

The Effect of Digital Transformation and Workplace Effectiveness on Organizational Citizenship Behavior: A Case Study at Surabaya Personnel and Human Development Agency

Mamik Suparmi*, Andre Dwijanto Witjaksono, & Anang Kistyanto

Faculty of Economy and Business, Universitas Negeri Surabaya, Surabaya, 60213, Indonesia

Abstract

This study aimed to examine the effect of digital transformation and workplace effectiveness on organizational citizenship behavior. This study used cross-sectional survey research design with quantitative research approach to address the objectives. There were sixty-two employees of Surabaya personnel and human development agency (BKPSDM Surabaya) involved as the respondents. They were chosen using voluntary sampling technique. Data were collected using a questionnaire with six-point Likert's scaling method comprising of measuring the three variables. Data were then analyzed using descriptive statistics and multiple linear regression to portray the depiction of employees perceived digital transformation, workplace effectiveness, and organizational citizenship behavior and to reveal the correlational nexus between variables. Results showed that employees perceived digital transformation, workplace effectiveness, and organizational citizenship behavior were in a very high category (Swanson's Q = Q4). Another finding showed that digital transformation and workplace effectiveness affected the formation of organizational citizenship behavior.

Keywords: BKPSDM Surabaya; digital transformation; organizational citizenship behavior; workplace effectiveness.

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1. Introduction

In the digital era, organizations need to adapt to new technologies and customer expectations to remain competitive. To successfully transform into a digital organization, companies must focus on the following aspects. First, understand digital DNA to identify the qualities that make up an organization's digital DNA, such as collaboration, continuous innovation, democratization of information, and changes in team structure (Agung, 2021; Sofiyani, 2021). Second, workforce development is training employees to practice digital agility, namely the ease with which organizations can activate, update, change, and/or adapt their processes, tools and technology to carry out basic business functions (Agung, 2021; Priatna & Limakrisna, 2021). Third, a digital-first approach is to embrace a design thinking approach, placing the customer at the center and focusing on creating consumer-class experiences (Agung, 2021; Hartatik et al., 2023). Fourth, organizational culture is changing the mindset about how people are trained and structured in the organization, with a focus on talent and structure to implement digital solutions effectively (Agung, 2021). Fifth, leadership in the digital era requires leaders to transform not only their organizations but also themselves, embracing new technologies and adapting to the rapidly evolving digital landscape. Sixth, organizational capabilities aim to develop the processes and skills needed to navigate the digital era, such as scanning, creating, learning and interpreting digital data (Agung, 2021). Finally, avoiding common pitfalls means being aware of potential dangers when transforming an organization in the digital era, such as focusing too much on short-term goals and outsourcing the entire transformation process (Agung, 2021).

In another perspective, digital transformation is a significant challenge for organizations because it involves adaptation to new technology, customer expectations, and organizational structure (Sayudin, 2023). Some of the key challenges faced by organizations during digital transformation include lack of an organizational change management

* Corresponding author.

E-mail address: mamik.23147@mhs.unesa.ac.id

strategy, lack of expertise, continuous evolution of customer needs, internal resistance to change, security issues, budget constraints, fragmented decision making, legacy systems, risk-averse organizational culture, and insufficient budget for innovation (Alwy, 2022; Efferi, 2021; Rizal et al., 2023; Tampubolon, 2020). To overcome these challenges, organizations must develop comprehensive change management strategies, invest in employee training and development, foster a culture of innovation and risk-taking, and closely monitor customer needs and market trends (Griffin et al., 2020; Hamdan & Alheet, 2020; Hanelt et al., 2021; Urbancová et al., 2021). Organizations are advised to take steps to research several factors that may influence employee performance due to the reduced barriers created by digital transformation such as work effectiveness, whose influence on employee behavior must be strongly considered.

Workplace effectiveness refers to an organization's capacity to meet its goals and objectives by efficiently utilizing its resources, which include human resources, technology and physical infrastructure (Yakobi & Weisberg, 2020). Collaboration, creativity and continuous development are characteristics of workplace effectiveness culture to produce greater motivation, involvement and productivity (Soelton et al., 2020). Workplace effectiveness includes adaptability, work productivity and job satisfaction (Firnanda & Wijayati, 2021). First, adaptability in the work environment refers to a person's ability to adapt to changes in the environment, situation or conditions (Firnanda & Wijayati, 2021). This includes the ability to adapt to new environments, responding to changes in ideas, responsibilities, expectations, trends, strategies and other processes within the company. Adaptability also involves developing soft skills such as interpersonal, communication, creative thinking and problem solving (Hakim et al., 2014). In a competitive work environment, adaptability allows a person to stay focused, take initiative, and develop appropriate strategies to achieve goals (Purwana et al., 2019). Second, work productivity in the work environment refers to employees' ability to achieve desired results by using available resources effectively and efficiently (Madjidu et al., 2022). A comfortable and conducive work environment can increase employee morale and trigger increased work productivity. A quality work environment will be a driving force for work enthusiasm and will ultimately encourage employee work productivity. A conducive work environment supports employee productivity at work, whereas a less comfortable and less conducive work environment can disrupt employee work concentration (Purwana et al., 2019). Third, job satisfaction in the work environment refers to the emotional state of employees which reflects both pleasant and unpleasant views of their work (Lestari et al., 2020). A conducive work environment will provide a sense of security and enable employees to perform well and be satisfied with their work. Work environment factors that influence job satisfaction include physical conditions, work relationships, and job suitability (Prasetio et al., 2015). Indicators of job satisfaction include job suitability, physical conditions of the work environment, work relationships, rewards, and career development (Romi et al., 2020).

Yakobi and Weisberg (2020) state that workplace effectiveness is the foundation of organizational success, which influences every aspect of company performance. The following dives into the multidimensional impact of workplace effectiveness on companies and investigates the in-depth relationship between that effectiveness and employee performance. First, workplace effectiveness includes simplified processes, efficient workflows, and optimal use of resources (Yakobi & Weisberg, 2020). When companies prioritize these qualities, employees will benefit from a productive work environment. Clear responsibilities, clear expectations, and efficient tools all contribute to a smooth operational flow, allowing staff to focus on tasks without unnecessary obstacles. Second, workplace effectiveness encourages employee involvement. Employees who are involved in their work are more satisfied and motivated (Soelton et al., 2020). Transparent communication, recognition programs, and opportunities for skill development all contribute to a healthy work environment and increase employees' sense of purpose and dedication. Third, organizations that are renowned for their workplace effectiveness attract the best talent (Kadarningsih et al., 2020). A well-structured and efficient work environment is attractive to prospective employees looking for an environment conducive to professional development. Additionally, existing employees are more likely to stay with a company that values their contributions and offers a happy and effective work environment. Fourth, workplace effectiveness fosters a culture of discovery. When employees feel free to discuss ideas and explore without fear of failure, creativity will flourish (Yakobi & Weisberg, 2020). Collaborative spaces, open communication channels and a leadership style that supports out-of-the-box thinking contribute to an innovative environment, driving companies forward in an ever-changing commercial landscape. Fifth, clear and honest communication is a key component of workplace effectiveness. Employees in organizations where information flows smoothly will be more informed, connected to company goals, and able to make intelligent judgments (Hakim et al., 2014). This creates a collaborative environment where knowledge is shared efficiently, reducing misunderstandings and improving overall operational performance.

Sixth, workplace effectiveness does not only include operational efficiency but also employee welfare (Kim et al., 2020). Organizations that focus on employee well-being by providing work-life balance initiatives, mental health

support, and ergonomic workspaces help create a healthier, more productive workforce. An emphasis on well-being is associated with reduced absenteeism rates, increased job satisfaction, and improved overall performance. Seventh, workplace effectiveness is basically agile, ready to respond to changes in the business landscape (Romi et al., 2020). Agile companies can quickly adapt to market changes, technological improvements, or unforeseen problems. In an ever-changing global environment, adaptability is critical to maintaining competitive advantage and ensuring long-term sustainability. Eighth, workplace effectiveness connects individual and team efforts with company goals (Yakobi & Weisberg, 2020). Employees have a sense of purpose when their goals are clearly stated and they share a common vision. When employees understand how individual contributions contribute to the overall success of the company, they will be more motivated, engaged, and committed to achieving group goals. In summary, the impact of workplace effectiveness on organizational success and employee performance is very significant and far-reaching. From stimulating productivity and creativity to attracting the best talent and ensuring employee well-being, workplace effectiveness is the foundation upon which organizational success rests. As companies continue to discover the link between a healthy work environment and superior employee performance, investing in workplace effectiveness is not only a strategic requirement, but also a critical driver of continued success in a changing world of work.

Whereas, Organizational citizenship behavior or organizational citizenship behavior (OCB) refers to employee voluntary behavior that is not part of their formal job duties, but improves the effective functioning of the organization (Novianti, 2021). This is positive and constructive behavior that contributes to the general well-being of the workplace. Helping coworkers, volunteering for extra work, and participating in events that benefit the organization are examples of OCB. OCB has been linked to overall organizational effectiveness and is an important part of employee behavior in the workplace. OCB can provide many benefits to organizations, including: better morale, increased productivity and performance, greater employee engagement, better workplace culture, promotion of professionalism, better reputation, and greater autonomy. Additionally, OCB refers to discretionary actions undertaken by workers that go beyond their formal job responsibilities but benefit the overall effectiveness and well-being of the organization (Kim et al., 2020). This behavior is voluntary and does not receive explicit recognition or reward from conventional reward systems. OCB actions include helping coworkers, offering additional responsibilities, showing initiative, and supporting organizational ideals (Luciano & Wiedenhoft, 2020). Employees who participate in OCB demonstrate strong dedication to the organization and its goals. They demonstrate a sense of commitment and dedication that goes beyond their job responsibilities, thereby positively impacting the work environment and broader company culture. OCB is often associated with greater job satisfaction, organizational commitment, and lower turnover intentions among employees. Organizations benefit from cultivating an environment that promotes and respects OCB (Calen et al., 2021). Employees who participate in OCB help improve teamwork, productivity, and foster a pleasant workplace climate. By recognizing and rewarding these actions, companies can build a supportive work environment that encourages people to go beyond their formal positions, resulting in higher organizational performance.

Moreover, OCB refers to voluntary behaviors undertaken by employees that go beyond their formal job responsibilities but benefit the overall effectiveness and well-being of the organization (Yakobi & Weisberg, 2020). Formal reward systems do not clearly identify or reward such actions, and are discretionary. OCB actions include helping coworkers, offering additional responsibilities, showing initiative, and supporting the ideals of the organization. OCB is important because of its capacity to improve overall organizational performance (Romi et al., 2020). When employees participate in OCB, they help create a positive work atmosphere, improve teamwork, and increase productivity. This, in turn, will lead to better organizational outcomes, such as higher customer satisfaction, employee retention, and profitability. OCB has a significant impact on employee work processes. When employees participate in OCB, they demonstrate a strong commitment to the company and its goals. They demonstrate a sense of commitment and dedication that goes beyond their job responsibilities, thereby positively impacting the work environment and broader company culture. OCB is often associated with greater job satisfaction, organizational commitment, and lower turnover intentions among employees (Purwanto et al., 2023). The benefits of OCB are numerous. Employees who participate in OCB demonstrate strong dedication to the organization and its goals. They demonstrate a sense of commitment and dedication that goes beyond their job responsibilities, thereby positively impacting the work environment and broader company culture. OCB is often associated with greater job satisfaction, organizational commitment, and lower turnover intentions among employees. In short, OCB is an important component of organizational success (Kim et al., 2020). This encourages a culture of collaboration, creativity and continuous development, resulting in greater motivation, engagement and productivity. OCB is often associated with greater job satisfaction, organizational commitment, and lower turnover intentions among employees. OCB provides various benefits, including increased teamwork, increased production, and a positive company climate. Furthermore, there are differences between OCB in government organizations and non-government organizations (Sönmez Çakır &

Adigüzel, 2020). Differences in OCB in government and non-government offices can be attributed to a number of factors, including the nature of the organization, type of work, and the magnitude of public service motivation. In government workplaces, OCB is very important to increase efficiency and provide better public services (Widarko & Anwarodin, 2022). Public officials and private sector partners may seek steps to improve organizational performance, provide better public services, and build a better organizational atmosphere (Navis et al., 2020). In non-governmental organizations, OCB also has the same meaning, but the emphasis may be on improving organizational performance and achieving business goals. Non-governmental organizations may have different values and priorities than governmental organizations, which may change the nature of OCB demonstrated by employees. In conclusion, differences in OCB between government and non-government offices can be attributed to various factors, including the nature of the organization, type of work, and the level of motivation for public service. Although both types of organizations benefit from OCB, their focus and priorities may change, resulting in different types of OCB exhibited by employees.

Digital transformation used as a theoretical basis in this research includes digital transformation / digitalization of services, digitalization of information, digitalization of HR management processes, and digitalization of administrative processes, where this digital transformation theory was introduced by Konopik et al. (2021). First, digitalization of agency or organizational services refers to the process of developing, implementing and using digital technology to provide services and various business processes (Ramadhaniati, 2022). In this context, several important aspects involved in digitalizing agency services include: government, stakeholders, HR management, business transformation, and educational training. In this case, digitalization of agency or organizational services aims to increase efficiency, service quality and human resource capabilities in facing the challenges of the digital era. Second, information digitization is the process of changing information from analog form to digital form (Prehanto, 2021). This process involves the use of digital technology to manage, store, and transfer information in digital form. Information digitization can be carried out on various types of information, such as printed documents, audio and video. Digitalization of information can also help improve efficiency and quality of services in various sectors, including public services and business. Wessel et al. (2021) state that digital transformation is the process of incorporating digital technology into all aspects of an organization, radically changing the way the organization runs and provides value to customers. It's a cultural shift that encourages companies to continually question the current status quo, experiment, and become comfortable with failure. Digital transformation can have a significant impact on organizations, including increased efficiency and productivity, better resource management, and greater resilience and agility. For example, in the government sector, digital transformation has increased accessibility, efficiency and transparency, resulting in better service delivery (Sousa & Rocha, 2019). However, digitizing information also requires the availability of adequate human resources and skills in using digital technology.

Digital transformation can also influence the creation of effectiveness and efficiency at work (workplace effectiveness). In this research, workplace effectiveness includes adaptability, work productivity and job satisfaction, where the theory used was proposed by Xu et al. (2022) in The Theory and Method of Organizational Effectiveness Evaluation. Xu et al. (2022) explains that organizational effectiveness can be generally interpreted as the effectiveness of organizational performance, while specifically in the workplace it is often interpreted as the effectiveness of the workplace in carrying out its duties to achieve agency goals or is often called workplace effectiveness. In the theory put forward by Xu et al. (2022), there is a triangulation of indicators that have an important role in determining workplace effectiveness, namely adaptability, work productivity and job satisfaction. First, adaptability in the work environment refers to a person's ability to adapt to changes in the environment, situation or conditions (Xu et al., 2022). Second, work productivity in the work environment refers to employees' ability to achieve desired results by using available resources effectively and efficiently (Madjidu et al., 2022). Third, job satisfaction in the work environment refers to the emotional state of employees which reflects both pleasant and unpleasant views of their work (Xu et al., 2022).

As part of a government organization, Surabaya Personnel and Human Development Agency (BKPSDM) Surabaya has made several adaptations to digital transformation to increase efficiency, transparency and service quality. BKPSDM Surabaya has implemented a digital-based personnel management system to make it easier to manage employee data, attendance and performance evaluation. This system can help minimize manual processes, optimize resource allocation, and increase data accuracy (Hayato & Isbandono, 2023). Second, build a digital platform or application to provide services to the public regarding personnel, such as online CPNS registration, application for permits, or other personnel information. This can increase accessibility and convenience for service users (Hayato & Isbandono, 2023). Third, they have organized digital education and training programs to improve employee skills and knowledge. This can be in the form of online learning, webinars, or other digital-based training platforms (Devie et

al., 2023; Hayato & Isbandono, 2023). Fourth, they have implemented the e-government concept to improve administrative efficiency, provide better access to information to the public, and increase transparency (Devie et al., 2023; Hayato & Isbandono, 2023). This can be done by creating a digital government portal or application that provides online-based services. Lastly, they have used data analysis to make decisions based on facts (Hayato & Isbandono, 2023). By analyzing personnel data, BKPSDM Surabaya can gain better insight into organizational performance, training needs, and potential areas for improvement.

Unfortunately, the digital transformation efforts carried out by BKPSMD Surabaya have not yet measured their impact on employee organizational citizenship behavior (OCB). OCB is very important to achieve because it refers to individual actions that go beyond assigned tasks, often for the benefit of the organization and may be motivated by personal aspirations (Novianti, 2021). OCB is important because it supports efficient and effective organizational functioning and contributes to employee well-being and job satisfaction (Widarko & Anwarodin, 2022). There are five general types of OCB, as identified by Dennis Organ in 1988, namely altruism, politeness, sportsmanship, conscientiousness, and civic virtue. Podsakoff et al. (1997) stated that OCB is very important in organizations to measure employee involvement in institutional interests. Podsakoff et al. (1997) then developed the five types of OCB from Dennis Organ in 1988 into seven indicators, namely helping behavior, obedience to the organization, sportsmanship, loyalty to the organization, individual initiative, social quality, and self-development. Furthermore, these seven indicators are used in this research as the basis for OCB theory and OCB measurement. Organizations can benefit from OCB in several ways, including improved team performance, increased innovation, and increased employee engagement. By understanding and promoting OCB, organizations can create a more positive and productive work environment that promotes employee satisfaction and organizational success.

To the best of the researcher's knowledge, there has been no study examining the influence of digital transformation and workplace effectiveness on organizational citizenship behavior (OCB) of BKPSDM Surabaya employees. This is very important because Surabaya is the second largest metropolitan city with the second highest salary standard in Indonesia. This city also has an international airport and port where international companies market their products. As part of ensuring the quality of human resources, BKPSDM Surabaya must be open to this fact and begin to analyze how the two aspects mentioned above (namely, digital transformation and workplace effectiveness) influence the OCB of their employees amidst increasingly open and challenging international trade. Therefore, this study aims to analyze the influence of these two aspects on the OCB of BKPSDM Surabaya employees.

2. Research Method and Materials

This study used a cross-sectional research design with quantitative research approach. There were sixty-two employees at BKPSDM Surabaya involved as the research respondents chosen using voluntary random sampling technique. Data were collected using a questionnaire measuring three variables namely digital transformation, workplace effectiveness, and organizational citizenship behavior (Cronbach's $\alpha = .961$). The questionnaire was in a form of six-point Likert's scaling model from strongly disagree (1) to strongly agree (6) (see Table 1 for the questionnaire blueprint).

Table 1. Blueprint of questionnaire.

Variables	Subskills	Item Numbers	References
Digital Transformation	- Digitalization of services or services	1-2	Konopik et al. (2021)
	- Digitalization of information	3-4	
	- Digitalization of HR management processes	5-6	
	- Digitalization of administrative processes	7-8	
Workplace Effectiveness	- Adaptability	9-10	Xu et al. (2022)
	- Work productivity	11-12	
	- Job satisfaction	13-14	
Organizational Citizenship Behavior	- Helping behavior	15-16	Podsakoff et al. (1997)
	- Compliance with the organization	17-18	
	- Sportsmanship	19-20	
	- Loyalty	21-22	
	- Individual initiative	23-24	
	- Social qualities	25-26	
	- Self-development	27-28	

The obtained data were then analyzed quantitatively using descriptive statistics and multiple linear regression (Pallant, 2020). Descriptive statistics was used to measure the level of perceived behavior of digital transformation, workplace effectiveness, and organizational citizenship behavior. The obtained M scores were transformed into M%, which was used to categorize the level of perceivedness using Swanson's quartile categorization (Swanson, 2014): Q1 = $M\% < 25\%$ (very low); Q2 = $25\% \leq M\% < 50\%$ (low); Q3 = $50\% \leq M\% \leq 75\%$ (high); and, Q4 = $M\% > 75\%$ (very high). Multiple linear regression was used to look for the effect of perceived digital transformation and workplace effectiveness on organizational citizenship behavior.

3. Results and Discussion

3.1. Employee's Perceived Digital Transformation, Workplace Effectiveness, and Organizational Citizenship Behaviour

This study firstly portrayed the demographic data of the sixty-two respondents who worked at BKPSDM Surabaya. This demographic data aimed to help make the conclusion of the study.

Table 2. Respondents' demographic data.

Aspects	N	Percentage
Gender		
- Male	35	56.5%
- Female	27	43.5%
Position		
- Staff	46	74.2%
- Work Team Leader	7	11.3%
- Secretary	1	1.6%
- Head of Agency/Head of Division	3	4.8%
- Widyaiswara	1	1.6%
- Widyaiswara Functional	1	1.6%
- Head of Subdivision	2	3.2%
Education Background		
- Junior High School	1	1.6%
- Senior High School	18	29%
- Diploma	2	3.2%
- Bachelor	27	43.5%
- Master	12	19.4%
- Doctor	2	3.2%
Employment Status		
- Civil servant	36	58.1%
- Civil servant with contract	7	11.3%
- Non-civil servant	19	30.6%

Based on demographic data in Table 2, the majority of research respondents were men (56.5%) with the majority holding staff positions (74.2%). Most of the respondents had a bachelor's educational background (43.5%), high school/equivalent (29%), master's degree (19.4%), and the rest varied from junior high school/equivalent to doctorate. Of the 62 respondents, 58.1% had civil-servant status and the rest were civil servant with contract (11.3%) and non-civil servant (30.6%). This showed that more than half of the respondents had official work ties with the government and had obligations as government employees. Afterwards, Table 3 depicts how these employees perceived the changes of era through digital transformation and how they conceived workplace effectiveness and organizational citizenship behaviour.

Table 3 shows that the respondents believed that digital transformation had been very well implemented within the BKPSDM Surabaya environment. This was proven by the very high trust of respondents in digitalization in services, information systems, HR management processes, and administrative processes at BKPSDM Surabaya ($M = 43.7258$, $SD = 5.82862$, $M\% = 91.09\%$). Of these four digital transformation factors, digitalization of administrative processes received the highest response ($M = 11.0645$, $SD = 1.71656$, $M\% = 92.20\%$). This implied that BKPSDM Surabaya had carried out digital transformation very well in all administrative processes. In addition, digitalization of services received the lowest response among digital transformation factors ($M = 10.8065$, $SD = 1.89770$, $M\% = 90.05\%$). Even

though digitalization of services received the lowest response, this factor was still categorized as very high because it reached Q4 in the Swanson's category.

Table 3. Perceived digital transformation, workplace effectiveness, and organizational citizenship behaviour.

Aspects	<i>N</i>	<i>M</i>	<i>SD</i>	<i>M%</i>	Swanson's Quartile Category
Digital Transformation (Aggregate)	62	43.7258	5.82862	91.09%	Q4
Digital Transformation (Subskills):					
- Digitalization of services or services	62	10.8065	1.89770	90.05%	Q4
- Digitalization of information	62	10.9032	1.59620	90.86%	Q4
- Digitalization of HR management processes	62	10.9516	1.49784	91.26%	Q4
- Digitalization of administrative processes	62	11.0645	1.71656	92.20%	Q4
Workplace Effectiveness (Aggregate)	62	33.1935	3.68799	92.20%	Q4
Workplace Effectiveness (Subskills)					
- Adaptability	62	11.0484	1.32353	92.07%	Q4
- Work productivity	62	11.1290	1.26081	92.74%	Q4
- Job satisfaction	62	11.0161	1.29933	91.80%	Q4
Organizational Citizenship Behavior (Aggregate)	62	76.2419	8.98940	90.76%	Q4
Organizational Citizenship Behavior (Subskills)					
- Helping behavior	62	11.0161	1.32432	91.80%	Q4
- Compliance with the organization	62	11.2419	1.21041	93.68%	Q4
- Sportsmanship	62	10.5645	1.59529	88.03%	Q4
- Loyalty	62	10.9677	1.62932	91.39%	Q4
- Individual initiative	62	10.6774	1.45731	88.98%	Q4
- Social qualities	62	10.8548	1.46932	90.45%	Q4
- Self-development	62	10.9194	1.73014	90.99%	Q4

In addition, the respondents showed very high workplace effectiveness behavior ($M = 33.1935$, $SD = 3.68799$, $M\% = 92.20\%$). This showed that the respondents had good work patterns for the benefit of the organization. The factor that received the highest response was the work productivity factor ($M = 92.74\%$, $SD = 1.26081$, $M\% = 92.74\%$). This explained that they had very high work productivity with various kinds of work challenges confronted. By having high productivity, work goals and responsibilities could be well-implemented. Meanwhile, the job satisfaction factor was the factor with the lowest value compared to the other two workplace effectiveness factors ($M = 11.0161$, $SD = 1.29933$, $M\% = 91.80\%$). Even though this factor received the lowest response, it did not mean that the job satisfaction experienced by the respondents was also low. On the other hand, with a very high Swanson's category, the respondents had very high satisfaction with the work they had. This showed that they did not have feelings of disappointment that dominated themselves regarding the performance they carried out. By having very high job satisfaction, work productivity and adaptability, they had very good workplace effectiveness behavior.

At last, the respondents had a very high organizational citizenship behaviour ($M = 76.2419$, $SD = 8.98940$, $M\% = 90.76\%$). This explained that the respondents had very high levels of helpful behaviour, obedience to the organization, sportsmanship, loyalty, individual initiative, social quality and self-development. Of the seven organizational citizenship behaviour factors, the organizational compliance factor received the highest response ($M = 11.2419$, $SD = 1.21041$, $M\% = 93.68\%$). This meant that the respondents with an average length of time working at BKPSDM Surabaya for 1-8 years had compliance with the BKPSDM Surabaya organization. The sportsmanship factor received the lowest score among the seven factors ($M = 10.5645$, $SD = 1.59529$, $M\% = 88.03\%$). Even though the sportsmanship factor was the factor that got the lowest M value, this factor was still categorized as very high because it reached the Swanson Q4 category qualification ($M\% > 75\%$).

3.2. Effect of Digital Transformation and Workplace Effectiveness on Organizational Citizenship Behaviour

Before the regression test was carried out, the digital transformation, workplace effectiveness, and organizational citizenship behaviour data were tested for normality via a scatterplot. Figure 1 shows that the data were normal.

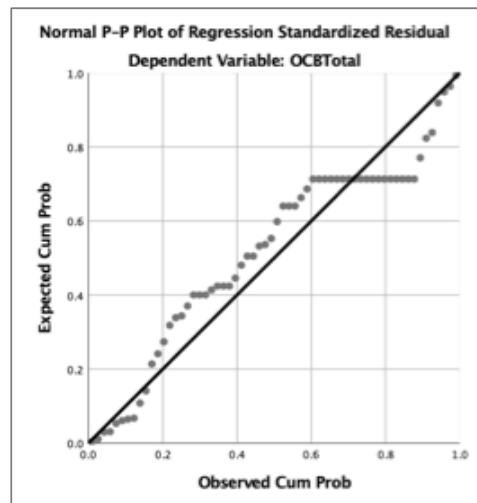


Figure 1. Result of scatterplot.

Table 4. Effect of Perceived Digital Transformation on Organizational Citizenship Behaviour.

Variable	Organizational Citizenship Behavior (Aggregate and Subskills)	<i>R</i>	<i>F</i>	<i>p</i>
Digital Transformation (DT)	- DT (Aggregate)	0.766	36.918	0.000
	- Digitalization of services or services	0.636		
	- Digitalization of information	0.551		
	- Digitalization of HR management processes	0.770		
	- Digitalization of administrative processes	0.712		
Workplace Effectiveness (WT)	- WE (Aggregate)	0.844	49.732	0.000
	- Adaptability	0.819		
	- Work productivity	0.759		
DT and WE	- DT and WE (Aggregate)	0.824	163.132	0.000
		0.855		

Table 4 depicts that aggregate digital transformation significantly influenced organizational citizenship behavior ($R = 0.766$, $F = 36.918$, $N = 62$, $p < 0.05$). This implied that overall, the digital transformation carried out by BKPSDM Surabaya affected compliance behavior in organizations or organizational citizenship behavior. However, if we examined each digital transformation factor, only the digitalization of services and information factors had a moderate and significant influence on the organizational citizenship behavior variable. Table 4 also shows that the workplace effectiveness of BKPSDM Surabaya employees affected their organizational citizenship behavior ($R = 0.844$, $F = 49.732$, $p < 0.05$). The effect of workplace effectiveness was included in the large influence category because $R > 0.7$ (Pallant, 2020). Each workplace effectiveness factor also showed a large and significant influence on organizational citizenship behavior ($R > 0.7$). In addition, the factor that had the largest and most significant influence on organizational citizenship behavior was the job satisfaction factor ($R = 0.824$, $p < 0.05$). When compared with the influence of digital transformation on organizational citizenship behavior ($R = 0.766$), the influence of workplace effectiveness on organizational citizenship behavior tended to be greater (0.844). Statistically, of course the two variables digital transformation and workplace effectiveness still had a large and significant influence on organizational citizenship behavior ($R > 0.7$, $p < 0.05$).

Furthermore, the perceived digital transformation and workplace effectiveness jointly affected organizational citizenship behaviour. The influence of digital transformation and workplace effectiveness simultaneously as very large and significant ($R = 0.855$, $F = 163.132$, $p < 0.05$). This effect was certainly greater than the effect of digital transformation on organizational citizenship behaviour ($R = 0.766$) and the effect of workplace effectiveness on organizational citizenship behaviour ($R = 0.844$). So, based on statistics, the implementation of digital transformation and workplace effectiveness behaviour, either independently or together (aggregate) greatly affected organizational citizenship behaviour.

3.3. Discussion

In this study, digital transformation in the BKPSDM Surabaya environment is characterized by several factors including digitalization of services, digitalization of information, digitalization of human resource management (HR) processes, and digitalization of office administration processes. This study found that the digital transformation carried out in the BKPSDM Surabaya environment was very high (M% = 91.09%). This shows that BKPSDM Surabaya employees believe that there is digital transformation in all lines or sectors within the BKPSDM Surabaya environment. This shows that respondents stated that the digital transformation of services provided by BKPSDM Surabaya had been implemented very well (M% = 90.05%). Respondents also stated that the digital transformation of the information provided by BKPSDM Surabaya had been implemented very well (M% = 90.86%). Apart from that, respondents also stated that digital transformation in the HR management process was also implemented very well (M% = 91.26%). Finally, respondents also stated that digital transformation in administrative processes had been implemented by BKPSDM Surabaya very well (M% = 92.20%). Apart from that, this digital transformation influences organizational citizenship behavior significantly ($R = 0.766$, $p < 0.05$).

The high level of implementation of digital transformation found in this research in the BKPSDM Surabaya environment is in line with several previous studies. Purwanto et al. (2023) found that employees at private universities also stated that there was digital transformation in all sectors in their respective work environments. Even in the business world, Calen et al. (2021) also found that MSME players also stated that they had to follow existing digital transformation to maintain their business. Luciano and Wiedenhöft (2020) also found that almost 1,200 civil servants in Brazil also showed very high agreement regarding digital transformation. Based on several studies, it can be concluded that in this modern era where Information and Technology (IT) is developing rapidly, digital transformation needs to be carried out in all sectors, including education, economics, social, and even government. Of course, this digital transformation will require more effort to implement it and more effort to adapt to existing changes. However, the challenge of protecting virtual data is also an obligation because digital systems also have many challenges such as hackers and viruses (Díaz et al., 2022).

Regarding the significant influence of digital transformation on organizational citizenship behavior, several studies show similar results. For example, Luciano and Wiedenhöft (2020) found that digital transformation influenced organizational citizenship behavior (OCB) of civil servants in Brazil. This research shows that OCB is greatly influenced by digital transformation, especially the availability of IT employees. Purwanto et al. (2023) also show that digital transformation has a positive effect on OCB, so it can be said that if capabilities in digitalization increase, OCB will also increase. This research also states that digital transformation has no effect on employee work performance. However, differently, Calen et al. (2021) shows that digital transformation has no significant effect on OCB. It is possible that in the business world, offline sales are still very necessary. Of course, this reason is not in accordance with the organizational conditions at BKPSDM Surabaya because BKPSDM Surabaya is not a trade organization.

In addition, in this study, workplace effectiveness can be determined from several factors including adaptability, work productivity and job satisfaction. Adaptability in the work environment refers to a person's ability to adapt to changes in the environment, situation or conditions (Xu et al., 2022). Second, work productivity in the work environment refers to employees' ability to achieve desired results by using available resources effectively and efficiently (Madjidu et al., 2022). Third, job satisfaction in the work environment refers to the emotional state of employees which reflects both pleasant and unpleasant views of their work (Xu et al., 2022). This study found that workplace effectiveness in the BKPSDM Surabaya environment was very good (M% = 92.20%). This shows that research respondents stated that they felt motivated to work effectively and encouraged them to complete all work and responsibilities well. This research also found that each workplace effectiveness factor was also very high, namely adaptability (M% = 92.07%), work productivity (M% = 92.74%), and job satisfaction (M% = 91.80%). In this case, BKPSDM Surabaya employees show that they have integrity in working for the benefit of the organization, namely by completing work effectively through good adaptation, working productively, and increasing job satisfaction. This research also found that workplace effectiveness significantly influences organizational citizenship behavior (OCB) ($R = 0.844$). Each workplace effectiveness factor also influences OCB significantly; adaptability ($R = 0.819$), work productivity ($R = 0.759$), and job satisfaction ($R = 0.824$).

The high workplace effectiveness found in this research is supported by several previous studies. Likewise, Kumari and Thapliyal (2017) stated that 40 workers in private companies in India showed high workplace effectiveness. However, the context of workplace effectiveness in this research is only limited to productivity capabilities because this organization is a company that has a business orientation focus. Yaakobi and Weisberg (2020) also stated that the workplace effectiveness of the company's 122 employees was very high due to the company's regulatory model. Of

course, work regulations have a big influence on the formation of work effectiveness in the work environment (Yaakobi & Weisberg, 2020). Based on the same findings as previous research, high workplace effectiveness will certainly help organizations realize an effective work environment.

Regarding the significant influence of workplace effectiveness on organizational citizenship behavior, only a few related studies are almost the same. Kumari and Thapliyal (2017) show that workplace effectiveness is strongly influenced by altruism and sportsmanship. In aggregate, this research also shows that OCB greatly influences workplace effectiveness. Yaakobi and Weisberg (2020) also stated that workplace effectiveness is influenced by organizational citizenship behavior. This research shows that there is a significant influence of workplace effectiveness on OCB. Rastogi (2013) also shows that workplace effectiveness is influenced by organizational citizenship behavior. This research is only limited to workplace effectiveness in managing organizational performance, it is not comprehensive to employee adaptability and employee satisfaction. With the strong influence between workplace effectiveness and organizational citizenship behavior, organizations should pay attention to the effective work abilities of their employees in contributing significantly to the advancement of organizational performance.

Based on the results of current research, job satisfaction in workplace effectiveness has a large but lowest effect on organizational citizenship behavior compared to adaptability and work productivity. This large effect was also found in several previous studies. Mousa et al. (2020) shows that job satisfaction has a significant effect on organizational citizenship behavior. In this study, female workers had better job satisfaction because they performed more thoroughly. Romi et al. (2020) also shows that OCB influences job satisfaction. However, this research was conducted in a religious context so it would be different if it involved different religions because the religious atmospheres would be different from each other. Soelton et al. (2020) stated that job satisfaction has a positive and significant effect on organizational citizenship behavior (OCB). Purwana et al. (2020) stated that there is an influence of job satisfaction on OCB among employees of the Maritime and Fisheries Research and Human Resources Agency. The same research results are also supported by several previous studies (Hakim et al., 2014; Prasetyo et al., 2015; Suyatiningsih et al., 2018).

Behavior in an organization is determined by many factors, especially supportive facilities and an effective working climate (Kadarningsih et al., 2020). Individual behavior in an organization is influenced by many factors, with supportive facilities and an effective work climate playing an important role in shaping organizational dynamics. Organizational climate refers to the collective perception of the work environment by employees. This includes various aspects such as physical space, management structure, and overall organizational culture. A supportive organizational climate can significantly influence employee behavior, leading to increased motivation, job satisfaction and productivity (Oktaviani et al., 2023; Putri et al., 2022; Rizal et al., 2023). On the other hand, a negative or uninviting climate can lead to low morale, absenteeism, and employee turnover.

Several factors contribute to the development of workplace effectiveness. These include management structure, concern for new employees, inter-agency conflict, agency dependency, and general satisfaction (Devie et al., 2023; Oktaviani et al., 2023). In addition, risk perception, level of conflict and how to handle it, employee responsibilities, operating procedures, level of centralization, employee safety, physical space, organizational values, and leadership style, all play a role in forming an effective work climate (Sucipto & Gunawan, 2023). An effective organizational work climate has a huge impact on employee behavior (Idrus et al., 2023). Such a climate can operate as a constraint system, influencing the behavior of those who value the rewards offered (Pratama & Lestari, 2018). Additionally, an effective work climate also helps employees form perceptions about the organization, which in turn influences their behavior. A positive organizational climate can make employees happier, more motivated, increase job satisfaction, and ultimately increase efficiency and productivity.

Organizations often exhibit a mix of different types of organizational climate with one type usually being dominant. Common types include people-oriented, rule-oriented, innovation-oriented, and goal-oriented climates (Ramadhaniati, 2022). Understanding these types can help organizations adapt their strategies to optimize climate and improve employee behavior. Improving the organizational climate is critical to improving employee behavior. This can be achieved through various means such as conducting regular organizational climate assessments, translating company values into desired behavior, and improving the work environment. By cultivating a positive climate, organizations can increase employee engagement, motivation, and overall performance. In the context of child welfare, culture and organizational climate are important components of institutional functioning. Both influence how well-being staff at all levels perform their jobs and how they feel about their jobs. A positive culture and climate can support innovation, change and continuous improvement, ultimately leading to better outcomes. Individual behavior in an organization is

influenced by a complex interaction of various factors, with supportive facilities and an effective work climate playing an important role (Winata, 2022). Understanding various aspects of organizational behavior, including the impact of organizational climate, can help organizations optimize their strategies to improve employee behavior and overall performance (Firnanda & Wijayati, 2021). By fostering a positive organizational climate, organizations can create a work environment that is conducive to innovation, motivation, and productivity, ultimately leading to better outcomes for all stakeholders.

The concept of digital transformation supports for OCB behavior is a relatively new and emerging area of research that explores how digital tools and platforms can encourage and increase OCB among employees. OCB refers to discretionary behavior demonstrated by employees outside their formal job requirements, such as helping coworkers, contributing to team projects, or participating in organizational initiatives (Novianti, 2021). Digital support tools can be defined as technologies designed to facilitate communication, collaboration and knowledge sharing among employees, which in turn can influence OCB (Purwanto et al., 2023). These devices may include digital platforms for communication, such as email, instant messaging applications, or video conferencing tools; digital collaboration tools such as project management software or shared document platforms; and digital knowledge sharing tools such as online forums.

Several studies show that digital support tools can have a positive impact on OCB by increasing communication, collaboration and employee engagement (Wahyudi et al., 2023). For example, a study found that digital communication tools can facilitate the exchange of information and ideas, leading to increased OCB among employees (Alwy, 2022). Another study highlights the role of digital platforms in fostering a sense of community and social support among employees, which may also contribute to higher levels of OCB (Calen et al., 2021). However, it is important to note that the effectiveness of digital support tools in promoting OCB depends on various factors, such as the quality of the technology, employee familiarity with the technology, and the organizational culture that supports its use. Additionally, there may be potential downsides to relying too heavily on digital support tools, such as the risk of over-reliance on technology and reduced face-to-face interactions. Digital support tools can be a valuable tool in promoting organizational citizenship behavior among employees. By utilizing this technology effectively, organizations can improve communication, collaboration, and employee engagement, ultimately leading to a more productive and supportive work environment.

Digital transformation and workplace effectiveness are two important factors that can influence organizational citizenship behavior (OCB) in the workplace. Digital transformation refers to the integration of digital technology into various aspects of an organization, such as communication, collaboration, and operations (Dash, 2023). This integration can increase efficiency, productivity, and innovation, which ultimately influences OCB among employees. Workplace effectiveness, on the other hand, includes various aspects such as job satisfaction, organizational commitment, and perceived organizational support. These factors can significantly influence OCB by fostering a positive work environment that encourages employees to engage in discretionary behavior that benefits the organization beyond their formal job requirements. Research shows that digital transformation can have a positive impact on OCB by improving communication, collaboration and innovation within organizations. For example, one study found that digital communication tools can facilitate the exchange of information and ideas, leading to increased OCB among employees (Calen et al., 2021). Another study highlights the role of digital platforms in fostering a sense of community and social support among employees, which may also contribute to higher levels of OCB (Favoretto et al., 2022). In terms of workplace effectiveness, research has shown that job satisfaction, organizational commitment, and perceived organizational support are important factors in influencing OCB (Lestari et al., 2020). For example, one study found that perceived organizational support had a significant positive effect on OCB, as employees who felt supported by their organization were more likely to engage in behaviors that benefited the organization (Luciano & Wiedenhöft, 2020). In conclusion, digital transformation and workplace effectiveness are important factors in shaping organizational citizenship behavior. By leveraging digital technology and cultivating a positive work environment, organizations can encourage employees to engage in discretionary behaviors that contribute to organizational success.

4. Conclusion

This study concludes several things related to the findings and discussion presented previously. First, BKPSDM Surabaya employees state that digital transformation has been carried out by the BKPSDM Surabaya very well. This digital transformation covers many lines or sectors, namely digitalization of services and services, digitalization of information, digitalization of HR management processes, and digitalization of administrative processes. All forms of digitalization at BKPSDM have been felt by employees so they believe that digital transformation has forced them to

be able to master digital skills and IT operations. Second, employees have very high workplace effectiveness. This shows that BKPSDM Surabaya employees are able to adapt to all forms of work challenges, are able to increase work productivity as a job responsibility in the BKPSDM Surabaya organization, and are able to increase their sense of satisfaction with the results of their work. Third, BKPSDM Surabaya employees have very high levels of organizational citizenship behavior. BKPSDM Surabaya employees show very high levels of helpful behavior, obedience to the organization, sportsmanship, loyalty, individual initiative, social quality and personal development. Fourth, there is the influence of digital transformation and workplace effectiveness on organizational citizenship behavior of BKPSDM Surabaya employees. Apart from that, together digital transformation and workplace effectiveness significantly influence organizational citizenship behavior. This influence is greater than when the digital transformation and workplace effectiveness variables separately influence organizational citizenship behavior. Finally, among the digital transformation and workplace effectiveness factors in influencing organizational citizenship behavior, the work productivity factor in the workplace effectiveness variable is the factor that has the greatest influence on the organizational citizenship behavior of BKPSDM Surabaya employees. On the other hand, the factor with the lowest influence on organizational citizenship behavior of BKPSDM Surabaya employees is digitalization of services or services in the digital transformation variable.

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