

## THE EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH WORKLOAD AS A INTERVENTION VARIABLE AT BPJS KETENAGAKERJAAN SOUTH SUMATRA REGIONAL OFFICE

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### ABSTRACT

This study aims to examine the influence of Organizational Citizenship Behavior (OCB) and organizational commitment on employee performance with workload as an intervening variable at the BPJS Ketenagakerjaan South Sumatera Regional Office. This study used a quantitative approach with a survey method. The sample consisted of 70 employees selected through a saturated sampling technique. Data were collected using a questionnaire and analyzed using the Structural Equation Modeling–Partial Least Square (SEM-PLS) method.

The results of the study indicate that Organizational Citizenship Behavior (OCB) and organizational commitment have a positive and significant influence on employee performance. Furthermore, OCB and organizational commitment have a negative and significant influence on workload. Workload is proven to have a negative and significant influence 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, increasing organizational commitment, and managing workload effectively are crucial to improving employee performance.

### INTRODUCTION

In the era of globalization and industry, entities must continuously improve their competitiveness, including public organizations such as the BPJS Ketenagakerjaan South Sumatera Regional Office as a public entity responsible for managing social security programs for workers, playing a crucial role in safeguarding employee welfare. To effectively fulfill this responsibility, strong and consistent employee performance and a commitment to excellent service are crucial. Employee performance is crucial to achieving

organizational success. Strong performance helps in fulfilling the organization's vision, mission, and goals. However, actual performance improvement is influenced not only by technical skills but also by various psychological and behavioral aspects, including Organizational Citizenship Behavior (OCB) and commitment to the organization. OCB refers to voluntary actions undertaken by employees beyond their required duties, which significantly contribute to the efficiency of organizational functioning. Employees with high OCB typically show concern for coworkers, take initiative, demonstrate loyalty to the workplace, and willingly offer assistance when needed. In the realm of public service, OCB (Organizational Citizenship Behavior) is crucial because it fosters a positive work atmosphere and improves the quality of services to the public. In contrast, organizational commitment represents a mental state that binds employees to their workplace. Those with high levels of commitment are generally more loyal, motivated to make greater contributions, and eager to remain with the organization. This commitment goes beyond simply following rules and includes a willingness to make sacrifices for the betterment of the organization. Thus, organizational commitment plays a crucial role in shaping employee performance. However, the positive impact of OCB and commitment on performance is not always easily understood.

One factor that can influence this relationship is workload. Excessive workload can lower morale, cause stress and fatigue, and lead to decreased productivity. On the other hand, a manageable workload that is appropriate to employee capabilities can improve work efficiency and increase motivation. In this study, workload is viewed as an intermediary variable, serving as a strengthening or connecting factor between OCB, commitment, and performance. Working conditions at the BPJS Ketenagakerjaan South Sumatera Regional Office face these challenges. High administrative demands, increased responsibilities in serving participants, and complex work requiring precision require a thorough examination of what influences employee performance. Initial observations indicate a mismatch between job demands and employee capabilities and expectations, which impacts service quality.

Therefore, this study is important to empirically assess how Organizational Citizenship Behavior (OCB) and organizational commitment influence employee performance, along with the role of workload as a mediating factor. These findings are expected to provide theoretical contributions to the field of human resource management and provide useful insights for BPJS Ketenagakerjaan management to improve employee management practices for greater effectiveness and productivity.

### **Problem Formulation**

Based on this background, the formulation of the research problem is as follows:

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 purposes**

After identifying the problem, the objectives of this research are described as follows:

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.

## **Research Benefit**

### **1. Theoretical Benefit**

This research is expected to increase knowledge in human resource management, particularly regarding how Organizational Citizenship Behavior (OCB), organizational commitment, and workload influence employee performance. Furthermore, the findings of this study can add empirical references regarding the role of mediating factors in research on public sector organizations.

### **2. Practical Benefit**

The results of this study can assist management at the BPJS Ketenagakerjaan South Sumatera Regional Office in developing strategies aimed at improving employee performance. These insights can drive work system improvements, increase employee commitment, promote OCB, and effectively manage workloads to avoid burnout or decreased productivity.

### **3. Policy Benefits**

This study can offer recommendations for BPJS Ketenagakerjaan policy makers in designing internal regulations that facilitate better organizational performance, through the lens of organizational behavior and fair workload management.

### **4. Academic Benefits**

The results of this study can serve as a resource for students, researchers, and educators who are interested in exploring similar subjects or studying other factors related to employee performance in the public and private sectors.

## **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.
- Work targets.

### Conceptual Framework

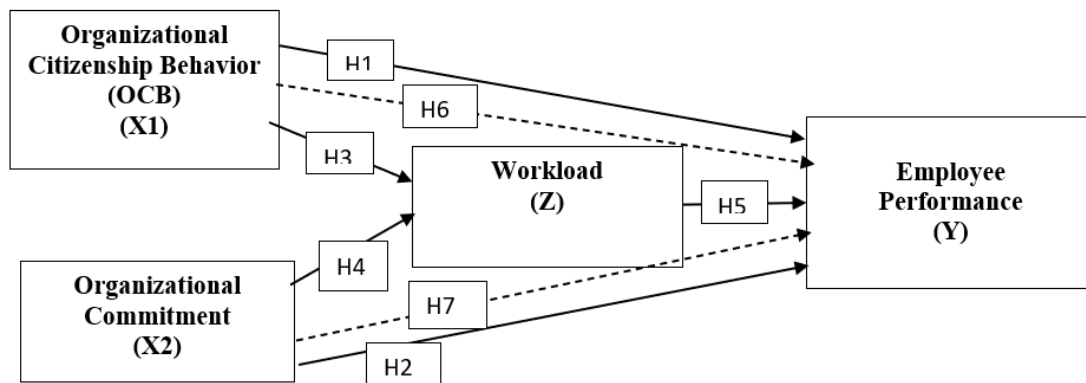


Figure 1. Conceptual Framework

### Hypotesis

- 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.

### METHOD

Essentially, research methods refer to the techniques used by researchers to conduct their research. Sugiyono (2016) defines research methods as a systematic approach to collecting information aimed at achieving specific objectives.

The method applied in this research is an associative method combined with a quantitative approach. The associative method seeks to clarify the causal relationships and impacts between variables through hypothesis testing. As Sugiyono (2012) noted, associative

research focuses on identifying the relationship or influence 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.

**Table 1. Questionnaire Likert Scale**

Answer	Code	Score
Strongly agree	S TU	5
Agree	S	4
Neutral	N	3
Don't agree	TS	2
Strongly Disagree	STS U	1

Source: Sugiyono (2019: 147)

### Definition of Operational Variables

A variable refers to a quality, trait, or measurement associated with a person, thing, or action that exhibits a specific difference defined by the researcher for analysis and inference. The operational definition of a variable describes the research variables, their aspects, and the metrics used to illuminate these variables. This research involves independent and dependent variables. According to (Sugiyono, 2019:69), an independent

variable is a factor that influences or triggers changes or the occurrence of a dependent variable. Conversely, a dependent variable is a variable that is influenced by or results from the independent variable. The following is the operational definition of a variable for this research:

**Table 2. Definition of Operational Variables**

<b>Variables</b>	<b>Definition</b>	<b>Indicator</b>
Employee Performance (Y)	According to Mangkunegara (2017), employee performance is the work results in terms of quality and quantity achieved by a person in carrying out tasks according to their responsibilities.	According to Mangkunegara (2017): 1. Quality of work results 2. Quantity of work results 3. Punctuality 4. Attendance 5. Ability to work together
Organizational Citizenship Behavior (OCB) (X1)	According to Podsakoff et al. (2018), OCB is voluntary employee behavior that is not included in formal job descriptions but contributes to organizational effectiveness.	According to Podsakoff et al. (2018): 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 politely) 5. Civic Virtue (actively participates in organizational activities)
Organizational Commitment (X2)	According to Meyer & Allen (2017), organizational commitment is a psychological condition that binds individuals to their organization and influences the decision to remain in the organization.	According to Wibowo (2020): 1. Acceptance of organizational values and goals 2. Desire to strive for the sake of the organization 3. Desire to remain part of the organization 4. Emotional involvement with the organization 5. Compliance with organizational rules and procedures
Workload (Z)	According to Tarwaka (2018), workload is how much work or tasks an employee must complete within a certain period of time.	According to Tarwaka (2018): 1. Physical workload 2. Mental workload 3. Duration of work 4. Intensity of work 5. Work goals

### 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 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) explained, external evaluation models are conducted to verify that the measurements used are truly appropriate for the assessment (valid and reliable). In this evaluation process, the relationships between latent variables, their indicators, and other variables are determined. External model assessment can be understood through several indicators, including:

1. Convergent validity is an indicator evaluated through the correlation between item/component scores and construct scores. This can be illustrated by the standardized loading factor, which reflects the strength of the correlation between each measurement item (indicator) and the construct it corresponds to. Revergent measurement is considered high if it sinks  $>0.7$  with the measured construct. According to Chin, as cited by Imam Ghozali, external loading results between 0.5 and 0.6 are considered adequate.
2. Discriminant validity is a measurement modeling approach in which reflective indicators are evaluated based on cross-assessment of the measurement with the corresponding construct. If a construct shows a stronger correlation with the item measurement than another construct, it indicates that its block measurement performs better than the other block. In addition, discriminant validity can be measured by comparing the square root of the average variance extracted (AVE).
3. Composite reliability serves as a measure for assessing a construct, which can be observed through the display of latent variable coefficients. To determine composite reliability, there are two measuring tools: internal consistency and Cronbach's alpha. When the obtained value exceeds  $>0.70$ , it indicates that the construct has high reliability.
4. Cronbach's alpha is a reliability assessment used to strengthen composite reliability results. A variable can be considered reliable if its Cronbach's alpha value exceeds  $>0.7$ .

### Inner Model Analysis

The purpose of this model analysis is to investigate the relationships between latent constructs. Here are some calculations relevant to this analysis:

1. R-squared measures the coefficient of determination of the endogenous construct. As explained by Chin (1998) in Sarwono (2015), "the criteria for categorizing R-squared values are divided into three groups: 0.67 indicates substantial; 0.33 indicates moderate; and 0.19 indicates weak."
2. The effect size (F-square) is used to assess how well the model fits. As noted by Chin (1998) in Ghozali (2015), an F-square value of 0.02 indicates a small effect; 0.15 indicates a moderate effect, and 0.35 indicates a significant effect at the structural level.
3. Predictive relevance (Q-squared), also known as the Stone-Geisser test, assesses the predictive ability of the test. A score of 0.02 indicates a small effect, 0.15 indicates a medium effect, and 0.35 indicates a high effect. This test is only applicable to endogenous constructs that have reflective indicators.

**Hypothesis Testing**

A hypothesis is a proposition that describes the relationship between two related variables in a given situation. A hypothesis is an initial assumption that requires examination to determine its truth or falsity in a study, helping the study to ensure its success and efficiency. A hypothesis functions as an assumption or theory about something that needs to be confirmed. In Husein's book (2015), it is stated that hypothesis evaluation can be analyzed through t-statistics and probability figures. For the hypothesis testing process, using statistical values, an alpha of 5% corresponds to a t-statistic value of 1.96. Thus, the guidelines for accepting or rejecting a hypothesis indicate that Ha is accepted and H0 is rejected if the t-statistic is greater than 1.96. To accept or reject a hypothesis based on probability, Ha is affirmed if the p-value is less than 0.05.

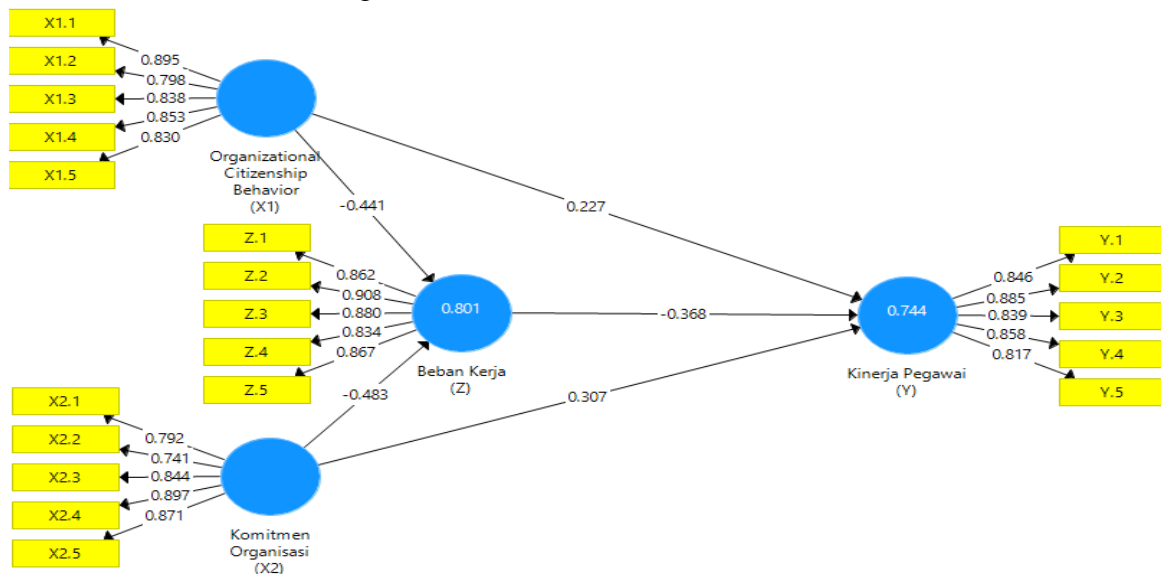
**RESULTS AND DISCUSSION**

**External Model Analysis**

The complex relationships between latent and manifest variables can be determined through measurement model assessment (external model testing). This assessment includes reliability, discriminant validity, and convergent validity.

**1. Convergent Validity**

The relationship between item/indicator scores and construct scores reflects the convergent validity of the measurement model using reflective indicators. In the research development stage, indicators showing individual correlation values exceeding 0.7 were considered valid. Indicator values of 0.5 and 0.6 remained acceptable. Indicators with loadings below 0.60 were considered insignificant based on external loading data. The research structural model is illustrated in the figure below:



**Figure 2 .Outer Model**

Source : Smart PLS 3.3.3

In the results of the outer model, there are equations in the research. These equations are divided into 2 substructures, including the following:

**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 3. Outer Loadings**

	Workload_(Z)	Employee Performance_(Y)	Organizational Committee_(X2)	Organizational Citizenship Behavior_(X1)
X1.1				<b>0.895</b>
X1.2				<b>0.798</b>
X1.3				<b>0.838</b>
X1.4				<b>0.853</b>
X1.5				<b>0.830</b>
X2.1			<b>0.792</b>	
X2.2			<b>0.741</b>	
X2.3			<b>0.844</b>	
X2.4			<b>0.897</b>	
X2.5			<b>0.871</b>	
Year 1		<b>0.846</b>		
2nd year		<b>0.885</b>		
3rd year		<b>0.839</b>		
Grade 4		<b>0.858</b>		
Grade 5		<b>0.817</b>		
Z.1	<b>0.862</b>			
Z.2	<b>0.908</b>			
Z.3	<b>0.880</b>			
Z.4	<b>0.834</b>			
Z.5	<b>0.867</b>			

Source : Smart PLS 3.3.3

According to Table 3, Outer Loadings, each indicator associated with each variable shows an outer loading value exceeding 0.70. The indicators for Organizational Citizenship Behavior (X1), Organizational Commitment (X2), Employee Performance (Y), and Workload (Z) reflect strong loading values, thus meeting the convergent validity criteria. As a result, all indicators are confirmed to be valid and suitable for use in further structural model testing.

## 2. Discriminant Validity

The next step involves examining discriminant validity. This test is based on the premise that an indicator must have a significant correlation with a construct and aims to assess whether the reflective indicator accurately measures that construct. The following table presents the cross-loading results from the discriminant validity assessment.

**Table 4. Discriminant Validity**

	Workload_(Z)	Employee Performance_(Y)	Organizational Committee_(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
Year 1	-0.674	0.846	0.638	0.653
2nd year	-0.699	0.885	0.667	0.652
3rd year	-0.702	0.839	0.730	0.689
Grade 4	-0.756	0.858	0.727	0.732
Grade 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

According to Table 3, Discriminant Validity (Cross Loading) shows that each indicator has the highest loading value on the construct related to it compared to other constructs. This means that all variables—Organizational Citizenship Behavior (X1), Organizational Commitment (X2), Employee Performance (Y), and Workload (Z)—have met the requirements of discriminant validity. As a result, each construct can explain its indicators better than the other constructs and is suitable for further analysis.

### 3. Composite Reliability

The indicator blocks that emit the combined reliability construct are applied in further examination to determine the reliability value. A composite reliability value exceeding 0.60 indicates that the construct is considered reliable. Furthermore, in addition to assessing the composite reliability value, the construct variable values from the indicator blocks that measure the construct can also be used to find the reliability value using Cronbach's alpha. A Cronbach's alpha value above 0.7 indicates that the construct is

considered reliable. The construct loading values for the research variables obtained from the Smart PLS program are shown in the table below:

**Table 5. Reliability and Validity of Constructs**

	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 Committee_(X2)	0.886	0.917	0.690
Organizational Citizenship Behavior_(X1)	0.898	0.925	0.711

Source : Smart PLS 3.3.3

According to Table 5 (Reliability and Construct Validity), all research variables showed Cronbach's Alpha and Composite Reliability scores higher than 0.70, along with Average Variance Extracted (AVE) readings above 0.50. This confirms that the constructs of Workload (Z), Employee Performance (Y), Organizational Commitment (X2), and Organizational Citizenship Behavior (X1) meet the performance and validity criteria. Consequently, the research instrument is deemed reliable and suitable for further testing of the model.

#### Internal Model Evaluation

To ensure and verify the established structural model, the internal model undergoes an assessment. The structural evaluation process model includes several indicators, which are summarized in the following stages:

##### 1. Coefficient of Determination (R<sup>2</sup>)

From the data analysis carried out with SmartPLS 3.0, the R-Square value was determined as follows:

**Table 6. R Square Results**

	R Square	Adjusted R Squared
Workload_(Z)	0.801	0.797
Employee Performance_(Y)	0.744	0.736

Source : Smart PLS 3.3.3

According to Table 6, the findings for R-square show that the R-square figure for Workload (Z) is 0.801, while the Adjusted R-square is 0.797. This indicates that independent factors explain 80.1% of the differences in workload . In contrast, Employee Performance (Y) has an R-square figure of 0.744 and an Adjusted R-square of 0.736, which implies that 74.4% of the differences in employee performance can be attributed to the variables included in the model, with the possibility of being influenced by other elements not examined in this study.

##### 2. Hypothesis Testing

The next stage involves investigating the proposed relationships between the constructs underlying this study after reviewing the internal model. In testing the research hypotheses,

the T statistic and P value were evaluated. The hypothesis was considered accepted if the P value was lower than 0.05 and the T statistic exceeded 1.96. The findings for the direct effect coefficient are as follows:

**Table 7. Path Coefficients (Direct Effect)**

	Original Sample (O)	T Statistics ( O/STDEV )	P value	Results
Workload_(Z) -> Employee Performance_(Y)	-0.368	2,547	<b>0.006</b>	<b>Accepted</b>
Organizational Commitment_(X2) -> Workload_(Z)	-0.483	5.175	<b>0.000</b>	<b>Accepted</b>
Organizational Commitment_(X2) -> Employee Performance_(Y)	0.307	2,318	<b>0.010</b>	<b>Accepted</b>
Organizational Citizenship Behavior_(X1) -> Workload_(Z)	-0.441	4,783	<b>0.000</b>	<b>Accepted</b>
Organizational Citizenship Behavior_(X1) -> Employee Performance_(Y)	0.227	1,815	<b>0.035</b>	<b>Accepted</b>

Source : Smart PLS 3.3.3

#### 1. Impact of Workload on Job Performance

Heavy workload has a significant negative impact on job performance, indicated by a coefficient of -0.368, a T statistic of 2.547, and a P value of 0.006. This indicates that as workload increases, job performance generally decreases.

#### 2. The Influence of Organizational Commitment on Workload

Organizational commitment has a significant negative impact on workload, indicated by a coefficient of -0.483, a T statistic of 5.175, and a P value of 0.000. This indicates that when employees have higher organizational commitment, they perceive their workload as lighter.

#### 3. The Relationship between Organizational Commitment and Employee Performance

Organizational commitment has a positive effect on employee performance, with a coefficient of 0.307, a T statistic of 2.318, and a P value of 0.010. This means that increased organizational commitment can result in better employee performance.

#### 4. The Relationship Between Organizational Citizenship Behavior and Workload

Organizational Citizenship Behavior has a significant negative impact on workload, as indicated by a coefficient of -0.441, a T statistic of 4.783, and a P value of 0.000. This finding indicates that as employee OCB behavior increases, perceived workload will decrease.

#### 5. The Influence of Organizational Citizenship Behavior on Employee Performance

Organizational Citizenship Behavior has a positive impact on employee performance, as reflected by a coefficient of 0.227, a T statistic of 1.815, and a P value of 0.035. This indicates that higher levels of OCB behavior can improve employee performance .

**Table 8. Path Coefficients (Indirect Effect)**

	Original Sample (O)	T Statistics ( O/STDEV )	P value	Results
Organizational Commitment_(X2) -> Workload_(Z) -> Employee Performance_(Y)	0.178	2,210	<b>0.014</b>	<b>Accepted</b>
Organizational Citizenship Behavior_(X1) -> Workload_(Z) -> Employee Performance_(Y)	0.162	2,322	<b>0.010</b>	<b>Accepted</b>

Source : Smart PLS 3.3.3

1. The Influence of Organizational Commitment on Employee Performance through Workload  
 Organizational commitment positively influences employee performance indirectly through workload. A coefficient of 0.178, a T statistic of 2.210, and a P value of 0.014 indicate that as organizational commitment increases, perceived workload decreases, leading to improved employee performance. Thus, the hypothesis is confirmed.
2. The Influence of Organizational Citizenship Behavior on Employee Performance through Workload  
 Organizational Citizenship Behavior also showed a positive and significant indirect effect on employee performance through workload. With a coefficient of 0.162, a T statistic of 2.322, and a P value of 0.010, it was proven that strong OCB behavior led to a reduction in workload, which in turn increased employee performance. Therefore, the hypothesis was confirmed.

**CONCLUSION**

1. Impact of Workload on Employee Performance  
 It has been proven that workload significantly negatively impacts employee performance. Increasing workload tends to decrease employee performance levels.
2. Impact of Organizational Commitment on Workload  
 It has been shown that organizational commitment has a significant negative effect on workload. Increasing organizational commitment can result in a reduction in the workload perceived by employees.
3. Impact of Organizational Commitment on Employee Performance  
 There is a positive and significant relationship between organizational commitment and employee performance. The higher an employee's organizational commitment, the higher their performance is likely to be.
4. Impact of Organizational Citizenship Behavior on Workload  
 Organizational Citizenship Behavior has a significant and negative impact on workload. High levels of OCB can lead to a decrease in perceived workload among employees.
5. Impact of Organizational Citizenship Behavior on Employee Performance  
 Organizational Citizenship Behavior (OCB) has been positively and significantly associated with employee performance. By increasing OCB behavior, employee performance can be encouraged to improve.

6. The Influence of Organizational Commitment on Employee Performance through Workload There is a positive and significant influence of organizational commitment on employee performance through workload. Workload serves as a mediating factor explaining how organizational commitment relates to employee performance.
7. The Influence of Organizational Citizenship Behavior on Employee Performance through Workload Organizational Citizenship Behavior positively influences employee performance indirectly through workload. Workload acts as a mediating element, indicating that high OCB behavior contributes to improved employee performance.

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