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THE INFLUENCE OF WORKLOAD AND OCB ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION AS A MEDIATING VARIABLE PT. GUNA TEGUH ABADI

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ABSTRACT

This study aims to analyze the effect of workload, OCB (Organizational Citizenship Behavior), on performance. As well as the role of motivation as a mediating variable in employees of PT. GUNA TEGUH ABADI. The dependent variable in this study is performance. While the independent variables are workload and OCB, and motivation as a mediating variable. The research population amounted to 163 employees of PT. GUNA TEGUH ABADI who had permanent employee status and the sample used was quantitative using path analysis. The results of hypothesis testing show that workload has no effect on performance. OCB affects performance when motivation is considered as a mediating variable. However, OCB can affect performance when motivation is taken into account.

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Introduction.

Human resources are the most valuable and most important asset in an organization or company. The success and failure of an organization or company in achieving its goals depends on the human resources in it. The business world needs to maintain its adaptability to remain competitive (Vuong & Nguyen, 2022). Human resource management has an important role in determining the effectiveness and competitiveness of the company through employee performance.

Employee performance is a concern in an organization because employee performance is related to the goals that the company will achieve. Employee behavior in responding to their work will determine employee performance. Research findings show behavior has a positive relationship with employee performance (Atatsi et al., 2019). Employee performance needs to be managed because it is indispensable for achieving organizational goals (Brhane & Zewdie, 2018). Many factors affect employee performance such as workload, OCB, and motivation.

Employees often feel the burden of their workload, and if a company fails to address this issue, it can negatively affect their performance. The targets set by the company contribute to the workload, as employees are required to work non-stop to meet deadlines. Excessive workload can drain energy levels and lead to overwhelming stress (John Zysman & Arnaud Costinot, 2022).

OCB is voluntary behavior that exceeds job demands and makes a positive contribution to the organization. The results of research (Widyaningrum, 2019) obtained that OCB has a positive and significant effect on employee performance. Likewise, research conducted (Hanafi et al., 2018) found that OCB has an effect on employee performance. OCB can be increased in the company if employees are able to understand, control, and use their emotions effectively, they will create a positive work environment (Heidarzadeh Hanzae & Mirvaisi, 2013).

Work motivation plays a key role in increasing productivity. Employees with high motivation will result in increased productivity so that employee performance also increases (Muardi et al., 2022). Research conducted at the General Intermediate Technical Training Institute in Kenya found that motivation has a positive and significant effect on employee performance (Mukuru, 2013). A comprehensive motivation scheme in all aspects of the organization is needed because this is directly proportional to employee output (Pamela Akinyi Omollo, 2015).

Employee performance is a key indicator of human resource quality at PT. GUNA TEGUH ABADI, a construction company established in 1994 in Cilegon City. The company specializes in various construction projects, including piping divisions and fabrication. The main issues at PT. GUNA TEGUH ABADI include workload impact on performance, OCB influence on performance, workload's effect on performance through motivation, and OCB's impact on performance through motivation. The study aims to explore the relationships between workload, OCB, motivation, and employee performance for the benefit of company development.

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT.

Performance. Performance is a description of the quality and quantity of work performed by an employee in fulfilling the assigned duties and responsibilities. Rivai and Basri, as cited in (Sinambela, 2019), define performance as the level of success achieved by an individual or group within a certain period of time, compared to predetermined criteria, standards, targets, or goals. Evaluation of current or past employee performance is carried out by comparing it with predetermined performance standards (Gary, 2017). The performance indicators used in this study, according to Bernadin and Russel as cited in (Sutrisno, 2016), include quality, quantity, timeliness, cost effectiveness, supervision requirements, and impact on interpersonal relationships with coworkers.

Workload. Workload is the volume of work assigned to a position or organizational unit, which is determined based on a combination of work volume and time norms (Permendagri, 2008) Number 12 of 2008, Article 7 paragraph 2). Workload also considers the ability of workers to handle the tasks assigned, taking into account their physical and psychological abilities (Manuaba, 2000). It is important that workloads are aligned with workers' abilities to ensure a balanced and appropriate division of tasks. According to (Manuaba, 2000) identified two factors that influence workload: external factors and internal factors. Measuring workload, it is recommended to consider indicators such as work attitude, work organization, work environment, somatic conditions, and psychological well-being (Manuaba, 2000).

OCB (Organizational Citizenship Behavior). OCB refers to voluntary behaviors performed by employees beyond their specific or directly ordered duties. OCB includes actions such as helping colleagues, contributing to organizational activities, giving advice, and showing support for the organization (Bateman & Organ, 1983). OCB behaviors extend the concept of employee performance beyond the accomplishment of their primary tasks, and tend to contribute to the overall effectiveness and well-being of the organization.

Motivation. Motivation is a process that stems from physiological or psychological deficiencies, which drive behavior or actions towards goals or incentives (Luthans, 2006). Motivation is a driving force that arouses the spirit of work, encourages individuals to collaborate, work effectively, and integrate their efforts to achieve satisfaction (Hasibuan, 2008). The indicators used in this study are based on (Sutrisno, 2016) namely: desire to develop, desire to develop personally, desire to be appreciated and recognized, desire for power, work environment conditions, adequate compensation, effective supervision, status and responsibility, and flexible regulations.

Research Framework. Employee performance is the most important thing in a company. Every employee is required to be able to work well to make a maximum contribution. Performance is influenced by input conditions and human resource processes as supporting factors in carrying out tasks such as workload, OCB, and motivation. Workload can affect either directly or indirectly through motivation as a mediating variable on employee performance. The performance of an employee is basically individual because in doing their job duties, employees have different levels of ability and depends on the combination of effort, ability, and opportunity obtained. Employees are often faced with many tasks and must be completed at the same time. Completing these tasks certainly requires time, energy, and other resources. The existence of a burden with these limited resources will cause employee performance to decrease due to weakened employee endurance and feelings of pressure.

Based on this framework, the paradigm of this research can be described as follows:

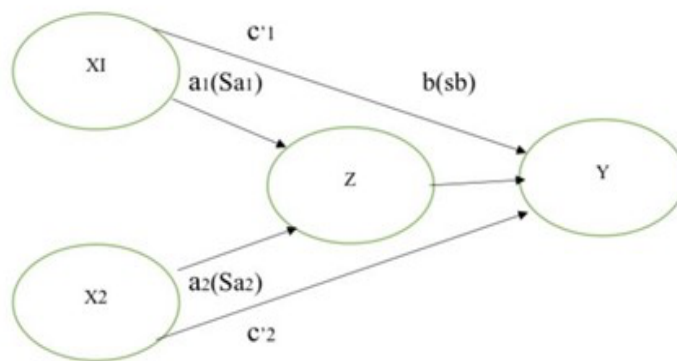


Figure 1. Conceptual Framework.

Description:

X1: Workload Variable (Independent Variable).

X2: OCB (Organizational Citizenship Behavior) Variable (Independent Variable).

Z: Motivation Variable (Mediating Variable).

Y: Performance Variable (Dependent Variable).

The hypotheses proposed in this study are as follows:

Hypothesis 1: Workload has a direct effect on the performance of employees of PT GUNA TEGUH ABADI.

Hypothesis 2: OCB (Organizational Citizenship Behavior) has a direct effect on the performance of employees of PT GUNA TEGUH ABADI.

Hypothesis 3: Workload does not directly affect performance through motivation as a mediating variable for employees of PT. GUNA TEGUH ABADI.

Hypothesis 4: OCB (Organizational Citizenship Behavior) has an indirect effect on performance through work motivation as a mediating variable for employees of PT. GUNA TEGUH ABADI.

METHOD.

The research conducted in this study is quantitative. Quantitative analysis is used using path analysis, which is an extension of multiple regression analysis. The purpose of path analysis is to estimate the significance of the relationship between several variables, including mediating variables. The SPSS version 24 application is used by researchers to facilitate calculations. This study involves two independent variables, namely workload as measured by six indicators and OCB as measured by fourteen indicators. In addition, there is one mediating variable, namely motivation, which is measured by ten indicators. Finally, this study includes one dependent variable: performance, which is measured by eleven indicators. The Likert scale was used as the measurement scale in this study. According to (Sekaran & Bougie, 2016) the Likert scale is designed to assess the level of agreement or disagreement

with statements on a five-point scale, ranging from strongly disagree (1) to strongly agree (5). The target population of this study were all employees of PT GUNA TEGUH ABADI in Cilegon city. According to PT GUNA TEGUH ABADI, the number of permanent employees is 300 people. The sample size of this population was determined using the Slovin formula (Umar, 2014), so that a sample of 163 employees was obtained, purposive sampling was used in this study. The data collection technique used in this research is a survey. Survey research involves the use of written questionnaires or formal interviews to collect large amounts of information about the background, behavior, beliefs, or attitudes of individuals (Neuman, 2014).

RESULT AND DISCUSSION.

Result.

The identification of respondents in this study is distinguished based on several characteristics of the respondents, including gender, age, and education level. The following is an explanation of the characteristics of the respondents and an analysis of the relationship between the respondents and the variables studied:

Table 1. Characteristics of Respondents Based on Gender, Age, Education and Years of Service.

Respondent Characteristics	Number of Respondents	
	In Figures	Percentage
Gender		
Male	148	22,60%
Female	15	2,29%
Age		
< 25 years	29	4,43%
25-35 years	53	8,09%
36-45 years	43	6,56%
> 45 years	38	5,80%
Education		
Highschool	109	16,64%
Diploma (D3)	0	0,00%
Bachelor (S1)	54	8,24%
Years of Service		
1-5 years	86	13,13%
6-10 years	40	6,11%
11-15 years	11	1,68%
15-20 years	9	1,37%
>20 years	20	3,05%

Source: Data processed in 2024.

Based on table 1, the majority of individuals are male, as many as 148 respondents or 22.60%. In terms of age, the largest number of respondents were in the age group 25-35 years as many as 53 people or 8.09%. In terms of education, the majority of respondents have a high school / secondary school education as many as 109 people or 16.64%. Finally, regarding the length of service, the majority of respondents have worked for 1-5 years as many as 86 people or 13.13%. The validity test results are presented in Table 2 as follows:

Table 2. Research Instrument Validity Test Results.

Statement points	Workload	OCB	Motivation	Performance
1	0,261	0,569	0,549	0,414
2	0,238	0,608	0,532	0,454
3	0,419	0,486	0,484	0,571
4	0,394	0,309	0,513	0,675
5	0,620	0,504	0,481	0,588
6	0,531	0,543	0,542	0,643
7		0,375	0,511	0,712
8		0,558	0,535	0,651
9		0,550	0,326	0,674
10		0,451	0,502	0,529
11		0,437		
12		0,625		
13		0,624		
14		0,468		

Source: Primary data processed, 2024.

This study conducted a survey of 163 employees of PT. GUNA TEGUH ABADI to obtain the critical value of r by using the calculation of degrees of freedom (df) = n-2 = 161, with a significance level (α) of 0.05. Based on the product moment correlation coefficient table, the critical value (r table) is 0.1538. The validity test results show that all research instruments obtained a value (r count) greater than the critical value (r table). Therefore, it can be concluded that all statements are considered valid. The results of the reliability test of workload variables, OCB, motivation and performance are described in table 3 below:

Table 3. Research Instrument Reliability Test Results.

No	Variable	Cronbach α
1	Workload	0,680
2	OCB	0,850
3	Motivation	0,805
4	Performance	0,864

Source: data processed in 2024.

Based on table 3, it can be seen that all research variables show a Cronbach α value greater than 0.60. Therefore, it can be concluded that all instruments are considered reliable. The classic assumption test used in this study includes multicollinearity test and normality test. The test results are explained in table 4.

Table 4. Multicollinearity and Normality Test Results.

Variable	Tolerance	VIF
Workload	0,941	1.063
OCB	0,509	1.966
Motivation	0,528	1.892
Kolmogorov-Smirnov : 1.184 Aaymp.Sig. (2-tailed) : 0,121		

Source: data processed, 2024.

Based on table 4, all research variables have a VIF value greater than 10 and a tolerance value of less than 0.10, indicating the absence of multicollinearity. The Kolmogorov-Smirnov test produces a value of 1,184 with a significance level of 0.121 greater than 0.05. Therefore, it can be concluded that the residual data follows a normal distribution.

The multiple regression equation 1 that examines the effect of workload and OCB on motivation can be expressed as follows: $Z = b_1X_1 + b_2X_2 + e_1$. Detailed multiple regression results for equation 1 are presented in table 5.

Table 5. Multiple Regression Results of the Effect of Variables X1 and X2 on Z.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
		Std.Error	Beta		
1 (Constant)	1,122	2.610	-	4.261	0,000
1). Workload (X1)	0,021	0,068	-0,019	-0,314	0,754
2). OCB (X2)	0,529	0,045	0,691	11.665	0,000
N = 163					
R Square = 0,472					
F Statistics = 71384					
Sig F Statistics = 0,000					

Source: Primary data processed, 2024.

Based on table 5 equation one for path analysis is as follows: $Z = -0.19 X_1 + 0.619X_2 + 0.726$. The value of e_1 that can be calculated is $e_1 = \sqrt{(1-0.472)} = 0,726$. The effect of Workload (X1) on motivation (Z) of -0.019 shows a negative influence, it can be interpreted that the more workload increases, the motivation of employees of PT. GUNA TEGUH ABADI also increases. Conversely, if the workload decreases, employee motivation tends to decrease. In addition, the amount of OCB (X2) on motivation (Z) of 0.691 shows a positive influence. This means that the higher the OCB, the higher the motivation of PT.GUNA TEGUH ABADI employees, while the lower the OCB, the lower the motivation. Multiple regression analysis in Equation 2 explores the influence of workload, competence, and motivation on performance. The equation is represented as follows: $Y = b_1X_1 + b_2X_2 + b_3Z + e_2$. The multiple regression results for Equation 2 are presented in Table 6:

Table 6. Multiple Regression Results of the Effect of Variables X1, X2, and Z on Y.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (Constant)	12.291	2.868	-	4.285	0,000
1). Workload (X1)	-0,024	0,070	-0,020	-0,345	0,731
2). OCB (X2)	0,278	0,045	0,343	4.332	0,000
3). Z	450	0,082	0,424	5.461	0,000
R Square = 0,492					
F Statistics = 51.411					
Sig F Statistics = 0,000					

Source: Primary data processed, 2024.

Based on table 6, equation 2 for the path is obtained as follows: $Y = -0.020 + 0.343X_2 + 0.424Z + 0.712e_2$. The value of e_2 that can be calculated is $\sqrt{(1-0.492)} = 0,712$

The effect of workload (X1) on performance (Y) of -0.020 shows that there is a negative influence. This means that the higher the workload, the lower the resulting performance, while the lower the workload, the higher the employee performance.

The effect of OCB (X2) on performance (Y) measured at 0.343 shows a positive influence. This means that the higher the OCB, the higher the employee performance ... Furthermore, the effect of motivation (Z) on performance (Y) of 0.424 shows a positive influence. Higher levels of motivation are associated with improved performance, while lower motivation is associated with performance effects.

The total effect of each variable is then calculated as follows:

Total influence of workload (X1) = $0.020 + (-0.019 \times 0.424) = -0.028056$

Total influence of OCB (X2) = $0.343 + (0.691 \times 0.424) = 0,635984$

Total influence of motivation (Z) = 0.424

The following is a path analysis that can be described as follows:

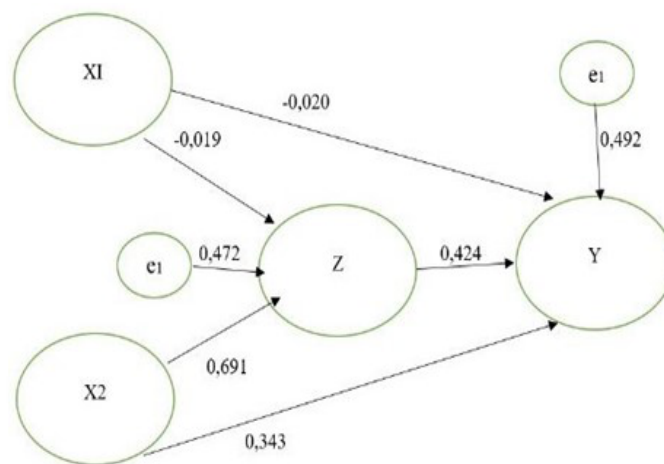


Figure 2. Path Analysis Results.

1) Hypothesis Testing 1:

Based on table 6, it can be seen that workload (X1) has a direct effect on performance (Y), namely -0.020 with a t value of -0.345 and a significance value of $0.731 > 0.05$. Therefore, hypothesis 1 which states "workload has a direct effect on the performance of employees of PT. GUNA TEGUH ABADI" is rejected.

2) Hypothesis 2 Testing:

Based on table 6, the direct effect of OCB (X2) on performance (Y) is 0.343 with a t value of 4.332 and a significance value of $0.000 < 0.05$. Hypothesis 2 which states "OCB has a direct effect on the performance of employees of PT. GUNA TEGUH ABADI in Cilegon city is accepted.

3) Hypothesis Testing 3:

Based on table 6 shows that the direct effect of workload (X1) on performance (Y) is -0.020 and the indirect effect of workload (X1) on performance (Y) through motivation (Z) is 0.00856 therefore, the total effect of workload is -0.028056 the sobel test results in a t value of $-0.3083 < 1.65431$ (t table). Therefore, it can be concluded that the motivation variable (Z) mediates the effect of workload (X1) on performance (y) so that the hypothesis that workload affects performance with motivation as a mediating variable in employees of PT. GUNA TEGUH ABADI.

4) Hypothesis Testing 4:

Based on table 6, it can be seen that the indirect effect of OCB (X2) on performance (Y) is 0.343 and the indirect effect of OCB (X2) on performance (Y) through motivation (Z) is 0.292984. Therefore, the effect of workload is 0.635984. The sobel test results show t count of $4.9726 > 1.65431$

(t - table). Therefore, it can be concluded that the motivation variable (Z) can mediate the effect of workload (X1) on performance (Y), so that it can accept the hypothesis that OCB (X2) affects performance (Y) with motivation (Z) as a mediating variable for employees of PT. GUNA TEGUH ABADI in Cilegon city.

Effect of Workload (X1) on Performance (Y). The results showed that workload had no negative and insignificant effect on the performance of employees of PT. GUNA TEGUH ABADI. This is because the employees of PT. GUNA TEGUH ABADI feel that they are not given more work than they should and the work carried out by the employees of PT. GUNA TEGUH ABADI is not too heavy and risky besides the employees of PT. GUNA TEGUH ABADI are mutually willing to help colleagues who are in need of help. Although workload does not directly affect employee performance, it is still important to consider the physical condition of employees, such as eye and head fatigue due to prolonged computer use, lack of support from coworkers and leaders, which causes work stress.

Effect of OCB (X2) on (Y). The research findings reveal that OCB has a positive and significant effect on the performance of employees of PT GUNA TEGUH ABADI in Cilegon city. This means that the higher the OCB applied by employees, the higher the employee performance will be. High performance is obtained when the company increases the OCB behavior of its employees such as taking the initiative to help colleagues, holding tasks that are not listed in the job description and promoting a positive work atmosphere.

The effect of workload (X1) on performance (Y) is mediated by motivation (Z). The results showed that motivation on performance besides that this study shows that workload has no indirect effect on performance through motivation. Path analysis reveals that workload has no positive effect on motivation and no positive effect on performance. Employees of PT GUNA TEGUH ABADI have shown professionalism at work by not bringing personal problems when doing work.

The effect of OCB (X2) on Performance (Y) mediated by Motivation (Z). The results showed that motivation can mediate the effect of OCB on performance. This shows that motivation has an indirect effect on performance through OCB. Path analysis shows that OCB has a positive effect on motivation and a positive effect on performance. Likewise, motivation has a positive effect on performance. The existence of this indirect effect shows that a high level of OCB causes an increase in motivation, thereby improving employee performance. Motivational factors such as the existence of job satisfaction from employees and high organizational commitment, creating a conducive work situation, maximum and responsibility allow employees to work optimally so that it leads to improved performance.

CONCLUSION.

Based on path analysis, it can be concluded that workload has no direct effect on performance. This research can be explained by the high level of education of respondents, namely (16.64%) with a high school / vocational high school education with a working period of 1-5 years. These resources indicate that employees at PT GUNA TEGUH ABADI have sufficient provisions in carrying out the assigned tasks with a full sense of responsibility. Research conducted (Susijawati et al., 2023) found that workload has no direct effect on performance. Although workload does not have a direct impact on performance. Excessive workload can have a negative impact on employee performance, because employees who already have a heavy workload can experience a decrease in performance when given additional tasks.

OCB has a positive direct influence on organizational performance. This is because OCB creates a more harmonious and productive work environment, which in turn improves individual and group performance. Employees who exhibit OCB tend to be more cooperative, help coworkers, share knowledge, and communicate well. This not only increases team effectiveness and collaboration, but also creates a pleasant and motivating work climate, which can improve overall performance. This finding suggests that workload does not always negatively affect performance if motivation is the mediator. High motivation can help individuals cope better with workload, increase resilience to stress, and improve focus and productivity in completing tasks. When people feel motivated to achieve certain goals, they tend to have a strong internal drive to overcome obstacles and stay focused on achieving desired outcomes, despite high workloads. Therefore, motivation can act as a mediator that reduces or eliminates the negative impact of workload on individual performance.

OCB can also have an indirect effect on employee performance with motivation as a mediating variable. Employees who demonstrate OCB, such as helping colleagues, sharing knowledge, or actively participating in organizational activities, tend to create a positive work environment. A positive work environment can increase employee motivation as they feel valued, motivated to contribute more, and feel socially connected to the organization. Thus, motivation acts as a mediator between OCB and employee performance. When employees feel motivated by a work environment that is driven by voluntary behaviors such as OCB, they tend to be more passionate and perform better in their jobs at PT GUNA TEGUH ABADI.

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