All indicators had outer loadings between 0.617 and 0.891. Two indicators, namely techno-invasion (0.641) and courtesy (0.617), fell below the 0.70 threshold but remained above 0.50. Both indicators were retained because the AVE of their respective constructs (0.607 and 0.525) exceeded 0.50 and composite reliability was above 0.70, so removing the indicators was not necessary (Hair Jr et al., 2022).

Table 2. Outer loading

Konstruk	Indikator	Outer loading
Technostress	Techno-overload	0,782
	Techno-invasion	0,641
	Techno-complexity	0,797
	Techno-insecurity	0,838
	Techno-uncertainty	0,823
Komitmen organisasi	Affective commitment	0,862
	Continuance commitment	0,847
	Normative commitment	0,891
OCB	Altruism	0,740
	Conscientiousness	0,770
	Sportsmanship	0,759
	Courtesy	0,617
	Civic virtue	0,727

Sumber: Output SmartPLS 4 (2026)

DOI : 10.37531/ecotal.v7i2.4259

Cronbach's alpha (0.773–0.838) and composite reliability (0.780–0.901) of all constructs exceeded 0.70, while AVE values (0.525–0.752) exceeded 0.50 (Table 3). Thus, the instrument was deemed reliable and convergently valid.

Table 3. Reliabilitas dan validitas konvergen

Variabel	Cronbach's alpha	CR (rho_a)	CR (rho_c)	AVE
Technostress	0,838	0,864	0,885	0,607
Komitmen organisasi	0,835	0,838	0,901	0,752
OCB	0,773	0,780	0,846	0,525

Sumber: Output SmartPLS 4 (2026). CR = composite reliability; AVE = average variance extracted

Discriminant validity was tested using the Fornell–Larcker criterion (Table 4). The square roots of the AVE for Technostress (0.779) and organizational commitment (0.867) were greater than their correlations with the other constructs. The square root of the AVE for OCB (0.725), in contrast, was lower than its correlation with organizational commitment (0.804). The Fornell–Larcker criterion is therefore not fully satisfied for this pair of constructs, which indicates conceptual proximity between commitment and OCB. The estimated effect of commitment on OCB should be interpreted with caution, and discriminant validity should preferably be confirmed using the heterotrait–monotrait ratio (HTMT).

Table 4. Validitas diskriminan (kriteria Fornell–Larcker)

Variabel	Technostress	Komitmen organisasi	OCB
Technostress	0,779		
Komitmen organisasi	0,262	0,867	
OCB	0,352	0,804	0,725

Sumber: Output SmartPLS 4 (2026). Nilai diagonal adalah akar AVE

Structural Model Evaluation (Inner Model)

The coefficient of determination (R^2) and predictive relevance (Q^2) are presented in Table 5. Technostress explains 6.8% of the variance in organizational commitment (weak), while technostress and organizational commitment together explain 66.7% of the variance in OCB (moderate–substantial) (Hair et al., 2021). The Q^2 values of both endogenous variables are greater than 0, indicating that the model has predictive relevance, although it is small.

Table 5. Koefisien determinasi (R^2) dan relevansi prediktif (Q^2)

Variabel	R^2	R^2 adjusted	Q^2	Keterangan R^2
Komitmen organisasi	0,068	0,064	0,045	Lemah
OCB	0,667	0,664	0,104	Moderat–kuat

Sumber: Output SmartPLS 4 (2026)

The contribution of each predictor is shown by the effect size (f^2) in Table 6. Organizational commitment makes a large contribution to OCB ($f^2 = 1.633$), whereas technostress makes a small contribution to organizational commitment ($f^2 = 0.074$) and to OCB ($f^2 = 0.065$). All VIF values (1.000 for technostress → commitment, and 1.074 for technostress and commitment → OCB) are well below 5.00, so the model is free from multicollinearity problems.

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Table 6. Effect size (f^2)

Jalur	f^2	Kategori
Technostress → Komitmen organisasi	0,074	Kecil
Technostress → OCB	0,065	Kecil
Komitmen organisasi → OCB	1,633	Besar

Sumber: Output SmartPLS 4 (2026)

Hypothesis Testing

The results of hypothesis testing through bootstrapping are presented in Table 7 and Figure 2. Technostress has a positive and significant effect on organizational commitment (H1 accepted) and on OCB (H2 accepted). Organizational commitment has a positive and significant effect on OCB (H3 accepted). The indirect effect of technostress on OCB through organizational commitment is also positive and significant (H4 accepted). Because the direct and indirect effects are both significant, organizational commitment acts as a partial mediator.

Table 7. Result Hypothesis

Hipotesis	Hubungan antarvariabel	Koefisien jalur (β)	p-value	Keputusan
H1	Technostress → Komitmen organisasi	0,262	0,002	Diterima (positif, signifikan)
H2	Technostress → OCB	0,152	0,018	Diterima (positif, signifikan)
H3	Komitmen organisasi → OCB	0,764	< 0,001	Diterima (positif, signifikan)
H4	Technostress → Komitmen organisasi → OCB	0,200	0,011	Diterima (mediasi parsial)

Sumber: Output SmartPLS 4 (2026)

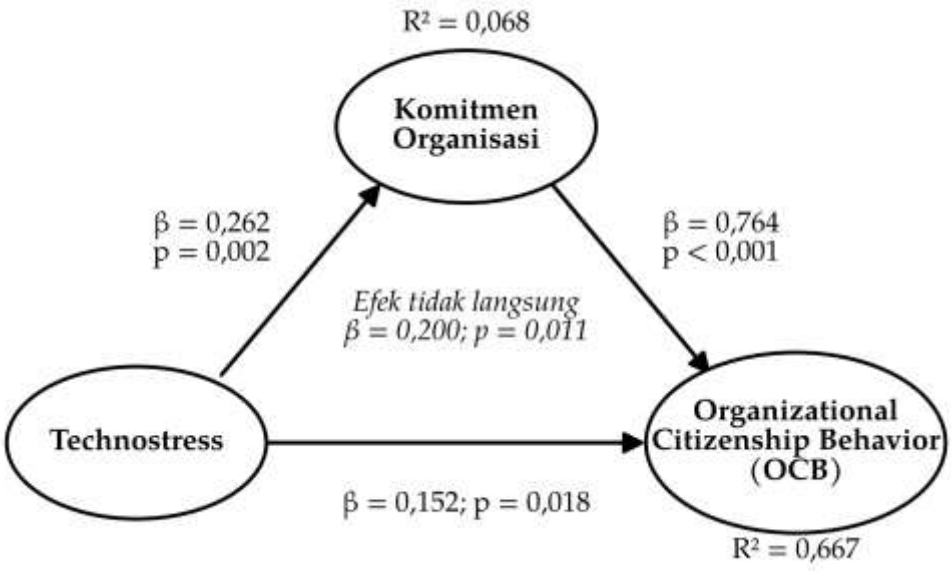


Figure 2. Hasil estimasi model struktural

Discussion

The results show that technostress has a positive effect on organizational commitment (H1). This direction differs from how technostress is positioned in the

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literature, which generally treats it as a stressor that harms well-being and performance (Sanjeeva Kumar, 2024a; Tarafdar et al., 2020), but it is consistent with findings that the effect of technostress is not always linear (Chandra et al., 2019). Based on JD-R and COR, technological demands can be appraised as challenges that encourage employees to retain and protect the resources they have built within the organization (Demerouti, 2024). Among Generation X employees with at least 10 years of work experience, such demands may strengthen reliance on the organization as a source of support and job continuity. This interpretation is tentative because the study did not directly measure challenge–hindrance appraisals. The contribution of technostress to commitment is also weak (R^2 = 6.8%; f^2 = 0.074), so technostress is not a main determinant of commitment.

The direct effect of technostress on OCB (H2) is positive but small (β = 0.152; f^2 = 0.065). This finding indicates that Generation X employees do not necessarily reduce their extra-role behavior when technological demands increase. Some of them may even continue to help colleagues and remain compliant with the organization despite facing technology-related pressure.

Organizational commitment has a positive and very strong effect on OCB (H3; β = 0.764; f^2 = 1.633). This finding is consistent with the three-component model of Allen and Meyer (1996) and with evidence that affective commitment bridges organizational factors and OCB (Jan et al., 2025). Employees who are emotionally attached, feel obligated, or perceive a high cost of leaving the organization may be more willing to perform extra roles. However, the size of this coefficient needs to be read alongside the discriminant validity results (Table 4), because the conceptual proximity between commitment and OCB may inflate the estimated effect.

The mediating role of organizational commitment (H4; β = 0.200; p = 0.011) shows that commitment is a psychological mechanism that bridges the effect of technostress on OCB. The indirect effect accounts for about 57% of the total effect of technostress on OCB (0.352), while the direct effect accounts for about 43%. These results strengthen the application of JD-R and COR in explaining organizational behavior in the digital era: the impact of technological demands on extra-role behavior works mainly through employees' attachment to the organization.

CONCLUSION

This study concludes that technostress has a positive and significant effect on the organizational commitment and OCB of Generation X employees in Pontianak City, that organizational commitment has a positive and significant effect on OCB, and that organizational commitment partially mediates the effect of technostress on OCB. The model explains 66.7% of the variance in OCB, with organizational commitment as the dominant predictor. In practical terms, organizations that are accelerating digital transformation are advised to strengthen the commitment of senior employees through digital training, technical support, and clear communication.

The limitations of this study include a cross-sectional, self-report design, the use of purposive sampling in a single region, and two indicators with outer loadings below 0.70. Future research is advised to use a longitudinal design, test the nonlinear

DOI : 10.37531/ecotal.v7i2.4259

relationship of technostress, add explanatory variables such as psychological safety and digital literacy, and compare across generations.

ACKNOWLEDGMENTS

The authors would like to express their sincere gratitude to Universitas Panca Bhakti Pontianak, particularly the Rector and the university leadership, for the support and opportunity provided that made this research possible. Gratitude is also extended to the Institute for Research and Community Service (LPPM) of Universitas Panca Bhakti Pontianak, including its Head and all staff, for the funding, administrative assistance, and facilitation from the proposal stage through implementation to progress reporting via SIPP.

The authors also thank all respondents who were willing to participate, as well as everyone who helped with data collection and processing. It is hoped that the results of this study will be useful for the development of human resource management science and for Universitas Panca Bhakti Pontianak.

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