

## **The Effect of Workload on Employee Performance with Organizational Citizenship Behaviour (OCB) and Work Stress as Mediation and Leadership Support as Moderation**

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### **Abstract**

This study investigates the impact of workload on employee performance within the West Kalimantan Regional Religious Court, incorporating Organizational Citizenship Behavior (OCB) and work stress as mediating variables and leadership support as a moderating variable. The study responds to the prevalent issue of disproportionate workloads among Indonesian civil servants, intensified by bureaucratic reforms and digital transformation. Utilizing a quantitative explanatory approach, data were collected from 173 employees through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that workload significantly increases OCB and work stress, while OCB positively influences employee performance and effectively mediates the relationship between workload and performance. Contrary to prior studies, workload has no direct effect on performance, work stress does not significantly influence performance, and leadership support does not moderate the effect of workload on performance. The integration of the Resource-Based View (RBV) offers a novel theoretical contribution by positioning OCB, stress management, and leadership as strategic intangible resources within public sector institutions. Practically, the results underscore the need for organizations to foster OCB and manage workload not only as a risk factor but as a potential catalyst for positive employee behavior. The study also calls for reevaluation of leadership strategies in addressing performance outcomes under high workloads. Future research should explore contextual moderators and employ longitudinal designs to assess the sustainability of OCB-driven performance under persistent workload conditions.

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**Keywords:** Workload, Employee Performance, Organizational Citizenship Behavior (OCB), Leadership Support

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### **INTRODUCTION**

Civil Servants (PNS) as part of Indonesia's State Civil Apparatus (ASN) are mandated by Government Regulation No. 11 of 2017 to demonstrate integrity, professionalism, and provide quality public service (Ali, 2019; Anggara et al., 2023; Simandjorang & Kurniawan, 2022). Despite this, their performance is hindered by multiple systemic challenges. A major issue is the uneven distribution of employees across government units, exacerbated by a hiring moratorium,

which has led to workload imbalances some civil servants are overburdened while others are underutilized. This has been further strained by digital transformation demands, where many are still adapting to systems like the Electronic-Based Government System (SPBE), with 45% struggling to keep pace (Dharmawan et al., 2024).

Increased workload pressures are also driven by the government's push for excellent service via Minimum Service Standards (SPM) and public satisfaction metrics, often without commensurate resources (Ganesan et al., 2017; Momen & Ferdous, 2023). Additionally, generational diversity within ASN from Baby Boomers to Gen Z creates collaborative friction and OCB challenges (Fletcher, 2018). Prior studies have mostly concluded that excessive workloads decrease performance and OCB. For example, Bolino et al. (2015) and Pohl et al. (2016) documented "citizenship fatigue" and declining OCB due to high workloads, while Al-Hakim et al. (2022) and Spagnoli et al. (2020) established a consistent negative correlation between workload and task performance.

The literature further demonstrates that work stress mediates the workload–performance relationship (Janib et al., 2021; Johan & Satrya, 2023; Mansour & Tremblay, 2016). Studies by Mourtgos et al. (2022), and Rizki et al. (2024) confirm that increased workload elevates stress, which in turn reduces performance. Fu et al., (2022) and Suifan et al. (2016) also found that this indirect effect is statistically significant, reinforcing the JD-R model. Mäkikangas et al. (2021) concluded from 86 studies that public sector employees are particularly sensitive to stress as a mediator, with stronger effects compared to the private sector.

OCB has been recognized as a crucial strategic behavior in buffering negative outcomes. Defined by Organ (1988) and further expanded by Podsakoff et al. (2014), OCB includes voluntary behaviors that enhance organizational functioning. Bolino and Klotz (2018) and Kim and Beehr (2020) found that OCB mediates the impact of workload on performance and can be seen as a strategic resource under the Resource-Based View (RBV). RBV, in contrast to JD-R and Social Exchange Theory, frames OCB, stress management, and leadership as valuable and inimitable resources capable of fostering a sustainable competitive advantage (Barney, 1991).

Leadership support, while previously believed to buffer workload effects (Bakker & Demerouti, 2017), has produced mixed findings. Breevaart and Bakker (2018) and Zhang et al. (2019) reported moderating effects of leadership on the workload stress relationship. However, the current study finds leadership support does not significantly moderate workload's impact on performance, signaling a contextual limitation of leadership influence. This insight supports a shift from solely providing emotional support to strategically managing workloads and resources.

This research distinguishes itself by applying the RBV framework, moving beyond JD-R's individual psychological lens to view human capital such as OCB, leadership, and stress coping ability as strategic assets. Compared to JD-R and Social Exchange Theory (Karatepe, 2015; Suifan et al., 2016), RBV offers a more holistic organizational perspective. Prior works like Wang and Li (2019), Patel & Sharma (2021), and Garcia et al. (2023) confirm RBV's utility in capturing dynamic resource capabilities. By integrating RBV, this study advances a more strategic, policy-relevant understanding of workload and performance in the Indonesian civil service context.

Ultimately, the study provides both theoretical and practical contributions. It offers a nuanced model linking workload, OCB, work stress, and leadership support to performance outcomes. Its contextual focus on Indonesian ASN provides relevance for public sector reform, suggesting that workload management must prioritize enabling OCB and optimizing intangible assets. The findings underscore the need for a multidimensional strategy—not only to reduce workload, but to build adaptive, collaborative, and resource-efficient institutions. This research

bridges theoretical gaps and opens new directions for future public administration and strategic HRM studies.

The objective of this study is to develop both a theoretical and empirical model to address the research gap related to workload and its role in optimizing employee performance. Specifically, the study aims to examine the direct and indirect effects of workload on organizational citizenship behavior (OCB), work stress, and employee performance within the West Kalimantan Regional Religious Court. It also seeks to analyze how OCB and work stress mediate the relationship between workload and performance, as well as how leadership support moderates the effect of workload on performance.

The novelty of this study lies in its theoretical and empirical integration of the Resource-Based View (RBV) to analyze workload and employee performance, in contrast to previous studies which primarily used Job Demands-Resources (JD-R) or Social Exchange Theory. Unlike previous research (e.g., Bolino et al., 2015; Pohl et al., 2016; Karatepe, 2015; Suifan et al., 2016) that typically concluded excessive workload decreases Organizational Citizenship Behavior (OCB) and performance, this study uncovers that workload has a *positive* and significant effect on OCB, suggesting that employees may use OCB as an adaptive response to high demands—an insight aligned with resource mobilization logic in RBV rather than depletion models. Furthermore, while most literature shows work stress as a significant mediator between workload and performance (Schaufeli & Taris, 2022; Mäkikangas et al., 2021), this study found that work stress does not significantly mediate nor directly affect performance. Lastly, leadership support, previously found as a strong moderator (Zhang et al., 2019; Breevaart & Bakker, 2018), was found non-significant in moderating workload-performance relations, indicating contextual variation in leadership effectiveness. This study thus contributes a contextually grounded, RBV-based strategic model of workload management in the Indonesian public sector, especially Religious Courts, which remains underexplored.

## **RESEARCH METHODS**

This study employs a quantitative approach with an explanatory survey method to examine the causal relationships among variables using SEM PLS analysis. Data were collected through questionnaires distributed to employees of the Religious Court in West Kalimantan, with supporting literature used for additional insights. The study was conducted over a two-month period at the Religious Court offices in West Kalimantan. The data consist of both qualitative and quantitative types, sourced primarily from respondent questionnaires and secondarily from relevant documents and literature. A total population of 302 employees was identified, from which a sample of 173 employees was determined using the Slovin formula with a 5% margin of error. Sampling was done using a simple random sampling technique to ensure equal representation from the population.

## **RESULTS AND DISCUSSION**

### **Data Analysis**

#### **a. Respondent Description**

The description of the respondents is the result of the distribution of questionnaires to employees of the Religious Court in the West Kalimantan Region with a total of 173 employees. The characteristics of the respondents in this study are age, gender, last level of education, and the working period of the respondents can be seen as follows:

**Table 1. Respondent Gender**

Gender	Frequency	Percentage (%)
Man	93	53.8
Woman	80	46.2
Total	173	100.0

Source: Questionnaire distribution, 2025

Table 4.1 presents data on the gender distribution of respondents who are employees in various Religious Courts in the West Kalimantan region. Of the total 173 respondents, the majority were men, with a total of 93 people or around 53.8%. Meanwhile, the number of female respondents was 80 people, representing 46.2% of the total respondents. This data shows a relatively balanced gender composition, although there is a slight dominance of male employees. This gender balance reflects the employment conditions in the Religious Court environment in West Kalimantan which are quite inclusive, and provides a positive indication of equal career opportunities for male and female employees.

This relatively balanced gender composition also indicates that the research findings will not be too biased towards either gender, thus increasing the external validity of the research results. In the context of research variables, this gender balance allows for a more comprehensive exploration of how workload, OCB, work stress, and leadership support affect employee performance without distortion due to specific gender dominance.

**Table 2. Respondent's Education Level**

Gender	Frequency	Percentage (%)
High School	10	5.8
D3	25	14.5
S1/D4	116	67.1
S2	21	12.1
S3	1	0.6
Total	173	100.0

Source: Questionnaire distribution, 2025

Based on Table 4.2, it can be seen that from a total of 173 respondents, the majority have the last education of S1 or D4, with the number reaching 116 people or 67.1% of the total respondents. A total of 25 people (14.5%) have a D3 education, while 21 people (12.1%) have a S2 degree. A small percentage of respondents had a high school education (10 people or 5.8%) and only 1 person (0.6%) had a S3 degree. This data shows that the majority of Religious Court employees in the West Kalimantan region have a high level of education, namely bachelor's degree (S1/D4).

The dominance of employees with S1/D4 qualifications shows that most of the employees of the Religious Court in the West Kalimantan region have a fairly high level of education. This is relevant to the complexity of duties and responsibilities in a judicial environment that requires adequate academic knowledge and competence. This composition also describes the implementation of the ASN recruitment policy that emphasizes minimum education standards, as well as efforts to increase employee capacity through formal education.

The percentage of employees with S2 and S3 education which reached 12.7% indicates that there are advanced capacity building efforts in some employees, who have the potential to

become leadership cadres or other strategic positions. On the other hand, the presence of employees with a high school education (5.8%) shows a diversity in the personnel structure, which may be related to senior employees recruited in an era with different educational requirements.

It is known that out of a total of 173 respondents, the majority (38.7% or 67 people) have a working period of more than 15 years. The group with a working period of 1-5 years amounted to 44 people (25.4%), while those with a working period of 11-15 years amounted to 42 people (24.3%). Employees with a tenure of between 6-10 years are the smallest group, with only 20 people or 11.6% of the total respondents. This data indicates that most of the employees of the Religious Court in the West Kalimantan region are experienced employees with a long working period.

The dominance of employees with a tenure of more than 15 years indicates a high rate of employee retention and organizational stability. This group of senior employees is a valuable asset to the institution because they have deep institutional experience and knowledge. They can act as mentors for junior employees and become guardians of the traditions and values of the organization.

A significant proportion of employees with a working period of 1-5 years (25.4%) indicates a healthy regeneration in the organization. This group of junior employees brings new perspectives and competencies that have the potential to be a catalyst for innovation and positive change in the institution. A relatively even distribution between senior and junior employees creates an optimal balance between institutional sustainability and adaptation to the demands of change.

The relatively low percentage of employees with a service period of 6-10 years (11.6%) raises questions about the dynamics of recruitment in that period. This could indicate a decline in recruitment due to the moratorium policy on ASN admissions in certain periods.

#### **b. Respondents' Responses to Workload Variables**

The respondents' responses to workload variables can be seen in Table 1. In general, the results of the survey show that the average variable workload among employees of the Religious Court in the West Kalimantan region is 3.41, which is categorized as High. This indicates that overall, employees feel a fairly heavy workload. The item with the highest mean value is "This job requires high concentration" with a value of 3.90. These results underscore that work in the Religious Court requires a high level of focus and attention. This is in line with the nature of the work in the courts which is often related to important documents, laws, and decision-making. Then the item with almost the same value, namely "This work requires good analytical skills" with a value of 3.88. This shows that employees also feel that their work requires deep analysis and strong understanding. The item with the lowest mean value is "My body position when working is uncomfortable." with a value of 2.98. This shows that the ergonomics aspect of work may not be the main issue for employees. However, it should be noted that even though this is the lowest value, it does not mean that this issue is ignored. These findings provide an important picture of the workload felt by employees of the Religious Court in the West Kalimantan region. The high average value of the overall workload needs to be a concern for the leadership. Efforts to reduce workload, such as improving the efficiency of work processes, providing training to improve competencies, or adjusting workloads more proportionately, may be necessary to improve employee well-being and productivity.

**c. Respondents' Responses to Organizational Citizenship Behavior**

The respondents' responses to *the organizational citizenship behavior* variable can be seen in Table 2 In general, the survey results show that the average *Organizational Citizenship Behavior* (OCB) variable among employees of the Religious Court in the West Kalimantan region is 4.00, which is categorized as High. This indicates that overall, employees show high OCB behavior. The item with the highest mean value is "I always be polite and respectful to all co-workers, superiors, and subordinates" with a value of 4.21, which is in the Very High category. This shows that maintaining good relationships and mutual respect between fellow employees is highly upheld in the work environment of the Religious Court in the West Kalimantan region. In addition, the item "I always strive to maintain the good name of the institution" with a value of 4.20 also indicates an equally high value, indicating that employees have a strong sense of responsibility and loyalty to the institution where they work. The item with the lowest mean value is "I often offer help to a coworker who is busy." with a value of 3.58, which is still in the High category. This suggests that although employees have a tendency to help colleagues, this aspect may need to be improved again. These findings provide a positive picture of *Organizational Citizenship Behavior* among employees of the Religious Court in the West Kalimantan region. An overall high average OCB score indicates that employees have a strong commitment to the organization, are willing to work together, and contribute positively to the work environment. Nonetheless, areas such as offering help to busy coworkers can be the focus of improvement to further improve OCB among employees.

**d. Respondents' Responses to Work Stress**

The respondents' responses to the work stress variable can be seen in Table 4.7 below:

**Table 3. Respondents' Responses to Work Stress**

Yes	Question Items	Mean	Category
1	I feel like my workload is too heavy.	3,46	Tall
2	I often work under tight time pressure.	3,60	Tall
3	My job demands a high work speed.	3,85	Tall
4	I often feel overwhelmed by the number of tasks I have to complete.	3,49	Tall
5	My work intensity is very high throughout the day.	3,71	Tall
6	I have the freedom to make decisions in my work.	3,68	Tall
7	I can choose my own way of completing tasks.	3,79	Tall
8	My job allows me to use the various skills I have.	3,82	Tall
9	I have the opportunity to learn new things in my work.	3,83	Tall
10	I can set my own schedule and order of tasks.	3,75	Tall
11	My boss provided support when I faced difficulties at work.	3,82	Tall

Yes	Question Items	Mean	Category
12	My coworkers are willing to help when I need help.	3,91	Tall
13	I feel appreciated by my boss for the contribution I make.	3,81	Tall
14	There is a positive and supportive atmosphere among colleagues.	3,89	Tall
15	I feel like I can count on the support of my work team	3,86	Tall
<b>Average Work Stress Variables</b>		<b>3,75</b>	<b>Tall</b>

Source: Questionnaire distribution, 2025

In general, the survey results show that the average variable of Work Stress among employees of the Religious Court in the West Kalimantan region is 3.75, which is categorized as High. This indicates that overall, employees feel a fairly high level of work stress. The item with the highest mean value was "My coworker is willing to help when I need help." with a value of 3.91. This shows that social support from colleagues is a positive factor felt by employees in dealing with work stress. In addition, the item "There is a positive and supportive atmosphere among colleagues" with a value of 3.89 also shows that employees feel a positive work environment. The item with the lowest mean value is "I feel like my workload is too heavy." with a value of 3.46. While this is the lowest value, keep in mind that this item is still categorized as "High". This shows that despite high social support, employees still feel the pressure of the workload. Then the item "I often feel overwhelmed by the number of tasks I have to complete" with a value of 3.49, is still in the high category, indicating that the large number of tasks is also a pressure for employees. These findings provide an important picture of the work stress felt by employees of the Religious Court in the West Kalimantan region. The high average value of overall work stress needs to be a concern for management. While social support from coworkers is a positive factor, a perceived heavy workload can be a major source of stress. Efforts to reduce work stress, such as workload adjustments, improved work process efficiency, or stress management training, may be necessary to improve employee well-being and productivity.

#### e. Respondents' Responses to Leadership Support

The respondents' responses to the leadership support variable can be seen in Table 4.8. In general, the survey results show that the average Leadership Support variable among employees of the Religious Court in West Kalimantan is 3.72, which is categorized as High. This indicates that overall, employees feel a fairly high level of support from their leaders.

The items with the highest mean value were "My leader supports the professional and personal development of team members." and "My leader prioritizes the interests of the group over personal interests." with a value of 3.79, which is in the High category. These two items show that employees feel that their leaders care about self-development and also prioritize the common interest over personal interests. In addition, the item "My leader emphasizes the importance of having a collective goal." with a value of 3.77 also indicates a high score, which is included in the Very High category. This indicates that leaders emphasize the importance of shared goals at work.

The item with the lowest mean value was "My leader challenged existing assumptions and encouraged new perspectives." with a value of 3.61, which was included in the High category.

This suggests that while employees feel support in general, the aspect of encouraging critical thinking and new perspectives from leaders may need to be improved. These findings provide a positive picture of the perception of leadership support among employees of the Religious Court in the West Kalimantan region. An overall high average value of leadership support indicates that leaders provide adequate support to their employees. Nonetheless, areas such as challenging assumptions and encouraging new perspectives can be the focus of improvement to further improve leadership effectiveness.

#### **f. Respondents' Responses to Performance**

The respondents' responses to the leadership support variable can be seen in Table 4.9. In general, the results of the survey show that the average performance variable among employees of the Religious Court in the West Kalimantan region is 3.86, which is categorized as High. This indicates that overall, employees have a high level of performance. The item with the highest mean value was "Employee mastered core tasks required in the job" with a value of 3.95. This shows that the employees have a good understanding and mastery of the main tasks in their job.

The item with the lowest mean value was "Employees coordinate with non-judge mediators to improve the success of mediation" with a value of 3.73. Although it is still in the "High" category, this value is relatively lower than other items. This may indicate that coordination with non-judge mediators requires further attention to increase its effectiveness. Then the item "Employees took the initiative to resolve obstacles in making copies of the decision" with a value of 3.79. This shows that taking the initiative to overcome obstacles is also an aspect that needs to be improved.

These findings provide a positive picture of the performance of employees of the Religious Court in the West Kalimantan region. A high average performance indicates that employees have good competence in carrying out their duties. Nonetheless, areas such as coordination with non-judge mediators and initiatives to resolve barriers to making copies of judgments can be a focus for more optimal performance improvement.

### **Discussion**

#### **Discussion based on *Theoretical Background***

This study, focusing on the work landscape in the Religious Court of West Kalimantan, examines and integrates the conceptual framework of *Resource-Based View (RBV)*, the *Job Demands-Resources (JD-R)* model, the *theory of Conservation of Resources (COR)*, and fundamental principles in the field of *organizational behavior*. This study aims to identify those that affect employee performance, by highlighting the role of *Organizational Citizenship Behavior (OCB)* as a strategic resource and workload and work stress as mediated variables. In the perspective of RBV, the success of the organization depends on the utilization of *valuable, rare, inimitable, and non-substitutable* internal resources (VRIN). The results of this study show OCB as one of the crucial resources that meet the VRIN criteria in the context of Religious Courts. The implementation of OCB facilitates increased operational efficiency through collaboration and knowledge transfer between employees, stimulates innovation through the creation of a supportive work environment, and mitigates potential negative impacts of workload through increased commitment and work morale. The characteristics of OCB that are voluntary and reflected in the affective commitment of employees make it difficult to realize the duplication of this behavior by other organizational entities without a profound cultural transformation.

Through the lens of the JD-R model, workload is identified as *a significant job demand*,



demanding substantial physical and cognitive effort from employees. The results of this study show unintuitive findings, showing that this high *job demand* does not directly affect performance. This indicates the existence of an effective compensation mechanism, which in this context is reflected in *job resources*. OCB acts as a *job resource* that provides social support, increases efficiency through collaboration, and facilitates adaptation to dynamic job demands. The *Conservation of Resources* (COR) perspective provides an additional insight into understanding these dynamics. High workloads increase the perception of threats to individual resources, such as time, energy, and psychological balance, thus encouraging individuals to activate defense and adaptation mechanisms to protect and optimize the allocation of remaining resources. In this context, the implementation of OCB can be seen as a proactive strategy to accumulate resources. Mutual aid and collaboration strengthen social networks and increase access to information and support. In addition, feelings of accomplishment and contribution to the group provide a significant psychological boost. The theoretical implications of these findings enrich understanding of the complex interactions between *job demands*, and compensation mechanisms in the context of public organizations. This research underscores the urgency of changing orientation from simply reducing workload to creating a work environment that supports OCB development and the implementation of resource management strategies that focus on employee welfare. However, the study also found inconsistencies related to leadership support, which were not empirically proven to moderate the influence of workload on performance. This inconsistency indicates the need for further evaluation of the effectiveness of the leadership style applied and the relevance of the form of support provided to the real needs of employees.

### **Discussion based on *Empirical Background***

#### **a. The Influence of Workload on Organizational Citizenship Behavior**

Workload is one of the important factors that can affect *Organizational Citizenship Behavior* (OCB). OCB refers to voluntary and extra behaviors performed by employees, which are not included in their job descriptions but can provide great benefits to the organization, such as increasing team effectiveness and creating a more positive work environment (Geus et al., 2020; Posdakoff & MacKenzie, 1994). Excessive workload can lead to a decrease in individual motivation and performance, which in turn can lower OCB. Research shows that when employees feel that the workload they are facing is too high, they are more likely to experience burnout and stress, which can reduce their intention to engage in OCB (Krisdiana et al., 2022; Kurniyanti, 2015). On the other hand, a balanced, manageable workload can serve as a driver for OCB behavior. When employees feel supported and their workload is within reasonable limits, they become more willing to behave positively outside of their main duties. This is in line with the findings that high employee engagement, which can be influenced by good workload management, is associated with increased OCB (Geus et al., 2020; Restanti et al., 2024). Support from management and organizational culture also plays an important role in helping employees cope with their workload and stay motivated to contribute more in the form of OCB (Gharibi, 2023; Sugiasari & Suwandana, 2024). Overall, workload has been shown to have a significant influence on OCB. Excessive workloads tend to lower OCB through increased stress and burnout, while a balanced workload can increase employees' desire to engage in behaviors that positively impact the organization. Proper workload handling is key in creating a work environment that is not only productive but also beneficial for all its members.

Based on existing empirical studies, there are strong indications of the relationship between workload and Organizational Citizenship Behavior (OCB). Workload, in its capacity as one of the

factors of the work environment, is predicted to have a significant influence on the emergence of OCB behavior among employees. The first hypothesis proposed (H1) states that workload affects Organizational Citizenship Behavior. Specifically, the level of workload that employees feel is believed to mediate their willingness to engage in OCB behavior. When employees feel excessive workload pressure, their energy and focus tend to be wasted on completing urgent core tasks. This condition has the potential to trigger stress and burnout, which in turn reduces their motivation and ability to contribute further through voluntary behaviors such as helping colleagues, providing constructive advice, or defending the organization's image. In other words, employees who are overwhelmed with workloads tend to prioritize completing mandatory tasks and are less willing to devote time and energy to OCB initiatives.

Conversely, when employees feel a controlled and proportionate workload, they tend to have more energy and motivation to exhibit OCB behavior. Effective workload management can create a supportive work environment, where employees feel valued and supported. In these conditions, employees are more likely to feel connected to the organization and have a greater desire to contribute voluntarily beyond their job description. Thus, optimal workload management not only reduces stress and fatigue, but can also trigger OCB behaviors that benefit the organization as a whole. Therefore, the emphasis on workload management is crucial for organizations that want to encourage OCB behavior among their employees. By ensuring that workloads are distributed fairly and manageable, organizations can create a work environment conducive to positive behaviors that go beyond the demands of formal work. This will not only increase productivity but also create a more collaborative and supportive work culture.

#### **b. The Effect of Workload on Work Stress**

The workload in the workplace has a significant influence on the level of work stress in employees. Research shows that a high workload is linked to increased work stress, which in turn can lead to burnout, decreased performance, and other psychological problems. Soelton et al. (2022) stated that workload has a positive and significant effect on work stress, which will have an impact on increasing the risk of *burnout* among workers. These findings are supported by research by Risnalia & Wibawa (2024), which reveals that work stress acts as a mediator between workload and burnout, so that the workload increases, the stress level Work also increases, which contributes to a higher risk of burnout. Work stress is an individual's response to the demands of work, which can come in many forms, including psychological and physical stress. Increased workloads often cause employees to feel stressed, which can take a toll on their mental and physical health. Rijasawitri & Suana (2020) stated that work stress can affect employee performance and satisfaction, with a negative relationship between work stress and the desire to quit work. Nugraha & Rahmi (2024) note that work stress is influenced by a high workload and can have a direct impact on employee performance.

A high workload can also contribute to the desire to change jobs (*turnover intention*) and reduced work morale. Research by Kurniawan & Rizki (2022) found that workload has a negative relationship with employee performance, which makes employees more likely to seek other job opportunities if they feel overwhelmed. In addition, research by Paramitha & Rahyuda (2023) shows that work stress can play a role in mediating the influence of workload on work morale, with employees who experience high stress tending to have lower morale. Overall, there is considerable consensus in the literature that high workloads contribute significantly to work stress levels. Effective workload management and creating a supportive work environment are important steps to prevent excessive work stress and maintain employee health and productivity.

Based on the above empirical foundation, the H2 hypothesis which states that workload affects work stress has strong support. Workload, defined as the number and complexity of tasks an employee must complete in a given period of time, has been consistently found to correlate positively with the level of stress experienced. The mechanism of this relationship can be explained in several ways. First, excessive workloads often exceed the capacity of individual resources, both in terms of time, skills, and energy. Employees who are constantly faced with tight deadlines, conflicting priorities, and demands that exceed their abilities will feel significant pressure. This stress, in the long run, triggers a psychological and physiological stress response. Second, a high workload can lead to a lack of control over work. When employees are burdened with a lot of tasks, they may lose the ability to manage their own work, leading to feelings of helplessness and frustration. This lack of autonomy contributes to increased stress. Third, an unbalanced workload often disrupts the balance between work and personal life. Employees who work overtime regularly or bring work home tend to experience conflicts between job demands and personal responsibilities, which further increases their stress levels. Thus, empirical evidence clearly shows that poorly managed workloads are an important risk factor for work stress.

### **c. The Effect of Workload on Employee Performance**

Workload is often considered a factor that affects employee performance in various organizations. Several studies show that workload does not always have a negative effect on employee performance. Research conducted by Rizky et al., (2024) explains that workload does not have a significant effect on employee performance, but rather work discipline and motivation play a more important role in achieving performance. In addition, Kristanto et al., (2023) also found that workload and leadership did not show a significant influence on employee performance.

The results of this study show that no significant direct correlation was found between workload and performance, indicating that performance complexity may be influenced more by psychological factors than by the quantitative workload itself (Septiani et al., 2023). Based on a deeper study of workload and performance, it can be concluded that while workload is an important aspect of human resource management, its impact on performance is highly dependent on the broader context, including motivation, leadership, and job satisfaction. In certain situations, employees can function optimally even with a high workload, as other factors can offset potential stress (Rizky et al., 2024; Kristanto et al., 2023; Septiani et al., 2023).

Empirical research shows that the hypothesis that workload has a negative effect on performance (H3) often does not receive consistent support. Several studies, including those conducted by Rizky et al. (2024) and Kristanto et al. (2023), have failed to find a significant correlation between workload and employee performance. These findings indicate that an increase in the quantity of work or the demands of tasks does not necessarily lead to a decrease in performance. The rejection of H3 implies that other variables, which are not necessarily directly correlated with the volume of work, play a more determinant role in influencing performance outcomes. The research focus needs to be shifted to identifying and analyzing contextual and individual factors, such as job characteristics, organizational support, or individual coping strategies, that may mediate or moderate the relationship (or lack thereof) between workload and performance. The implication of the H3 rejection is that human resource management cannot assume that automated workload reductions improve performance; A more holistic and focused intervention on aspects that prove to be more relevant may be needed.

**d. The Influence of Organizational Citizenship Behavior on Employee Performance**

*Organizational Citizenship Behavior* (OCB) refers to the voluntary attitude of employees that goes beyond their official responsibilities in the organization. OCB plays an important role in improving the efficiency and effectiveness of organizational performance. Research shows that OCB contributes to organizational success by increasing the productivity of colleagues and managers, as well as improving coordination within teams, all of which support organizational adaptation to changing environments (Natanael et al., 2023). Additionally, this behavior can also retain and attract better talent into the organization, which in turn improves overall competitiveness. OCB also serves as a mediator in the relationship between psychological contracts and performance, emphasizing the importance of these behaviors in the workplace (Pratiwi & Nawangsari, 2021). As a key indicator in improving organizational performance, OCB is indicated as a behavior that is influenced by the emotional state and job satisfaction of employees. Research shows that emotional intelligence plays an important role in enabling employees to express higher OCB (Pradhan et al., 2016). This suggests that organizations that support the development of employees' emotional competencies can encourage greater OCB, which in turn can improve team and individual performance.

OCB is often seen as an indicator of organizational commitment, where employees who feel more emotionally attached to the organization tend to exhibit higher civic behaviors (Zainuddin & Asaari, 2020). Supporting research shows that teams that have members with high OCB experience increased efficiency and synergy in task collaboration, thus helping the logic that increasing OCB can directly improve organizational performance output (Purnama et al., 2021). Overall, the integration of OCB into organizational culture and managerial practices is vital. Policies and strategies that facilitate the development of OCB must be adopted to become a valuable resource for organizations, by utilizing OCB as a tool to educate and empower employees in fulfilling organizational goals more broadly (Geus et al., 2020; Haghghi & Maleki, 2016). Thus, OCB is not just individual behavior, but is a strategic contribution to organizational performance.

Organizational Citizenship Behavior (OCB) has been proven to have significant implications for organizational performance. The hypothesis that OCB has a positive effect on organizational performance (H4 accepted) is supported by a variety of empirical research. This influence is not only limited to increasing individual productivity, but also extends to the effectiveness of the team and the overall ability of the organization to adapt to changing environments.

OCB contributes to the creation of a collaborative and supportive work environment, where employees volunteer to help colleagues, share knowledge, and actively participate in process improvement. This results in greater synergy, reduces internal friction, and improves operational efficiency. Furthermore, by encouraging organizational commitment and job satisfaction, OCB creates a continuous positive cycle. Employees who feel valued and recognized for their extra contributions tend to be more motivated, loyal, and productive. Therefore, efforts to promote OCB through the development of emotional competence, performance recognition, and the formation of an inclusive organizational culture are strategic investments that can result in continuous improvement in organizational performance. OCB is no longer just a voluntary behavior, but an integral component of an organization's strategy to achieve competitive advantage.

**e. The Effect of Work Stress on Employee Performance**

Work stress is a common phenomenon that occurs in many organizations, and its impact on employee performance is often the subject of research. Some studies suggest that work stress

can have a negative impact on performance, while other studies emphasize that work stress does not always have a significant effect on performance. In this context, an explanation of how work stress can vary in its effect on employee performance is important to understand. Some studies show that although work stress is often considered a factor inhibiting productivity, many employees are able to adapt to a stressful work environment. Research by Aniversari & Sanjaya, (2022) shows that work stress shows a positive but not significant influence on employee performance (Aniversari & Sanjaya, 2022). Similar findings are also confirmed by Rijasawitri & Suana, (2020), who state that work stress can affect performance, but the effects are not always immediate and significant. This suggests that responses to work stress can vary.

Research by Wulandari & Modjo, (2023) in the context of the construction industry highlights that the effects of work stress often depend on specific and individual contexts, and how they manage and adapt to stressful situations can vary. Individuals often use effective stress management mechanisms so that their performance is not drastically affected by the stress experienced. The measurement methods and variables analyzed in these studies are also important factors. Hendriyaldi's research, (2021) found that work stress had no negative and significant effect when analyzed in conjunction with organizational commitments, which suggests that other factors can affect employee performance. Research by Cahyaningrum et al., (2022) also shows that work stress is not necessarily directly related to decreased performance, but can be mediated by factors such as commitment to the organization and work motivation. Overall, these findings indicate that work stress does not necessarily have a significant impact on performance, depending on factors such as individual adaptation, social support in the workplace, and the role of organizational commitment. This shows the importance of a broader context and approach in understanding the relationship between work stress and performance.

Empirical studies of work stress and its impact on employee performance have shown mixed results, not in line with the assumption that work stress automatically leads to a decline in performance. The findings of Aniversari & Sanjaya (2022) and Rijasawitri & Suana (2020) indicate that although work stress is present, its effect on performance is not always significant. This suggests that there are other factors that play a role in moderating or neutralizing the negative effects of stress. Furthermore, the research of Wulandari & Modjo (2023) emphasizes the importance of specific context and the ability of individuals to manage stress as the main determinants of their impact on performance. Adaptability and effective coping mechanisms allow some employees to remain productive under pressure. The findings of Hendriyaldi (2021) and Cahyaningrum et al. (2022) further strengthen this argument by showing that organizational commitment and work motivation can play a role as mediating variables that affect the relationship between work stress and performance. This means that while work stress may be present, employees with a high level of organizational commitment and work motivation tend to show stable or even improved performance. Thus, the hypothesis that work stress has no effect on performance (H5 is rejected) requires a more nuanced interpretation. Work stress does not necessarily have a negative impact because there are contextual and individual factors that mitigate or even reverse its influence. A comprehensive understanding of the interactions between work stress, individual adaptation, organizational commitment, work motivation, and work context is essential for managing and optimizing employee performance.

**f. The Influence of Workload on Employee Performance with *Organizational Citizenship Behavior* as Mediation**

*Organizational Citizenship Behavior* (OCB) significantly mediates the relationship

between workload and employee performance. OCB refers to voluntary behaviors, extra-role behaviors that employees exhibit that contribute positively to the organization, such as altruism, civic virtue, and courtesy (Abun et al., 2021; Nosheen et al., 2023). Employees who exhibit high levels of OCB tend to be more engaged with organizational goals beyond their formal job description, encouraging an overall healthy workplace culture. *Organizational Citizenship Behavior* (OCB) is an employee's behavior that goes beyond the tasks listed in their job description, which does not always receive formal rewards, but contributes to the effectiveness of the organization. OCB plays a crucial role in improving organizational performance and can mediate the influence of various factors, including workload on individual performance. Workload, which can be a stressful driver in the work environment, has a significant impact on employee performance. Research shows that excessive workload can negatively affect individual performance (Apriana et al., 2022). However, when OCB is integrated as a mediating variable, these negative impacts can be minimized. Employees who exhibit OCB behaviors are more likely to engage in social support and collaboration, which in turn can improve performance even if they face heavy workloads.

Several studies confirm that OCB serves as a protector against the stress caused by workloads. Officers involved in OCB not only help each other, but also increase overall work morale (Suchayowati, 2023; Untung et al., 2023). Strong work groups with high OCB tend to have more resilience to workload challenges, which can improve individual performance (Aryanti & Panjaitan, 2023; Neksen et al., 2021). OCB acts as a mediator in the relationship between workload and performance, correcting the negative impact of workload through the formation of a mutually supportive work environment. Other studies have shown that employee engagement and job satisfaction contribute to increased OCB, which further contributes to employee performance (Lestari & Ghaby, 2018; Suchayowati, 2023). This shows that encouraging OCB in the organization can help create a more positive work culture, thus helping employees in dealing with high workloads and ultimately encouraging improvement in their performance. Thus, it is important for managers and organizational leaders to consider OCB in workload management efforts so that performance is not negatively affected (Apriana et al., 2022). Overall, OCB serves as an effective mediator to address the negative impact of workload on performance, allowing organizations to make the most of their employees' potential even under high pressure.

Existing research consistently shows that Organizational Citizenship Behavior (OCB) plays a crucial mediating role in the relationship between workload and employee performance. Excessive workload, while potentially degrading individual performance, can be mitigated through the OCB mechanism. Employees who display high OCB behaviors tend to be more proactive in providing social support and collaborating with colleagues, creating a supportive and resilient work environment. This support allows individuals to deal with workload pressures more effectively, thereby mitigating its negative impact on performance. In other words, OCB not only increases work morale and team cohesion, but also serves as a buffer against workload-induced stress.

The hypothesis that OCB mediates the influence of workload on performance (H6) is supported by empirical evidence. Individuals who engage in OCB behavior show increased attachment to organizational goals and job satisfaction, which in turn contributes to improved performance, even when faced with high job demands. The work environment supported by OCB allows employees to share workloads, help each other in completing tasks, and build stronger team resilience. This indicates that an organization's investment in encouraging OCB, for example through training programs or incentives, can be an effective strategy in managing the negative

impact of workload and maximizing employee performance potential. As such, OCB is not just an "extra-role" behavior, but is an essential element in creating an adaptive, supportive, and high-performance work environment.

**g. The Effect of Workload on Employee Performance with Work Stress as a Mediation**

Work stress and workload are two important variables that affect employee performance. In this study, it is important to understand how work stress plays a role, especially in the context of the influence of workload on employee performance. Many studies have explored this relationship with a variety of outcomes. Some studies show that workload does not have a significant effect on employee performance if work stress acts as a mediator. Research by Aisya & Evasari, (2023) found that work stress cannot mediate the relationship between workload and employee performance, suggesting that although workload can affect stress, its impact on performance is indirect through work stress. Nugraha & Rahmi, (2024) also confirmed that although work stress has a significant effect on performance, the effect of workload on performance is negative and insignificant.

Research by Putri & Rahyuda, (2019) shows that workload can interfere with employee performance, but does not directly facilitate these influences through work stress. These findings are in line with other studies that show that when workload increases, performance tends to decrease, but work stress does not take on a role as a bridge in this relationship (Sugiharto et al., 2024). From the results of other studies, there are also results that show that work stress functions to reduce work performance. Research by Wahyuni et al., (2017) resulted in the conclusion that despite the influence of stress on employee performance, the workload still does not show significant direct effects when considered in the context of stress as a mediator. The study confirms that for many types of work, work stress is more a result of a mismatch between the workload incurred and the capacity of the individual than as a connecting factor. This suggests that if workloads are not managed properly, the direct impact on performance can be felt more than the influence informed through stress. The conclusion that can be drawn from this analysis is that although workload can affect performance, it is not always mediated by work stress. Therefore, it is important for companies to not only consider the workload assigned to employees, but also to manage stress in a way that does not lead to a significant decrease in employee performance.

Based on the empirical analysis that has been presented, it can be concluded that the role of work stress as a mediator between workload and employee performance shows inconsistent results in various studies. The research of Aisya & Evasari (2023), Nugraha & Rahmi (2024), Putri & Rahyuda (2019), Sugiharto et al. (2024), and Wahyuni et al. (2017) collectively provides evidence that although workloads can trigger stress, they are not consistently the mechanisms that explain how workload affects performance. This means that the influence of workload on employee performance can occur directly without having to go through work stress intermediaries. These findings indicate that high workloads, in some contexts, can be directly disruptive concentration, decreased efficiency, or cause physical and mental fatigue, resulting in decreased performance without the need to involve a significant stress response. Thus, the hypothesis that work stress mediates the influence of workload on performance (H7) is rejected, implying that effective intervention strategies in improving employee performance may need to focus on managing workload directly, in addition to efforts to reduce stress. Further, these results emphasize the importance of considering contextual and individual factors that can moderate the relationship between workload and performance, such as social support, work autonomy, and time management skills.

#### **h. The Effect of Workload on Employee Performance with Leadership Support as Moderation**

Leadership support is often considered an important factor that can moderate the influence of workload on employee performance. However, some research shows that in certain contexts, leadership support does not always succeed in mitigating the negative impact of high workloads. Research by Kurniawan & Rizki, (2022) found that workload has a significant negative effect on employee performance, which indicates the importance of workload management even though support from leaders is available. In this case, the leader is not only supportive, but also ensures that the workload given is balanced to maintain optimal performance. Research by Pasaribu et al., (2021) shows that social support can affect performance, but it does not significantly moderate the relationship between workload and performance. These findings show that social support from leaders is not always effective in reducing the negative impact of workload (Pasaribu et al., 2021).

Research by Wellem & Obon, (2023) also found that while social support is important, the influence of workload remains significant on performance, confirming that excessive workload directly negatively impacts work outcomes. The results of the study of Adityawarman et al., (2016) also show that workload has a significant impact on performance, without mentioning the effective moderation of leadership support. It can be concluded that in many cases, leadership support is not enough to address the negative impact of a high workload. Excessive focus on support without paying attention to proper workload management can lead to decreased employee performance. It is important for leaders to make more strategic and planned interventions in workload management to ensure employee performance is not negatively impacted.

Based on a comprehensive empirical analysis, it is concluded that leadership support, while valuable, is not always able to effectively moderate the negative influence of workload on employee performance (H8 rejected). The studies reviewed, including Kurniawan & Rizki (2022), Pasaribu et al. (2021), Wellem & Obon (2023), and Adityawarman et al. (2016), consistently show that excessive workload has a direct and significant impact on performance decline, regardless of the existence of social support from leadership. The ineffectiveness of leadership support as a moderator variable can be interpreted as support alone is not enough; Proactive and strategic workload management is essential. This means that leadership intervention must go beyond just providing emotional or social support, and focus more on restructuring tasks, equitable allocation of resources, and adjusting realistic performance expectations. In other words, leaders need to be actively involved in designing a work environment that minimizes excessive workload, so that employee performance remains optimal, rather than relying solely on support as a temporary mitigator. The failure of leadership support to moderate such relationships indicates the need for a more holistic approach, which combines support with concrete initiatives to manage and reduce uncontrolled workloads.

#### **Discussion based on Outcome Implications**

The results of this study highlight several important implications for human resource management, especially in the environment of Religious Courts in the West Kalimantan Region. First, the finding that *Organizational Citizenship Behavior* (OCB) mediates the influence of workload on performance indicating that increasing OCB can be an effective strategy to address the negative impact of high workload. Organizations need to invest in creating a work environment that encourages OCB behavior, such as through rewarding, social skills development, and increased job satisfaction.



Second, although leadership support was assessed positively by employees, this study did not find the role of leadership support moderation on the influence of workload on performance. The implication is that leadership support alone is not enough to mitigate the negative impact of high workload. There needs to be more targeted interventions on effective workload management, such as proportionate workload adjustments, improved work process efficiency, or stress management training.

Finally, because work stress has no significant effect on performance and does not mediate the relationship between workload and performance, the stress felt by employees is more the result of a mismatch between the workload borne and individual capacity than as a connecting factor. This suggests that if workloads are not managed properly, the direct impact on performance can be felt more than the influence informed through stress. Therefore, it is important for companies to not only consider the workload assigned to employees, but also to manage stress in a way that does not lead to a significant decrease in employee performance.

## **CONCLUSION**

The study found that workload has a positive and significant effect on Organizational Citizenship Behavior (OCB), indicating that higher workloads can encourage employees to collaborate, help one another, and provide additional support, thus fostering OCB. This aligns with resource theory, which suggests that individuals mobilize available resources, such as OCB, to meet environmental demands. Given these findings, future research should investigate moderating factors like emotional intelligence, organizational culture, or leadership style that may influence this relationship, and conduct longitudinal studies to determine whether the positive impact of workload on OCB is sustainable or if it eventually leads to burnout or decreased well-being.

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