Workload Mediation Model on Employee Performance

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Abstract

This study aims to examine the effect of Organizational Citizenship Behavior (OCB) and organizational commitment on employee performance with workload as an intervening variable at BPJS Ketenagakerjaan Soutth Sumatera. This research employs a quantitative approach using a survey method. The sample consists of 100 employees selected through a saturated sampling technique. Data were collected using questionnaires and analyzed using the Structural Equation Modeling–Partial Least Square (SEM-PLS) method. The results indicate that Organizational Citizenship Behavior and organizational commitment have a positive and significant effect on employee performance. Furthermore, OCB and organizational commitment have a negative and significant effect on workload. Workload is proven to have a negative and significant effect on employee performance. The indirect effect analysis shows that workload mediates the relationship between Organizational Citizenship Behavior and organizational commitment on employee performance. Therefore, strengthening OCB, enhancing organizational commitment, and effectively managing workload are essential to improve employee performance.

Keywords: Organizational Citizenship Behavior, Organizational Commitment, Workload, Employee Performance.

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Introduction

In the era of globalization and the industrial revolution, organizations are required to continuously enhance their competitiveness, including public service institutions such as the Social Security Administration Agency (BPJS) Ketenagakerjaan. BPJS Ketenagakerjaan, as a public legal entity tasked with implementing social security programs for workers, plays a vital role in ensuring worker welfare. To optimally carry out this task, high, consistent, and service-oriented employee performance is needed. Employee performance is one of the key aspects determining an organization's success. Good performance will support the achievement of the organization's vision, mission, and goals. However, in practice, performance improvement is not only influenced by technical abilities but also by various psychological and organizational behavior factors, such as Organizational Citizenship Behavior (OCB) and organizational commitment.

Organizational Citizenship Behavior (OCB) is voluntary behavior performed by employees outside their core duties, which significantly contributes to the smoothness and effectiveness of the organization. Employees with high OCB typically show concern for coworkers, have initiative, are loyal to the organization, and are willing to help without being asked. In the context of public service, OCB is very important as it can create a harmonious work environment and improve service quality to the community. On the other hand, organizational commitment is a psychological condition that binds employees to their organization. Employees with high commitment tend to be more loyal, motivated to contribute more, and have a strong desire to remain in the organization. This commitment is not limited to compliance with rules but also includes the willingness to sacrifice for the organization's progress. Therefore, organizational commitment is an important determinant of employee performance.

However, the positive influence of OCB and commitment on employee performance does not always occur directly.

One factor that can influence this relationship is workload. An excessive workload can lower morale, cause stress, fatigue, and even reduce productivity. Conversely, a balanced and appropriate workload according to employees' capabilities will encourage work efficiency and increase motivation. In this study, workload is positioned as an intervening variable, i.e., a variable that bridges or strengthens the relationship between OCB and commitment on performance. The working conditions at the BPJS Ketenagakerjaan South Sumatera Regional Office are not free from these challenges. High administrative demands, increasing service burdens on participants, and work complexity requiring precision make an in-depth study of factors influencing employee performance important. Based on preliminary observations, there is still an imbalance between workload and employee capabilities and expectations, which impacts service quality.

Therefore, this research is important to empirically examine how Organizational Citizenship Behavior (OCB) and organizational commitment affect employee performance, as well as the role of workload as an intervening variable. The results of this study are expected to provide a theoretical contribution to the development of human resource management science and serve as an evaluation material for BPJS Ketenagakerjaan management in managing employees more effectively and productively.

Problem Formulation

1. Does Organizational Citizenship Behavior (OCB) have a positive and significant effect on Employee Performance at the BPJS Ketenagakerjaan South Sumatera Regional Office?
2. Does Organizational Commitment have a positive and significant effect on Employee Performance at the BPJS Ketenagakerjaan South Sumatera Regional Office?
3. Does Organizational Citizenship Behavior (OCB) have a positive and significant effect on Workload at the BPJS Ketenagakerjaan South Sumatera Regional Office?

4. Does Organizational Commitment have a positive and significant effect on Workload at the BPJS Ketenagakerjaan South Sumatera Regional Office?
5. Does Workload have a positive and significant effect on Employee Performance at the BPJS Ketenagakerjaan South Sumatera Regional Office?
6. Does Organizational Citizenship Behavior (OCB) have a positive and significant effect on Employee Performance with Workload as an intervening variable at the BPJS Ketenagakerjaan South Sumatera Regional Office?
7. Does Organizational Commitment have a positive and significant effect on Employee Performance with Workload as an intervening variable at the BPJS Ketenagakerjaan South Sumatera Regional Office?

Research Objectives
1. To test and analyze the effect of Organizational Citizenship Behavior (OCB) on Employee Performance at the BPJS Ketenagakerjaan South Sumatera Regional Office.
2. To test and analyze the effect of Organizational Commitment on Employee Performance at the BPJS Ketenagakerjaan South Sumatera Regional Office.
3. To test and analyze the effect of Organizational Citizenship Behavior (OCB) on Workload at the BPJS Ketenagakerjaan South Sumatera Regional Office.
4. To test and analyze the effect of Organizational Commitment on Workload at the BPJS Ketenagakerjaan South Sumatera Regional Office.
5. To test and analyze the effect of Workload on Employee Performance at the BPJS Ketenagakerjaan South Sumatera Regional Office.
6. To test and analyze the effect of Organizational Citizenship Behavior (OCB) on Employee Performance with Workload as an intervening variable at the BPJS Ketenagakerjaan South Sumatera Regional Office.
7. To test and analyze the effect of Organizational Commitment on Employee Performance with Workload as an intervening variable at the BPJS Ketenagakerjaan South Sumatera Regional Office.

Employee Performance
According to Gibson et al. (2018), Performance is the level of employee success in carrying out their duties and responsibilities. According to Mangkunegara (2017), Employee Performance is the quality and quantity of work results achieved by someone in carrying out tasks according to their responsibilities.

Employee Performance Indicators
Performance Indicators according to (Mangkunegara, 2017) are as follows:
1. Quality of work results.
2. Quantity of work results.
3. Timeliness.
4. Attendance.
5. Ability to cooperate.

Organizational Citizenship Behavior
According to Podsakoff et al. (2018), OCB is voluntary employee behavior that is not part of the formal job description but contributes to organizational effectiveness. According to Organ & Konovsky (2017), OCB is discretionary (voluntary) individual behavior, not directly or explicitly rewarded by the organization's formal reward system, but supports the overall function of the organization.

Organizational Citizenship Behavior Indicators
OCB Indicators (Podsakoff et al., 2018) are as follows:

1. Altruism (likes to help coworkers).
2. Conscientiousness (works beyond minimum expectations).
3. Sportsmanship (does not complain when facing difficult conditions).
4. Courtesy (prevents problems between employees by being polite).
5. Civic Virtue (actively participates in organizational activities).

Organizational Commitment

According to Meyer & Allen (2017), Organizational Commitment is a psychological condition that binds an individual to their organization and influences the decision to remain in the organization. According to Wibowo (2020): Organizational Commitment is an attitude that reflects the extent to which a person knows and identifies themselves with the organization.

Organizational Commitment Indicators

Organizational Commitment Indicators according to Wibowo (2020) are as follows:
1. Acceptance of organizational values and goals Employees understand, accept, and are willing to support the organization's vision, mission, and values.
2. Desire to strive hard for the organization Employees have the drive to provide maximum contribution in achieving organizational goals.
3. Desire to remain part of the organization Employees have high loyalty and no intention to leave the organization in the near future.
4. Emotional involvement with the organization Employees feel a sense of ownership and emotional attachment to the organization where they work.
5. Compliance with organizational rules and procedures Employees demonstrate obedient behavior and adherence to organizational norms and policies.

Workload

According to Tarwaka (2018), Workload is how much work or tasks must be completed by an employee within a certain period. According to Nugroho (2019), Workload is the physical or mental pressure experienced by employees while completing tasks.

Workload Indicators

Workload Indicators according to (Tarwaka, 2018) are as follows:
1. Physical workload.
2. Mental workload.
3. Work duration.
4. Work intensity.
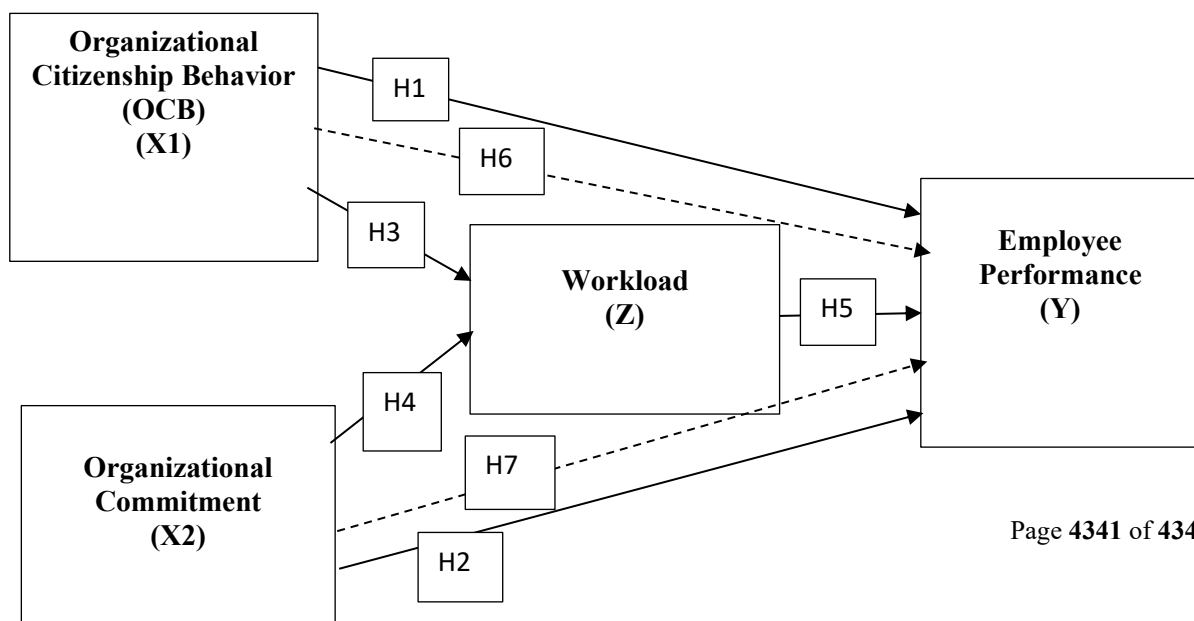5. Work targets.

Conceptual Framework

Figure 1. Conceptual Framework

Hipotesis

H1: Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee Performance at the BPJS Ketenagakerjaan South Sumatera Regional Office.

H2: Organizational Commitment has a positive and significant effect on Employee Performance at the BPJS Ketenagakerjaan South Sumatera Regional Office.

H3: Organizational Citizenship Behavior (OCB) has a positive and significant effect on Workload at the BPJS Ketenagakerjaan South Sumatera Regional Office.

H4: Organizational Commitment has a positive and significant effect on Workload at the BPJS Ketenagakerjaan South Sumatera Regional Office.

H5: Workload has a positive and significant effect on Employee Performance at the BPJS Ketenagakerjaan South Sumatera Regional Office.

H6: Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee Performance with Workload as an intervening variable at the BPJS Ketenagakerjaan South Sumatera Regional Office.

H7: Organizational Commitment has a positive and significant effect on Employee Performance with Workload as an intervening variable at the BPJS Ketenagakerjaan South Sumatera Regional Office.

Research Type

According to Sugiyono (2016), the definition of research method is essentially a scientific way to obtain data with specific purposes and uses. Associative method is a method intended to explain causal relationships and influences between variables through hypothesis testing. According to Sugiyono (2012), associative research aims to determine the influence or relationship between two or more variables.

Research Population

Population can also be said as the entire subject of research. If someone wants to examine all elements in the research area, then the research is a population study. Population is not merely the number of objects or subjects studied but includes all characteristics or properties possessed by those subjects or objects. The population of this study is 70 employees of BPJS Ketenagakerjaan South Sumatera Regional Office (Lampung Branch 25 employees, Jambi Branch 25 employees, and Bengkulu Branch 20 employees).

Research Sample

According to Sugiyono (2017), a sample is part of the number and characteristics possessed by that population. If the population is large, and the researcher cannot study everything in the population due to limitations of funds, manpower, and time, then the researcher can use a sample taken from that population. In this study, the researcher uses the entire population. In this study, there are 70 employees of BPJS Ketenagakerjaan South Sumatera Regional Office (Lampung Branch 25 employees, Jambi Branch 25 employees, and Bengkulu Branch 20 employees).

Research Location and Time

This research was conducted at the BPJS Ketenagakerjaan South Sumatera Regional Office. The research was carried out during November to December 2025.

Data Analysis Technique

The main purpose of PLS is to help researchers easily confirm a theory and explain the existence or absence of relationships between latent variables. According to Imam Ghozali (2016), the PLS method is able to describe latent variables (not directly measurable) and measured using indicators. The author uses Partial Least Square because in this study there are latent variables that can be measured based on their indicators so the author can easily analyze with clear and detailed calculations.

Outer Model Analysis

According to Husein (2015), Outer model analysis is conducted to ensure that the measurement used is truly feasible for measurement (valid and reliable). In the process of analyzing this model, it specifies the relationships between latent variables and their indicators and other variables. Outer model analysis can be seen from several indicators as follows:
1. Convergent Validity
2. Discriminant Validity
3. Composite reliability
4. Cronbach's Alpha

Inner Model Analysis

This model analysis aims to test the relationships between latent constructs. The following are several calculations in this analysis:
1. R Square
2. Effect size (F square)

Pengujian Hipotesa

Hypothesis is an assumption or guess about something made to explain that thing and required to be verified. Hypothesis testing contained in his book, According to Husein (2015) hypothesis testing can be seen from the t-statistic value and probability value. For the hypothesis testing process using the statistic value, then for an alpha of 5% the t-statistic value used is 1.96. So the criteria for accepting or rejecting the hypothesis is Ha is accepted and H0 is rejected when t-statistic > 1.96. To reject or accept the hypothesis using probability, then Ha is accepted if the p-value < 0.05.

Results and Discussion
Outer Model Analysis
1. Convergent Validity

The correlation between item/indicator scores and construct scores indicates the convergent validity of the measurement model with reflective indicators. While still in the research development stage, indicators with individual correlation values greater than 0.7 are considered valid. Indicator levels of 0.5 and 0.6 are still considered acceptable. Indicators have loadings below 0.60 and are not significant according to outer loading data. The research structural model is illustrated in the following figure:
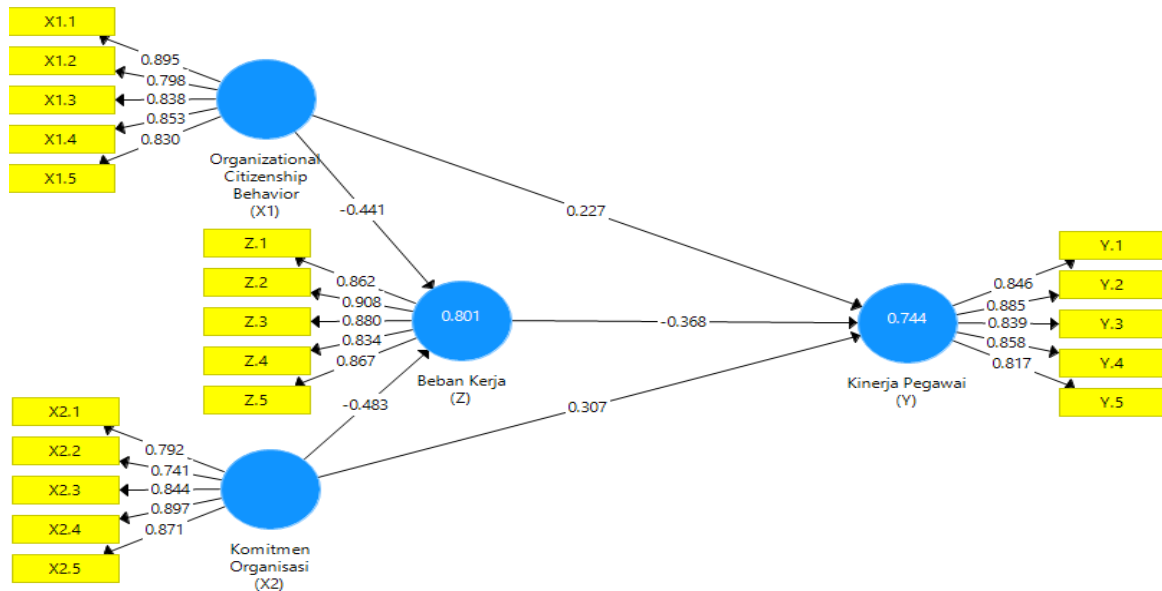
Source : Smart PLS 3.3.3
Figure 2. Outer Model

In the outer model results, there are equations in the research, which are divided into 2 substructures as follows:

Substructure 1
Z = b1X1 + b2X2 + e
Z = -0,441 – 0,483 + e1

Substructure 2
Y = b3X1 + b4X2 + b5Z + e
Y = 0,227 + 0,307 – 0,368 + e2

Table 1. Outer Loadings

	Workload_(Z)	Employee Performance_(Y)	Organizational Commitment_(X2)	Organizational Citizenship Behavior_(X1)
X1.1				**0,895**
X1.2				**0,798**
X1.3				**0,838**
X1.4				**0,853**
X1.5				**0,830**
X2.1			**0,792**	
X2.2			**0,741**	
X2.3			**0,844**	
X2.4			**0,897**	
X2.5			**0,871**	
Y.1		**0,846**		
Y.2		**0,885**		
Y.3		**0,839**		
Y.4		**0,858**		
Y.5		**0,817**		
Z.1	**0,862**			
Z.2	**0,908**			

Z.3	**0,880**			
Z.4	**0,834**			
Z.5	**0,867**			

Source : Smart PLS 3.3.3

Based on Table 1 Outer Loadings, all indicators for each variable have outer loading values above 0.70. All indicators are declared valid and suitable for use in further structural model testing.

2.Discriminat Validity

The following table presents the cross-loading findings of the discriminant validity test.

Table 2. Discriminant Validity

	Workload_(Z)	Employee Performance_(Y)	Organizational Commitment_(X2)	Organizational Citizenship Behavior_(X1)
X1.1	-0,803	0,705	0,797	0,895
X1.2	-0,746	0,757	0,676	0,798
X1.3	-0,676	0,680	0,701	0,838
X1.4	-0,667	0,616	0,736	0,853
X1.5	-0,736	0,659	0,781	0,830
X2.1	-0,624	0,729	0,792	0,694
X2.2	-0,669	0,708	0,741	0,601
X2.3	-0,767	0,619	0,844	0,742
X2.4	-0,802	0,671	0,897	0,793
X2.5	-0,739	0,704	0,871	0,802
Y.1	-0,674	0,846	0,638	0,653
Y.2	-0,699	0,885	0,667	0,652
Y.3	-0,702	0,839	0,730	0,689
Y.4	-0,756	0,858	0,727	0,732
Y.5	-0,692	0,817	0,735	0,722
Z.1	0,862	-0,664	-0,778	-0,733
Z.2	0,908	-0,747	-0,803	-0,788
Z.3	0,880	-0,794	-0,740	-0,773
Z.4	0,834	-0,682	-0,693	-0,716
Z.5	0,867	-0,723	-0,768	-0,749

Source : Smart PLS 3.3.3

Based on Table 2 Discriminant Validity (Cross Loading), each indicator has the highest loading value on the construct it measures compared to other constructs. This indicates that each construct is better able to explain its indicators compared to other constructs and is suitable for use in further analysis.

3.Composite reliability

Indicator blocks assessing the composite reliability of constructs are used in further testing to obtain reliability values. If the composite reliability value is more than 0.60, then the construct value is considered reliable. The loading values of the research variable constructs obtained from running the Smart PLS program are presented in the following table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Workload_(Z)	0,920	0,940	0,758
Employee Performance_(Y)	0,903	0,928	0,721
Organizational Commitment_(X2)	0,886	0,917	0,690
Organizational Citizenship Behavior_(X1)	0,898	0,925	0,711

Source : Smart PLS 3.3.3

Based on Table 3 Construct Reliability and Validity, all research variables have Cronbach's Alpha and Composite Reliability values above 0.70 and Average Variance Extracted (AVE) values above 0.50. This indicates that the research instrument constructs are declared reliable and suitable for use in further model testing.

Inner Model Analysis

To ensure that the structural model created is reliable and accurate, the structural model (inner model) is evaluated. The stages of structural model evaluation analysis are seen through several indicators, including:

1. Coefficient of Determination (R2)

Based on data processing using the SmartPLS 3.0 program, the following R Square values were obtained:

Table 4. R Square Results

	R Square	Adjusted R Square
Workload_(Z)	0,801	0,797
Employee Performance_(Y)	0,744	0,736

Source : Smart PLS 3.3.3

Based on Table 4 R Square Results, the R Square value for Workload (Z) is 0.801 and Adjusted R Square is 0.797, indicating that the independent variables are able to explain 80.1% of the variation in workload. Meanwhile, Employee Performance (Y) has an R Square value of 0.744 and Adjusted R Square of 0.736, meaning that 74.4% of the variation in employee performance can be explained by the variables in the model, while the rest is influenced by other factors outside the research.

2. Hypothesis Testing

The next step is to analyze the hypothesized relationships between latent constructs in this study after evaluating the inner model. T-Statistics and P-Values are tested in this research hypothesis testing process. If the P-Value is less than 0.05 and the T-Statistics value is greater than 1.96, then the hypothesis is considered accepted. The direct effect path coefficient results are as follows:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results

Workload_(Z) -> Employee Performance_(Y)	-0,368	2,547	**0,006**	**Accepted**
Organizational Commitment_(X2) -> Workload_(Z)	-0,483	5,175	**0,000**	**Accepted**
Organizational Commitment_(X2) -> Employee Performance_(Y)	0,307	2,318	**0,010**	**Accepted**
Organizational Citizenship Behavior_(X1) -> Workload_(Z)	-0,441	4,783	**0,000**	**Accepted**
Organizational Citizenship Behavior_(X1) -> Employee Performance_(Y)	0,227	1,815	**0,035**	**Accepted**

Source : Smart PLS 3.3.3

1. The Effect of Workload on Employee Performance
   Workload has a negative and significant effect on employee performance, with a coefficient value of -0.368, T-statistic 2.547, and P-values 0.006. This shows that the higher the workload, the more employee performance tends to decrease.
2. The Effect of Organizational Commitment on Workload
   Organizational commitment has a negative and significant effect on workload, with a coefficient value of -0.483, T-statistic 5.175, and P-values 0.000. This means that the higher the organizational commitment of employees, the lower the perceived workload will be.
3. The Effect of Organizational Commitment on Employee Performance
   Organizational commitment has a positive and significant effect on employee performance, with a coefficient value of 0.307, T-statistic 2.318, and P-values 0.010. This indicates that increasing organizational commitment can improve employee performance.
4. The Effect of Organizational Citizenship Behavior on Workload
   Organizational Citizenship Behavior has a negative and significant effect on workload, with a coefficient value of -0.441, T-statistic 4.783, and P-values 0.000. This finding shows that the higher the OCB behavior of employees, the lower the perceived workload tends to be.
5. The Effect of Organizational Citizenship Behavior on Employee Performance
   Organizational Citizenship Behavior has a positive and significant effect on employee performance, with a coefficient value of 0.227, T-statistic 1.815, and P-values 0.035. This shows that high OCB behavior can improve employee performance.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Commitment_(X2) -> Workload_(Z) -> Employee Performance_(Y)	0,178	2,210	**0,014**	**Accepted**
Organizational Citizenship Behavior_(X1) -> Workload_(Z) -> Employee Performance_(Y)	0,162	2,322	**0,010**	**Accepted**

Source : Smart PLS 3.3.3

6. The Effect of Organizational Commitment on Employee Performance through Workload
   Organizational commitment has a positive and significant indirect effect on employee

performance through workload. The coefficient value of 0.178, T-statistic 2.210, and P-values 0.014 show that increasing organizational commitment can reduce the perceived workload, thereby impacting the improvement of employee performance. Thus, the hypothesis is accepted.

7. The Effect of Organizational Citizenship Behavior on Employee Performance through Workload

Organizational Citizenship Behavior has a positive and significant indirect effect on employee performance through workload. The coefficient value of 0.162, T-statistic 2.322, and P-values 0.010 show that high OCB behavior can reduce workload, which in turn improves employee performance. Therefore, the hypothesis is stated as accepted.

Conclusion

1. Workload is proven to have a negative and significant effect on employee performance. The higher the workload received by employees, the more employee performance tends to decrease.
2. Organizational commitment has a negative and significant effect on workload. Increased organizational commitment can reduce the workload perceived by employees.
3. Organizational commitment has a positive and significant effect on employee performance. The higher the employee's commitment to the organization, the better the performance produced.
4. Organizational Citizenship Behavior has a negative and significant effect on workload. High OCB behavior can reduce the workload perceived by employees.
5. Organizational Citizenship Behavior has a positive and significant effect on employee performance. Increased OCB behavior can encourage improved employee performance.
6. Organizational commitment is proven to have a positive and significant effect on employee performance through workload. Workload acts as a mediating variable that explains the relationship between organizational commitment and employee performance.
7. Organizational Citizenship Behavior has a positive and significant effect on employee performance through workload. Workload mediates the effect of OCB, so that high OCB behavior impacts improved employee performance.

Suggestions

1. Management is advised to conduct regular evaluations and adjustments of workload to match employees' capabilities and capacity. Proportional workload management is important to prevent a decline in employee performance.
2. Organizations need to increase employee commitment through providing role clarity, career development, a fair reward system, and employee involvement in decision-making. High organizational commitment has been proven to reduce perceived workload and improve employee performance.
3. Leaders are advised to encourage OCB behavior by building a work culture of mutual assistance, teamwork, and concern among employees. High OCB can reduce workload and improve employee performance.
4. Organizations need to implement objective performance appraisal systems, provide regular feedback, and provide training and competency development to maintain and improve employee performance.
5. Direct supervisors are expected to create a supportive, open, and fair work environment so that employees feel valued, have strong commitment, and are able to manage workload better.
6. Future research is suggested to add other variables such as job satisfaction, work motivation, work environment, or leadership style to enrich the research model and obtain more comprehensive results.

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