

The Effect of Technostress and Digital Overload on Employee Performance with Organizational Support as a Mediating Variable at PT Pura Barutama Kudus

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Abstract

Inconsistent employee performance in achieving production targets may reflect growing digital work pressures, including technostress and digital overload. Organizational support may therefore be essential in helping employees manage technology-related demands and maintain performance. This study examines the effects of technostress and digital overload on employee performance and organizational support, evaluates the effect of organizational support on employee performance, and investigates its mediating role at PT Pura Barutama Offset Unit Kudus. A quantitative approach was employed using primary data collected through employee questionnaires. The study population comprised 1,605 employees, and the data were analyzed using structural equation modeling (SEM) with AMOS. The findings indicate that technostress has a negative and significant effect on employee performance, whereas digital overload has no significant direct effect. Both technostress and digital overload have positive and significant effects on organizational support, while organizational support positively and significantly affects employee performance. Organizational support also mediates the effects of technostress and digital overload on employee performance. These findings demonstrate that organizational support constitutes an important indirect pathway linking digital work pressures to employee performance, even when their direct effects differ. The study contributes to understanding the organizational mechanisms underlying employee responses to technology-intensive work. Practically, organizations

should strengthen managerial and institutional support while implementing targeted measures to reduce technostress and manage digital workload demands.

Keywords: Digital Overload; Employee Performance; Organizational Support; Technostress; Workplace Technology

INTRODUCTION

Digital transformation has reshaped various aspects of organizational life, including how work is performed, communication is conducted, and information is managed. The adoption of information and communication technologies enables organizations to improve the speed, flexibility, and efficiency of their work activities. However, the increasing use of technology has also created new demands for employees. Employees are not only required to operate various digital devices and systems effectively but must also adapt to technological changes, manage large volumes of information, and respond promptly to digital communications. These conditions indicate that workplace digitalization not only provides benefits to organizations but may also generate new forms of pressure that potentially affect employee well-being and performance (Cadieux et al., 2024; Meyer & Tisch, 2024).

Employee performance is an essential component of organizational success because it reflects employees' ability to complete their tasks in accordance with established targets, quality standards, quantity requirements, deadlines, and assigned responsibilities. In an increasingly digitalized work environment, performance is influenced not only by individual abilities and skills but also by the demands of the job and the resources available within the organization. Employees' ability to adapt to technological developments has become increasingly important as work processes become more dependent on digital systems and technology-mediated communication (Lelani et al., 2024; Yasiroh & Suhada, 2025).

These conditions are particularly relevant to PT Pura Barutama Unit Offset Kudus, whose production activities utilize various modern technologies to support printing processes. The use of these technologies enables the company to carry out production activities in a more integrated manner. At the same time, however, employees are required to adapt continuously to the systems and technological devices employed in their work. Increasing dependence on technology means that system disruptions, system changes, intensified digital communication, and the need to obtain and respond to information rapidly may become part of employees' job demands. Therefore, the technology-based work

environment at PT Pura Barutama Unit Offset Kudus should be examined not only in terms of its benefits for production processes but also in relation to the potential emergence of digital pressures experienced by employees.

Performance-related problems can be observed from the production performance of PT Pura Barutama Unit Offset Kudus throughout 2025. Company documentation indicates that production output failed to consistently reach the predetermined targets during most months. Production achievement in several months remained below 94%, with the lowest levels recorded in June at 91.85% and December at 91.33%. The production target reached 100% only in August. This condition indicates that the achievement of production targets has not been consistent and suggests the presence of factors that warrant further attention in efforts to improve employee performance.

Table 1. Production Realization of PT Pura Barutama Unit Offset Kudus in 2025

Month	Production Target	Production Realization	Achievement
January	120,000	112,500	93.75%
February	118,000	110,000	93.22%
March	125,000	117,000	93.60%
April	130,000	121,000	93.07%
May	128,000	119,500	93.36%
June	135,000	124,000	91.85%
July	132,000	123,500	93.56%
August	140,000	140,000	100.00%
September	138,000	130,000	94.20%
October	145,000	134,000	92.41%
November	142,000	133,500	94.01%
December	150,000	137,000	91.33%

One factor that may be associated with this condition is technostress. Technostress refers to the psychological pressure arising from intensive use of information and communication technologies, particularly when technological demands, system complexity, technological changes, and adaptation requirements exceed an individual's capacity to cope with them. Technostress may manifest in several forms, including techno-overload, techno-complexity, techno-invasion, techno-uncertainty, and techno-insecurity. These demands may generate anxiety, emotional strain, mental fatigue, and reduced concentration when performing work-related tasks (Khalequzzaman et al., 2025; Umita & Chrisnatalia, 2025).

The phenomenon of technostress is also evident at PT Pura Barutama Unit Offset Kudus. Company documentation from 2025 indicates fluctuations in production-system disruptions and employee complaints regarding system-related issues throughout the year. System disruptions increased to 14 incidents in June and reached 15 incidents in December. Correspondingly, employee complaints related to the system reached 19 cases in June and increased to 22 cases in December. In contrast, in August, when system disruptions declined to five incidents, the number of complaints also decreased to six cases. This condition indicates that technology-related system problems represent an important aspect that requires attention within the company's work environment.

In addition to technostress, intensive technology use may also contribute to digital overload. Digital overload occurs when individuals are exposed to streams of digital content, information, notifications, and communications that exceed their available time and information-processing capacity. This condition may make it difficult for employees to manage information, establish priorities, and maintain focus on their primary work tasks. Digital overload is also characterized by an interactive process in which employees are not merely required to receive information but must also read, process, respond to, and distribute information across multiple digital platforms (Tafesse et al., 2024; Bunjak et al., 2022).

Indications of digital overload have also been identified in the work environment of PT Pura Barutama Unit Offset Kudus. Increased digital activity is reflected in the number of order revisions processed through the system, which reached 34 instances in December, as well as the number of types of daily digital reports, which reached eight in the same month. A preliminary survey of 30 employees showed that 50% of respondents occasionally needed to recheck information across multiple applications to ensure that no instructions were overlooked. Furthermore, 60% of respondents reported that they occasionally received information from several applications or digital channels within a short period. In addition, 53% of respondents indicated that they occasionally required additional concentration when using digital applications to avoid making errors at work. These findings suggest the presence of digital information overload in employees' work activities.

The presence of technostress and digital overload warrants further investigation because previous studies have reported inconsistent findings regarding the effects of these variables on employee performance. Khalequzzaman et al. (2025) found that technostress affects employee performance. Similar findings were reported by Umita and Chrisnitalia

(2025), who demonstrated that technostress influences employee performance. However, Murti et al. (2024) reported contrasting findings, indicating that technostress does not have a significant effect on employee performance. These inconsistent findings suggest that the relationship between technostress and employee performance requires further examination across different organizational contexts.

Inconsistencies have also been identified in the relationship between digital overload and employee performance. Brilianti et al. (2023) found that digital overload has a significant effect on employee performance effectiveness. Similarly, Pengfei et al. (2026) demonstrated that digital overload directly affects employee productivity and work outcomes. In contrast, Bunjak et al. (2022) found that digital overload does not significantly affect employee performance. These divergent findings suggest that a high level of digital information overload does not necessarily lead directly to reduced employee performance. Therefore, further research is required to identify the conditions that may strengthen or weaken this relationship.

Beyond their direct relationships with employee performance, technostress and digital overload should also be examined in relation to organizational support. Organizational support refers to the extent to which employees perceive that the organization values their contributions, cares about their well-being, and provides the assistance and resources necessary to perform their work. In technology-based work environments, organizational support may take the form of training, technical assistance, adequate technological facilities, supervisory guidance, and organizational policies that help employees cope with technological changes and digital demands. Such support may enable employees to manage technology-related pressures and maintain work effectiveness.

Previous research examining the relationship between technostress and organizational support has also produced mixed findings. Harunavamwe and Kanengoni (2023) found that technostress affects organizational support, a finding that is consistent with Zhang et al. (2025). However, Gabbiadini et al. (2023) reported that technostress does not have a strong effect on organizational support. Meanwhile, regarding the relationship between digital overload and organizational support, Sode et al. (2024) and Gering et al. (2025) found evidence of an effect, whereas Xu et al. (2024) reported different findings. These inconsistencies indicate that the relationship between digital demands and organizational support remains insufficiently established.

Organizational support is subsequently relevant to employee performance, (Fitriani et al., 2022; Hariani & Irfan, 2024) demonstrated that organizational support contributes to employee performance. In an increasingly digitalized work environment, organizational support becomes particularly important because employees require adequate resources to cope with technological demands. Organizations that provide assistance, technological facilities, training, and supervisory support may enable employees to deal with work demands more effectively.

These relationships can be explained through the Job Demands–Resources (JD-R) Theory. The JD-R Theory posits that working conditions consist of job demands and job resources. Job demands refer to aspects of work that require physical or psychological effort and may consequently deplete employees' energy, whereas job resources refer to resources that help employees achieve work goals, reduce job demands, and support personal growth and development (Bakker et al., 2023). In the present study, technostress and digital overload are conceptualized as job demands, while organizational support is positioned as a job resource.

From the JD-R perspective, increasing job demands may intensify pressure on employees, whereas the availability of job resources may help them manage such demands. Accordingly, when employees experience pressure arising from technology use and excessive digital information, organizational support can function as a resource that assists them in adapting to technological demands, overcoming work-related difficulties, and maintaining their performance. This perspective provides a theoretical basis for examining not only the direct effects of technostress and digital overload on employee performance but also the role of organizational support in these relationships.

Based on the foregoing discussion, the novelty of this study lies in integrating technostress and digital overload into a single research model, with organizational support serving as a mediating variable to explain employee performance in the context of the printing industry. Rather than examining only the direct effects of technostress and digital overload on employee performance, this study also investigates their relationships with organizational support and the role of organizational support in mediating the effects of digital demands on employee performance. This approach is important given the inconsistent findings reported in previous studies regarding the relationships among these variables.

Accordingly, there are strong empirical and theoretical grounds for conducting this study at PT Pura Barutama Unit Offset Kudus. Empirically, the company faces technology-based work demands, as reflected in system disruptions, system-related employee complaints, intensive digital information activities, and inconsistent production achievement. Theoretically, previous studies have reported inconsistent findings concerning the effects of technostress and digital overload on both employee performance and organizational support. Therefore, this study seeks to provide empirical evidence regarding the relationships among digital demands, organizational support, and employee performance.

Accordingly, this study focuses on (1) the effect of technostress on employee performance, (2) the effect of digital overload on employee performance, (3) the effect of technostress on organizational support, (4) the effect of digital overload on organizational support, (5) the effect of organizational support on employee performance, and (6) the mediating role of organizational support in the effects of technostress and digital overload on employee performance at PT Pura Barutama Unit Offset Kudus. Through this focus, the study is expected to contribute empirical evidence to the human resource management literature in the context of digital transformation while providing practical insights for organizations seeking to manage technological demands and strengthen employee support.

METHODS

This study employed a quantitative approach. The quantitative approach was used to measure the research variables and identify relationships among variables using data that can be expressed numerically. Quantitative data are data measured on a numerical scale, including interval and ratio scales (Sugiyono, 2018).

The research design employed a survey approach, with data collected through questionnaires. The study was designed to analyze the effects of technostress (X1) and digital overload (X2) on employee performance (Y), with organizational support (Z) serving as a mediating variable. The relationships among the research variables were analyzed using Structural Equation Modeling (SEM) with AMOS. SEM combines factor analysis and simultaneous equation modeling to examine relationships among the constructs included in the research model (Ghozali, 2021).

The study population consisted of 1,605 employees of PT Pura Barutama Unit Offset Kudus, comprising employees in the Management & Administration, Production Support,

and Other categories. Based on the 20 research indicators, the sample size was determined to be 140 respondents. The respondents were selected using purposive sampling, a non-probability sampling technique in which participants are selected based on specific considerations and criteria relevant to the research objectives (Sugiyono, 2018). The respondent criterion in this study was that employees must have more than three years of work experience at PT Pura Barutama Unit Offset Kudus.

The primary research instrument was a questionnaire used to collect primary data from the respondents. The questionnaire consisted of questions concerning respondents' demographic characteristics and statements representing the indicators of technostress, digital overload, employee performance, and organizational support. The variables were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). In addition to primary data, the study also utilized secondary data obtained from documentation and internal reports of PT Pura Barutama Unit Offset Kudus for 2025 (Sugiyono, 2018).

Data analysis was conducted using descriptive statistical analysis, validity testing, reliability testing, and Structural Equation Modeling (SEM) with AMOS. Descriptive analysis was used to organize, summarize, and present the research data informatively through statistical measures such as the mean, median, mode, and variance (Ghozali, 2021). Validity was assessed through convergent validity, Average Variance Extracted (AVE), and discriminant validity, while instrument reliability was evaluated using construct reliability (Ghozali, 2021).

Subsequently, SEM analysis was performed to evaluate both the measurement model and structural model. The analysis included goodness-of-fit testing, hypothesis testing based on the Critical Ratio (CR) and path coefficients, and mediation analysis to examine the direct and indirect effects of the independent variables on employee performance through organizational support (Ghozali, 2021).

The study was conducted in 2026 at PT Pura Barutama Unit Offset Kudus. The secondary data included internal company reports from 2025, while the primary data were collected through questionnaires distributed to 140 respondents and subsequently analyzed in 2026. The specific research period, such as the starting and ending months or the total duration of the study, was not explicitly documented in the available research materials.

Therefore, the exact duration of the research cannot be specified without additional information from the researcher.

RESULTS

Results of the Normality Test

Table 2. Results of the Normality Test

Variable	Min	Max	Skew	c.r.	Kurtosis	c.r.
y.5	1,000	5,000	0,460	2,221	-0,206	-0,497
y.2	1,000	5,000	0,109	0,527	0,081	0,195
y.1	1,000	5,000	0,614	2,968	-0,056	-0,134
z.5	1,000	5,000	-0,083	-0,402	0,881	2,128
z.4	1,000	5,000	-0,172	-0,833	0,804	1,943
z.3	1,000	5,000	0,183	0,882	0,626	1,512
z.1	1,000	5,000	-0,035	-0,167	0,724	1,749
x2.1	1,000	5,000	0,182	0,880	0,784	1,894
x2.2	1,000	5,000	0,099	0,480	1,367	3,300
x2.5	1,000	5,000	-0,135	-0,653	1,296	3,129
x1.2	1,000	5,000	0,099	0,478	0,878	2,120
x1.4	1,000	5,000	0,170	0,820	0,409	0,989
x1.5	1,000	5,000	0,368	1,776	-0,061	-0,147
Multivariate					5,481	1,642

Based on Table 2, the analysis shows that the multivariate critical ratio (c.r.) was 1.642. This value falls within the acceptable threshold of ± 2.58 , confirming that the data are normally distributed at the multivariate level. Therefore, the normality assumption is satisfied, and the data are considered suitable for further analysis using the Structural Equation Modeling (SEM) approach.

Evaluation of the Goodness-of-Fit Indices for the Full Model

Table 3. Evaluation of the Goodness-of-Fit Indices for the Full Model

Goodness-of-Fit Index	Cut-off Value	Model	Model Evaluation
Chi-Square (df = 59)	< 77.931	62.213	Good
Probability	> 0.05	0.363	Good
RMSEA	≤ 0.08	0.020	Good
GFI	> 0.90	0.930	Good
AGFI	> 0.90	0.928	Good
CMIN/DF	< 2.00	1.054	Good
TLI	> 0.95	0.997	Good
CFI	> 0.95	0.998	Good

Based on Table 3, the model fit evaluation indicates that all Goodness-of-Fit criteria meet or exceed the specified minimum requirements, including Chi-Square (62.213), Probability (0.363), RMSEA (0.020), GFI (0.930), AGFI (0.928), CMIN/DF (1.054), TLI (0.997), and CFI (0.998). These results confirm the adequacy and reliability of the structural equation modeling (SEM) framework and indicate that the proposed model is suitable for proceeding to the analysis of causal relationships among the variables.

Analysis of Standardized Regression Weights

Table 4. Results of the Standardized Regression Weights Analysis

No.	Relationship Between Variables	Estimate
1	Technostress → Employee Performance	-0.224
2	Digital Overload → Employee Performance	0.196
3	Technostress → Organizational Support	0.361
4	Digital Overload → Organizational Support	0.420
5	Organizational Support → Employee Performance	0.411

Based on the standardized regression weights analysis presented in Table 4, the mathematical equations of the Structural Equation Model (SEM) can be formulated as follows:

$$Z = 0.361X_1 + 0.420X_2$$

Based on the first structural equation, in which organizational support (Z) is the dependent variable, the results can be interpreted as follows:

1. The analysis shows that the path coefficient (estimate) for the relationship between technostress and organizational support is 0.361. This indicates a positive relationship, meaning that a one-unit increase in technostress is associated with a 0.361-unit increase in organizational support, assuming that the other variables remain constant.
2. The analysis shows that the path coefficient (estimate) for the relationship between digital overload and organizational support is 0.420. The positive coefficient indicates that a one-unit increase in digital overload is associated with a 0.420-unit increase in organizational support, assuming that the other variables remain constant.

The second structural equation is formulated as follows:

$$Y = -0.224X_1 + 0.196X_2 + 0.411Z$$

Based on the second structural equation, in which employee performance (Y) is the dependent variable, the results can be interpreted as follows:

1. The estimate for the relationship between Technostress and Employee Performance is - 0.224. This value indicates a negative relationship between technostress and employee performance. Thus, a one-unit increase in technostress is associated with a 0.224-unit decrease in employee performance, assuming that the other variables remain constant.
2. The estimate for the relationship between Digital Overload and Employee Performance is 0.196. This value indicates a positive relationship between digital overload and employee performance. Thus, a one-unit increase in digital overload is associated with a 0.196-unit increase in employee performance, assuming that the other variables remain constant.
3. The estimate for the relationship between Organizational Support and Employee Performance is 0.411. This value indicates a positive relationship between organizational support and employee performance. Thus, a one-unit increase in organizational support is associated with a 0.411-unit increase in employee performance, assuming that the other variables remain constant.

Analysis of Squared Multiple Correlations

Tabel 5. Results of the Squared Multiple Correlations Analysis

Variable	Estimate
Organizational Support (Z)	0.525
Employee Performance (Y)	0.552

The Squared Multiple Correlation, commonly denoted as R^2 in statistical analysis, can be interpreted as follows:

1. Organizational Support (Z) has a Squared Multiple Correlation value of 0.525. This indicates that 52.5% of the variance in organizational support can be explained by technostress and digital overload, while the remaining 47.5% is attributable to other factors outside the research model.
2. Employee Performance (Y) has a Squared Multiple Correlation value of 0.552. This indicates that 55.2% of the variance in employee performance can be explained by technostress, digital overload, and organizational support, while the remaining 44.8% is attributable to other factors outside the research model.

Regression Weights

Tabel 6. Results of the Regression Weights Analysis

No.	Hypothesis	C.R.	Cut-off Value	P	Cut-off Value	Description
1	Technostress has a negative effect on employee performance at PT Pura Barutama Kudus (H1)	-1.984	1.645	0.047	0.05	Negative and significant effect (H1 accepted)
2	Digital overload has a negative effect on employee performance at PT Pura Barutama Kudus (H2)	1.593	1.645	0.091	0.05	No significant effect (H2 rejected)
3	Technostress has a positive effect on organizational support at PT Pura Barutama Kudus (H3)	3.080	1.645	0.002	0.05	Positive and significant effect (H3 accepted)
4	Digital overload has a positive effect on organizational support at PT Pura Barutama Kudus (H4)	3.619	1.645	0.000	0.05	Positive and significant effect (H4 accepted)
5	Organizational support has a positive effect on employee performance at PT Pura Barutama Kudus (H5)	3.661	1.645	0.000	0.05	Positive and significant effect (H5 accepted)

Based on Table 6, the direct effects of the exogenous variables on the endogenous variables can be explained as follows:

1. Hypothesis 1: The Effect of Technostress on Employee Performance

Based on the data analysis, the Critical Ratio (C.R.) value is -1.984, while the p-value is 0.047, which is less than 0.05. These results indicate that technostress has a negative and significant effect on employee performance. Therefore, Hypothesis 1 (H1) is accepted.

2. Hypothesis 2: The Effect of Digital Overload on Employee Performance

The analysis produces a Critical Ratio (C.R.) value of 1.593, which is below the cut-off value of 1.645, and a p-value of 0.091, which is greater than 0.05. These findings indicate that digital overload does not have a significant effect on employee performance. Therefore, Hypothesis 2 (H2) is rejected.

3. Hypothesis 3: The Effect of Technostress on Organizational Support

The analysis produces a Critical Ratio (C.R.) value of 3.080, which exceeds the cut-off value of 1.645, and a p-value of 0.002, which is less than 0.05. These findings indicate that technostress has a positive and significant effect on organizational support. Therefore, Hypothesis 3 (H3) is accepted.

4. Hypothesis 4: The Effect of Digital Overload on Organizational Support

The analysis produces a Critical Ratio (C.R.) value of 3.619, which exceeds the cut-off value of 1.645, and a p-value of 0.000, which is less than 0.05. These findings indicate that digital overload has a positive and significant effect on organizational support. Therefore, Hypothesis 4 (H4) is accepted.

5. Hypothesis 5: The Effect of Organizational Support on Employee Performance

The analysis produces a Critical Ratio (C.R.) value of 3.661, which exceeds the cut-off value of 1.645, and a p-value of 0.000, which is less than 0.05. These findings indicate that organizational support has a positive and significant effect on employee performance. Therefore, Hypothesis 5 (H5) is accepted.

Mediation Test

Tabel 7. Results of the Mediation Test

Effect	Direct Effect	Indirect Effect	Description
Technostress → Employee Performance through Organizational Support	0.224	0.448	Mediated
Digital Overload → Employee Performance through Organizational Support	0.196	0.273	Mediated

The direct effect was obtained from the Standardized Direct Effects output, whereas the indirect effect was obtained from the Standardized Indirect Effects output in the AMOS analysis. The direct effect represents the direct effect of X on Y, while the indirect effect represents the effect of X on Y through the mediating variable.

Based on Table 7, the results of the mediation test can be interpreted as follows:

1. The effect of technostress on employee performance through organizational support has an indirect effect of 0.448, which is greater than the direct effect of 0.224. This finding indicates that organizational support plays a mediating role in the relationship between technostress and employee performance.
2. The effect of digital overload on employee performance through organizational support has an indirect effect of 0.273, which is greater than the direct effect of 0.196. This finding indicates that organizational support plays a mediating role in the relationship between digital overload and employee performance.

DISCUSSION

The Effect of Technostress on Employee Performance at PT Pura Barutama Unit Offset Kudus

The results show that technostress has a negative and significant effect on employee performance at PT Pura Barutama Unit Offset Kudus. This finding indicates that the higher the level of pressure experienced by employees due to the use of technology at work, the lower their resulting performance. This condition suggests that increasingly complex technology use may increase workload, induce stress, and hinder employees' ability to complete tasks effectively. Therefore, the company needs to provide adequate support and strengthen employees' adaptive capabilities to minimize the negative effects of technostress on employee performance.

The descriptive statistical results show that the technostress variable has a mean score of 4.38, which falls into the high category. The highest-rated indicator is technology-related anxiety, indicating that employees are concerned that their ability to use technology does not fully meet job demands. For employee performance, the highest-rated indicator is work quantity, suggesting that employees are still able to complete their tasks according to the company's targets. This condition indicates that although employees experience pressure arising from technological complexity, they continue to make efforts to maintain their work outcomes by adapting to job demands.

These findings support the theory proposed by (Rivai & Sagala, 2020), who stated that technostress occurs when employees experience pressure resulting from intensive technology use, which can affect productivity and work quality. Sutrisno (2022) also explained that technostress may increase the risk of work errors and reduce employees' ability to adapt when organizations fail to provide adequate training and support. Organizations therefore need to assist employees in coping with technological changes so that the negative effects of technostress on performance can be minimized.

The findings are consistent with (Khalequzzaman et al., 2025), who reported that technostress affects employee performance. They are also supported by (Umita & Chrisnatalia, 2025), who concluded that technostress influences employee performance. These findings indicate that pressure arising from technology use at work can affect employees' ability to complete their tasks. Thus, higher levels of perceived technostress may have a greater impact on employee performance. However, the present findings differ from

those of (Murti et al., 2024) who found that technostress does not affect employee performance.

The Effect of Digital Overload on Employee Performance at PT Pura Barutama Unit Offset Kudus

The results show that digital overload does not have a significant effect on employee performance at PT Pura Barutama Unit Offset Kudus. Employees remain capable of completing their tasks despite facing various digital communication demands in their daily work activities. This condition may occur because employees have become accustomed to using technology and receiving digital information as part of their routine work. Consequently, high information intensity does not directly hinder task completion.

The descriptive statistical results show that digital overload has a mean score of 4.07, which falls into the high category. The highest-rated indicator is time pressure, indicating that employees feel compelled to respond promptly to various digital information to prevent delays in their work. Employee performance has a mean score of 3.85, with work quantity being the highest-rated indicator, indicating that employees are still able to achieve their work targets in accordance with company requirements. This finding suggests that high levels of digital overload do not necessarily lead to lower performance because employees have adapted to digitally based work systems.

These findings do not fully support the theory proposed by (Hasibuan, 2020), which states that digital overload can cause mental fatigue and consequently reduce work productivity. Rivai and Sagala (2020) also explained that excessive notifications and digital communication may disrupt work focus and reduce work effectiveness. However, in the present study, these conditions were not sufficiently strong to affect employee performance. Therefore, other factors outside digital overload may play a more important role in determining employee performance.

The findings differ from those of (Brilianti et al., 2023; Pengfei et al., 2026), who reported that digital overload affects employee performance. However, they are consistent with (Bunjak et al., 2022), who found that digital overload does not affect employee performance. This finding indicates that employees have developed the ability to adapt to high volumes of digital information, such that the amount of technology-based information and communication does not directly influence their performance.

The Effect of Technostress on Organizational Support at PT Pura Barutama Unit Offset Kudus

The results show that technostress has a positive and significant effect on organizational support at PT Pura Barutama Unit Offset Kudus. This finding indicates that when employees experience pressure resulting from technology use, their need for organizational support increases. Such support is important in helping employees adapt to technological changes and complete their work more effectively.

The descriptive statistical results show that technostress has a mean score of 4.38, which falls into the high category. The highest-rated indicator is technology-related anxiety, indicating that employees are concerned that their ability to use technology does not fully meet job demands. Organizational support is also categorized as high, with the highest-rated indicator being the organization's concern for employee well-being. This finding indicates that although employees experience technology-related pressure, they continue to perceive that the organization pays attention to their well-being and needs at work.

These findings support the theory proposed by (Simamora, 2019), who stated that technostress can influence employees' perceptions of organizational support. Sutrisno (2022) further explained that organizations providing training, technical assistance, and supporting facilities can reduce the effects of technostress, thereby making employees feel more comfortable at work.

The findings are consistent with (Harunavamwe & Kanengoni, 2023; Zhang et al., 2025), who reported that technostress affects organizational support. This indicates that when employees experience pressure arising from technology use, they require organizational attention and support to adapt to technological changes while continuing to perform their duties effectively. However, the findings differ from Gabbiadini et al. (2023), who found that technostress does not affect organizational support.

The Effect of Digital Overload on Organizational Support at PT Pura Barutama Unit Offset Kudus

The results show that digital overload has a positive and significant effect on organizational support at PT Pura Barutama Unit Offset Kudus. This finding indicates that the greater the digital information burden experienced by employees, the greater their need

for organizational support. Organizational support is therefore important in helping employees manage digital communication demands more effectively.

The descriptive statistical results indicate that digital overload falls into the high category, with time pressure being the highest-rated indicator. Organizational support is also categorized as high, with the organization's concern for employee well-being receiving the highest rating. These findings suggest that the company provides attention to employee well-being despite the relatively high demands associated with digital communication.

These findings are consistent with (Hasibuan, 2020), who stated that digital overload can influence employees' perceptions of organizational support when organizations are unable to manage digital information flows effectively. Rivai and Sagala (2020) also explained that organizations capable of regulating digital communication and providing appropriate support systems can enhance employees' perceptions of organizational support.

The findings are consistent with (Sode et al., 2024; Gering et al., 2025), who reported that digital overload affects organizational support. This indicates that the greater the digital information burden experienced by employees, the greater their need for organizational support, including work facilities, technical assistance, and policies that facilitate technology use. However, the findings differ from (Xu et al., 2024), who found that digital overload does not affect organizational support.

The Effect of Organizational Support on Employee Performance at PT Pura Barutama Unit Offset Kudus

The results show that organizational support has a positive and significant effect on employee performance at PT Pura Barutama Unit Offset Kudus. This finding indicates that higher levels of organizational support are associated with better employee performance. Organizational support may be manifested through attention to employees' needs, adequate work facilities, assistance in resolving work-related difficulties, and recognition of employees' contributions. When employees feel valued, cared for, and supported by the organization, they are more likely to experience greater comfort and stronger attachment to their work. These conditions can encourage higher work motivation, enthusiasm, and productivity in carrying out their duties and responsibilities. Thus, organizational support represents an important factor in helping employees achieve optimal work outcomes and improving overall performance.

The descriptive statistical results show that organizational support has a mean score of 4.22, which falls into the high category. The highest-rated indicator is the organization's concern for employee well-being, while the highest-rated indicator of employee performance is work quantity. This condition indicates that organizational attention to employee well-being encourages employees to complete their work according to the targets established by the company.

These findings support the theory proposed by (Simamora, 2019), who stated that organizational support increases employee motivation, loyalty, and work commitment, thereby contributing to improved performance. Sutrisno (2022) also explained that organizations that respond to employees' needs create a sense of security and comfort at work, encouraging employees to produce optimal work outcomes.

The findings are consistent with (Fitriani et al., 2022; Hariani & Irfan, 2024), who reported that organizational support affects employee performance. This indicates that better organizational support can increase employees' motivation, comfort, and commitment to their work, thereby improving their performance. However, these findings differ from (Tamba et al., 2025), who found that organizational support does not affect employee performance.

The Effect of Technostress on Employee Performance through Organizational Support at PT Pura Barutama Unit Offset Kudus

The results show that organizational support mediates the effect of technostress on employee performance at PT Pura Barutama Unit Offset Kudus. This is indicated by an indirect effect of 0.448, which is greater than the direct effect of 0.224. This finding suggests that the effect of technostress on employee performance is stronger when transmitted through organizational support than when exerted directly. In other words, organizational support plays an important role in the relationship between technostress and employee performance, helping employees maintain their performance despite experiencing pressure associated with technology use.

The descriptive statistical results show that technostress has a mean score of 4.38, with technology-related anxiety as the highest-rated indicator, indicating employees' concerns that their technological abilities do not fully meet job demands. Meanwhile, organizational support has a mean score of 4.22, with the organization's concern for

employee well-being as the highest-rated indicator. Employee performance has a mean score of 3.85, with work quantity as the highest-rated indicator. These findings indicate that although technostress is relatively high, employees continue to perceive organizational support. Such support helps employees adapt to technology use and enables them to continue achieving the work targets established by the company.

These findings support (Simamora, 2019) theory that organizational support strengthens employees' perceptions that the organization values their contributions and cares about their well-being. Sutrisno (2022) also explained that organizations providing training, technical assistance, and supporting technological facilities can help employees reduce the effects of technostress at work. When employees receive adequate support, pressure arising from technology use is less likely to become a major obstacle to task completion. Organizational support therefore functions as a mechanism that strengthens employees' ability to cope with technostress, allowing them to maintain their performance.

The findings are consistent with (Harunavamwe & Kanengoni, 2023), who reported that technostress affects organizational support. They are also supported by Fitriani et al. (2022), who found that organizational support affects employee performance. These findings indicate that organizational support plays an important role in helping employees cope with pressure arising from technology use. Organizational attention, appropriate training, and adequate work facilities can facilitate employee adaptation and reduce perceived pressure. Through such support, the negative effects of technostress on employee performance can be minimized, enabling employees to continue performing their duties effectively. Therefore, organizational support can serve as an important mechanism linking technostress and employee performance.

The Effect of Digital Overload on Employee Performance through Organizational Support at PT Pura Barutama Unit Offset Kudus

The results show that organizational support mediates the effect of digital overload on employee performance at PT Pura Barutama Unit Offset Kudus. This is indicated by an indirect effect of 0.273, which is greater than the direct effect of 0.196. This condition suggests that the effect of digital overload on employee performance is stronger when transmitted through organizational support than when exerted directly. Organizational

support therefore becomes an important factor in helping employees cope with high digital information demands while maintaining their performance.

The descriptive statistical results show that digital overload has a mean score of 4.07, with time pressure as the highest-rated indicator, indicating that employees feel required to respond promptly to various digital information to prevent delays in their work. Organizational support has a mean score of 4.22, with the organization's concern for employee well-being as the highest-rated indicator. Meanwhile, employee performance has a mean score of 3.85, with work quantity as the highest-rated indicator. These findings indicate that although employees face a high digital communication burden, they continue to perceive organizational support. Such support helps employees manage digital demands so that their work can still be completed according to company targets.

These findings support (Simamora, 2019) theory that organizational support reflects organizational attention to employees' needs and can enhance motivation and a sense of security at work. Rivai and Sagala (2020) also explained that effective digital communication management and organizational policies can reduce the negative effects of digital overload on work activities. Work facilities, technical assistance, and effective communication systems can help employees manage digital information demands. Thus, organizational support serves as an important mechanism through which digital overload is associated with employee performance.

The findings are consistent with (Sode et al., 2024), who reported that digital overload affects organizational support. They are also supported by (Fitriani et al., 2022), who found that organizational support affects employee performance. These findings indicate that organizations play an important role in helping employees manage high digital information demands through adequate facilities, policies, and workplace support. With sufficient organizational support, the potential negative effects of digital overload on employee performance can be reduced, enabling employees to continue performing their duties effectively.

The findings indicate that technostress has a negative and significant effect on employee performance. Therefore, organizations need to manage the pressure associated with the use of technology in the workplace. Organizational support has been proven to improve employee performance and mediate the effects of technostress and digital overload.

Thus, organizations should enhance training, technical assistance, work facilities, and employee welfare to ensure that technology utilization supports productivity.

This study was limited to employees of PT Pura Barutama Unit Offset Kudus; therefore, the findings may not be generalized to other companies or sectors. The variables examined were limited to technostress, digital overload, organizational support, and employee performance. In addition, data were collected through questionnaires, making the responses dependent on the perceptions and subjective conditions of each respondent.

CONCLUSION

Based on the results of data processing and analysis regarding the effects of technostress and digital overload on employee performance, with organizational support as an intervening variable at PT Pura Barutama Unit Offset Kudus, the following conclusions can be drawn: 1) Technostress has a negative and significant effect on employee performance at PT Pura Barutama Unit Offset Kudus. The pressure experienced by employees as a result of technology use in the workplace affects their ability to complete tasks. The higher the level of technostress experienced by employees, the lower their resulting performance. 2) Digital overload does not have a significant effect on employee performance at PT Pura Barutama Unit Offset Kudus. Although employees are exposed to large amounts of information, digital communication, and technology-related demands, these conditions do not directly affect their performance because employees have adapted to digitally based work systems. 3) Technostress has a positive and significant effect on organizational support at PT Pura Barutama Unit Offset Kudus. The pressure arising from technology use highlights the importance of organizational support in the form of training, assistance, technological facilities, and attention to employees' needs so that they can adapt to technological changes. 4) Digital overload has a positive and significant effect on organizational support at PT Pura Barutama Unit Offset Kudus. The higher the digital information burden experienced by employees, the greater their need for organizational support to help them manage technology-based work demands. 5) Organizational support has a positive and significant effect on employee performance at PT Pura Barutama Unit Offset Kudus. Employees who perceive attention, recognition, support from supervisors, and adequate work facilities tend to have higher motivation and enthusiasm, thereby contributing to improved performance. 6) Organizational support mediates the effect of technostress on employee performance at

PT Pura Barutama Unit Offset Kudus. This finding indicates that the adverse effect of technostress on employee performance can be better managed when the organization provides adequate support, such as technology-use training, technical assistance, and attention to employee well-being. Such support enables employees to adapt to technological changes while maintaining optimal performance. 7) Organizational support mediates the effect of digital overload on employee performance at PT Pura Barutama Unit Offset Kudus. Although digital overload does not have a direct significant effect on employee performance, its effect can be transmitted through organizational support. Organizational support helps employees manage the burden of digital information, enabling them to complete their work effectively and maintain their performance.

This study contributes to the development of human resource management, particularly in understanding the relationship between technology-related work demands, organizational support, and employee performance. The findings also strengthen the understanding that organizational support plays an important mediating role in the relationship between digital-related pressures and employee performance.

Future researchers are encouraged to expand the research object and respondent characteristics across different companies or sectors to improve the generalizability of the findings. Further studies may also include other variables, such as job satisfaction, burnout, work engagement, or technological adaptability, and employ longitudinal designs or a combination of quantitative and qualitative methods to obtain more comprehensive insights.

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