

The role of Quality of work of life and Organizational Citizenship behavior in mediating the influence of workload on the performance of employees of the PUPR Service of Central Maluku

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Abstract

This study investigates the mediating roles of Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB) in the relationship between workload and employee performance within the Public Works and Spatial Planning Office (PUPR) of Central Maluku Regency. Amid fluctuating employee performance from 2020 to 2024, organizational factors such as work environment and collaborative culture have emerged as potential determinants of employee outcomes. Using a quantitative approach, data were collected from 80 civil servants through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that workload significantly influences employee performance, with QWL acting as a significant mediator in this relationship. However, OCB does not significantly mediate the effect of workload on performance. These findings highlight the importance of enhancing QWL through supportive workplace policies to sustain employee performance under demanding workloads. This study contributes to public sector human resource management literature and offers practical insights for improving civil servant effectiveness through balanced workload management and workplace quality enhancement.

Keywords : Employee performance, organizational citizenship behavior, public sector, quality of work life, workload.

1. Introduction

Infrastructure development plays a pivotal role in promoting economic growth and improving public welfare (Amiliana & Suliswanto, 2025; Lestari et al., 2025), particularly in underdeveloped regions such as Central Maluku Regency. In this context, the Department of Public Works and Public Housing (PUPR) holds a strategic role in planning, executing, and supervising public infrastructure projects (Seu, Pala, & Nur, 2022). The effectiveness of the PUPR Department's duties is highly dependent on employee performance, which is officially assessed using the Employee Performance Targets (SKP) instrument (Setyawati & Rindaningsih, 2024). However, performance reports from 2020 to 2024 indicate fluctuating achievement levels, suggesting the presence of organizational factors that may not be optimally addressed.

The decline in employee performance in 2021 and 2023, followed by a notable improvement in 2024, highlights how high workloads are not always balanced with adequate systemic support. Interviews with employees revealed that tight deadlines are a key source of workload pressure. Nevertheless, the performance improvement in 2024 is associated with a better working environment and a more collaborative work culture. These findings underscore the potential role of Quality of Work Life (QWL) and Organizational Citizenship Behavior (OCB) in mitigating the negative impact of high workloads on employee performance.

Employee performance is not solely an outcome of individual effort; it is also shaped by workplace conditions and embedded organizational behaviors. Quality of Work Life encompasses the balance between work and personal life, comfort in the physical work environment, and organizational support for employee needs (TJAHYANTI, 2013). Meanwhile, Organizational Citizenship Behavior refers to discretionary behaviors that go beyond formal job descriptions and contribute to organizational effectiveness (Grego-Planer, 2019; Rahman & Karim, 2022). Although previous studies have reported positive effects of both QWL and OCB on performance, inconsistencies remain in the findings, necessitating further investigation in the context of public sector organizations.

In complex operational settings such as the Central Maluku PUPR Department, heavy workloads without adequate support systems may lead to decreased motivation and performance quality. Therefore, it is essential to conduct a more in-depth analysis of the relationship between workload, QWL, and OCB to understand the factors contributing to performance fluctuations. This study seeks to examine the mediating roles of QWL and OCB in the relationship between workload and employee performance and provide empirically grounded insights for public sector management.

The primary objective of this study is to assess the direct effect of workload on employee performance, as well as the mediating effects of Quality of Work Life and Organizational Citizenship Behavior. The findings are expected to contribute theoretically to the development of human resource management literature in the public sector and offer practical implications for government institutions, particularly in designing work policies that support optimal employee performance. Accordingly, this research aims to inform strategic decision-making to enhance the effectiveness of civil servants within the Central Maluku PUPR Department.

2. Research Method

This study employed a quantitative research design to examine the direct and indirect relationships among workload, Quality of Work Life (QWL), Organizational Citizenship Behavior (OCB), and employee performance. The research approach

combined descriptive and causal elements to both portray the current conditions and test the hypothesized mediation model. The respondents in this study consisted of 80 employees of the Public Works and Spatial Planning Office (PUPR) of Central Maluku Regency, comprising 58.75% male and 41.25% female, the majority holding a bachelor's degree (72.50%), with the highest proportion having worked for 1–5 years (25%), and most falling within the age ranges of 36–41 years and 42–47 years, each accounting for 23.75%. Given the manageable size of the population, a census sampling technique was applied, allowing all employees to participate as respondents. Primary data were collected through structured questionnaires, direct interviews, and online surveys, while secondary data were obtained from institutional documents and relevant literature.

The measurement instruments were adapted from established scales and included constructs for workload, QWL, OCB, and employee performance. Each construct was operationalized through validated indicators measured using a 5-point Likert scale. To ensure the robustness of the measurement model, tests for convergent validity, discriminant validity (Fornell-Larcker and HTMT), and reliability (composite reliability and Cronbach's alpha) were performed using SmartPLS 3.3.3. All constructs were modeled reflectively, and the evaluation of outer models confirmed adequate validity and reliability across the measurement instruments.

For hypothesis testing and structural model evaluation, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed, utilizing bootstrapping procedures. The inner model analysis involved assessing path coefficients, coefficient of determination (R^2), effect sizes (f^2), and the significance of indirect effects to evaluate the mediating roles of QWL and OCB. The SmartPLS software was selected due to its suitability for small sample sizes and complex models involving mediating variables.

3. Results and Discussion

3.1 Outer Model Results

3.1.1 Outer Loading and Reliability Testing Results

Table 1. Construct and Indicator Reliability Testing Results

Variable	Indicator	Loading	Cronbach's Alpha	Composite Reliability	Remarks
Workload (X)	X1.1	0.792	0.913	0.929	Reliable
	X1.2	0.784			Reliable
	X1.3	0.809			Reliable
	X1.4	0.708			Reliable
	X1.5	0.775			Reliable
	X1.6	0.772			Reliable
	X1.7	0.777			Reliable
	X1.8	0.812			Reliable

Quality of Work Life (Z1)	X1.9	0.752	0.872	0.611	Reliable
	Z1.1	0.712			Reliable
	Z1.2	0.791			Reliable
	Z1.3	0.701			Reliable
	Z1.4	0.713			Reliable
	Z1.5	0.706			Reliable
	Z1.6	0.760			Reliable
	Z1.7	0.834			Reliable
	Z1.8	0.735			Reliable
Organizational Citizenship Behavior (Z2)	Z1.9	0.711	0.962	0.966	Reliable
	Z2.1	0.735			Reliable
	Z2.2	0.745			Reliable
	Z2.3	0.829			Reliable
	Z2.4	0.822			Reliable
	Z2.5	0.737			Reliable
	Z2.6	0.774			Reliable
	Z2.7	0.857			Reliable
	Z2.8	0.787			Reliable
	Z2.9	0.888			Reliable
	Z2.10	0.784			Reliable
	Z2.11	0.725			Reliable
	Z2.12	0.885			Reliable
	Z2.13	0.810			Reliable
	Z2.14	0.805			Reliable
	Z2.15	0.731			Reliable
	Z2.16	0.825			Reliable
Employee Performance (Y)	Y1.1	0.786	0.965	0.968	Reliable
	Y1.2	0.854			Reliable
	Y1.3	0.749			Reliable
	Y1.4	0.827			Reliable
	Y1.5	0.769			Reliable
	Y1.6	0.825			Reliable
	Y1.7	0.755			Reliable
	Y1.8	0.830			Reliable
	Y1.9	0.763			Reliable
	Y1.10	0.807			Reliable
	Y1.11	0.826			Reliable
	Y1.12	0.798			Reliable
	Y1.13	0.759			Reliable
	Y1.14	0.795			Reliable
	Y1.15	0.780			Reliable
	Y1.16	0.793			Reliable
	Y1.17	0.771			Reliable
	Y1.18	0.814			Reliable

Y1.19 0.808 Reliable

The results presented in Table 11 confirm that all measured variables – Workload (X), Quality of Work Life (Z1), Organizational Citizenship Behavior (Z2), and Employee Performance (Y) – demonstrate high levels of construct and indicator reliability above the recommended threshold of 0.708 (Hair et al., 2021; Lim, 2024). Cronbach’s Alpha and Composite Reliability values for each construct exceed the recommended threshold of 0.70 (Hair et al., 2021), indicating strong internal consistency. Furthermore, all indicator loadings are above the minimum acceptable value of 0.70 (Hair et al., 2021), confirming that each item reliably measures its respective latent construct. These findings provide strong support for the reliability of the measurement model and its suitability for subsequent structural analysis.

3.1.2 Validity Test Results

Table 2. Results of Convergent Validity Testing

Variable	AVE	Description
Workload	0.602	Valid
Quality of Work Life	0.550	Valid
Organizational Citizenship Behavior	0.637	Valid
Employee Performance	0.633	Valid

Based on Table 2, all variables meet the convergent validity criterion, with AVE values above the minimum threshold of 0.50 (Ab Hamid, Sami, & Mohmad Sidek, 2017; Hair et al., 2021). These values indicate that each construct explains more than 50% of the variance in its indicators, confirming that the measurement instruments used are statistically valid and appropriate for further analysis.

Table 3. Discriminant Validity Test Results (Fornell-Larcker Criterion)

	Workload	Quality of Work Life	Organizational Citizenship Behavior	Employee Performance
Workload	0.776			
Quality of Work Life	0.630	0.741		
Organizational Citizenship Behavior	0.620	0.745	0.798	
Employee Performance	0.554	0.645	0.585	0.796

Table 3 shows that each construct meets the discriminant validity requirement based on the Fornell-Larcker criterion. This is indicated by the square root of AVE values on the diagonal (in bold), which are higher than the correlations with other constructs in the same row or column (Ab Hamid et al., 2017). These results confirm that each construct is more strongly associated with its own indicators than with those

of other constructs, thus demonstrating acceptable discriminant validity in the measurement model.

3.2 Inner Model Results

Table 4. The Results of R² and F² Test

Variable	R ²				F ²			
	X	Z1	Z2	Y	X	Z1	Z2	Y
X	-	0.397	0.384		-	0.659	0.623	0.043
Z1	-	-	-	0.384	-	-	-	0.115
Z2	-	-	-		-	-	-	0.021
Y	-	-	-	-	-	-	-	-

Based on Table 4, the R-Square (R²) values indicate that the structural model demonstrates a moderate predictive ability for the three endogenous variables. The R² for Quality of Work Life is 0.397, for Organizational Citizenship Behavior is 0.384, and for Employee Performance is 0.463. These results suggest that the model explains approximately 39–46% of the variance in each variable, with Employee Performance being the most strongly predicted. Although the values reflect acceptable explanatory power, they also highlight the potential for improving the model’s predictive strength by incorporating additional variables or more comprehensive theoretical approaches.

Furthermore, the F-Square (F²) results presented in Table 4.16 show that Workload has a large effect on both Quality of Work Life (F² = 0.659) and Organizational Citizenship Behavior (F² = 0.623), but only a small effect on Employee Performance (F² = 0.043), indicating a possible indirect influence. Quality of Work Life shows a moderate effect on Employee Performance (F² = 0.115), while Organizational Citizenship Behavior has a very small effect (F² = 0.021). Overall, Workload emerges as the most influential exogenous construct in the model, whereas variables such as Quality of Work Life and OCB serve more specific mediating roles in influencing Employee Performance.

3.3 Path Coefficients Results

Table 5. Results of Direct and Indirect Hypothesis Testing

Path	Original Sample (β)	T-Statistics	P-Value
X - Y	0.204	2.052	0.041
X - Z1 - Y	0.248	2.093	0.037
X - Z2 - Y	0.103	1.207	0.228

3.4 Discussion

3.4.1 The Influence of Workload on Employee Performance

Path coefficients results on Table 5 revealed that workload has a positive and significant effect on employee performance at the Public Works and Spatial Planning Office (PUPR) of Central Maluku Regency with β = 0.204 and p-value = 0.041. This

finding indicates that the workload variable directly contributes to enhancing employee performance. Therefore, it can be concluded that proportionally allocated workloads tend to improve the performance of civil servants within the agency. Furthermore, this result reflects that although the workload level among PUPR employees in Central Maluku is relatively high, it still contributes positively to performance outcomes. This suggests that, in certain contexts, a high volume of workload does not necessarily result in negative consequences, provided it is managed appropriately and remains within an individual's tolerable capacity.

On the one hand, this finding does not fully align with previous studies by (Johari, Yean Tan, & Tjik Zulkarnain, 2018; Purwanto & Meilani, 2024) which reported that increasing workload had either a negative or non-significant impact on performance. On the other hand, it supports empirical evidence from Kobis et al. (2023); and Rusdi et al. (2020) who found that workload can be a performance driver when employees possess adequate adaptive capacity to cope with job pressure. Kobis et al. (2023) for instance, explain that even in high-intensity and fast-paced work environments, employee performance can remain optimal as long as workload is managed effectively. Nevertheless, it is crucial to emphasize that proportional workload distribution must remain a priority for the management of PUPR Central Maluku. Excessive workloads risk diminishing employee performance due to fatigue or insufficient time to complete tasks effectively. This aligns with Lukito & Alriani (2018), who argue that workloads exceeding individual capacity can lead to a general decline in work productivity.

3.4.2 The Role of Quality of Work Life in Mediating the Effect of Workload on Employee Performance

The findings of this study indicate that Quality of Work Life (QWL) plays a significant mediating role in the relationship between workload and employee performance at the PUPR Office of Central Maluku. This is supported by the hypothesis testing results, which show a significant coefficient in the mediating path from workload to employee performance through QWL ($\beta = 0.248$; $p\text{-value} = 0.037$). This suggests that QWL effectively bridges the relationship between the workload employees experience and their resulting performance. Employees' perceptions of QWL emerge as a crucial factor in amplifying the positive impact of workload on performance.

According to Fani & Permana (2024), excessive workload may lead to stress and exhaustion, which can adversely affect productivity and work quality, ultimately reducing performance. However, QWL initiatives provide essential resources and support that help employees manage workload more effectively, thereby improving overall performance—especially in the context of PUPR Central Maluku. Even under substantial workload conditions, if employees perceive that the organization attends

to key aspects of their work life—such as job security, fairness and equity, compensation and benefits, opportunities for development, and participation in decision-making—they are more likely to be motivated to perform optimally. Therefore, QWL should not be viewed merely as additional benefits or facilities, but rather as a strategic element shaping employees' perceptions and work motivation.

The practical implication of these findings is that organizations, particularly the PUPR Office of Central Maluku, should consider QWL a strategic component of human resource management. Enhancing QWL can be achieved through programs such as flexible work arrangements, a supportive work environment, regular training, and fair reward systems. In doing so, QWL can strengthen the link between workload and performance while mitigating potential adverse effects of high workload. Ultimately, improvements in QWL not only enhance productivity but also foster long-term employee satisfaction and organizational loyalty.

3.4.3 The Role of Organizational Citizenship Behavior in Mediating the Effect of Workload on Employee Performance

The results of Hypothesis 3 testing indicate that Organizational Citizenship Behavior (OCB) does not significantly mediate the effect of workload on the performance of employees at the PUPR Office of Central Maluku. This is evidenced by a p-value of 0.228, which exceeds the significance threshold of 0.05, and a t-statistic of 1.207, which is below the critical value of 1.96. Although the relationship shows a positive direction ($\beta = 0.103$), the role of OCB as a mediating variable between workload and employee performance cannot be statistically confirmed in this study. In other words, OCB is not sufficiently strong to explain how workload influences performance through voluntary behaviors beyond formal job duties.

Theoretically, this finding does not entirely contradict the concept of OCB in organizational management literature. OCB, which includes behaviors such as helping colleagues, organizational loyalty, and personal initiative, typically emerges in psychologically supportive and stable work environments. Under high workload conditions, employees are likely to focus more on completing core tasks and may reduce engagement in extra-role behaviors due to limited time and energy. This is consistent with the findings of Kimbal et al. (2015), who suggested that when employee workloads are high, individuals should enhance efficiency and time management to ensure task completion within the allocated time.

4. Conclusion

Based on the findings discussed in the previous chapter, several conclusions can be drawn. First, workload has a positive and significant effect on the performance of employees at the PUPR Office of Central Maluku. Second, quality of work life serves as a mediating variable in the relationship between workload and employee

performance, indicating its crucial role in enhancing the positive impact of workload on performance. However, organizational citizenship behavior (OCB) does not act as a significant mediator in this relationship, suggesting that voluntary work behaviors outside formal duties do not significantly bridge the effect of workload on performance within this context.

In light of these findings, several recommendations are proposed. For practitioners, especially the management of the PUPR Office of Central Maluku, it is advisable to regularly evaluate and adjust employee workloads to ensure proportional distribution. Enhancing the quality of work life through supportive policies—such as improving the work environment, ensuring work-life balance, and implementing fair reward systems—is also essential. For academics, this study contributes to the theoretical development of workload-performance models in the public sector and encourages further validation in other contexts. Future researchers are encouraged to explore additional mediating or moderating variables, such as job stress, job satisfaction, or social support, and to employ longitudinal or mixed-method approaches to gain deeper and more comprehensive insights into public sector organizational behavior.

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