

Research Horizon

ISSN: 2808-0696 (p), 2807-9531 (e)

Research Horizon

Volume: 05

Issue: 05

Year: 2025

Page: 1815-1828

Citation:

Alifah, G. D., & Sulistyarini, I. (2025). Workload and organizational citizenship behavior on employee performance: The mediating role of job satisfaction. *Research Horizon*, 5(5), 1815-1828.

Article History:

Received: August 25, 2025

Revised: September 27, 2025

Accepted: October 8, 2025

Online since: October 30, 2025

Workload and Organizational Citizenship Behavior on Employee Performance: The Mediating Role of Job Satisfaction

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Abstract

Employee performance in public sector organizations is influenced by various factors, including workload, organizational citizenship behavior, and job satisfaction, yet their interplay remains underexplored. This study aims to examine the effects of workload and organizational citizenship behavior on employee performance, with job satisfaction as a mediating factor. Data were collected through an online survey from 321 employees at the Ministry of Finance of the Republic of Indonesia and analyzed using partial least squares structural equation modeling to evaluate relationships between variables. The findings reveal that organizational citizenship behavior and job satisfaction positively enhance employee performance, while workload does not significantly hinder it. Job satisfaction mediates the relationships between workload, organizational citizenship behavior, and employee performance, indicating that a supportive work environment can mitigate workload challenges. The study concludes that fostering organizational citizenship behavior and ensuring job satisfaction are critical for improving employee performance, even under demanding workloads. These insights offer practical guidance for public sector organizations to optimize human resource management, though further research is needed to explore these dynamics across diverse contexts.

Keywords

Employee Performance, Job Satisfaction, Organizational Citizenship Behavior, Public Sector, Workload.

1. Introduction

In line with the organisation's vision and mission, the Ministry of Finance has developed Key Performance Indicators (KPI) based on the Minister of Administrative and Bureaucratic Reform Regulation number PER/20/M.PAN/11/2008, which serves as the basis for evaluating organisational performance. According to the 2023 Ministry of Finance Performance Report, since 2014, the Ministry has consistently achieved "very good" performance scores above 100. However, fluctuations were observed, with the lowest score in 2020 at 103.89, likely due to the COVID-19 pandemic. The realisation of organisational performance depends heavily on employee contributions in achieving KPI targets, making employee performance a reflection of the Ministry's overall performance. Enhancing human resource quality is essential to achieving organisational goals, as effective HR management improves operational outcomes (Harney & Nolan, 2022). According to Andrades and Dimanche (2018), Andrade et al. (2020), and Narayanamurthy and Tortorella (2021), employee performance has long been a primary subject of management research. It is the degree to which employees are successful in fulfilling organizational work targets during a given time period. Consequently, employees are crucial to organisational growth and success.

KPI achievement is influenced by internal and external factors. Externally, global socio-economic and political conditions, such as the Russia–Ukraine conflict and the Gaza Strip crisis, impact the Ministry's operations. Internally, demands for national development, transparency, and accountability have increased, particularly due to integrity issues in early 2023. Moreover, the government continues to raise tax revenue targets, with the 2023 target increasing by 14.3 percent from 2022. Alongside increasing workload, the Ministry faces a negative growth policy for employees, as outlined in the 2020–2024 Strategic Plan, which projects a reduction in human resources by 2024. This means existing employees handle more tasks, which can negatively affect performance. Janib et al. (2021) found that higher workloads reduce employee performance. Generally, workload refers to the number of tasks an employee must complete within a specific timeframe.

Since the 1998 national reform, the Ministry has continuously implemented bureaucratic reforms. Employee participation is key, exemplified by the Institutional Transformation Ambassadors program under the institutional transformation bureaucratic reform. Ambassadors act as communicators of Strategic Initiatives and serve as role models for change, reflecting the Civic Virtue dimension of Organizational Citizenship Behaviour (OCB). OCB comprises voluntary actions beyond formal job requirements that enhance organisational effectiveness (Pardede et al., 2023). Lara (2011) shows that higher OCB improves employee performance, particularly when job satisfaction is involved. However, excessive OCB can have negative effects: Bolino et al. (2013) found employees may feel pressured to engage in OCB, while Munyon et al. (2010) noted that excessive OCB can lower job satisfaction.

Job satisfaction is critical, as it directly affects performance and organisational productivity (Memon et al., 2023). Despite its importance, recent surveys on job satisfaction at the Ministry are lacking. Research demonstrates that job satisfaction positively affects employee performance (Cantarelli et al., 2016). Moreover, workload negatively impacts job satisfaction, implying a mediating role of job satisfaction between workload and employee performance (Anasi, 2020). Similarly, job satisfaction mediates between OCB and employee performance, as higher OCB combined with job satisfaction enhances productivity (Lara, 2011). Based on these phenomena and literature gaps, this study aims to examine the influence of workload and OCB on employee performance, with job satisfaction as a mediating variable. The research also seeks to confirm and extend prior studies on the combined effects

of workload, OCB, and job satisfaction (Janib et al., 2021; Casu et al., 2021). The findings are expected to benefit both researchers and public institutions, providing recommendations for improving employee performance in government organisations.

2. Literature Review and Hypothesis Development

2.1. Workload and OCB on Employee Performance

Research by Janib et al. (2021) shows that an increase in workload negatively affects the performance of university employees in Malaysia. Workload can enhance employee performance when it is aligned with the potential and capabilities of the employees (Albasu & Nyameh, 2017). The highest performance occurs when the workload is moderate (Bruggen, 2015). However, the impact of workload on employee performance has been found to be inconsistent. Johari et al. (2018) conducted a study on 350 teachers in public schools in Malaysia and found differing results, where workload did not have an impact on employee performance.

Several previous studies have identified OCB as one of the important variables for improving employee performance (Haerani et al., 2020; Pasaribu et al., 2022). In order to promote OCB among employees, organisations are expected to provide workers with greater attention and cultivate an environment that inspires them. When employees develop OCB, their performance towards the organisation also improves (Hermawan et al., 2020). The study conducted by Phuc and Hoang (2024) on 462 employees of the Saigon, Vietnam, local government demonstrates that OCB improves worker performance. However, the influence of OCB on employee performance remains inconsistent. Bolino et al. (2013) stated that employees often face pressure when engaged in OCB. The pressure to put forth more effort could be detrimental to workers' well-being. The detrimental impact of OCB on employee performance has the potential to reduce employee performance (Bolino et al., 2013; Deery et al., 2017).

H1: Workload has a negative impact on employee performance.

H2: Organisational Citizenship Behaviour (OCB) has a positive impact on employee performance.

2.2. Workload and OCB on Job Satisfaction

The relationship between workload and job satisfaction is complex and has been explored in various studies with differing outcomes. Research by Inegbedion et al. (2020) suggests that employees experience dissatisfaction when they perceive their workload as disproportionately high compared to colleagues with higher status or income, highlighting a negative correlation between workload and job satisfaction. This finding is corroborated by Kim et al. (2023), who demonstrate that a lower perception of workload is associated with higher job satisfaction among employees. However, these results are not universally consistent, as evidenced by Wood et al. (2023), who found a positive impact of workload on job satisfaction in a study of 1,173 university employees in the United Kingdom. This discrepancy suggests that the effect of workload on job satisfaction may depend on contextual factors, such as the nature of the work, employee expectations, or organizational support, which can moderate the perceived burden of workload.

In contrast, OCB consistently shows a positive influence on job satisfaction across various contexts. For instance, Banahene et al. (2017) conducted a study on 530 Christian workers in Ghana and found that OCB, characterized by voluntary behaviors that go beyond formal job requirements, significantly enhances job satisfaction. Similarly, Shimamura et al. (2021) observed a positive relationship between OCB and job satisfaction in a study involving 322 nurses in Japan,

indicating that employees who engage in proactive, extra-role behaviors tend to experience greater fulfillment in their work environment. These findings underscore the importance of fostering OCB within organizations, as it not only contributes to organizational effectiveness but also cultivates a more satisfying work experience for employees, reinforcing the positive link between discretionary behaviors and job satisfaction.

H3: Workload has a negative influence on job satisfaction.

H4: Organisational Citizenship Behaviour (OCB) has a positive influence on job satisfaction.

2.3. Job Satisfaction on Employee Performance

Job satisfaction plays a critical role in enhancing employee performance, as supported by several studies. Research by Casu et al. (2021), conducted on 518 workers in Italy, demonstrates that job satisfaction positively influences employee performance, suggesting that content employees are more likely to excel in their roles. This aligns with findings from Shokrkon and Naami (2008), who emphasize that satisfied employees are inclined to make significant positive contributions to organizational performance, as their sense of fulfillment drives greater effort and commitment. Furthermore, Murphy et al. (2002) highlight that organizations must prioritize various facets of job satisfaction, such as work environment and recognition, to foster a reciprocal relationship where employees respond with improved performance. These findings underscore the importance of cultivating a workplace that promotes satisfaction to unlock employees' potential for higher productivity.

However, the relationship between job satisfaction and employee performance is not universally consistent, as some studies reveal mixed results. For instance, research by Mandiyasa et al. (2022) on 216 employees at PT. Pos Indonesia found that job satisfaction did not significantly impact employee performance, suggesting that other factors, such as organizational culture or external pressures, may overshadow the influence of satisfaction in certain contexts. This discrepancy indicates that while job satisfaction is generally a strong predictor of performance, its effect can vary depending on situational variables, such as the nature of the job, employee expectations, or organizational support systems. These conflicting findings highlight the need for organizations to carefully assess their specific work environment to understand how job satisfaction can be leveraged to enhance performance effectively.

H5: Job satisfaction positively affects employee performance.

2.4. Job Satisfaction Mediation as a Mediator

Studies by Jalal and Zaheer (2017) and Janib et al. (2021) and show that job satisfaction mediates the relationship between workload and employee performance. Workload, in other words, has a detrimental impact on job satisfaction and employee performance. Additionally, other studies adopting the relationship between workload and job satisfaction include research by Esteban et al. (2022) as well as research by Rawashdeh et al. (2020) that explores the relationship between job satisfaction and employee performance. OCB can encourage employees to maximise their knowledge, skills, and abilities at the workplace.

A study by Lara (2011) on 758 staff members at a public university in Spain provides new insights on how to improve employee performance. The findings show that OCB will improve employee performance, especially when job satisfaction is high. This will have a major impact on employee performance. To achieve high

performance, organisations must foster OCB behaviour among their employees, behaviours that go beyond the tasks outlined in job descriptions, and create a collaborative work system. Findings suggest that OCB not only enhances job satisfaction but also improves employee performance (Lestari & Ghaby, 2018).

H6: Job satisfaction mediates the effect of workload on employee performance.

H7: Job satisfaction mediates the effect of Organisational Citizenship Behaviour (OCB) on employee performance.

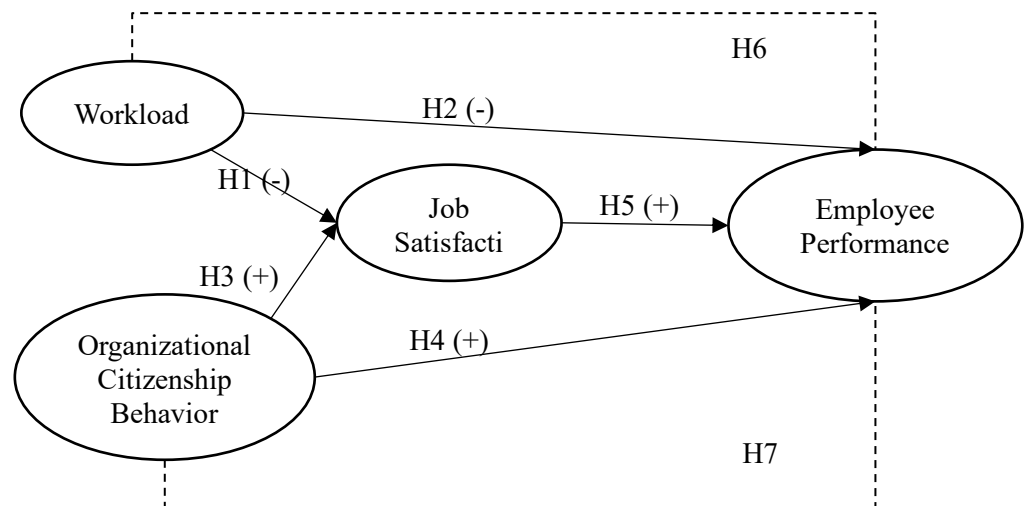


Figure 1. Research Model

The framework illustrates Figure 1 the relationships between workload, Organizational Citizenship Behavior (OCB), job satisfaction, and employee performance. Workload negatively influences job satisfaction (H1) and employee performance (H2), while OCB positively affects job satisfaction (H3) and employee performance (H4). Job satisfaction, in turn, has a positive impact on employee performance (H5). Additionally, workload and OCB have indirect effects on employee performance through job satisfaction (H6 and H7).

3. Methods

This study employs a quantitative research. Data was gathered by sending an online survey through Google Forms to the Republic of Indonesia Ministry of Finance civil servants who had evaluated employee performance using the e-performance program. The collected data were then processed using IBM SPSS 26 and SmartPLS 4 to conduct structural equation modelling (SEM) analysis employing the disjoint two-stage approach, in accordance with the observed variables.

This study's research design is quantitative and descriptive. The sample comprises 321 respondents chosen using purposive sampling, whereas the population comprises all Ministry of Finance employees who take part in the e-performance evaluation. Data were collected using a structured online survey. The research variables include workload, OCB, job satisfaction, and employee performance, measured using validated indicators as described previously. Data analysis was performed using IBM SPSS 26 for descriptive statistics and SmartPLS 4 for structural equation modelling (SEM), following standard thresholds for reliability and validity.

The distributed questionnaire consisted of 61 research items (indicators) designed to measure each variable. Nine indicators measuring the workload variable

were adapted from the studies of Spector and Jex (1998) and Erat et al. (2017). The OCB variable consisted of 16 indicators divided into four dimensions, adopted from (Kim et al., 2023). The employee performance variable, which was modified from (Bish & Kabanoff, 2014; Chyung et al., 2017), had 24 indicators divided into two dimensions. Twelve indicators that were taken from Tsui et al. (1992) and Anasi (2020) were used to quantify job satisfaction as a mediating variable. Each issue was measured using a 5-point Likert scale, which is believed to be appropriate for public surveys (Chiung et al., 2017). By choosing a number between 1 and 5, respondents were asked to indicate how much they agreed with the statement. One number represented “strongly disagree,” while five represented “strongly agree.”

4. Results

After collecting data from 321 respondents, the researcher conducted a frequency distribution analysis to look at the characteristics of the study's participants. According to the table below, the majority of responders were between the ages of 21 and 30 and had a bachelor's degree or its equivalent.

Table 1. Characteristics of Research Subjects

Characteristics	Subcharacteristics	N	Percentage (%)
Gender	Male	186	58%
	Female	134	41.7%
	Not specified	1	0.3%
Age	<21	0	0%
	21-30	177	55.1%
	31-40	92	28.7%
	41-50	37	11.5%
	>50	14	4.4%
	Not specified	1	0.3%
Highest level of education	Senior high school or equivalent	2	0.6%
	Diploma I/II/III	83	25.9%
	Bachelor's Degree or equivalent	175	54.5%
	Master's Degree	59	18.4%
	Doctoral Degree or Ph.D.	2	0.6%
Position	Echelon I/II/Principal Expertise Analyst	0	0%
	Echelon III/Senior Analyst	7	2.2%
	Echelon IV/Junior Analyst	39	12.1%
	Staff/Analyst	275	85.7%

Table 1 lists the attributes of the research participants. Based on gender, 58% are male, 41.7% female, and 0.3% not specified. In terms of age, most respondents are 21–30 years old (55.1%), followed by 31–40 years old (28.7%), 41–50 years old (11.5%), and over 50 years old (4.4%). Regarding education, the majority hold a Bachelor's degree or equivalent (54.5%), followed by Master's degree (18.4%), Diploma I/II/III (25.8%), Senior high school (0.6%), and Doctoral degree (0.6%). For position, the majority are Staff/Analyst (85.7%), followed by Echelon IV/Junior Analyst (12.9%) and Echelon III/Senior Analyst (2.2%), while no respondents are in Echelon I/II/Principal Expertise Analyst positions.

The evaluation criteria for the outer model were based on the standards proposed by Hair et al. (2019), Huang et al. (2013), and Roemer et al. (2021), using the

following thresholds: Composite Reliability (CR) ≥ 0.7 , Average Variance Extracted (AVE) ≥ 0.6 .

Table 2. Construct Reliability and Validity Test Results

Variabel Lat	Composite Reliability (CR)	AVE
Workload (W)	0.840	0.620
Organizational Citizenship Behavior (OCB)	0.910	0.680
Job Satisfaction (JS)	0.880	0.640
Employee Performance (EP)	0.900	0.660

According to Table 2, the reliability (CR > 0.700) and convergent validity (AVE ≥ 0.600) criteria, all latent variables are shown in Table 2. Indicators in the Workload, OCB, Job Satisfaction, and Employee Performance constructs are therefore reliable and capable of accurately reflecting the variables. The examination of the inner model, or the connection between latent variables, can proceed with these findings.

In order to evaluate validity and reliability, the researcher first performed a two-stage measurement model (outer model) study before conducting the main test. The evaluation criteria for the outer model were based on the standards proposed by Hair et al. (2019), Huang et al. (2013), and Roemer et al. (2021), using the following thresholds: Composite Reliability (CR) ≥ 0.70 , outer loading ≥ 0.50 , Average Variance Extracted (AVE) ≥ 0.40 , and HTMT < 0.90 . In the first stage of testing, four indicators did not meet the criteria and were excluded from subsequent analysis. In the second stage, one indicator/dimension also failed to meet the criteria and was likewise excluded from further testing.

Table 3. Hypothesis testing

Effect	Path Coefficients	t values	p values	95% Confidence Intervals	Explanation
W→EP	0.079	1.704	0.044	(0.003, SD 0.154)	The data do not support H ₁
OCB→EP	0.603	13.395	0.000	(0.523, SD 0.672)	The data support H ₂
W→JS	-0.268	5.488	0.000	(-0.340, SD -0.180)	The data support H ₃
OCB→JS	0.426	10.259	0.000	(0.351, SD 0.489)	The data support H ₄
JS→EP	0.206	4.426	0.000	(0.130, SD 0.281)	The data support H ₅
W→JS→EP	-0.055	3.377	0.000	(-0.084, SD -0.0361)	The data support H ₆
OCB→JS→EP	0.088	4.260	0.000	(0.056, SD 0.123)	The data support H ₇

Notes:

W = *Workload*

OCB = *Organizational Citizenship Behavior*

JS = *Job Satisfaction*

EP = *Employee Performance*

Table 3 displays the findings of the hypothesis testing, which indicate that, with the exception of the direct influence of workload on employee performance (H₁), which is not significant, the majority of the hypotheses put forth are validated.

Organizational Citizenship Behavior (OCB) significantly and strongly improves job satisfaction (H4) and employee performance (H2). Employee performance is positively impacted by job satisfaction (H5), while workload significantly impairs job satisfaction (H3). Additionally, the indirect impacts are also noteworthy, since OCB has a good impact on employee performance through job satisfaction (H7) and workload has a negative impact on employee performance through job satisfaction (H6). Job satisfaction acts as a mediator in the link between workload, OCB, and employee performance, as these findings show.

The structural model (inner model) analysis, which looks at the relationships between constructs or variables, was carried out after the measurement model analysis. Dependency relationships between independent and dependent constructs/variables are illustrated in the inner model. The Standardised Root Mean Square Residual (SRMR) value was 0.077, indicating a good model fit ($SRMR < 0.08$) according to the criteria outlined by Benitez et al. (2020). The findings of the $Q^2_{predict}$ test indicated a modest predictive relevance ($0.25 < Q^2_{predict} < 0.50$), indicating that the structural model has predictive usefulness for employee performance and job satisfaction at the population level.

The inner model demonstrates the dependency relationships between independent and dependent constructs/variables. The Standardized Root Mean Square Residual (SRMR) value was 0.077, indicating a good model fit ($SRMR < 0.08$) according to the criteria outlined by Benitez et al. (2020).

Table 4. Model Fit Test Results (Model Fit – Inner Model)

Fit Model Index	Value Results
SRMR (Standardized Root Mean Square Residual)	0.077
Threshold	< 0.08

Table 4 shows the SRMR value = 0.077 is below the threshold of 0.08, so the model is declared fit. This shows that the inner model is appropriate and that the relationships between constructs in the research model are worthy of further analysis. The $Q^2_{predict}$ test results showed a moderate predictive relevance ($0.25 < Q^2_{predict} < 0.50$), resulting in the conclusion that the structural model is useful for predicting employee performance and job satisfaction at the population level.

Table 5. Predictive Relevance Test Results ($Q^2_{predict}$)

Dependent Variable	Q^2 value _{predict}	Results
Job Satisfaction (JS)	0.32	Predictive relevance (keep)
Employee Performance (EP)	0.41	Predictive relevance (keep)

Based on Table 5, the $Q^2_{predict}$ values for both dependent variables (JS and EP) are between 0.25 and 0.50, which, according to Hair et al. (2019), shows moderate predictive relevance. This indicates that, at the population level, this structural model (inner model) has a rather strong predicting ability for employee performance and work satisfaction.

5. Discussion

Hypothesis 1 (H1) is rejected since the results show that workload has no detrimental impact on employee performance, as shown by a t-value of 1.704 (over the threshold of 1.65) and a path coefficient of 0.079. Although this result contradicts the proposed hypothesis, it aligns with the findings of Siswanto et al. (2019), whose study involving 74 bank employees in Blitar, Indonesia, showed a positive effect of workload on employee performance. The findings, which show that organizational citizenship behavior (OCB) improves employee performance, further support Hypothesis 2 (H2). The t-value is 13.395, and the path coefficient is 0.603. The

results of Phuc and Hoang (2024), who studied 462 local government workers in Saigon, Vietnam, and verified the beneficial effect of OCB on worker performance, are in line with this.

Hypothesis 3 (H3) is also supported. The analysis confirms that workload negatively affects job satisfaction, with a t-value of 5.488 and a path coefficient of -0.268. This is in line with the study by Kim et al. (2023), which found a significant negative relationship between workload and job satisfaction, indicating that lower perceived workload is associated with higher job satisfaction. Similar findings were reported by Esteban et al. (2022), who found that workload negatively influences job satisfaction among 157 female university professors in Peru, implying that excessive or misaligned workload intensity may reduce job satisfaction.

The study also supports Hypothesis 4 (H4), which states that OCB improves job satisfaction. The t-value of 10.259 and the path coefficient of 0.426 support this. This aligns with various empirical studies showing a significant relationship between OCB and job satisfaction, including research by Islam et al. (2014) involving 412 banking employees in Malaysia. Similar conclusions were reached by Banahene et al. (2017), who examined 530 Christian employees in Ghana, and Shimamura et al. (2021), who studied 322 nurses in Japan; both studies confirmed a positive relationship between OCB and job satisfaction.

The results also confirm Hypothesis 5 (H5), which states that employee performance is positively impacted by job satisfaction (t-value = 4.426, path coefficient = 0.206). The study by Casu et al. (2021), which involved 518 employees in Italy, and the study by Rawashdeh et al. (2020), which examined 278 telecoms employees in Jordan, both indicated a substantial correlation between job satisfaction and employee performance. This result supports both findings. Moreover, the findings are consistent with Shokrkon and Naami (2008), who emphasised that satisfied employees are more likely to make positive contributions to organizational performance.

The results of Hypotheses 6 and 7 demonstrate that job satisfaction plays a mediating role as proposed in the research model. In With a path coefficient of -0.055 and a t-value of 3.377, it was discovered that job happiness, or hypothesis 6 (H6), mediated the association between workload and employee performance. These findings are consistent with prior research by Jalal and Zaheer (2017) and Janib et al. (2021), who also reported job satisfaction as a mediator between workload and employee performance. In this case, job satisfaction acts as a competitive mediator, since both the direct and indirect effects are significant but in opposite directions. In Hypothesis 7 (H7), job satisfaction was also found to mediate the relationship between OCB and employee performance, with a t-value of 4.260 and a path coefficient of 0.088. Here, job satisfaction functions as a complementary mediator, as both the direct and indirect effects are significant and positive, indicating that job satisfaction enhances the positive impact of OCB on performance.

6. Conclusion

This study reveals that workload does not significantly impair employee performance, suggesting a nuanced relationship where workload impacts may be mitigated by employees' capabilities or adaptive strategies. In contrast, OCB significantly enhances employee performance, underscoring the value of proactive, voluntary actions in driving organizational success. Additionally, workload negatively affects job satisfaction, indicating that excessive or poorly managed tasks can diminish employees' sense of fulfillment. Conversely, OCB fosters higher job satisfaction, creating a more positive work environment. Job satisfaction emerges as a pivotal factor, positively influencing employee performance and acting as a mediator in the relationships between workload, OCB, and performance, highlighting its role in shaping workplace outcomes.

The findings offer practical implications for public sector organizations, particularly in managing workloads and promoting OCB to boost job satisfaction and performance. By fostering a supportive environment that encourages voluntary contributions and ensures manageable workloads, organizations can enhance employee well-being and productivity. However, the study is limited by its focus on a single institution, the Ministry of Finance of Indonesia, which may restrict generalizability to other sectors or cultural contexts. Additionally, the reliance on self-reported survey data may introduce bias. Future research should explore diverse organizational settings and incorporate objective performance metrics to validate these findings. Longitudinal studies could further clarify the dynamic interplay between workload, OCB, job satisfaction, and performance over time.

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Acknowledgment

We gratefully acknowledge the contributions of individuals who supported the completion of this article.

Funding Information

This research did not receive any funding.

Conflict of Interest Statement

The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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