The Influence of Information Technology, Organizational Culture, and Digital Competence on Worker Job Satisfaction in the Special Region of Yogyakarta

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Abstract

Advances in information technology, adaptive organizational culture, and employee digital competence are important factors in determining the level of job satisfaction in the digital era. The purpose of this study is to examine how employee work satisfaction in the Special Region of Yogyakarta (DIY) is impacted by digital competency, organizational culture, and information technology. This study used a quantitative approach with an accidental sampling technique, resulting in a total of 101 respondents from both the private and non-private sectors. Data were collected through a Google Form-based questionnaire and analyzed using the Partial Least Square–Structural Equation Modeling (PLS-SEM) method using SmartPLS 3.0 software. The results show that information technology has a positive and significant effect on job satisfaction, organizational culture has a favorable and large impact on job satisfaction, and job contentment is positively and significantly impacted by digital competence as well. Thus, the effective implementation of information technology, a positive organizational culture, and improving employee digital competence have been proven to make a significant contribution to increasing job satisfaction. Organizations are expected to strengthen a conducive work culture and develop continuous digital competence training to support employee productivity and well-being in the era of digital transformation.

INTRODUCTION

The progress of organizations in the digital era is highly dependent on the ability to adapt to change, as stated by Jelang R & Reyhan A, (2023) companies that are able to adapt are generally equipped with high-quality human resources because they play a vital role in achieving organizational goals through optimal productivity. This is in line with the statement of Komara. (2023) that human resources (HR) are the most important factor that cannot be separated from an organization, emphasizing their central role in supporting organizational success. Safrila and Oktiani. (2024) Job satisfaction plays a crucial role in human resource management, driven by differences in responsibilities and levels of satisfaction among individuals. In a regional context, Raden Stevanus stated that Yogyakarta Special Region (DIY) is strengthening regional resilience with a three-pillar approach: leveraging culture as a competitive economic advantage, digitalization as a driver of MSME growth, and a smart economy as a cornerstone of development strategy (Jogja Daily, 2025). Digitalization is no longer an option, but an urgent necessity to strengthen local economic competitiveness. This demonstrates Yogyakarta's significant potential for integrating cultural values and digital transformation in a balanced manner in human resource development (Jogja Daily, 2025).

The application of information technology plays a role a crucial role in boosting productivity and creating job satisfaction among workers. Reddy et al. (2025) explains that cloud-based information technology is capable of providing efficient and secure data storage and processing services. Harjanto et al. (2020) indicates a positive correlation between the application of information technology and increased employee job satisfaction, whereas Terry Suseno et al. (2021) found conflicting results, suggesting that information technology can actually have a negative impact. This difference indicates variations in the influence of IT on job satisfaction across organizational contexts. Swandana and Ardiana. (2025) states that organizational culture is essentially a shared belief that shapes the behavioral patterns of members in carrying out daily tasks. Research Mulyandi and Rusly. (2021) as well as Baribin and Cici Bela Saputri, (2020) This study demonstrated a significant influence of organizational culture on job satisfaction levels. A conducive work environment generally stems from the implementation of a positive organizational culture, while a negative culture can create a toxic work environment and reduce performance. FORBIS IKPM Gontor, (2025) emphasizes that a strong company culture reflects the values and principles that guide the behavior of organization members. According to Forbes, a toxic work environment is 10.4 times more likely to cause employee resignation than other factors, including salary.

The COVID-19 outbreak has accelerated digital transformation in various sectors.Munawar et al. (2021) stated that the pandemic has driven changes in people's behavior towards technology use, including increased use of digital media and online conferencing applications. In the context of the Industrial Revolution 4.0, digital skills are becoming a differentiating factor in the modern job market. Castellacci and Viñas-Bardolet, (2019) found that internet technology increases job satisfaction through easier access to information and communication. Similar findings were put forward by Şükranli,(2020), which shows that job satisfaction is higher in digitally mature companies than in those that are not.

A 2023 report by the Ministry of Communication and Informatics (Kominfo 2023), in collaboration with the Katadata Insight Center, noted that Indonesia's national digital literacy

index reached 3.65 on a five-point scale, slightly above the score of 3.63 recorded by the Special Region of Yogyakarta (DIY) (Nuri et al., 2024). However, when the development of the digital literacy index is observed over a longer period from 2021 to 2024, a different pattern emerges.

While national data are available for the entire period, provincial data for DIY are only available up to 2023. As illustrated in Figure 1, DIY initially recorded a much higher index of 3.71 compared to the national average of 3.49 in 2021. Yet, while the national index steadily increased from 3.54 in 2022 to 3.65 in 2023 and further to 3.78 in 2024, the DIY index declined from 3.64 to 3.63 over 2022–2023. This shift indicates that although DIY started from a stronger position, its digital literacy growth did not keep pace with national improvements, suggesting the need for stronger regional initiatives to enhance digital competence. The data indicate that although DIY started from a stronger position, its improvement did not keep pace with national growth, reinforcing the need for stronger regional initiatives to enhance digital competence. Baharrudin et al. (2021) define digital literacy as the ability to use technology efficiently, supported by critical thinking and responsible behavior across professional and social contexts. Employees with strong digital competence tend to be more confident and adaptable to workplace changes. Supporting this view, Fahmi et al., (2025)highlight that digital literacy significantly enhances MSME performance by improving technological adaptation and business efficiency, although several practical challenges remain. Based on these conditions and the identified research gap, this study re-examines the influence of information technology, organizational culture, and digital competency three factors that have the potential to significantly shape employee job satisfaction in the Special Region of Yogyakarta (DIY).

The comparison of Indonesia's and Yogyakarta's digital literacy index illustrates the readiness of the workforce to face digital transformation, where higher digital literacy reflects stronger digital skills that support smoother work processes and ultimately lead to higher employee job satisfaction.
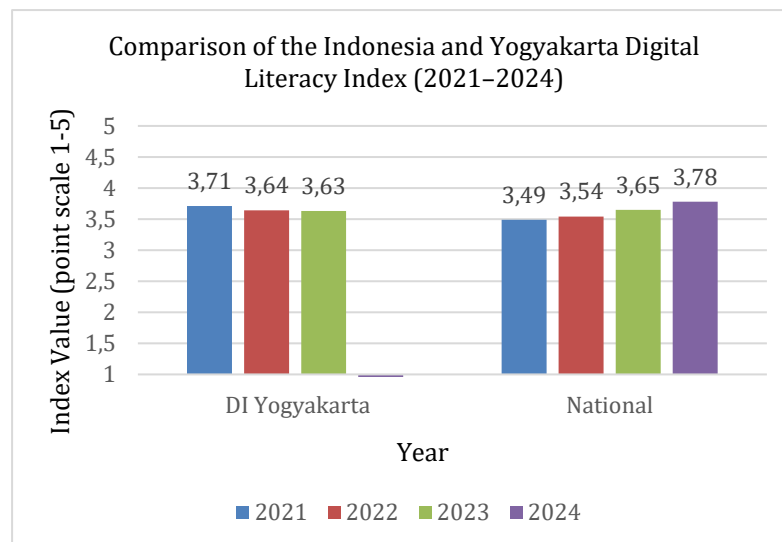

Figure 1. Comparison of Indonesia and Yogyakarta Digital Literacy Index (2021–2024) and Its Relevance to Workforce Digital Skills

Source: Komdigi (2021; 2024) Kominfo (2022; 2023).

LITERATURE BASIS AND HYPOTHESIS DEVELOPMENT

Information Technology

The rapid development of information technology has had a profound impact on various areas of life, including the world of work. Mukherjee and Gopal. (2024) Information technology can be defined as a collection of devices, procedures, and methods, including hardware and software, which aim to collect, process, and disseminate information effectively. A similar view is also explained by Ramadhan and Sari. (2025) which says information technology (IT) refers to the tools and methods used to collect, store, process, and distribute data. Ehigbochie and Equobase. (2024) stated that mastery of information technology, such as computer-based technical skills, knowledge of technology-based innovation, and the ability to manage computer-based relationships, has a significant contribution to increasing job satisfaction. findings put forward by Bahri et al. (2024) research shows that the adoption of information technology has a positive and significant impact on increasing employee job satisfaction. This means that the implementation of information technology in the workplace can make a significant contribution to increasing employee job satisfaction. The influence of information technology on job satisfaction is not always positive. Several studies have shown that inappropriate use of information technology or lack of training can lead to technological stress (technostress), which has a negative impact on job satisfaction (Mahardini et al. 2023). Study Mahardini et al. (2023) reported contradictory findings, namely the negative influence of information technology on job satisfaction. This means that the greater the difficulty employees experience in utilizing technology, the lower their level of job satisfaction. This is due to employees' limited ability to adapt to an increasingly technology-laden work environment. Other studies have also shown different findings, namely Harjanto et al. (2020), Yanita et al. (2023) proves that there is a significant positive correlation between the completeness of information technology facilities and the level of employee job satisfaction.This means that the higher a person's technological level, the greater the level of job satisfaction that a person will experience because indirectly, the implementation of information technology will facilitate access to hardware and software, thereby making the work of a person or employee easier. Based on the research findings discussed above, the following hypothesis is proposed:

H1: Information technology has a positive influence on job satisfaction.

Organizational Culture

Organizational culture is essentially a shared characteristic shared by a group, which is manifested in the form of shared values, behavior, and perspectives and is used as a guideline by each individual (Kurniawan et al. 2023); Adha, (2023). A similar opinion was expressed Lase et al. (2025) organizational culture is considered a fundamental element because it reflects collective values, beliefs, and behaviors that shape patterns of interaction and cooperation among members. In the context of modern organizations, organizational culture plays a crucial role in fostering creativity and innovation. Practically, Hasan et al. (2025) emphasizes that organizational culture not only acts as a guideline for behavior, but also as a moderator of digital transformation. Putri et al. (2025) added that organizational culture is an implicit social force that influences work behavior, where organizational members learn, internalize, and adapt to prevailing values. Kamsidik et al. (2025) revealed that a strong organizational culture directly increases employee job satisfaction. Meanwhile,Van Hai and Tien, (2025) found that some

dimensions, such as internal communication culture, can be negative or insignificant, while organizational philosophy, learning culture, and shared motivation actually increase job satisfaction. On the other hand, the study presented by Mulyandi and Rusly. (2021), Melfin. (2025), Manansang. (2025) demonstrates that employee job satisfaction levels and corporate culture implementation have a strong favorable relationship. Consequently, establishing a robust corporate culture may raise employee job satisfaction levels inside the business.

H2: Organizational culture has a positive effect on job satisfaction.

Digital Competence

Digital competence can be understood as the capability of individual employees to display behavioral and attitudinal responses that are in accordance with the demands of their organizational roles, which in turn contributes to the achievement of company goals (Elisnawati et al. 2023). Wahono et al. (2019) adding that digital competence is related to individual characteristics that support performance at work and in personal life. Nadapdap et al. (2025) states that digital competency encompasses the ability to use digital technology effectively, including mastery of software, applications, and other digital tools, from basic to advanced levels, so that employees can adapt to technological developments. In the context of education, Marrero-Sánchez and Vergara-Romero. (2023) emphasizes that digital competence is the ability to access, analyze, evaluate, and create information through digital technology, as well as communicate and collaborate effectively. Van Audenhove et al. (2024) added that digital competence encompasses the knowledge, skills, and attitudes to use digital technology critically, safely, and effectively, including dealing with new technologies such as Artificial Intelligence, the Internet of Things, and datafication. Based on findings by Mila Sartika et al. (2023) digital competence is believed to influence job satisfaction through various mechanisms. Employees with strong digital skills are able to complete tasks more efficiently and effectively, which ultimately increases their confidence and competence in the workplace. Research by Huđek et al. (2021), Bolli and Pusterla. (2022), Nursaimatussaddiya. (2023) it has been proven that digital competence significantly increases job satisfaction. This means that higher levels of digital mastery are directly proportional to increased job satisfaction, supported by efficiency, confidence, and strong digital skills.

H3: Digital Competence has a positive effect on job satisfaction.

Job Satisfaction

An individual's degree of contentment with their employment is reflected in their job satisfaction, which is influenced by the alignment between personal expectations and the reality experienced in the work environment (Sunarta. 2019). According to Magalhães et al. (2024), job satisfaction is influenced by the interaction between intrinsic factors such as the meaning of work and extrinsic factors such as the organizational environment, with perceptions of organizational justice as an important mediator. Khahro et al. (2023) found that fair compensation, career development opportunities, and a safe work environment were the main factors in increasing job satisfaction. Sutrisnawati and Hidayat, (2023) added that supportive leadership and adequate facilities in the workplace increase employee satisfaction, which impacts performance and commitment. Wei. (2023) defines job satisfaction as a positive feeling when an individual feels valued and supported by the organization. Kurniawati, (2021) states
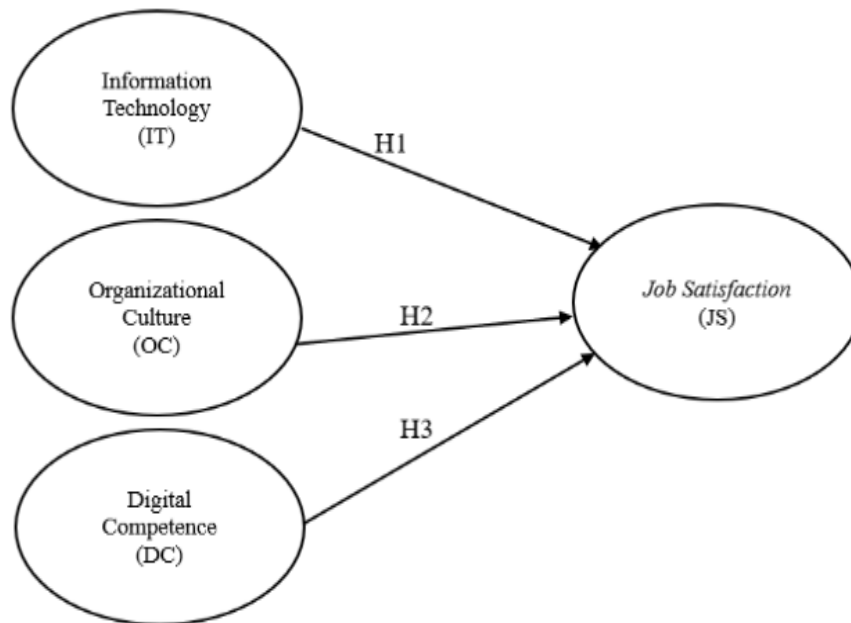
Figure 2. Framework of Thought
Source: Hidayat et al. (2023), Ahmaddzun Nadhor et al. (2025).

job satisfaction as a positive mood and feeling of love for work. Indrayani et al. (2024) emphasizes that job satisfaction is a positive assessment of workers based on the responsibilities, challenges, and appreciation received. Kurnia. (2023) adding that effective business management tends to increase job satisfaction, because it reflects good behavioral management and creates comfort for individuals in the workplace.

RESEARCH METHODS

This research uses a quantitative approach to systematically analyze the causal relationships between phenomena (Fadilla et al. 2023). The population in this study consists of employees working in various sectors, including both private and public companies located in the Special Region of Yogyakarta (DIY), who have a minimum work period of three months. The sampling technique used in this study was accidental sampling, namely the selection of respondents by chance according to the research criteria (Anigomang. 2025). To determine the sample size, the Cochran formula was applied since the total population was unknown (Fajriya & Zulaikha, 2023):

$$n = \frac{Z^2 pq}{e^2}$$

$$n = \frac{1,96^2 (0,5)(0,5)}{0,1^2} = 96,04$$

Based on the formula calculation, the minimum required sample size was 96.04 respondents, determined with a 95% confidence level and a 10% margin of error. To ensure adequate representation, the number was rounded up to 100, and a total of 101 valid respondents were collected, which were deemed sufficient for analysis using SmartPLS. Data were obtained through questionnaires distributed directly to respondents, employing a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The data were analyzed using the

Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach with the SmartPLS 3.0 software. The analysis included assessments of outer loadings, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability to evaluate construct validity and reliability. Furthermore, model fit, R-square, and hypothesis testing were performed to evaluate the structural model and the strength of relationships among the variables, which consist of information technology (X1), organizational culture (X2), digital competence (X3), and job satisfaction (Y).

Table 1. Operational Definition of Research Variables

No	Variable	Definition	Indicators
1	Information Technology (X1)	Technical capabilities, innovation knowledge, and computer-based relationship management that contribute to enhancing job satisfaction. (Ehigbochie & Ekuobase, 2024).	1. Technical expertise. 2. Knowledge of computer-based innovation. 3. Ability to create and maintain computer-mediated communication. 4. Creativity and innovation (Ehigbochie & Ekuobase, 2024).
2.	Organizational Culture (X2)	Organizational culture refers to the values and habits that shape the organization's identity and influence the behavior, mindset, and interactions of its members. (Aggarwal, 2024).	1. Innovation and creativity. 2. Adaptability and flexibility. 3. Risk-taking. 4. Entrepreneurial behavior (Aggarwal, 2024).
3.	Digital Competence (X3)	Digital competence refers to the ability to understand, use, and interact with digital technologies critically, safely, and effectively, including the capability to adapt to emerging technologies such as Artificial Intelligence (AI) and datafication. (Van Audenhove et al., 2024).	1. Evaluating digital data, information, and content. 2. Understanding the social and ethical impacts of data and Artificial Intelligence (AI). 3. Protecting personal data and privacy (data processing). 4. Creating and presenting data effectively (data presentation). (Van Audenhove et al., 2024).
4.	Job Satisfaction (Y)	Job satisfaction is a positive feeling toward one's job that arises from the evaluation of various aspects of the work itself. (Indrayani et al., (2024).	1. The work itself. 2. Pay. 3. Promotion. 4. Supervision. 5. Coworkers. (Indrayani et al., 2024).

RESULTS AND DISCUSSION

Respondent Characteristics

The information technology variable has 5 statement items adopted from Ratna R and Kaur T, (2016) one of the statements namely, "changes in information technology have created greater job opportunities". The organizational culture variable has 12 questions taken from Alofan, Chen, and Tan, (2020) adapted from the Competing Values Framework (CVF) model from Quinn, (1988) one of the questions is, "I see my organization emphasizing efficiency, sustainability, and stability." The digital competency variable has 12 questions sourced from Golz, Hahn, and Zwakhalen, (2024) one of the questions is, "I believe that digital technology improves work results." Meanwhile, the job satisfaction variable has 6 questions adapted from Crow, Lee, and Joo, (2012) developed by Lee, (2002) one of the questions is "overall, I am satisfied with my job". Furthermore, Table 1 presents the operational definitions and indicators of each variable.

Based on Table 2, the profile of the study respondents shows an almost equal distribution between men and women. Most are casual and permanent employees, aged <20 to >35 years, with varying levels of education ranging from elementary school/equivalent to college. The majority of respondents are single and married and have a work period of between <1 year and >5 years. and work in both the private and non-private sectors.

Table 2. Characteristics of Research Respondents

No	Characteristics	Category	Frequency (n)	percentage
1.	Gender	Man	52	51.5%
		Woman	49	48.5%
2.	Employment status	Permanent employee	45	46.6%
		Not fixed	56	55.4%
3.	Age	< 20 Years	3	3%
		20 – 24 years old	56	55.4%
		25 – 29 years old	25	24.8%
		30 – 34 years old	3	3%
		≥ 35 years	14	13.9%
4.	last education	Elementary school/equivalent	3	3%
		Junior high school/equivalent	1	1%
		High school/equivalent	64	64.4%
		Diploma (D1/D2/D3/D4)	3	3%
		S1	27	26.7%
		S2	2	2%
		S3	1	1%
5.	Marital status	Not married	88	87.1%
			13	12.9%
6.	Length of work	< 1 year	4	4%
		12 years old	62	61.4%
		3 – 4 years	28	27.7%
		≥ 5 years	7	6.9%
7	Types of Organizations	Private	96	95%
		Non-Private	5	5%

Source: Primary data processing results, 2025.

Loading Factor Value

Outer Loading, Reliability and validity

The correlation between the indicator and its latent variable may be seen in the results of the outer loading estimation. If a concept has an AVE > 0.50 and a loading factor >0.70, it is said to have convergent validity. (Abdussamad et al. 2025). Cronbach's alpha and composite reliability criterion >0.70 in order for the construct to be deemed trustworthy. Table 3 displays the findings of the validity and reliability tests.

Table 3. Validity and Reliability Test Results

Variables	Instrument	Outer loading	*Average Variance Extracted* (AVE)	Cronbach's Alpha	Composite Reliability
Information technology (IT)	IT01	0.851	0.747	0.915	0.936
	IT 02	0.858			
	IT.03	0.886			
	IT.04	0.892			
	IT.05	0.831			
Organizational Culture (OC)	OC.01	0.764	0.696	0.960	0.965
	OC.02	0.813			
	OC.03	0.843			
	OC.04	0.792			
	OC.05	0.818			
	OC.06	0.839			
	OC.07	0.828			
	OC.08	0.817			
	OC.09	0.900			
	OC.10	0.854			
	OC.11	0.884			
	OC.12	0.850			
Digital Competence (DC)	DC.01	0.840	0.724	0.965	0.969
	DC.02	0.821			
	DC.03	0.857			
	DC.04	0.824			
	DC.05	0.885			
	DC.06	0.892			
	DC.07	0.780			
	DC.08	0.889			
	DC.09	0.814			
	DC.10	0.853			
	DC.11	0.893			
	DC.12	0.855			
Job Satisfaction (JK)	JK.01	0.839	0.718	0.921	0.938
	JK.02	0.840			
	JK.03	0.852			
	JK.04	0.879			
	JK.05	0.814			
	JK.06	0.858			

Source: Primary data processing results, 2025.

Table 4. Model Fit Test Results

Parameter	Rule of Thumb	Parameter Values	Information
SRMR	Less than 0.10	0.054	Fit
d_ULS	> 0.05	1.844	Fit
d_G	> 0.05	1.898	Fit
Chi-Square	χ^2 statistics ≤ table χ^2	891.207 > 48.60	Not Fit
NFI	Approaching the value 1	0.779	Fit
Gof	01 (small GOF), 0.25 (moderate GOF), 0.36 (strong GOF)	0.750	Fit
Q2 Predictive Relevance	Q2 > 0: Has predictive relevance, Q2 < 0: Lacks predictive relevance, 0.02 (Weak) 0.15 (Moderate) 0.35 (Strong)	0.778 > 0	Fit

Source: Primary data processing results, 2025.

Table 5. Results of the Coefficient of Determination (R²) Test

Dependent Variable	R-Square	R-Square Adjusted
Job Satisfaction	0.781	0.774

Source: Primary data processing results, 2025.

Model Fit Test

Based on research results model fit test, it was obtained that the SRMR value was 0.054 (<0.10), d_ULS 1.844, and d_G 1.898, indicating a good fit between the data and the model (Table 4). Although Chi-Square (891.207 > 48.60) is theoretically not fit because it is sensitive to large sample sizes, other indicators such as NFI 0.779, GoF 0.750 >0.36, and Q² 0.778 >0 indicate that the model fits well and has strong predictions. Thus, the model is worthy of further analysis.

R-square (R2)

Based on the R-Square (R²) test results table 5, the job satisfaction variable obtained a value of 0.781 and an Adjusted R-Square of 0.774. This means that 78.1% of the variation in job satisfaction is influenced by information technology, organizational culture, and digital competence. According to the criteria Sutanto et al. (2024), R² values above 0.75 are considered strong, so this model has high predictive ability and is able to explain the relationship between variables well. The PLS-SEM Algorithm findings in Figure 3 include the original sample, which depicts the strength and direction of the relationship between the variables in the model, as well as the R2 value, which indicates the degree of explanation of the independent variables towards the dependent variable.
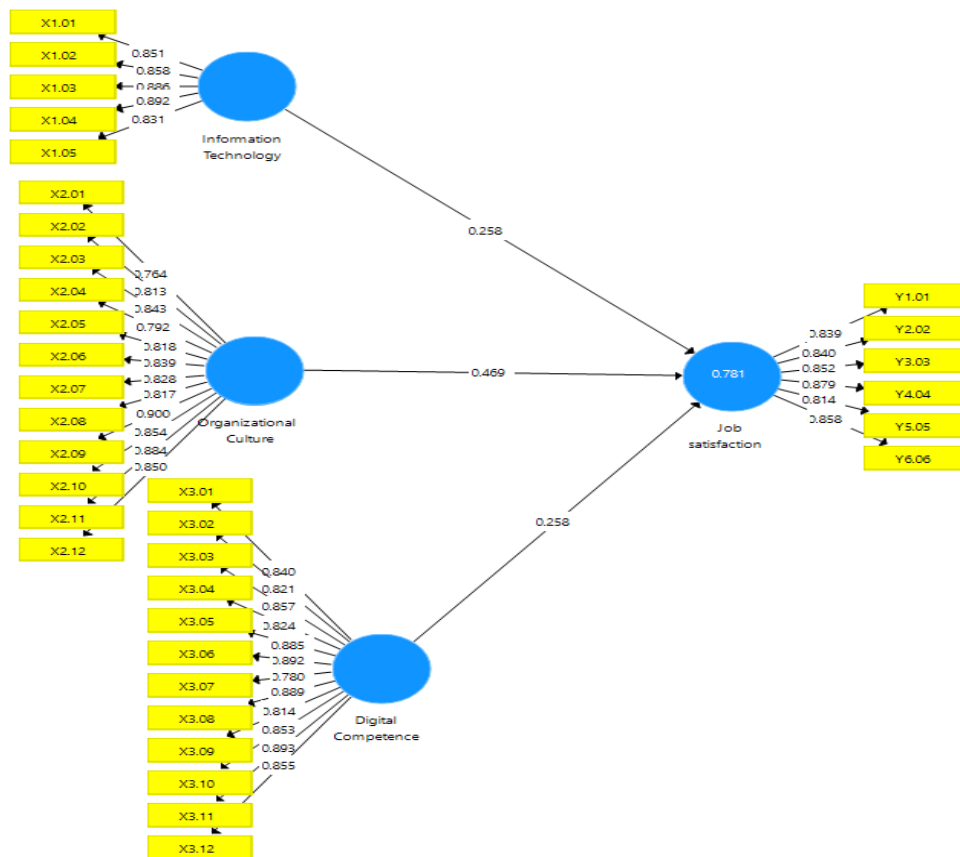
Figure 3. PLS SEM Algorithm model output
Source: Primary data processing results, 2025.

Table 6. Path Coefficient Bootstrapping Results Significance Test

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Note
Information Technology → Job Satisfaction	0.258	0.257	0.072	3.598	0.000	Accepted
Organizational Culture→ Job satisfaction	0.469	0.470	0.068	6.917	0.000	Accepted
Digital Competence→ Job satisfaction	0.258	0.258	0.062	4.169	0.000	Accepted

Source: Primary data processing results, 2025.

Path Coefficient Test

Result of bootstrapping path coefficient the test shows that all independent variables have positive and significant influence on job satisfaction (Table 6). Information technology has an original sample value of 0.258 (t = 3.598; p = 0.000), organizational culture 0.469 (t = 6.917; p = 0.000), and digital competence 0.258 (t = 4.169; p = 0.000). These findings confirm that these three variables significantly increase employee job satisfaction.

Discussion

The Influence of Information Technology on Job Satisfaction

Based on the test results in Table 6, it shows that information technology has a positive and significant influence on job satisfaction, with an original sample value of 0.258, a t-statistic value of 3.598, and a p-value of 0.000 <0.05. This indicates that the contribution of information technology to increasing job satisfaction is quite significant in practical terms. Thus, the more optimal use of information technology in the workplace, the greater the level of satisfaction felt by employees. The results of the descriptive analysis also support this finding, where the highest average value is found in the item IT.03 mean = 4.21 with the statement "Information technology helps increase recognition of my contributions at work," which emphasizes the role of technology in increasing employee appreciation and motivation. Meanwhile, the lowest value is found in the item IT.04 mean = 4.12, namely "I have the information technology resources I need to work," indicating that there is still a small number of respondents who feel that technological facilities are not fully optimal. The results of this study are consistent with the findings Harjanto et al. (2020), Yanita et al. (2023), Bahri et al. (2024) which shows a significant positive influence between information technology support facilities and job satisfaction. These results reinforce the evidence that the application of digital systems and internet-based work platforms enhances efficiency and creates a greater sense of satisfaction at work. As stated by T. Hidayat & Anabel, (2025) digital technology is the main factor that accelerates transformation and improves company performance, ultimately producing benefits in the form of better organizational outcomes. In this context, Pasha et al. (2025) say information technology is creating a work environment that is increasingly effective, flexible, and adaptable to various transformations. Human Resource Information Systems (HRIS), cloud-based database applications, and online collaborative platforms are making work processes more transparent, efficient, and easily monitored.

From a managerial standpoint, these findings provide clear strategic implications for organizations seeking to optimize technology to strengthen job satisfaction. First, organizations must make continuous investments in modern, reliable digital infrastructure to ensure that employees have consistent access to the technological tools required for effective task completion. Second, managers should provide ongoing IT training to enhance employees' digital competencies and reduce technostress that may undermine satisfaction. Third, clear and standardized technology policies must be established, accompanied by periodic evaluations to maintain system relevance, security, and operational efficiency. Fourth, organizations need to ensure the availability of responsive and proactive technical support, as timely assistance prevents productivity disruptions and sustains positive employee experiences. Finally, the selection and implementation of technological tools should be aligned with the nature of employees' tasks and user needs, ensuring that technology functions as an enabler rather than a burden. By adopting these managerial strategies, organizations can create a digital work environment that not only enhances operational effectiveness but also strengthens psychological well-being, engagement, and overall job satisfaction (Pasha et al. 2025; Harjanto et al. (2020); Yanita et al. 2023; Bahri et al. 2024).

The Influence of Organizational Culture on Job Satisfaction

According to the test results in Table 6, organizational culture has a favorable and

substantial impact on job satisfaction, with an original sample value of 0.469, a t-statistic of 6.917, and a p-value of 0.000 < 0.05. Descriptive analysis results also strengthen this finding, where the measurement item of the organizational culture variable that ranks highest based on the average value of OC.12 with a mean of 4.26, namely the statement "I consider that achieving goals is important in my organization, so great attention is given to results and achievements." This finding indicates a high level of agreement from respondents regarding the importance of results orientation in organizational culture. Meanwhile, the lowest average value is found in item OC.01 with a mean of 3.97, namely "I see my organization as a very personal place, like a big family where people share many things about themselves." This finding strengthens previous research by Mahayasa et al. (2024), Alam Rachmadika et al. (2024), and Huang et al. (2024) concluded that there is a significant positive influence of organizational culture on job satisfaction. This finding indicates that the intensity and quality of the organizational culture implemented are associated with increased Job satisfaction felt by employees in Special Region of Yogyakarta. These results are relevant to the social characteristics of the Yogyakarta Special Region community, which upholds the values of togetherness, courtesy, and mutual cooperation. An organizational culture that adopts these local values has been shown to foster a harmonious and mutually supportive work environment, thereby improving employee psychological well-being. Thus, organizational culture has been shown to not only be a company's hallmark but also serve as a key determinant of job satisfaction and human resource stability in the modern era. Thus, organizational culture not only serves as a corporate identity, but also becomes one of the main determining factors in increasing job satisfaction and human resource stability in the modern era. Theoretically, these findings reinforce the view that organizational culture is an important mechanism that bridges human resource management practices with employee attitudes. A strong culture that is in harmony with social values has been proven to create positive perceptions of the quality of working relationships, the comfort of the working environment, and the meaning of work. From a practical standpoint, these results provide guidance for organizations to develop cultural values that are relevant to the characteristics of their employees and the local social environment. An adaptive culture will increase job satisfaction, loyalty, motivation, and long-term productivity. Meanwhile, managerial implications show that leaders must play an active role as role models of organizational culture, strengthen internal communication, and create work routines that are consistent with the cultural values they want to achieve. By ensuring that culture is not only written in formal documents but is actually practiced in everyday life, organizations can build a more solid work environment that is oriented towards employee welfare.

The Influence of Digital Competence on Job Satisfaction

According to the test findings in Table 6, job satisfaction is positively and significantly impacted by digital competence, with the original sample value of 0.258, a t-statistic of 4.169, and a p-value of 0.000 < 0.05. This indicates that an increase in employee digital competence is directly proportional to an increase in job satisfaction. The results of the descriptive analysis also support this finding, where the highest average value for the digital competence variable is found in items DC.06 and DC.09 with a mean of 4.21, namely the statements "I believe that digital technology is beneficial for my work" and "I feel confident using digital technology to communicate." Meanwhile, the lowest average value is found in item DC.01 with a mean of 4.04, namely the statement "Digital technology is in line with the way I like to work." Despite

obtaining the lowest score, this finding consistently shows a positive perception among respondents regarding the use of digital technology in their work. Thus, this result is in line with the findings of Hidayat et al. (2023), Huđek et al. (2021), and Nursaimatussaddiya. (2023) describes that digital competence has a positive and very significant influence on increasing job satisfaction and career development.This situation aligns with the Special Region of Yogyakarta (DIY), where digital transformation is beginning to be implemented across various sectors. According to a 2023 report from the Ministry of Communication and Information Technology, Yogyakarta's digital literacy rate is high, making it relatively easy for employees in this region to adapt to technology-based work systems.

Theoretically, the results of this study reinforce the concept that digital competence is an important part of human capital that influences employees' perceptions of the quality of their work. Employees with good digital competence tend to have higher adaptability, feel more in control of their work, and experience lower levels of work stress because the work process becomes easier, faster, and more structured. From a practical perspective, these findings emphasize the importance of building employees' digital capabilities through continuous training, mentoring programs, and the integration of technology that is appropriate to the needs of the job, as these measures can improve work comfort, encourage innovation, and strengthen productivity. From a managerial standpoint, these results illustrate that organizations need to provide consistent and relevant digital training, ensure the availability of adequate technological facilities, and design clear and easy-to-follow digital-based work guidelines. Management also needs to ensure responsive technical support so that employees do not encounter obstacles when using technology in their daily work, as such disruptions can reduce job satisfaction and productivity. With these measures, improving digital competence becomes not only part of individual development, but also an organizational strategy to strengthen job satisfaction, employee performance, and organizational resilience in the face of developments in the digital era.

CONCLUSION

The results of the analysis using the SmartPLS approach indicate that organizational culture, information technology, and digital competence have a positive and significant impact on employee job satisfaction. Among these factors, organizational culture has the strongest influence, followed by information technology and digital competence, which show a moderate effect. Optimal utilization of information technology, the strengthening of a positive organizational culture, and the improvement of employees' digital competence significantly enhance job satisfaction levels. This finding aligns with previous research and is relevant to workforce conditions in the Special Region of Yogyakarta, where the community's high digital literacy supports digital transformation, technological adaptation, and the integration of local values in the workplace.

Research Limitations

This study is limited by the use of a multi-company sample, which may not fully capture the influence of specific organizational contexts. In addition, data collection through questionnaires posed several challenges, as some respondents found it difficult to understand certain question items and may have provided cautious responses due to concerns about their

superiors. These conditions may have affected the objectivity of the results obtained.

Suggestion

Organizations are advised to pay attention to indicators with the lowest average scores across each research variable. For the information technology variable, attention should be given to improving technological resource availability through enhanced facilities and easier access to work-supporting tools. In terms of organizational culture, the sense of kinship among employees should be strengthened through internal activities that foster togetherness and teamwork. For the digital competence variable, organizations are encouraged to conduct continuous training programs to help employees adapt technology use to their work methods. Regarding job satisfaction, organizations should promote proactive employee behavior by providing greater participation opportunities and implementing reward systems that increase motivation. For future research, it is recommended to examine the relationship among these variables within a single company or agency to gain deeper insights. Additional variables such as transformational leadership could also be included to broaden the understanding of factors influencing job satisfaction, as shown by Adiba and Dara, (2025) have shown that this leadership style can effectively enhance employee motivation, commitment, and satisfaction.

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