

## THE EFFECT OF WORKLOAD ON JOB SATISFACTION WITH MEDIATION OF JOB STRESS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) (STUDY ON EMPLOYEES OF PT X)

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### Abstract

*This research sought to investigate the association between workload and job satisfaction in PT X employees, as well as how job stress also moderated the association were organizational citizenship behavior. The data collection method was an online questionnaire, with a saturated sample of 135 employees of PT X. Explanatory and quantitative research approaches were used in SEM-PLS 3.0 analysis of the data. The investigation's findings indicate that being overly busy has a detrimental influence on work satisfaction. Workload significantly reduces stress at work. Job satisfaction is significantly impacted negatively by job stress. Organizational citizenship behavior is negatively impacted by workload. Organizational citizenship activity has a considerable beneficial influence on job satisfaction. Work-related stress has a strong moderating effect on the association between workload and job satisfaction. The modulation of the relationship between workload and job satisfaction is greatly influenced by organizational citizenship behavior. italics).*

**Keywords :** *workload, job satisfaction, job stress, Organizational Citizenship Behavior*

### 1. INTRODUCTION

In the current era of globalization, technology and communication are developing very rapidly, thus bringing very significant changes in the daily application of each company in running a company business. The structure of competition has become very competitive and will only be won by companies that have high and sustainable competitiveness (Rivai, 2016). In such cases, the company's human resources (HR) are of utmost importance. Human resources are the basic capital in the company's development process, therefore, it is crucial for businesses must be aware of the factors affecting productivity, with work satisfaction ranking as one of the most crucial ones. Worker happiness, psychological health, and quality of life are all impacted by their job satisfaction, which also promotes beneficial behaviors like productivity, discipline, compliance, inventiveness, and helpfulness. It also regulates negative unproductive actions like corruption, stealing, and quitting (Dhamija et al., 2019). Not only is income a factor in determining people's work happiness, but also intangible and immaterial ones (Avent, 1975).

Every burden that a person receives must be acceptable and balanced against their physical and psychological capabilities, according to the ergonomics point of view (Munandar, 2001). Various kinds of pressure on the workload can cause work stress in every employee. Work stress that often occurs and causes tension is mostly due to the inability of employees to deal with changes in their work environment (Veithzal & Mulyadi, 2003). So much stress is experienced by workers that should not happen and can be prevented, in this case it can be said that the impact of stress on satisfaction is much more direct (S. P. Robbins, 2006).

In addition to the above factors, the success of an organization will be realized if human resources not only do their main tasks, but also want to do extra tasks (S. Robbins et al., 2013). According to the organizational behavior literature, organizational citizenship behavior is a managerial tool that, if used effectively, may aid organizations without cost and has a favorable impact on both individual and group performance. Employees must constantly be willing to perform tasks in the dynamic workplace of today, and employers want them to act voluntarily and honestly without being told to (Nugraha & Adnyani, 2017). Corporate citizenship behavior is a contributor that could help the business in the future.

This study was carried out at PT X, a business that sells and distributes food, home care, and personal care items. The relocation of numerous employees to a new branch office was the primary reason the researcher selected the study's subject. This study was carried out at PT X, a business that sells and distributes food, home care, and personal care items. The relocation of numerous employees to a new branch office was the primary reason the researcher selected the study's subject so that the reduced number of employees caused the remaining employees in the central office to be able to cover the work. In addition, the reduced number of workers and changes in management have led to decreased employee job satisfaction.

The results of previous research stated below, show differences in results or inconsistencies in the results on how busyness affects job satisfaction, namely in ANGGRAENI & DJASTUTI, (2018); Chuzaeni, (2018) and (Kumar et al., 2020) with research by Yo et al., (2015); Wijaya & others, (2018) and Akhtar et al., (2018) so that with the research gap, so that researchers add work stress variables and previous research on how busyness affects job satisfaction through the mediation of Organizational Citizenship Behavior until now is still rarely found, so this is what makes the author interested in making OCB a mediating variable and creating further research opportunities. Organizational Citizenship Behavior. Furthermore, it is hoped that this research can increase understanding of management practice, especially in managing and expanding the field of human resources, so as to increase employee job satisfaction. According to the summary above, the purpose of this study is to examine how workload affects job satisfaction among PT X employees as well as how job stress and organizational citizenship behavior influence this connection.

**H1 : Workload has a significant negative effect on employee job satisfaction**

S. P. Robbins, (2006) states that work stress is a dynamic condition in which individuals face constraints or demands. The results of Amran et al., (2019) show that the effect of workload and work stress is significantly positive. Workload shows a positive and significant influence on employee work stress in casual dining restaurants. The results of Amran et al., (2019) are in line with research conducted by Kokoroko & Sanda, (2019) which explains that high levels of workload are significantly positively related to the level of work stress of nurses. The following previous research shows that the higher the workload, the higher the employee work stress. So the hypothesis is obtained as follows.

**H2: Workload has a significant positive effect on job stress**

Job satisfaction is not only affected by workload but also job stress. Employees with high levels of job satisfaction tend to have better physical health, have fewer work accidents, and can lower stress levels (Luthans, 2006). Research conducted by Weale et al., (2019) aims to determine the effect of work stress in the workplace and found research results that work stress has a significant negative effect on employee job satisfaction. The results of this study are supported by research by Khamisa et al., (2017), Wu, (2020) and Padmanabhan, (2021) which shows that job stress has a significant negative effect on job satisfaction. Thus, it can be said that the higher the level of job stress, the lower the level of employee job satisfaction. Then the following hypothesis is obtained.

**H3 : Job stress has a significant negative effect on employee job satisfaction**

Research conducted by Shim et al., (2019) shows that workload directly has a significant negative effect on OCB in employees. Similar research conducted by Pooja et al., (2016) showed that workload has a significant negative effect on OCB, this impact is obtained from the workload received by employees in accordance with their expertise. Therefore, the higher the workload will make Organizational Citizenship Behavior in a person decrease. Then the hypothesis is obtained as follows.

**H4 : Workload has a significant negative effect on Organizational Citizenship Behavior**

Belwalkar et al., (2018) state that positive emotions from employees can improve their perceptions of work and encourage them to work not only for financial rewards but also for career advancement. Data analysis utilizing exploratory factor analysis (EFA) was carried out to determine the factors involved in each measurement in earlier research by (Shimamura et al.,

2021). Confirmatory factor analysis (CFA) was then used to validate the factor structure that the EFA had produced. According to the study's findings, there is a significant positive, albeit weak, link between OCB and job satisfaction. In this situation, good organizational citizenship behavior will lead to more satisfied workers.

**H5: OCB has a significant positive effect on employee job satisfaction.**

Based on Sari's research findings, workload has a significant positive impact on employee job satisfaction, as shown by research comparing workload and job satisfaction. Similarly, Pujotomo's research (2020) demonstrates that factors affecting work stress can buffer the relationship between workload and job satisfaction. Consequently, the conclusion reached is as follows.

**H6: Job stress mediates the effect of workload on employee job satisfaction.**

**H7: Organizational Citizenship Behavior mediates the effect of workload on employee job satisfaction**

The study's findings, according to Bazazan et al., (2019) earlier research, show that workload has a substantial negative relationship with job satisfaction. The author is interested in making organizational citizenship behavior (OCB) a mediating variable and opening up new research options because there is still little study on the relationship between workload and job satisfaction through OCB. The conclusion reached is as follows.

## 2. IMPLEMENTATION METHOD

This study employs quantitative methods and explanatory research. 135 PT X employees served as the study's population and saturated sample. As shown in Table 1, the variable and questionnaire items were modified from earlier research. The Likert Scale, which ranges from 1 (strongly disagree) to 5 (strongly agree), was used to evaluate each variable. After the data are gathered, tabulated, and processed, data analysis produces results in the form of relationships between variables using the structural equation model SEM-PLS (Structural Equation Modeling-Partial Least Squares). Validity and reliability tests are utilized in the SEM-PLS test to evaluate the accuracy of the results. Furthermore, hypothesis testing is carried out using bootstrapping techniques used to test the effect of mediation directly and indirectly.

## 3. RESULTS AND DISCUSSION

### 3.1 Evaluation of the measurement model

The outer model goes through two stages: a validity test and a reliability test. The value of the loading factor or outside loadings can be used to determine convergent validity. A load factor greater than 0.7 indicates that an instrument is valid (Hair et al., 2017). Figure 1 depicts the conversion validity test results from Smart PLS processing, which are as follows:

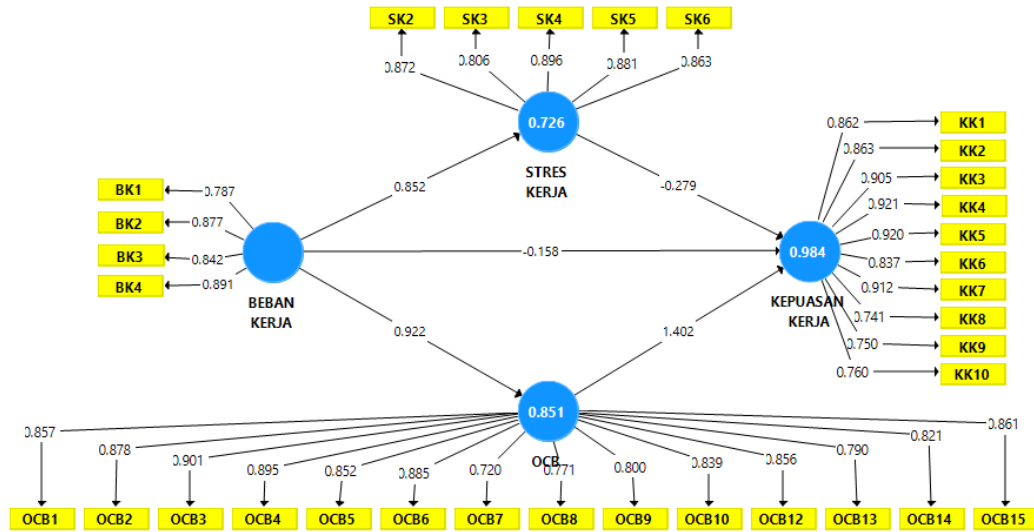


Figure 1 Loading Factor value of valid research items

As can be seen from the picture above, each item has an larger than 0.7 for the outer loading value (Valid). The outcome is it can be concluded that each item used in each variable has accurately performed its measuring function using the study's measuring instrument, and each item has been declared valid. The instrument reliability test is used to determine how steady and consistent respondents' responses will be if the test is administered again. The reliability test for this study used AVE scores, Cronbach's alpha, and composite reliability scores. If an instrument's Cronbach's alpha, composite reliability value, and AVE value are all above 0.7 or (>0.7) and 0.5, respectively, then it is considered reliable. The dependability of the statement items is assessed using AVE values, Composite dependability, and Cronbach Alpha values.

Table 1 Cronbach Alpha, Composite Reliability dan AVE

| Variable                     | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|------------------------------|------------------|-----------------------|----------------------------------|
| X (Workload)                 | 0,871            | 0,912                 | 0,723                            |
| Z <sub>1</sub> (Work Stress) | 0,915            | 0,936                 | 0,747                            |
| Z <sub>2</sub> (OCB)         | 0,967            | 0,971                 | 0,704                            |
| Y (Job Satisfaction)         | 0,956            | 0,963                 | 0,723                            |

Source: PLS Outputs (2022)

The Cronbach's Alpha value for each variable in Table 1 above is greater than 0.7. This makes the variables workload (0.871), work stress (0.915), organizational citizenship behavior (0.967), and job satisfaction (0.956) all potentially reliable factors. Workload, work stress, organizational citizenship behavior, and job satisfaction all had composite reliability ratings of 0.912, 0.936, 0.971, and 0.963, respectively. This indicates that these variables fall within the high reliability category. Discriminant validity reveals that each variable has an AVE value larger than 0.5 using the Average Variance Extracted (AVE) number. This demonstrates that the instruments used in this study are valid and can be used to regulate the study's variables.

### 3.2 Hypothesis Testing

Hypothesis testing was carried out using the Bootstrapping method, with the results explained using the t-test statistics as follows:

**Table 2 Hypothesis Test of Direct Effect**

| Variable  | Path Coefficient | T statistics | P-value | Description | hypothesis |
|---|------------------|--------------|---------|-------------|------------|
| X (Workload) → Y (Job Satisfaction)   | -0,158           | 3,365        | 0,001   | significant | accepted   |
| X (Workload) → Z <sub>1</sub> (Work Stress)                                 | 0,852            | 23,386       | 0,000   | significant | accepted   |
| Z <sub>1</sub> (Work Stress) → Y (Job Satisfaction)                         | -0,279           | 2,939        | 0,003   | significant | accepted   |
| X (Workload) → Z <sub>2</sub> (Organizational Citizenship Behavior)         | 0,922            | 51,678       | 0,000   | significant | rejected   |
| Z <sub>2</sub> (Organizational Citizenship Behavior) → Y (Job Satisfaction) | 1,402            | 12,033       | 0,000   | significant | accepted   |

The findings of the hypothesis test are presented in table 2 above indicate that employee job satisfaction is significantly negatively impacted by workload. Employees in carrying out their duties and professions will be vulnerable to stress. The regulations in the workplace and the workload are sometimes considered incompatible with their physical, psychological and emotional conditions. Stress has a significant negative impact on job satisfaction, it is natural that as stress levels rise, so does job satisfaction. Stress in the workplace is caused by perceived excessive workloads, urgent work time, inadequate supervision, an unhealthy work environment, insufficient authority over responsibilities, workplace conflicts, differences in employee values, and frustrated leaders. The interaction between the variables Z<sub>2</sub> (Organizational Citizenship Behavior) and X (Workload) has a T-statistics value that is greater than the critical value ( $51.678 > 1.96$ ) and p-values that are less than 0.000 0.05.

As a result, Hypothesis 4 is rejected and It may be said that organizational citizenship behavior is significantly positively impacted by workload, with PT X employees' OCB rising proportionately to workload. Employees of PT X have a fairly high OCB behavior, due to the sense of kinship between employees is quite close so that with a high workload it will actually result in mutual assistance. It can be concluded that workload is one of the factors causing organizational citizenship behavior experienced by PT X employees. The workload that is felt to be quite high by PT X employees will actually trigger the emergence of OCB behavior, PT X employees are willing to replace the work of other employees when the person concerned cannot come to work in the hope that the day's work will be completed properly and not cause pending delivery of goods to customers, always being present on time when working to be ready to start work first with the aim of being able to return to work on time, not easily complaining with the aim of accepting all the rules, changes in the company and making it a motivation at work, PT X employees are willing to help colleagues whose work is overloaded due to the chain of relationships between divisions with hours of work.

**Table 3 Hypothesis Test for Indirect Influence**

| Variable  | path coefficient | T statistics | p-values | Description |
|---|------------------|--------------|----------|-------------|
| Workload → Work Stress → Job Satisfaction                         | -0,237           | 2,745        | 0,006    | significant |
| Workload → Organizational Citizenship Behavior → Job Satisfaction | 1,293            | 11,452       | 0,000    | significant |

Table 3 shows that variable X (Workload) on variable Y (Job Satisfaction) through variable Z1 (Job Stress) has p-values less than 0.002 and a larger than the crucial value for T-statistics (2.879 > 1.96). Since hypothesis 6 is accepted, H0 is rejected since Z1 (work stress) can mediate the connection between Y (job satisfaction) and X (workload). T-statistics values above the crucial value (11.614 > 1.984) and p-values below (0.000 0.05) indicate a positive effect of variable Z2 (Organizational Citizenship Behavior) on variable X (Workload) on variable Y. (Job Contentment). Hypothesis H0 is rejected as a result of the finding that variable X (workload) positively and significantly influences variable Y (job satisfaction) through variable Z2 (organizational citizenship behavior). As a result, hypothesis 7 is accepted.

#### 4. CONCLUSION

According to the study's findings, job satisfaction is significantly impacted negatively by busyness. Workload greatly lessens workplace stress. Work satisfaction suffers a great deal from job stress. Organizational citizenship behavior is negatively impacted by workload. Organizational citizenship activity has a considerable beneficial influence on job satisfaction. Work-related stress has a strong moderating effect on the association between workload and job satisfaction. Organizational citizenship behavior has a big impact on how the link between workload and job satisfaction is modulated. The implications that follow from the findings of the aforementioned conclusions demonstrate that organizational citizenship behavior, busyness, and stress at work can all have an effect on occupation pleasure. According to this study, companies and managers should focus more on the work item itself, how the business offers opportunities for its employees to advance, learn, contribute experience, and accept responsibility during work that still needs to be improved. This is in addition to considering the workload carried by its current workforce. The findings in this study also provide new insights that PT X has an organizational culture, namely dividing tasks if there are employees who cannot attend work, then the task or job will be replaced by employees from other divisions who have the same type of work field and PT X employees are accustomed to helping each other (Altruism), so that the existence of this organizational culture causes workload a notable favorable impact on organizational citizenship behavior. This study's weakness is that it only examines one business with a moderately narrow scope and a small sample size of 135 respondents, making it unable to extrapolate the findings to a larger population. For future researchers, it is hoped that they can conduct research in a wider field and corporate culture. The necessity for a larger sample size, scope, or study region, as well as the addition of additional factors to take work satisfaction into account, such as tenure variables, are suggestions that might be made for future research.

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