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DO WORKLOAD AND OCB AFFECT EMPLOYEE PERFORMANCE MODERATED BY SATISFICATION?

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ABSTRACT

Objective: This study aims to analyze the influence of Workload, Organizational Citizenship Behaviour on Employee Performance at Bank Syari'ah Indonesia. In addition, this study also uses the variable Satisfaction as a moderating variable.

Methods: Quantitative research using an exploratory approach with data collected from 250 BSI employees spread across the islands of Sumatra, Java, Kalimantan, Sulawesi and Papua. The analytical tool used is smart PLS 3.0.

Results: The results of the study show that the variables Workload and Organizational Citizenship Behavior have a positive and significant influence on Employee Performance at Bank Syari'ah Indonesia. In addition, the variable Satisfaction can moderate Workload and OCB on Employee Performance.

Suggestions: This research is expected to be a source of reference for every bank in the world in improving the performance of its employees, especially Bank Syari'ah Indonesia.

Keywords: employee peformnce, work load, organizational citizenship behaviour, satisfication, BSI.

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A CARGA DE TRABALHO E O OCB AFETAM O DESEMPENHO DOS FUNCIONÁRIOS MODERADO PELA SATISFAÇÃO?

RESUMO

Objetivo: Este estudo tem como objetivo analisar a influência da Carga de Trabalho, do Comportamento de Cidadania Organizacional no Desempenho dos Funcionários no Banco Syariah Indonésia. Além disso, este estudo também utiliza a variável Satisfação como variável moderadora.

Métodos: Pesquisa quantitativa usando uma abordagem exploratória com dados coletados de 250 funcionários da BSI espalhados pelas ilhas de Sumatra, Java, Kalimantan, Sulawesi e Papua. A ferramenta analítica utilizada é o smart PLS 3.0.

Resultados: Os resultados do estudo mostram que as variáveis Carga de Trabalho e Comportamento de Cidadania Organizacional têm uma influência positiva e significativa no Desempenho dos Funcionários no Banco Syariah Indonésia. Além disso, a variável Satisfação pode moderar a carga de trabalho e o OCB no desempenho do funcionário.

Sugestões: Espera-se que esta pesquisa seja uma fonte de referência para todos os bancos do mundo na melhoria do desempenho de seus funcionários, especialmente o Banco Syariah Indonésia.

Palavras-chave: desempenho do funcionário, carga de trabalho, comportamento de cidadania organizacional, satisfação, BSI.

1 INTRODUCTION

The natural Bank Syariah Indonesia is a bank in Indonesia engaged in Islamic banking. This bank was inaugurated on February 1, 2021, at 13.00 WIB or coinciding with the 19th Jumadil Akhir 1442 H. This bank is the result of a merger between Bank Syariah Mandiri, Bank BNI Syariah, and BRISyariah. This bank is also an Islamic bank owned by HIMBARA (Association of State-Owned Banks), with most of its shares held by Bank Mandiri, so it is considered part of the Mandiri Group(Wikipedia, 2022).

Employee Performance is the result of work that can be achieved by a person or group of people in a company. According to (Kasmir, 2018) suggests that performance results from work in quality and quantity achieved by employees in carrying out their duties their responsibilities. According to (Sinambela, L., 2017) suggests that performance results from work achieved by a person based on job requirements or job recruitment. In the context of the retail market in particular banking slow market growth and pressure intense competition require company capable maintain existing customers There is or exist. Importance look after customer more because reality that obtain or get customer new need costs more than maintain customer then, understand how or why something feeling loyalty need developed in mind customer is issue management moment



this.

Several factors influence employee performance in quality and quantity, two of which are workload and OCB. A workload is a group or number of activities an organizational unit or position holder must complete within a certain period, Permendagri No. 12/2008. Workload is the amount of work that must be carried by a position/unit organization and is the product of work volume and time norm. Thus the notion of workload is a process carried out by a person in completing the tasks of a job or group of positions that are carried out under normal circumstances within a certain period (Peraturan Menteri Dalam Negeri nomor 12 Tahun 2008 Tentang pedoman Analisis Beban Kerja di Lingkungan Departemen Dalam Negeri dan Pemerintah Daerah, 2008).

Several studies have shown (Sukiyah et al., 2021) ; (Yudha Adityawarman, 2017) ; (Risambessy, 2019) & (Maini & Tanno, 2021) that workload positively and significantly affects employee performance. On the contrary, according to (Riny Chandra, 2017) & (Rolos et al., 2018) workload negatively affects employee performance. In addition to the OCB workload, it can potentially affect employee performance. Organizational citizenship behavior (OCB) is a work behavior that exceeds the basic needs of a worker (Jahangir, 2004) Organ, Podsakoff, and (Supriyanto, 2013) say organizational citizenship behavior (OCB) is the freedom of individual behavior, which is indirectly or explicitly recognized by the reward system and contributes to the effectiveness and efficiency of organizational functions. OCB is also behavior and attitude that benefits the organization but cannot be grown based on formal role obligations or in the form of contracts or compensation. Examples include helping co-workers lighten their workload, not taking too many breaks, carrying out unsolicited tasks, and helping others with problems.

OCB (Organizational Citizenship Behavior) contributions may or may not be profitable in the future. The bottom line is that the increased respect for OCB is not direct and uncertain compared to formal contributions such as high productivity, good techniques, or innovative solutions (Organ, 2014) In general, OCB refers to behavior not formally part of the employee's job description or behavior that the employee is not formally rewarded with (Chen, 1998). Bogler and Somech (2005) say that organizational citizenship behavior is voluntary behavior directed by individuals or the organization. From several opinions regarding OCB, it can be concluded that OCB is voluntary behavior beyond basic employee needs, such as helping co-workers and being courteous



to others, which benefits the organization and is unrelated to the compensation system.

Several studies have shown that (Kusumajati, 2014) ; (Dwi Lestari & Putri Pertiwi, 2021) & (Maryati & Fernando, 2018) OCB has a positive and significant influence on Employee Performance. Purba and Seniati (2004) argue that the benefits of OCB are that it can increase work productivity. (Podsakoff, 2000) reinforced this statement, which revealed that OCB can affect organizational performance. Several studies on the effect of the relationship between OCB and employee performance have a significant positive relationship (Tat et al., 2011) ; (Bachrach, 2006) ; (Alhamda, 2006) but the results of research by Buentelo, Jung, and Sun (2008) prove that the effect is not significant. Although there are inconsistencies in research results, it generally shows a significant positive relationship between OCB and employee performance.

Unlike the previous studies, this research integrates the variables of Workload and OCB on Employee Performance at Bank Syari'ah Indonesia. In addition, this study also adds the Satisfaction variable as a moderating variable which researchers assume can moderate the Workload and OCB variables on Employee Performance at Indonesian Syari'ah Banks which are spread all over Indonesia.

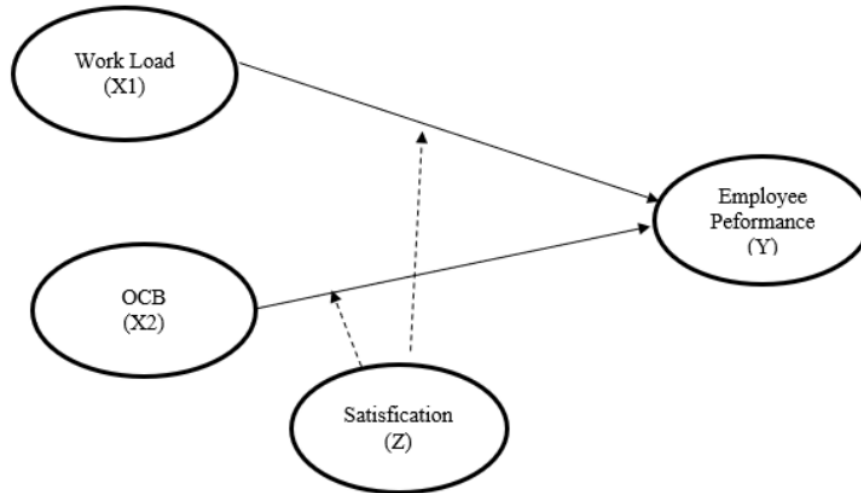
2 RESEARCH METHODS

This research is a quantitative study using an explanatory approach (Sugiyono, 2019). The population in this study consisted of 250 employees of Bank Syari'ah Indonesia spread across all islands in Indonesia, including BSI KCP Medan representing the island of Sumatra, BSI KCP Jakarta Tanah Abang as a representation of the island of Java, BSI KCP Samarinda as a representation of the island of Kalimantan, BSI KCP Makassar as a representation of the island of Sulawesi, and BSI KC Jayapura as a representation of Papua (Lexy J. Moleong, 2018).

This study uses the Smart PLS analysis tool. The data used in this study is primary data distributed through multiple-choice questionnaires and a Likert scale of 1-5, including agree, strongly agree, typical, disagree, and strongly disagree (Salim, 2016). Questionnaire items were formulated through previous studies and added new variations from researchers (Manzilati, 2017). The questionnaire contains 28 question items covering 8 Workload variable items, 8 OCB item questions, 6 Employee Performance variable question items, and 6 Satisfaction variable question items. In this study, two independent variables were used, which included workload and OCB variables, one

dependent variable, namely employee performance, and 1 moderating variable, namely satisfaction variable, with the following research model:

Picture 1. Conceptual Framework



Source: Data processed by researchers, 2023

3 RESULT

3.1 CONVERGEN VALIDITY

The validity test is the main criterion in a study. The validity test shows whether the research results can be accepted with certain criteria. The validity can be assessed statistically, namely convergent validity and discriminant validity. Convergent validity has the principle that a variable should be highly correlated with itself. The criteria that must be met are the AVE and Cumminality values above 0.5 and fulfilling the reliability test above 0.6.

In this study, 28 question items were validated with the following table:

Table 1. Convergen Validity

Variable	Question Item	Loading Factor
Work Load (X1)	Accuracy gets the job done	0.878
	Umur karyawan	0.891
	Health condition	0.799
	Other party's motivation	0.854
	Supporting facilities	0.876
	Amount of work	0.890
	Long working time	0.899
	Comparison ratio of the number of employees and jobs	0.888
	Behavior between employees	0.897



OCB (X2)	Behavior with superiors	0.891
	Behavior towards new employees	0.882
	Replacing an absent coworker	0.867
	Help coworkers who have more work	0.883
	Taking the time to help colleagues who are having trouble	0.878
	Help without being asked	0.889
	Responsibility for work	0.901
Employee Performance (Y)	Punctuality in completing tasks	0.901
	Quality of work	0.903
	Quantity of work completed	0.912
	Target achieved	0.889
	Agility in making decisions	0.887
	Dexterity in solving problems	0.879
Satisfaction (Z)	Adequate/decent facilities	0.921
	Salary eligibility	0.954
	Compensation eligibility	0.978
	Bonus eligibility	0.989
	Top treatment	0.992
	Member interaction	0.889

Source: Data processed by researchers, 2023

Based on the results of the convergent reliability above, the loading factor of the Workload, OCB, Employee Performance, and Satisfaction variables is above 0.6 with an average above 0.8 for the Workload and OCB variables and 0.9 above 0.9 for the Employee Performance and Satisfaction variables. Thus it can be concluded that the variables proposed by the researcher are above the main criteria and are ready to proceed to the next stages.

3.2 COMPOSITE REALIBILITY AND CRONBACH ALFA

Composite Reliability is the part that is used to test the reliability of variable indicators. Variables can be said to meet composite reliability if the composite reliability value of each variable is > 0.70 . While the Cronbach Alpha is a strengthening test. A variable can be said to be reliable if it has Cronbach's Alpha > 0.70 . The following are the results of the Composite Reliability and Cronbach Alfa tests:

Table 2. Convergen Validity and Cronbach Alfa

	Composite Reliability	Cronbach Alfa
Workload	0.878	0.889
OCB	0.867	0.881
Satisfaction*Workload	0.943	0.954
Satisfaction*OCB	0.956	0.965

Source: Data processed by researchers, 2023

Based on the results of the analysis of Convergent Validity and Cronbach Alfa above, the Work Load and OCB variables have a Composite Reliability value above 0.860 and Cronbach Alfa above 0.880, while the Satisfaction variable in moderating Workload and OCB has a greater value, namely above 0.940 on Composite Reliability and above 0.950 on Cronbach Alfa. Thus, it can be concluded that the indicators used in the variables above are reliable and can be tested in the next stage.

4 DISCUSSION

4.1 HYPOTHESIS TEST RESULTS

The hypothesis test is used to determine whether one variable has a direct or indirect effect on other variables. To find out whether a variable has an influence on other variables, it is marked with a t-table value that is smaller than the significance level, namely 0.05. Thus, the following are the results of the hypothesis test of direct influence and moderation between one variable and another:

Table 3. Hypotehesis Test Result

	Variable	T-Table	Note
Direct Influence	X1- Y	0.007	Accepted
	X2- Y	0.006	Accepted
Moderation	Z- X1- Y	0.000	Accepted
	Z- X2- Y	0.000	Accepted

Source: Data processed by researchers, 2023

H1: The Relationship Beetween Work Load To Employee Peformance

Based on the test results in table 3, it can be concluded that the Workload variable has a positive and significant influence on Employee Performance because the t-table value of 0.007 is smaller than the significance level of 0.05. This is in line with research (Sukiyah et al., 2021) ; (Yudha Adityawarman, 2017) ; (Risambessy, 2019) dan (Maini & Tanno, 2021) which states that increasing the workload on employees will increase the hard work of employees so that employee performance also increases. This result is not in line with research (Riny Chandra, 2017) & (Rolos et al., 2018) which shows that employee workload has a negative effect on employee performance because increased workload will cause frustration, unfocused, and rushed work so that it has a negative impact on employee performance. Thus, it can be concluded that the first hypothesis in this study is acceptable.

H2: The Relationship Beetween OCB To Employee Performance

Based on the statistical test results above, it can be concluded that the OCB variable has a positive and significant influence on employee performance because the t-table value of 0.006 is smaller than the significance level of 0.05. This is in line with research (Kusumajati, 2014) ; (Dwi Lestari & Putri Pertiwi, 2021); (Maryati & Fernando, 2018) ; (Podsakoff, 2000); (Tat et al., 2011) ; (Bachrach, 2006) & (Alhamda, 2006) which show that OCB has a positive and significant influence on employee performance. With good OCB, employees can collaborate with anyone, carry out rules properly, and of course they can easily complete tasks well. In the end, these positive things can have a good effect on employee performance. In contrast to the research above, Buentelo, Jung, and Sun (2008) stated that OCB has a positive but not significant effect on employee performance. Based on the results of the hypothesis and analysis above, it can be concluded that the second hypothesis can also be accepted.

H3: Satisfaction Moderate Work Load To Employee Performance

Based on the results of the analysis above, it can be concluded that the variable Satisfaction can moderate the Workload variable on Employee Performance because the t-table value of 0.000 is smaller than the significance level of 0.05. Interestingly, in this study there was a significant shift in value, namely from 0.007 from the direct tester of the Workload variable on Employee Performance to 0.000 moderated by the Satisfaction variable. Although according to (Sukiyah et al., 2021) ; (Yudha Adityawarman, 2017) ; (Risambessy, 2019) dan (Maini & Tanno, 2021) by increasing workload can increase employee motivation so that it has a good impact on performance. However, workload accompanied by satisfaction in it will have a more positive and significant impact on employee performance. Thus it can be concluded that the third hypothesis in this study can be accepted.

H4: Satisfaction Moderate OCB To Employee Performance

Based on the results of the fourth hypothesis test above, it can be concluded that the satisfaction variable can moderate the OCB variable on employee performance because the t-table value of 0.000 is smaller than the significance level of 0.05. Interestingly, in this study there was a significant shift in value from 0.006 direct test results to 0.000 moderated by the variable Satisfaction. Although according (Kusumajati, 2014) ; (Dwi Lestari & Putri Pertiwi, 2021); (Maryati & Fernando, 2018) ; (Podsakoff, 2000); (Tat et al., 2011) ; (Bachrach, 2006) dan (Alhamda, 2006) OCB has a positive and significant impact on employee performance because employees can interact well, carry

out regulations, and complete tasks well. However, if the behavior is decorated with satisfaction in it, it will have a more positive and significant impact. Thus it can be concluded that the fourth hypothesis in this study can be accepted.

4.2 R-SQUARE

R-Square is used to determine how variable Y is influenced by the variables in this study. The following are the results of the R-Square in this study:

Table 3. R-Square

	R-Square	Adusted Square
Employee Performance	0.891	0.084

Source: Data processed by researchers, 2023

Based on the results of the R-Square above, it can be concluded that the variables Workload, OCB, and Satisfaction have an influence on the Employee Performance variable of Bank Syari'ah Indonesia in Indonesia amounting to 89% and the rest is influenced by other variables not present in this study. This influence includes a strong influence because above 75% is strong, 50% is moderate, and 25% is weak (Sarstedt et al., 2014).

5 CONCLUSION

Based on the results of the research above, it can be concluded that the Workload variable has a positive and significant effect on Employee Performance. This is in line with research (Sukiyah et al., 2021) ; (Yudha Adityawarman, 2017) ; (Risambessy, 2019) dan (Maini & Tanno, 2021) because the increased workload will increase the enthusiasm of Bank Syari'ah Indonesia employees at work. In the end, this can have a good impact on employee performance. Apart from workload, OCB also has a positive and significant influence on employee performance. This is in line with research according to ((Kusumajati, 2014) ; (Dwi Lestari & Putri Pertiwi, 2021); (Maryati & Fernando, 2018) ; (Podsakoff, 2000); (Tat et al., 2011) ; (Bachrach, 2006) dan (Alhamda, 2006) because by having good behavior employees will easily interact among employees, carry out regulations, and regret existing duties and responsibilities. In the end it can also have a good impact on employee performance.

In contrast to previous studies, in this study there is an interesting thing, namely the shift from the direct test results to the Workload variable 0.007 and OCB 0.006 to



0.000 when moderated by the Satisfaction variable. Although according to (Sukiyah et al., 2021) ; (Yudha Adityawarman, 2017) ; (Risambessy, 2019); (Maini & Tanno, 2021) ; according (Kusumajati, 2014) ; (Dwi Lestari & Putri Pertiwi, 2021); (Maryati & Fernado, 2018) ; (Podsakoff, 2000); (Tat et al., 2011) ; (Bachrach, 2006) dan (Alhamda, 2006) by having a workload employees can be more enthusiastic and by having good behavior employees can complete their tasks properly. However, if the workload and implementation of these tasks are accompanied by satisfaction, it can be more positive and significant in increasing the performance of Bank Indonesia employees in Indonesia.



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