

Workload and organizational culture as predictors of job satisfaction and organizational citizenship behavior: Work engagement as a mediating role

David Manafe

Universitas Katolik Widya Mandira, Kupang, Indonesia
Davidmanafe96@gmail.com

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ABSTRACT

Individuals are the driving force of an organization, exhibiting dynamic workplace behaviors. Understanding these behaviors requires assessing workload, organizational culture, work engagement, job satisfaction, and organizational citizenship behavior. This study aims to enhance existing models by treating workload as an independent variable, positioning job satisfaction and organizational citizenship behavior as predicted outcomes, and incorporating organizational culture as an influencing factor, with work engagement as a mediator. Using a quantitative approach, data were collected through questionnaires distributed to all employees at Department of Population and Civil Registration in Kupang, Indonesia with a final sample of 77 respondents. Data processing was carried out through the Smart PLS 4 software. The results indicate that job satisfaction is positive and significantly influenced by organizational culture and work engagement, while workload has a negative but insignificant effect. Similarly, organizational citizenship behavior is positively impacted by organizational culture and work engagement, whereas workload does not play a substantial role. Work engagement is also confirmed as a mediator in these relationships. These findings highlight the importance of fostering a positive organizational culture and enhancing employee engagement to improve job satisfaction and organizational citizenship behavior. However, as the study focuses on a specific job category, the results may not be generalizable. Future research should explore different job categories and conduct comparative analyses to refine theories on workplace behavior.

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1. Introduction

Humans are unique creatures that have different traits, opinions, and physical characteristics from one another. This uniqueness causes differences in the needs of each human being and the level of satisfaction of meeting these needs. Humans usually want to

achieve the highest life satisfaction, whether personal or job satisfaction. For organizations, fulfilling employee job satisfaction will certainly be very useful for delivering results in alignment with the predetermined goals. This is because employees are assets, and their performance contributes to the organization's goals, in addition to the organization's obligation to monitor their performance (Abdelwahed et al., 2022).

The position of employees as a key factor in organizations is reflected in perceived organizational support theory under organizational support theory (Kurtessis et al., 2017). This sub-theory states that organizations contribute to personification, which includes: orientation heading for the organization and work (such as commitment, engagement, and trust), behavioral response (including performance, citizenship behaviors, and withdrawal behaviors), and employee well-being (such as lower stress levels and strain, enhanced positive affect) (Eisenberger et al., 2020). When these aspects of personification align between the organization and the employee, they build conditions that lead to higher job satisfaction, greater work engagement, and increased organizational citizenship behavior.

As a broad concept, satisfaction can be interpreted from a behavioral perspective. It is assumed that both individual and organizational actions are goal-oriented, with each human behavior driven by a primary motivation, while most actions serve as efforts to maximize satisfaction by addressing multiple motivational needs (Thangaswamy & Thiagaraj, 2017). Satisfaction in the context of work or job satisfaction is an individual's emotional level both pleasant and unpleasant for the current job and influences the completion of the work. In an organizational context, by ensuring high employee job satisfaction, the company can shape a work environment that nurtures professionalism, innovation, and turnover that leads to increased productivity. Because it is interpreted from a behavioral perspective, several factors have been developed to measure the level of individual job satisfaction within an organization. These factors include work engagement (Anwar & Qadir, 2017), workload (Gottwald & Lejsková, 2023) and organizational culture (Pratama, 2022).

Similar to job satisfaction, organizational citizenship behavior also be affected by work engagement (Ng et al., 2021), workload (Herawati et al., 2021; Sari & Ali, 2022), and organizational culture (Sari & Ali, 2022). Organizational citizenship behavior refers to a set of voluntary actions, guidance, and supportive behavior exhibited by employees. It represents an extra-role positive contribution beyond their primary job responsibilities within a company (Azmy, 2021). Additionally, organizational citizenship behavior can also be understood as a willingness to work beyond assigned tasks and even assist the work of others to ensure the targets and goals of the organization are achieved. This is why organizations need to see organizational citizenship behavior as an important factor in achieving goals.

Work engagement defines the relationship employees have with the work they do, actively contribute to their tasks, and view their job performance as essential to their well-being. Employees with a high level of engagement deeply value and take responsibility for the work they perform (Yandi & Havidz, 2022). We can know that an employee has work engagement with the workplace, when employees have sense of identity to their current workplace, they will be more engaged with their work in the organization. Work engagement is essential in shaping positive employee behavior by making employees want to participate in the organization's development. To achieve this, organizations must create work patterns that support employees by considering factors such as workload (Wang et al., 2021) and organizational culture (Insan & Masmarulan, 2021).

Workload refers to situations where employees are assigned too many tasks or feel incapable of managing certain tasks due to a perception of a lack of skills, knowledge, or abilities. This forces employees to exceed regular hours to complete the tasks assigned (Jermstipparsert et al., 2021). Even though employees have a high sense of engagement with

their current workplace, if they have a high workload for a long time, it can affect their work engagement. On the other hand, when individuals feel capable, they often exhibit positive social behaviors aimed at helping others. For example, they may volunteer for special projects, share their time and resources, and proactively cooperate with their colleagues. They are also expected to fully utilize their talents and energy to help the organization achieve its efficiency and effectiveness goals. This behavior exemplifies the concept of organizational citizenship behavior. However, this behavior can make the workload even higher because of the demand to complete their tasks and voluntarily help with other tasks. As a result, employees may not achieve the desired job satisfaction (Sun & Xia, 2018).

Organizational culture emerges from a set of shared values, norms, assumptions, and beliefs within the organization and influences employees' perceptions, emotions, attitudes, and behaviors (Azmy, 2021). Unlike organizational culture, which denotes the values, norms, and practices of the organization, work culture pertains to the work dynamics experienced by an individual while performing their tasks at the workplace. Work culture is a distinctive trait within an organization that serves as a guiding framework, setting it apart from other organizations. It consists of values that are recognized and embraced by all members, forming the foundation for behavioral standards and organizational practices (Tampi et al., 2022). Psychologically, the different organizational cultures will affect work engagement and organizational citizenship behavior. How the organization's actions to manage its culture will influence job satisfaction. This illustrates that although work culture is different from organizational culture, employee work culture will also be influenced by the organization's culture.

Much of the existing research on job satisfaction and organizational citizenship behavior is based on private-sector organizations (Kaur & Kang, 2021; Kumar & Hamid, 2021; Uddin et al., 2024). On the other hand, there are also important dynamics within the public sector that need to be studied, as they directly relate to public service delivery. Department of Population and Civil Registration is a government entity responsible for essential public services, such as issuing identity documents, birth certificates, and marriage records. These services are in high demand, often leading to excessive workloads for employees. Examining how workload impacts job satisfaction and organizational citizenship behavior in this setting provides valuable insights into managing workforce stress in high-pressure environments. Government agencies, including Department of Population and Civil Registration, operate under a unique bureaucratic culture characterized by hierarchy, strict regulations, and procedural rigidity. At the same time, they often face challenges such as limited resources, bureaucratic inefficiencies, and public scrutiny (Rahmat et al., 2024). Understanding how organizational culture influences employee engagement, job satisfaction, and organizational citizenship behavior in such a highly structured setting contributes to the broader literature on organizational behavior in public administration.

In previous research, the workload variable was often combined with work stress to measure job satisfaction (Sun & Xia, 2018; Jermisittiparsert et al., 2021). In other studies, job satisfaction was used as a predictor variable for organizational citizenship behavior (Dewi et al., 2021; Fahriyansyah et al., 2022; Saluy et al., 2024), and the differences in organizational culture in each type of work and region (Azmy, 2021; Jigjiddorj et al., 2021). At the same time, the perceived organizational support theory suggests that employees' perceptions of organizational support influence their work-related attitudes and behaviors, including job satisfaction, engagement, and organizational citizenship behavior. When organizations acknowledge employees' efforts, provide necessary resources, and cultivate a supportive culture, employees are more likely to experience job satisfaction and engage in discretionary behaviors that benefit the organization (Deepalakshmi et al., 2024). In this context, workload

is not just a demand but a factor that, when moderated by organizational culture and perceived support, can shape employees' engagement and satisfaction. Hence, this study seeks to update the research model by using workload as a separate variable, positioning organizational citizenship behavior and job satisfaction as a collectively predicted variable, and including organizational culture as an additional variable with work engagement facilitating mediation in the process. This approach is based on the initial concept that individuals are the driving force and exhibit the most dynamic behavior within an organization. Based on these considerations, the researcher chose to conduct this study at Department of Population and Civil Registration, as it offers a distinct perspective on workplace dynamics within government institutions.

2. Literatur Review and Hypothesis Development

2.1. Literatur Review

2.1.1. Organizational Support Theory – Perceived Organizational Support

Organizational support theory serves as an alternative theoretical framework that captures both symbolic and behavioral dimensions of the employee-employer relationship (Shams et al., 2020). According to organizational support theory by Eisenberger et al. (2020), employees often perceive their organization as a purposeful entity with its intentions. Consequently, they develop perceived organizational support theory based on their evaluation of past interactions, whether positive or negative, which in turn shapes their expectations regarding future organizational treatment. Through this personification process, perceived organizational support theory fulfills employees' socioemotional needs and strengthens their belief that exerting extra effort can lead to beneficial outcomes. Research has demonstrated that perceived organizational support theory is closely associated with various employee outcomes, including organizational citizenship behavior, job performance, organizational commitment, and overall well-being (Kurtessis et al., 2017).

2.1.2. Workload

Workload denotes the demands of a job that must be fulfilled within a specific timeframe (Trisnawaty & Parwoto, 2021). A workload perceived as heavy within a company can shape an individual's physical and psychological well-being (Setiawan & Hastuti, 2022). The workload can refer to situations where employees are assigned too many tasks or feel incapable of managing certain tasks due to a perception of a lack of skills, knowledge, or abilities. When employees experience workload pressure, they are affected both physically and mentally. This acceptance can lead to negative consequences. The inability of employees to handle all assigned tasks impacts their level of involvement with the company or workplace, ultimately influencing their work engagement. If employee retention of how a company or organization retains its employees is effectively managed, employees will be able to perform their work optimally. They will also feel valued as essential assets, recognized, and needed by the company. This is supported by key organizational factors such as career opportunities, rewards, job assignments or job design, and strong employee relations within the organization and their work engagement (Setiawan & Hastuti, 2022).

2.1.3. Organizational Culture

Organizational culture reflects the daily work dynamics experienced by individuals within an organization, including work ethics, communication, and the level of collaboration among employees. Work engagement, job satisfaction, and productivity

can be increased by a positive organizational culture, while a negative organizational culture may give rise to stress and lessened performance. For a culture to be effective, it must align with the needs of the business, company, and employees, as it can either facilitate or restrict strategies and their implementation (Barbars, 2016). Employees feel more engaged in their work through an effective organizational culture (Kalia & Verma, 2017). When employees recognize the benefits they receive from their employer, they develop a sense of responsibility to reciprocate through their work ethic (Al Shehri et al., 2017).

2.1.4. Work Engagement

Employee engagement or work engagement is a meaningful response to the organization as a whole and reflects the level of employees' commitment and loyalty to their workplace (Ilkhanizadeh & Karatepe, 2017). Other perspectives define work engagement as an individual's connection to the organization and intention to remain a member (Orgambídez-Ramos & de Almeida, 2017). It can also be described as the extent to which individuals develop a strong bond with their organization (Van Wingerden et al., 2017). We can know that an employee has work engagement with the workplace, when employees have a sense of belonging to their current workplace, they will be more engaged with their work in the organization.

2.1.5. Job Satisfaction

Job satisfaction is associated with the positive emotions or sense of happiness that arise from evaluating one's work and overall job experience (Permana et al., 2021). It is categorized into intrinsic and extrinsic job satisfaction. Extrinsic job satisfaction is influenced by external factors unrelated to the job itself, such as salary and company management. In contrast, intrinsic job satisfaction is shaped by internal aspects of the job, including feelings and emotional responses toward work characteristics like skill utilization, autonomy, and task variety (Aljumah, 2023). Satisfaction in the context of work or job satisfaction is an individual's emotional level both pleasant and unpleasant for the current job and influences the completion of the work. Job satisfaction fluctuates during work and can be affected by mood and emotions. Mood states tend to persist for a longer duration, have specific causes, and are temporary. In the context of workplace events, those that elicit strong emotions tend to be more memorable than periods of negative mood (Nazari, 2016).

2.1.6. Organizational Citizenship Behavior

Organizational citizenship behavior refers to a set of voluntary actions, support, and behaviors exhibited by employees beyond their primary job responsibilities. It represents an "extra-role" positive contribution that employees make within a company, such as their willingness to assist colleagues (Azmy, 2021). Organizational citizenship behavior can also be understood as a willingness to work beyond assigned tasks and even assist the work of others to ensure the targets and goals of the organization are achieved. As vital human resources of an organization, employees are expected to demonstrate dedication and commitment to the company, which is recognized as organizational citizenship behavior (Herawati et al., 2021). Organizational citizenship behavior reflects the scope to which employees are enthusiastic about surpassing their jobs to support the organization and enhance overall performance (Tufan & Wendt, 2020).

2.2. Hypothesis Development

2.2.1. Negative Effect of Workload on Job Satisfaction

The implementation of professional development initiatives for employees has been demonstrated to result in a concomitant increase in their level of commitment and engagement in their respective tasks and duties (Trochimiuk, 2015). In this context, professional development is considered a working condition that includes a workload (Mäkikangas et al., 2016). This working condition will determine the feelings of happiness and the level of satisfaction of working individuals (Anwar & Qadir, 2017) which is then referred to as job satisfaction. Prior researches reveal the impact of workload on job satisfaction (Guarnaccia et al., 2018; Gottwald & Lejsková, 2023). The workload felt by employees can significantly affect job satisfaction. An increase or decrease in workload will have an impact on the increase or decrease in job satisfaction in the workplace. Workload has been identified as a key factor affecting job satisfaction, particularly in the academic sector (Jermisittiparsert et al., 2021). Therefore, it can be inferred that workload negatively predicts job satisfaction.

H₁: Workload Has a Negative Effect on Job Satisfaction

2.2.2. Negative Effect of Workload on Organizational Citizenship Behavior

Several aspects should be considered in supporting the creation of organizational citizenship behavior in the organizational environment, one of which is workload (Sari & Ali, 2022). Derived from existing research, the workload signifies influence on organizational citizenship behavior (Sutrisno & Indriasari, 2020; Herawati et al., 2021; Sari & Ali, 2022). As long as the employee's workload meets their abilities, it will lead to organizational citizenship behavior attitudes. In addition, employees who have an appropriate workload are also capable of allocating time to other tasks and providing assistance to their coworkers, which constitutes a form of organizational citizenship behavior attitude. Based on this understanding, it can be inferred that workload negatively predicts organizational citizenship behavior.

H₂: Workload Has a Negative Effect on Organizational Citizenship Behavior

2.2.3. Negative Effect of Workload on Work Engagement

Similar to the previous discussion of workload and organizational culture, prior research conducted shows a major influence of workload on work engagement (Abd Kaiyom et al., 2021; Wang et al., 2021; Zhang et al., 2021). There is also research that simultaneously tests both variables, workload and organizational culture on work engagement with the result that both variables have a significant influence (Setiawan & Hastuti, 2022). This then supports the development of the third hypothesis in this study which proposes that workload is related and has an impact on work engagement. This assumption is based on the idea that the workload assigned to employees at work will determine aspects of employee behavior to have an attachment to their workplace. High or low employee workload will affect the level of employee engagement. Therefore, it can be inferred that workload negatively predicts work engagement.

H₃: Workload Has a Negative Effect on Work Engagement

2.2.4. Positive Effect of Work Engagement on Job Satisfaction

Past research underscores the role of work engagement on job satisfaction (Anwar & Qadir, 2017; Yandi & Havidz, 2022). In addition, work engagement leads to increased employee job satisfaction. When employees have a feeling of belonging to their current workplace, this will have an impact on their level of satisfaction.

Employees with high work engagement illustrate that the organization can meet their needs at work, resulting in increased job satisfaction. This description leads to the assumption that work engagement positively predicts employee job satisfaction.

H₄: Work Engagement Has a Positive Effect on Job Satisfaction

2.2.5. Positive Effect of Work Engagement on Organizational Citizenship Behavior

Work engagement is also seen as a supporting role for the creation and development of organizational citizenship behavior in employees in various organizations (Ansori & Wulansari, 2021; Park & Kim, 2024). This is based on the premise employees who have engaged will be more efficient in doing their work so it also provides the possibility for them to complete other tasks outside their role. This is supported by previous research that work engagement contributes to organizational citizenship behavior in organizations (Matula & Uon, 2016; Ng et al., 2021). Building on the description and evidence from past studies, it can be assumed that work engagement positively predicts organizational citizenship behavior.

H₅: Work Engagement Has a Positive Effect on Organizational Citizenship Behavior

2.2.6. Positive Effect of Organizational Culture on Job Satisfaction

The results of previous research show a considerable effect of organizational culture on job satisfaction (Jigjiddorj et al., 2021; Pratama, 2022). The research by Gottwald and Lejsková (2023) explained that the findings can be a general description of job satisfaction in various jobs and suggested looking at organizational culture as a factor in organizations that can cause changes in job satisfaction. Organizational culture constitutes a critical component that can facilitate the achievement of long-term organizational viability. Organizational culture can provide a uniqueness that distinguishes itself from its competitors. Organizations that have cultivated a robust organizational culture have demonstrated a superior capacity to retain employees who exhibit a strong sense of commitment and are satisfied with their work (Jigjiddorj et al., 2021). This description leads to the assumption that organizational culture positively predicts employee job satisfaction.

H₆: Organizational Culture Has a Positive Effect on Job Satisfaction

2.2.7. Positive Effect of Organizational Culture on Organizational Citizenship Behavior

Several aspects should be considered in supporting the creation of organizational citizenship behavior in the organizational environment, one of which is organizational culture (Sari & Ali, 2022). About organizational culture, a positive organizational culture will be a supporting factor for the growth of employees' organizational citizenship behavior attitudes. This is supported by previous research that organizational culture influences organizational citizenship behavior (Aziz & Mukhlis, 2020; Sari & Ali, 2022). Work culture is an important factor because it can change individual attitudes and behavior. The applied organizational culture determines the organizational citizenship behavior attitude of employees in the workplace. An organizational culture that supports employees can increase employee organizational citizenship behavior attitudes. This description leads to the assumption that organizational culture positively predicts employees' engagement in organizational citizenship behavior.

H₇: Organizational Culture Has a Positive Effect on Organizational Citizenship Behavior

2.2.8. Positive Effect of Organizational Culture on Work Engagement

Similar to the results of earlier studies, there is a significant impact between organizational culture on work engagement (Barbars, 2016) and studies on the banking sector employees that organizational culture affects work engagement (Al Shehri et al., 2017; Hasan et al., 2020; Srimulyani & Hermanto, 2022; Tampi et al., 2022). The work culture created both individually and organizationally also supports the work engagement that will bring about changes in employees. The positive work culture felt by employees tends to make employees feel more engaged and can complete their work in various conditions faced later. Therefore, it can be assumed that organizational culture positively predicts work engagement.

H₈: Organizational Culture Has a Positive Effect on Work Engagement

2.2.9. The Effect of Workload on Job Satisfaction Through Work Engagement

Work engagement plays a crucial role as a psychological mediator between workload, organizational culture, and job satisfaction. It helps determine whether workload negatively impacts job satisfaction or, instead, fosters employee motivation and resilience. When employees remain highly engaged, they are more likely to perceive workload as a challenge rather than a burden, reducing its negative effects on job satisfaction (Inegbedion et al., 2020). Factors such as personal motivation, job autonomy, and support systems can enable employees to maintain engagement despite high workload demands, thereby mitigating its potential adverse impact. Moreover, employees tend to stay satisfied and committed when they receive support from supervisors and the organization during challenging work situations (Hakro et al., 2022). Supportive leadership enhances employee morale, increasing job satisfaction and fostering a stronger emotional attachment to the organization. This reinforces the idea that work engagement mediates the relationship between workload and job satisfaction, when employees experience higher work engagement, they are more prone to maintain job satisfaction even in demanding work environments, and vice versa. Thus, workload can decrease work engagement, which in turn lowers job satisfaction.

H₉: Work Engagement Mediates the Effect of Workload on Job Satisfaction

2.2.10. The Effect of Workload on Organizational Citizenship Behavior Through Work Engagement

Organizational citizenship behavior refers to voluntary workplace behaviors that extend beyond formal job responsibilities and contribute to organizational effectiveness. When the workload is manageable and meaningful, it fosters work engagement by instilling a sense of achievement and purpose in employees. Engaged employees tend to demonstrate enthusiasm, commitment, and a willingness to go beyond their prescribed duties, making them more likely to engage in organizational citizenship behavior, even when facing workload pressures. Even when employees perceive their workload as high, they can still exhibit organizational citizenship behavior if they remain engaged in their work (Wijaya & Purba, 2020). This is also emphasized that organizational citizenship behavior includes behaviors as in helping colleagues, volunteering for additional tasks, and adhering to workplace regulations and procedures. Employees who find work meaningful often prioritize their responsibilities and strive to perform at their best, further reinforcing their engagement

(Lusiana et al., 2025). These insights support the notion that work engagement acts as a mediator between workload and organizational citizenship behavior. Employees who experience high work engagement perceive workload as a challenge rather than a burden, which in turn enhances their motivation to engage in organizational citizenship behavior. Thus, it can be inferred that workload influences work engagement, which subsequently drives employees to exhibit lower levels of organizational citizenship behavior.

H₁₀: Work Engagement Mediates the Effect of Workload on Organizational Citizenship Behavior

2.2.11. The Effect of Organizational Culture on Job Satisfaction Through Work Engagement

Positive organizational culture enhances engagement by providing meaning, psychological safety, and motivation at work. Employees in an encouraging environment have a greater degree of dedication and immersion in their roles. Employees who feel culturally aligned with their organization often display higher work engagement, leading to greater job satisfaction (Hasan & Sadat, 2023). Work engagement strengthens the positive link between a supportive culture and satisfaction, as engaged employees experience more intrinsic rewards from their work. This suggests that workload and a solid organizational culture enhance work engagement, which boosts job satisfaction.

H₁₁: Work Engagement Mediates the Effect of Organizational Culture on Job Satisfaction

2.2.12. The Effect of Organizational Culture on Organizational Citizenship Behavior Through Work Engagement

Organizational citizenship behavior represents discretionary workplace behavior that goes beyond formal job responsibilities, contributing to organizational effectiveness. For the organizational culture, employees in an engaging work culture feel recognized, valued, and empowered, which increases their dedication and willingness to invest effort in the organization. Employees who experience a strong cultural alignment with their workplace are more engaged, which in turn enhances their likelihood of displaying organizational citizenship behavior (Ashfaq & Hamid, 2021). This suggests that workload and a solid organizational culture promote work engagement, which drives to exhibit higher levels of organizational citizenship behavior.

H₁₂: Work Engagement Mediates the Effect of Organizational Culture on Organizational Citizenship Behavior

2.3. Research Framework

Figure 1 illustrates the research model (the direction of relationships between each variable) that will be tested in this study. The research model is designed based on the hypothesis developed in this study. In developing the hypothesis, the researcher has not yet determined the positive or negative effect of the relationships between variables. This is based on the fact that the study focuses on behavioral practices within government institutions, which are inherently different and can lay the groundwork for establishing the direction of relationships in future research.

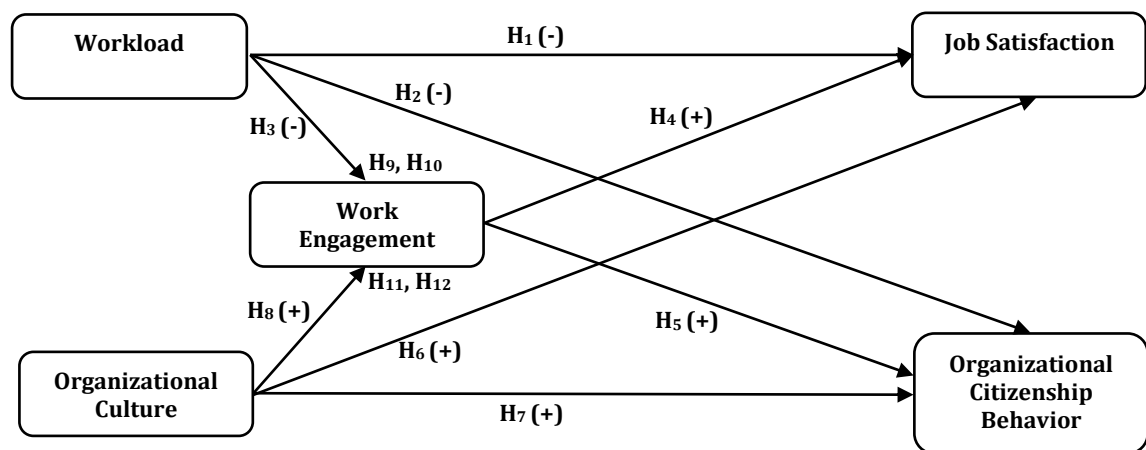


Figure 1. Research Framework

3. Research Method

3.1. Population and Sampling Method

Through a quantitative approach, this research conducted an in-depth examination of the data obtained via the dissemination of research questionnaires to all employees at the Department of Population and Civil Registration of Kupang, Indonesia. The rationale for selecting Department of Population and Civil Registration as the object of this study, as explained in the introduction, is that it is a government entity responsible for essential public services, such as issuing identity documents, birth certificates, and marriage records. Due to the high demand for these services, employees often experience excessive workloads. Examining how workload impacts job satisfaction and organizational citizenship behavior in this setting provides valuable insights into managing workforce stress in high-pressure environments. A total of 77 respondents participated and constituted the research sample.

3.2. Data Collection Method

The questionnaire encompassed a series of statements, with responses evaluated using a 5-point Likert scale. Each variable adopts dimensions adapted from previous studies or research sources. For the workload (WL) variable, 3 dimensions are used by Reid et al. (1989). For the organizational culture (OC) variable, 6 dimensions are used by Hofstede (2011). For the work engagement (WE) variable, 3 dimensions of shortened scales from Schaufeli and Bakker (2004). For the job satisfaction (JS) variable, 5 dimensions are used using scale by Babin and Boles (1996) and for the organizational citizenship behavior (OCB) variable are used 5 dimensions by Bies (1989).

3.3. Data Analysis Method

Data processing was carried out through SEM-PLS utilizing the SmartPLS 4 software, aiming to validate each hypothesis formulated within this study. The evaluation consists of the outer model (measurement model) (Legate et al., 2023). Each component has specific statistical criteria that must be completed to secure the reliability and validity of the model. Convergent validity affirms that indicators measuring the same construct are correlated. The criteria include factor loadings which each indicator should have a loading of ≥ 0.7 . The criteria for reliability test used the and Cronbach's alpha (CA) and composite reliability (CR) should be ≥ 0.7 (Legate et al., 2023). Hypothesis is tested using bootstrapping to generate with p-values < 0.05 . Coefficient of determination measures the explanatory

power of independent variables on dependent variables with some categories (≥ 0.75 = Strong; ≥ 0.5 = moderate; ≥ 0.25 = weak) (Legate et al., 2023).

4. Results and Discussion

4.1. Characteristics of Respondents

The result of statistics descriptive is shown in Table 1. The questionnaire was distributed to 77 respondents in this study. The respondents were categorized based on gender, age, and level of education. Of the 77 respondents, 45 were male (58%) and 32 were female (42%). In terms of age categories, 19 respondents (25%) were aged 20-30 years, followed by 31 respondents (40%) aged 31-40 years, 21 respondents (27%) aged 41-50 years and 6 respondents (8%) aged 51-60 years. The majority of respondents hold a bachelor's degree 49 respondents (63,6%), followed by 13 respondents (13%) with a senior high school, 12 respondents (15,6%) with a master's degree, and 3 respondents (3,9%) with a diploma.

Table 1. Characteristics of Respondents

Classification	Description	Frequency	
		Total	%
Gender	Male	45	58%
	Female	32	42%
Age	20-30	19	25%
	31-40	31	40%
	41-50	21	27%
	51-60	6	8%
Level of Education	Senior High School	13	16.9%
	Diploma	3	3.9%
	Bachelor	49	63.6%
	Master	12	15.6%

Source: Primary Data Analysis (2025)

4.2. Validity Test

Indicator reliability is used to assess the consistency and accuracy of individual measurement items (indicators) in representing their respective latent construct (Legate et al., 2023). The result of the outer loadings is shown in Table 2. The outcome of the outer loadings value shows that all indicators of job satisfaction, organizational citizenship behavior, work engagement, workload, and organizational culture are above 0.7. Therefore, the indicator is explained by the latent construct (Legate et al., 2023).

Table 2. Validity Test Results

Indicator	Workload	Organizational Culture	Work Engagement	Job Satisfaction	Organizational Citizenship Behavior
WL 1	0.925				
WL 2	0.942				
WL 3	0.907				
OC 1		0.780			
OC 2		0.837			
OC 3		0.874			
OC 4		0.821			
OC 5		0.860			
OC 6		0.849			

Indicator	Workload	Organizational Culture	Work Engagement	Job Satisfaction	Organizational Citizenship Behavior
WE 1			0.898		
WE 2			0.932		
WE 3			0.926		
JS 1				0.889	
JS 2				0.899	
JS 3				0.885	
JS 4				0.805	
JS 5				0.847	
OCB 1					0.780
OCB 2					0.841
OCB 3					0.837
OCB 4					0.833
OCB 5					0.886

Source: Primary Data Analysis (2025)

4.3. Reliability Test

Reliability test refers to how well the indicators of a latent construct measure the same underlying concept (Legate et al., 2023). Cronbach's alpha (CA) and composite reliability (CR) are two key measures used to assess internal consistency. The outcome show the variables of job satisfaction (CR=0.917; CA=0.916), organizational citizenship behavior (CR=0.895; CA=0.892), work engagement (CR=0.908; CA=0.908), workload (CR=0.917; CA=0.915) and organizational culture (CR=0.915; CA=0.916) are above 0.7. This indicates that the construct's indicators are measuring the same concept consistently and the CR value is acceptable for explanatory research (Legate et al., 2023). The result of the reliability test is shown in Table 3.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability
Workload	0.915	0.908
Organizational Culture	0.915	0.916
Work Engagement	0.908	0.908
Job Satisfaction	0.916	0.917
Organizational Citizenship Behavior	0.892	0.895

Source: Primary Data Analysis (2025)

4.4. Coefficient of Determinant Test

Table 4 shows the R-Square adjusted value of the job satisfaction variable is 0.890, the organizational citizenship behavior is 0.814 and the work engagement variable is 0.851. Based on this value, the predictive ability of the variables of job satisfaction, organizational citizenship behavior, and work engagement is at a strong level (Legate et al., 2023).

Table 4. Coefficient of Determinant Test Results

Variable	R-Square	R-Square Adjusted
Work Engagement	0.855	0.851
Job Satisfaction	0.895	0.890
Organizational Citizenship Behavior	0.822	0.851

Source: Primary Data Analysis (2025)

4.5. Hypothesis Test

Table 5 presents the results of the direct and indirect hypothesis in this study. According to the table, five hypothesis were accepted, namely workload negatively predicts work engagement (third hypothesis). Work engagement positively predicts job satisfaction (fourth hypothesis). Work engagement positively predicts organizational citizenship behavior (fifth hypothesis). Organizational culture positively predicts job satisfaction (sixth hypothesis). Organizational culture positively predicts work engagement (eighth hypothesis), as they meet the direction hypothesis and significance threshold with a p-value < 0.05. Then, three hypothesis were rejected, namely workload negatively predicts job satisfaction (first hypothesis). Workload negatively predicts organizational citizenship behavior (second hypothesis). Organizational culture positively predicts organizational citizenship behavior (seventh hypothesis), as they meet the direction hypothesis but, do not meet the significance threshold with a p-value > 0.05.

Table 5. Hypothesis Test Results

Hypothesis	Original sample	Sample mean	Standard deviation	T Statistics	P Values
Workload → Job Satisfaction	-0.086	-0.081	0.084	1.023	0.306
Workload → Organizational Citizenship Behavior	-0.103	-0.099	0.098	1.049	0.294
Workload → Work Engagement	-0.285	-0.280	0.086	3.296	0.001
Work Engagement → Job Satisfaction	0.695	0.685	0.131	5.309	0.000
Work Engagement → Organizational Citizenship Behavior	0.500	0.465	0.160	3.129	0.002
Organizational Culture → Job Satisfaction	0.189	0.202	0.125	1.508	0.132
Organizational Culture → Organizational Citizenship Behavior	0.335	0.368	0.161	2.084	0.037
Organizational Culture → Work Engagement	0.674	0.676	0.079	8.567	0.000
Workload → Work Engagement → Job Satisfaction	-0.198	-0.197	0.082	2.414	0.016
Workload → Work Engagement → Organizational Citizenship Behavior	-0.142	-0.136	0.071	2.006	0.045
Organizational Culture → Work Engagement → Job Satisfaction	0.469	0.459	0.086	5.443	0.000
Organizational Culture → Work Engagement → Organizational Citizenship Behavior	0.337	0.310	0.104	3.245	0.001

Source: Primary Data Analysis (2025)

Based on the Table 5, all indirect hypotheses were accepted namely, work engagement negatively mediates the link between workload on job satisfaction (ninth hypothesis). Work engagement negatively mediates the link between workload on organizational citizenship behavior (tenth hypothesis). Work engagement positively mediates the link between organizational culture on job satisfaction (eleventh hypothesis). Work engagement positively mediates the link between organizational culture on

organizational citizenship behavior (twelfth hypothesis) as the all indirect hypotheses have the direction hypothesis and significance threshold with a p-value < 0.05.

4.6. Discussion

The statistical test results illustrate the relationships and influences between the variables examined in this study. As Organizational support theory describes the symbolic and behavioral dimensions of the relationship between employees and employers (Shams et al., 2020), this study has demonstrated that the behavioral dimension is instrumental in molding these relationships. Broadly speaking, work engagement, job satisfaction, and organizational citizenship behavior represent employee-related dimensions that are influenced by the workload and organizational culture of their workplace (employer) (Kurtessis et al., 2017). In light of these findings, it can be interpreted that not all employer dimensions influence employee dimensions or employee outcomes. A detailed explanation of each variable based on the hypotheses will be presented as follows:

4.6.1. The Effect of Workload on Job Satisfaction

Workload was recognized as having ties to job satisfaction in a negative but insignificant way, aligning with previous studies (Swedana, 2023). From the perspective of workload dimensions, government institutions such as Department of Population and Civil Registration operate within a predefined work system. When viewed through the time burden aspect, an increased workload tends to lower employee job satisfaction, although not significantly. This is largely due to the administrative and repetitive nature of government work (Ramadhanti et al., 2023), along with long-term regulations and structured procedures that make tasks routine. As a result, job satisfaction among government employees is generally not determined by workload alone. The structured and regulated work system helps maintain stability, making job satisfaction less affected by fluctuations in workload (Gil et al., 2022).

4.6.2. The Effect of Workload on Organizational Citizenship Behavior

The test results indicate a negative and insignificant association between workload and organizational citizenship behavior, the same as the prior studies (Chhabra, 2016; Fadly et al., 2023). The high workload assigned by the organization requires employees to spend a substantial amount of time completing their tasks. However, this increased workload does not stimulate organizational citizenship behavior in the workplace (Rauf, 2016). Although workload does not directly influence organizational citizenship behavior, an excessive workload can cultivate a work environment that lacks help in fostering organizational citizenship behavior (Kumar et al., 2019). This may occur because employees are compelled to focus entirely on their responsibilities, leaving them with little to no time to assist colleagues or take on additional tasks, which are key characteristics of organizational citizenship behavior. Even though workload does not have a significant effect on organizational citizenship behavior, Department of Population and Civil Registration should still monitor employees' workload levels, as excessive workload can be one of the factors that hinder the development of organizational citizenship behavior in the workplace.

4.6.3. The Effect of Workload on Work Engagement

The test results between workload and work engagement indicate a negative and significant association, same as the prior studies (Wang et al., 2021; Zhang et al., 2021). This finding illustrates the high workload of employees at Department of Population and Civil Registration significantly reduces work engagement. Excessive task

assignments may require employees to spend too much time working, leading to mental strain and psychological stress (Zappalà et al., 2022). As a result, work engagement declines because tasks are no longer perceived as challenges but rather as overwhelming burdens. This condition diminishes employees' enthusiasm for their work, making them feel less happy in carrying out assigned duties. By understanding this issue, Department of Population and Civil Registration can regulate job descriptions and adjust workloads to prevent employees from experiencing mental strain and stress due to excessive workload. This adjustment benefits the organization, as it fosters employee enthusiasm and engagement, ultimately leading to greater work satisfaction and improved work performance.

4.6.4. The Effect of Work Engagement on Job Satisfaction

The test on the relationship between work engagement and job satisfaction produced positive and significant results, the same as the prior studies (Anwar & Qadir, 2017; Orgambidez-Ramos & de Almeida, 2017). Employees who uphold a high standard of dedication, enthusiasm (vigor), and deep involvement (absorption) tend to feel more satisfied with their work, as it strengthens their allegiance to the organization. Unlike the previous two variables, work engagement originates from the individual's mindset and motivation. Thus, job satisfaction in this context refers to personal fulfillment derived from contributing to the organization. Employees at Department of Population and Civil Registration, who are directly involved in public service, require active engagement, as their work is performed routinely. This routine reinforces their dedication and continuous involvement, meaning that when employees achieve their work targets within the designated time, they experience personal satisfaction, particularly from ensuring that no tasks are left unfinished. This sense of accomplishment contributes to overall job satisfaction.

4.6.5. The Effect of Work Engagement on Organizational Citizenship Behavior

Work engagement is another key factor that influences employees' organizational citizenship behavior. The relationship between work engagement and organizational citizenship behavior was proven to be positive and significant, same as the prior studies (Matula & Uon, 2016; Ng et al., 2021; Rahman & Karim, 2022). As an individual-driven factor, work engagement acts as a major component in shaping employees' behavior in the workplace (Park & Kim, 2024). When employees feel a strong connection to the workplace, they also become invested in achieving organizational goals (Thakre & Mathew, 2020). This mindset encourages organizational citizenship behavior, as engaged employees are more inclined to willingly take on additional tasks beyond their responsibilities and assist their colleagues in completing their work.

4.6.6. The Effect of Organizational Culture on Job Satisfaction

The next test examines the relationship between organizational culture and job satisfaction was proven to be positive, the same as the prior studies (Jigiddorj et al., 2021; Pratama, 2022) but not significant (Tran, 2021). In government institutions, the organizational culture is characterized by formality and bureaucracy, which helps establish a strong culture and provides clear task allocation for employees (Lin & Huang, 2020; Trochimiuk, 2015). However, since this work culture is shaped by regulations and structured systems, employees have limited opportunities for innovation, leading to a relatively unchanged work structure over time. As a result, this

condition does not significantly contribute to either an increase or decrease in employees' job satisfaction.

4.6.7. The Effect of Organizational Culture on Organizational Citizenship Behavior

Organizational culture has been found to have a positive and significant impact on organizational citizenship behavior same as the prior studies (Herawati et al., 2021; Sari & Ali, 2022). The existing organizational culture at Department of Population and Civil Registration plays a crucial role in fostering organizational citizenship behavior among employees. Maintaining the current work culture is a strategic decision that the institution can implement to sustain this positive impact (Widarko & Anwarodin, 2022). Department of Population and Civil Registration's organizational culture, which emphasizes structured work processes, a well-organized system, and strong job supervision, has been proven to contribute significantly to enhancing employees' organizational citizenship behavior (Siswadi et al., 2023). This established culture encourages changes in work attitudes and behaviors, motivating employees to do more than their job role and will assist colleagues in achieving the organization's objectives.

4.6.8. The Effect of Organizational Culture on Work Engagement

Research findings indicate that organizational culture exerts a significant positive influence on work engagement, the same as the prior studies (Barbars, 2016; Hasan et al., 2020). This reveals that a strong and well-developed organizational culture boosts employees' work engagement (Kazimoto, 2016). Related to the working environment at Department of Population and Civil Registration, the existing organizational culture emphasizes structured work processes, well-regulated systems, and strong job supervision. This structured approach fosters a greater sense of involvement among employees (Srimulyani & Hermanto, 2022). Beyond these aspects, the organization also prioritizes employee well-being, which strengthens their sense of loyalty toward the institution. Given these findings, Department of Population and Civil Registration should continue to uphold its current organizational culture, as it has been shown to positively influence employee engagement and commitment (Al Shehri et al., 2017). Maintaining and enhancing this culture will further encourage employees to stay engaged and motivated in their work.

4.6.9. The Effect of Workload on Job Satisfaction Through Work Engagement

Statistical analysis results indicate that work engagement mediates the significance of workload on job satisfaction. At Department of Population and Civil Registration, a high workload significantly reduces work engagement (Gómez-Salgado et al., 2021). Excessive task assignments require employees to dedicate long hours to their work, leading to mental strain and psychological stress (Zhang et al., 2021). As a result, work engagement declines, as tasks are no longer perceived as challenges but rather as burdens that feel overwhelming, reducing enthusiasm and diminishing the sense of fulfillment in completing assigned duties. Although workload alone does not directly impact job satisfaction, the administrative and repetitive nature of government work (Ramadhanti et al., 2023), along with structured regulations and long-term procedures, makes job satisfaction in government employees less dependent on workload levels. However, the mediation analysis reveals that a high workload leads to lower work engagement, which as a consequence, indirectly reduces job satisfaction. This highlights the significance of maintaining a balanced workload to foster sustained engagement and satisfaction among employees.

4.6.10. The Effect of Workload on Organizational Citizenship Behavior Through Work Engagement

Statistical test results confirm that work engagement is a bridge in the impact of workload on organizational citizenship behavior in a negative and significant manner. As previously hypothesized, a high workload reduces the likelihood of employees assisting their colleagues. When analyzed individually, a heavy workload decreases employees' work engagement due to stress and pressure (employer dimensions affect employee outcome) (Lusiana et al., 2025; Wijaya & Purba, 2020). As work engagement declines, employees' organizational citizenship behavior also diminishes (Kurtessis et al., 2017). These results strongly illustrate the true relationship of perceived organizational support as part of organizational support theory. The main reason for this is that employees no longer have the energy to take on additional tasks beyond their primary responsibilities. Prolonged burnout among employees at Department of Population and Civil Registration weakens their engagement levels, which in turn negatively affects their organizational citizenship behavior behaviors. This highlights the importance of managing workload effectively to prevent disengagement and ensure that employees can maintain positive workplace behaviors (Alshaabani et al., 2021).

4.6.11. The Effect of Organizational Culture on Job Satisfaction Through Work Engagement

Regarding organizational culture, a strong and well-developed workplace culture enhances employees' work engagement (Ashley & Parumasur, 2024). Mediation analysis results shaping that work engagement functions as a mediator in the relationship between organizational culture and job satisfaction. Since organizational culture fosters employee engagement, it indirectly contributes to job satisfaction by fostering a work environment where employees feel comfortable and strengthened (Hasan & Sadat, 2023). This positive atmosphere enables employees to effectively complete their tasks, leading to a sense of achievement and fulfilment (Pathan, 2023). Therefore, Department of Population and Civil Registration should continue to uphold and strengthen its existing work culture, ensuring that employees remain highly engaged in their roles, ultimately leading to greater job satisfaction and overall workplace well-being.

4.6.12. The Effect of Organizational Culture on Organizational Citizenship Behavior Through Work Engagement

Consistent with the interpretation of the hypothesis test about the effect of organizational culture on organizational citizenship behavior, findings indicate that organizational culture plays a crucial role in fostering organizational citizenship behavior among employees at Department of Population and Civil Registration (Fadly et al., 2023). This is further supported by the mediation test results, which confirm that work engagement mediates the relationship between organizational culture and organizational citizenship behavior (Hong & Zainal, 2022). This implies that when the work environment, including systems, processes, and structured regulations, is well-established and enhances employees' sense of involvement, they become more motivated and enthusiastic about contributing to organizational goals (Eisenberger et al., 2020). As a result, they are more likely to take initiative, including assisting their colleagues in completing tasks. This creates and sustains organizational citizenship behavior within the Department of Population and Civil Registration workplace.

5. Conclusion

Various test results prove that job satisfaction is still positively and significantly influenced by organizational culture and work engagement, while workload has a negative relationship but does not have a significant impact in this study. Similarly, for organizational citizenship behavior, the key predictor variables, organizational culture and work engagement are both positive and significant, whereas workload has a negative relationship but does not show a significant effect. These insights suggest that the influence of workload is highly dependent on the research setting and the characteristics of the respondents involved. Additionally, work engagement is proven to mediate the relationship between workload and organizational culture on both job satisfaction and organizational citizenship behavior. Specifically, the mediation effect is negative for workload on job satisfaction and organizational citizenship behavior, while it is positive for organizational culture on job satisfaction and organizational citizenship behavior. This mediation effect contributes to the existing body of research, reinforcing the role of work engagement as a mediator in determining the interaction between dependent and independent variables, consistent with previous studies.

These findings highlight the necessity of fostering a positive organizational culture and enhancing work engagement to improve job satisfaction and organizational citizenship behavior. Organizations should prioritize strategies that strengthen employee engagement and workplace culture to drive better outcomes. However, since this study focuses on a single type of respondent based on job characteristics, the findings cannot yet be generalized to all types of employees and do not serve as a direct measure of performance. Future research should consider examining different job categories and conducting comparative analyses to further develop theories on the factors influencing job satisfaction and organizational citizenship behavior.

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