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The Effect of *Work Overload*, *Work-Life Balance*, and *Transformational Leadership* on Employee Performance Mediated by *Organizational Citizenship Behavior* and *Job Satisfaction* at Pt PLN (Persero) Up3 Manado

Rezha Tioriswana
Universitas Pelita Harapan, Indonesia
Email: rezhatioriswana@gmail.com

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ABSTRACT

The decline in organizational performance at PT PLN (Persero) UP3 Manado between 2023 and 2024 prompted an investigation into workplace factors associated with employee performance. This study examined the relationships between work overload, work-life balance, transformational leadership, and employee performance, with organizational citizenship behavior (OCB) and job satisfaction serving as mediating variables. A quantitative research approach was employed, involving a census of 100 employees who completed an online questionnaire using a five-point Likert scale. Data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS software. The results indicated that work overload, work-life balance, and transformational leadership had significant positive direct relationships with employee performance, with path coefficients of 0.209, 0.189, and 0.152, respectively. All three independent variables were positively associated with organizational citizenship behavior and job satisfaction, both of which were positively associated with employee performance. The combined indirect effects were statistically significant for all three predictors, with work-life balance exhibiting the largest indirect path coefficient (β = 0.302). The structural model explained 83.9% of the variance in employee performance. These findings highlighted the importance of managing workload distribution, maintaining work-life balance, strengthening transformational leadership practices, and fostering job satisfaction and organizational citizenship behavior to support employee performance. However, the positive association between work overload and employee performance should be interpreted cautiously, particularly when informing staffing decisions and task allocation within the customer service unit.

INTRODUCTION

Human resource management (HRM) plays a crucial role in enabling organizations to achieve their strategic objectives by optimizing employee competencies and organizational capabilities (Winarti, 2018). From a managerial perspective, HRM encompasses planning, organizing, directing, and controlling, while its operational functions include recruitment, employee development, compensation, integration, retention, and termination (Sugijono, 2016). Human resources are essential to achieving organizational goals (Sinambela, 2021), as employees represent valuable organizational assets that contribute significantly to business development and long-term sustainability (Harpis, 2019). Employee productivity is closely associated with workforce competencies and capabilities, making effective employee performance a critical factor in achieving organizational targets (Hasibuan, 2017).

PT PLN (Persero) is an Indonesian state-owned enterprise (Badan Usaha Milik Negara, BUMN) responsible for providing electricity services to the public, with a strong commitment to customer satisfaction and service quality (Fadillah & Hidayah, 2025). One of its operational

units is the Customer Service Implementation Unit (Unit Pelaksana Pelayanan Pelanggan, UP3) Manado, located in Manado City, North Sulawesi Province. The unit's organizational performance is assessed using key performance indicators (KPIs), which encompass strategic objectives, performance measures, targets, and evaluation periods. Appropriately established KPIs enable organizations to monitor operational achievements, identify performance gaps, and develop strategies for continuous improvement (Soemohadiwidjojo, 2015). The KPI achievement results for PT PLN (Persero) UP3 Manado are presented in Table 1.

Table 1. KPI PT PLN (Persero) UP3 Manado

KPI	Weight 2023	Realization 2023	Weight 2024	Realization 2024
Key Performance Indicators	40	42,69	40	35,65
Performance Indicators	55	56,00	60	56,13
Company Performance Value	95	98,69	100	91,78
Proportional Value	100	103,88	100	91,78

Source: KPI PT PLN (Persero), 2024

Based on Table 1, the overall performance score of PT PLN (Persero) UP3 Manado declined from 98.69 in 2023 to 91.78 in 2024, indicating challenges in several operational service areas. The KPI score for PLN Mobile service improvement was 93.77, while the indicator for reducing negative feedback on PLN Mobile received a score of 46.05, suggesting that customer complaint handling and response times required further attention. The Risk Maturity Index (RMI) achievement score was 83.95, indicating opportunities to strengthen organizational risk management practices. Meanwhile, the electricity system reliability indicator received a score of 51.68, distribution network reliability (FGTM) across all zones reached 92.26, and accelerated customer connections achieved 92.34. These results highlighted the need to improve service responsiveness, operational reliability, and risk management capabilities. However, the extent to which these performance gaps were attributable to staffing limitations or employee-related factors required further investigation.

Employee performance is influenced by the ability to complete assigned tasks, technical and conceptual competencies, innovation, work ethics, cooperation, and coordination (Robbins, 2018). It reflects employees' achievements in fulfilling their responsibilities through the effective application of skills, experience, commitment, and time management (Hasibuan, 2016). Employee performance is generally assessed through work quality and quantity relative to established organizational objectives and performance standards (Onita et al., 2020). However, excessive workloads, particularly during periods of high operational demand, may increase occupational stress and reduce productivity. Workload encompasses quantitative demands, such as the volume of assigned tasks, and qualitative demands, which arise when job requirements exceed employees' technical capabilities (Susiarty et al., 2019). Work overload occurs when task demands exceed employees' available time, cognitive resources, or operational capacity (Munandar, 2015). Excessive workload may negatively affect employees' physical and psychological well-being, while insufficient competencies combined with demanding assignments may increase the risk of burnout (Chandra, 2017). Nevertheless, Ukwadinamor and Oduguwa (2024) reported a positive and statistically significant relationship between work overload and employee performance, suggesting that the association may vary across organizational contexts.

Work-life balance refers to employees' ability to maintain an appropriate balance between professional responsibilities and personal needs, including family relationships, recreation, and personal well-being (Widiyanto, 2021). Excessive workloads and demanding performance targets may disrupt this balance, potentially increasing psychological strain and limiting opportunities for personal activities. Previous research identified a positive and

significant relationship between work-life balance and employee performance (Ukwadinamor & Oduguwa, 2024). Transformational leadership may also enhance employee performance by fostering trust, organizational commitment, motivation, and a willingness to exceed formal job expectations (Suwatno, 2019). Furthermore, transformational leadership may encourage discretionary employee contributions through organizational citizenship behavior (OCB) (Harikaran & Thevanes, 2018). Previous studies reported significant positive relationships between transformational leadership and employee performance (Lubis et al., 2023; Widyawati et al., 2024), as well as between transformational leadership and job satisfaction, which may subsequently contribute to improved performance (Indrio & Herachwati, 2024).

Organizational citizenship behavior (OCB) refers to discretionary employee behavior that extends beyond formal job requirements and contributes to organizational effectiveness without necessarily being directly recognized by formal reward systems (Siragih, 2020). Previous research suggested that employees' willingness to undertake responsibilities beyond their primary duties may require further development (Widjayanti et al., 2024). OCB encompasses helping colleagues, maintaining discipline, demonstrating tolerance, prioritizing organizational responsibilities, and contributing constructive ideas (Hikmah & Lukito, 2021). However, empirical findings regarding the relationship between OCB and employee performance remain inconsistent. Widyawati et al. (2024) and Lubis et al. (2023) reported nonsignificant relationships, whereas Imaningtyas et al. (2024) identified a positive contribution of OCB to employee performance. Job satisfaction, meanwhile, reflects employees' positive emotional evaluations of their work (Endra, 2021) and may contribute to organizational commitment and performance quality (Sutrisno, 2019). Previous studies also demonstrated significant positive relationships between job satisfaction and employee performance (Gunawan et al., 2024; Widyawati et al., 2024). These differing findings highlighted the need for further investigation into the direct and indirect relationships among work overload, work-life balance, transformational leadership, OCB, job satisfaction, and employee performance. Accordingly, this study aimed to examine the relationships between work overload, work-life balance, and transformational leadership and employee performance, as well as the mediating roles of OCB and job satisfaction at PT PLN (Persero) UP3 Manado.

Management involves coordinating organizational resources through planning, organizing, staffing, directing, and controlling to achieve established objectives effectively and efficiently (Hasibuan, 2016; Pratama, 2020). Decision-making and leadership are also integral components of effective organizational management (Griffin, 2021). Human resources contribute to organizational goal achievement through strategic planning, operational activities, and the application of employee competencies (Wahe et al., 2019). Human resource management (HRM) focuses on managing employment relationships, employee responsibilities, and workforce development to improve organizational effectiveness (Hasibuan, 2020). It also emphasizes optimizing individual capabilities to support organizational objectives and professional development (Mangkunegara, 2017). Contemporary HRM has evolved beyond traditional personnel administration toward more strategic approaches to workforce management (Apriadi et al., 2020), making effective HRM essential for organizational operations and sustainability (Aini et al., 2021). Accordingly, HRM encompasses the development and implementation of employment practices that encourage productive employee behavior and organizational performance (Stone et al., 2020).

Employee performance encompasses work-related behaviors and outcomes that contribute to organizational objectives (Sedarmayanti, 2020). It is commonly assessed through the quality and quantity of work completed in accordance with assigned responsibilities (Arisanti et al., 2019; Aswin et al., 2019; Mangkunegara, 2017). Performance also reflects individual and collective achievements within established organizational, legal, and ethical responsibilities (Asaloei et al., 2023; Pranata, 2020). Employees' understanding of their roles,

obligations, and organizational expectations contributes to their ability to perform effectively (Harahap & Tirtayasa, 2020; Hidayat et al., 2023). Furthermore, performance is associated with employees' skills, experience, dedication, and effective time utilization (Almaududi et al., 2021), as well as their ability to achieve desired outcomes through efficient resource utilization (Kurnia & Sitorus, 2022). It can also be evaluated through documented work outcomes over a specified period (Setyorini et al., 2021). Employee ability and motivation are among the factors associated with performance (Rismawati, 2018), while commonly used performance indicators include work quality, work quantity, responsibility, cooperation, and initiative (Dewi et al., 2022).

Organizational citizenship behavior (OCB) encompasses voluntary employee contributions that extend beyond formal job descriptions and support organizational objectives (Alsheikh & Sobihah, 2019). Although these behaviors are not necessarily recognized through formal compensation systems, they may enhance organizational effectiveness and operational performance (Napitupulu, 2018). OCB is characterized by discretionary actions (Foster, 2021), constructive contributions to organizational development (Badrun, 2023), voluntary participation without expectations of direct rewards (Rianto, 2017), and willingness to undertake responsibilities beyond formally assigned duties (Budiarti et al., 2018). Factors associated with OCB include internal characteristics, such as job satisfaction, organizational commitment, personality, moral values, and motivation, as well as external factors, including leadership style, trust in supervisors, and organizational culture (Tri Rahmawati, 2017). OCB is commonly measured through five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Bustomi et al., 2020).

Job satisfaction reflects employees' overall evaluations of their work and is influenced by the fulfillment of individual needs, expectations, personal values, perceived fairness, and organizational culture (Afandi, 2018). Working conditions, interpersonal relationships, and compensation are also important determinants of job satisfaction (Sutrisno, 2019). It encompasses positive emotional responses to work experiences (Atmaja, 2022), favorable attitudes toward assigned responsibilities (Hasibuan, 2018), psychological well-being in the workplace (Jufrizen & Pratiwi, 2021), and satisfaction with organizational rewards (Sudaryo et al., 2018). Job satisfaction may contribute to employee motivation and productivity (Lumunon et al., 2019), although employees' evaluations of their work may be either positive or negative depending on their experiences (Handoko, 2020). Common indicators of job satisfaction include the nature of the work, compensation, promotion opportunities, supervision, and relationships with coworkers (Afandi, 2018).

Work overload occurs when employees encounter excessive task demands, inadequate information, extended working hours, or insufficient time to complete assigned responsibilities (Stone et al., 2021). Workload generally refers to the volume and complexity of tasks that must be completed within a specified period (Pratiwi et al., 2022), including physical and psychological demands associated with work activities (Krishnanto et al., 2023). It also reflects the demands placed on employees' physical and cognitive capacities (Azizah et al., 2019) and may be categorized into quantitative and qualitative workload dimensions (Afrianty et al., 2018). Work overload frequently requires employees to maintain high levels of concentration and work intensity under restrictive deadlines (Yuwanda & Pratiwi, 2020), potentially increasing the risk of chronic occupational stress. Employees' perceptions of accumulated responsibilities and task urgency may further influence their experiences of workload pressure (Prabowo, 2020). Workload is associated with external factors, including task characteristics, work organization, and the working environment, as well as internal employee-related factors (Harini et al., 2018). Its indicators include performance targets, working conditions, time utilization, and work standards (Rumawas et al., 2021).

Work-life balance refers to employees' ability to maintain a satisfactory relationship between professional responsibilities and personal priorities (Fitri et al., 2022). Achieving this balance involves managing time and responsibilities across work, family, health, and recreational activities (Irfan et al., 2021). Employees experience work-life balance when they can fulfill occupational obligations without consistently neglecting their personal needs (Arfin & Muharto, 2022). This balance also requires effective management of the relationship between professional and personal domains (Wardani & Firmansyah, 2021) and the ability to accommodate work and family demands while minimizing role conflict (Mardiani, 2021). Poor work-life balance may negatively affect employee performance and physical and psychological well-being (Aliya & Saragih, 2020). Factors associated with work-life balance include individual, organizational, and environmental characteristics (Hid & Prasetio, 2017). Its principal indicators encompass time balance, involvement balance, and satisfaction balance (Rondonuwu, 2018).

Transformational leadership is a leadership approach that motivates employees to prioritize collective organizational objectives through individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence (Robbins, 2017). Transformational leaders provide direction and encourage employees to achieve organizational goals (Jufrizen, 2020), motivate followers to move beyond immediate self-interests (Basori, 2019), and communicate organizational objectives and expectations effectively (Armansyah, 2022). They also promote critical thinking and provide individualized support to employees (Wardani, 2020), while demonstrating leadership characteristics that encourage alignment with organizational values and strategic objectives (Iswahyudi, 2023). Transformational leadership may further stimulate organizational creativity and innovation by encouraging employees to explore alternative approaches to workplace challenges (Sari et al., 2024). Its four principal dimensions are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Abdillah, 2020).

Previous studies reported inconsistent findings regarding the relationships among work overload, work-life balance, transformational leadership, OCB, job satisfaction, and employee performance. Aisy et al. (2024) found that workload negatively affected work-life balance but did not significantly influence job satisfaction. Conversely, other studies identified significant positive relationships between workload and OCB (Made & Ketut, 2023) and between workload and employee performance (Ukwadinamor & Oduguwa, 2020). Dwomoh et al. (2019) identified workload as a quasi-moderator of the relationship between OCB and employee performance, whereas Austen (2022) reported no significant relationship between workload and nurses' performance. Similarly, Imaningtyas et al. (2024) found that work-life balance was not significantly associated with OCB or employee performance. However, other studies reported significant relationships between work-life balance and employee performance, both directly and indirectly through job satisfaction (Amelia et al., 2023; Gunawan et al., 2024; Sawitri, 2024), as well as an indirect relationship between work-life balance and OCB through job satisfaction (Heriyadi et al., 2021). Transformational leadership was also positively associated with employee performance (Khan et al., 2020; Sulistyowati & Arifah, 2023), OCB (Nurhidayati et al., 2021; Umi et al., 2021; Widyawati et al., 2024), and job satisfaction (Indrio & Herachwati, 2024). Nevertheless, Natanael et al. (2023) found that religiosity did not significantly strengthen the relationship between transformational leadership and OCB. Furthermore, Firmansyah and Khan (2023) reported significant relationships between leadership, OCB, and employee performance but found no significant mediating role of job satisfaction. These inconsistencies provided the empirical basis for examining the proposed relationships and mediation mechanisms within the organizational context of PT PLN (Persero) UP3 Manado.

Based on the conceptual framework presented in Figure 1, 15 research hypotheses were formulated. The first three hypotheses proposed that work overload (H1), work-life balance (H2), and transformational leadership (H3) were associated with employee performance. The next three hypotheses examined the relationships between work overload (H4), work-life balance (H5), and transformational leadership (H6) and OCB. Hypotheses H7, H8, and H9 proposed relationships between work overload, work-life balance, and transformational leadership, respectively, and job satisfaction. Furthermore, hypotheses H10, H11, and H12 examined the mediating role of OCB in the relationships between work overload, work-life balance, and transformational leadership, respectively, and employee performance. Finally, hypotheses H13, H14, and H15 examined the mediating role of job satisfaction in the relationships between work overload, work-life balance, and transformational leadership, respectively, and employee performance at PT PLN (Persero) UP3 Manado.

METHOD

This study employed a quantitative research approach (Sugiyono, 2021) and was conducted at PT PLN (Persero) UP3 Manado, North Sulawesi, Indonesia (Moleong, 2018). Primary data were collected from employees through an online questionnaire administered using Google Forms, while secondary data were obtained from company records, organizational reports, and relevant literature (Sugiarto, 2017). The study population comprised all 100 employees of PT PLN (Persero) UP3 Manado. A census sampling technique, also known as saturated sampling, was employed, resulting in a sample of 100 respondents (Sugiyono, 2022). The questionnaire used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The operational definitions and measurement indicators of the study variables are presented in Table 2.

Table 2. Operational Definitions and Variable Indicators

Variable	Definition	Indicator
Employee Performance (Y)	The results of work in terms of quality and quantity achieved by employees in carrying out their duties according to their responsibilities (Mangkunegara, 2017)	Quality of work, quantity of work, responsibility, cooperation, initiative (Dewi et al., 2022)
Organizational Citizenship Behavior (Z1)	Individual additional behavior; employees who are committed to investing time, energy, and effort in the company's goals (Alsheikh & Sobihah, 2019)	*Altruism*, *conscientiousness*, *sportsmanship*, *courtesy*, *civic virtue* (Bustomi et al., 2020)
Job Satisfaction (Z2)	Feelings of pleasure or displeasure of employees related to their work (Handoko, 2020)	Jobs, wages, promotions, supervisors, co-workers (Afandi, 2018)
Work Overload (X1)	The number of tasks that workers must complete in a limited time (Pratiwi et al., 2022)	Targets to be achieved, working conditions, time use, work standards (Rumawas et al., 2021)
Work-Life Balance (X2)	The ability to maintain a balance between work demands and personal and family life without conflict (Mardiani, 2021)	Balance of time, engagement, and satisfaction (Rondonuwu, 2018)
Transformational Leadership (X3)	Leadership that encourages followers by telling them what to do to achieve goals (Jufrizen, 2020)	Ideal influence, inspiring motivation, intellectual stimulation, individual consideration (Abdillah, 2020)

Source: Data processed (2024)

The validity and reliability of the measurement instruments were assessed using established criteria (Rahmawati, 2019; Sekaran, 2003, 2005). Data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS software, which accommodated the study's sample size and did not require multivariate normality (Abdullah, 2015). The measurement model (outer model) was evaluated using convergent validity, discriminant validity, and internal consistency reliability. Convergent validity was assessed through outer loadings greater than 0.70 and average variance extracted (AVE) values greater than 0.50. Discriminant validity was examined using the Fornell–Larcker criterion and the heterotrait–monotrait ratio of correlations (HTMT), with an HTMT threshold of 0.90. Internal consistency reliability was evaluated using Cronbach's alpha and composite reliability, with values above 0.70 generally indicating acceptable reliability.

The structural model (inner model) was evaluated using the coefficient of determination (R^2), predictive relevance (Q^2), and model fit measures. R^2 values of 0.75, 0.50, and 0.25 were interpreted as substantial, moderate, and weak explanatory power, respectively, while Q^2 values greater than zero indicated predictive relevance (Ghozali & Latan, 2015). Hypotheses were tested using a bootstrapping procedure at a 5% significance level. Statistical significance was established when the absolute t-statistic exceeded 1.96 and the p-value was below 0.05 for two-tailed tests.

RESULTS AND DISCUSSION

Respondent Characteristics

PT PLN (Persero) UP3 Manado is a work unit of PT PLN (Persero) for the North, Central and Gorontalo Regions (UIW Suluttenggo) which is responsible for the distribution of electricity and customer service in the Manado area and its surroundings. The characteristics of 100 respondents are presented in Table 3.

Table 3. Characteristics of Research Respondents (N = 100)

Demographics	Categories	Number (People)	Percentage (%)
Gender	Male	64	64,0
	Women	36	36,0
Age	20–30 Years	42	42,0
	31–40 Years	38	38,0
	> 40 years old	20	20,0
Education	D3/S1	81	81,0
	S2	19	19,0
Tenure	1–5 Years	35	35,0
	6–10 Years	43	43,0
	> 10 Years	22	22,0

Source: Data processed (2026)

Based on Table 3, the majority of respondents were male (64.0%), dominated by the age group of 20–30 years old (42.0%), educated D3/S1 (81.0%), and had a working period of 6–10 years (43.0%). In general, the respondents were dominated by male workers of productive age with a background of higher education and adequate work experience. Descriptive analysis of standardized latent variable scores is presented in Table 4.

Table 4. Descriptive Analysis Results of Standardized Latent Variables

Leave variable	Red	Median	Min	Max	Std. Deviation	Skewness	Excess Kurtosis
Work Overload (X1)	0,000	0,016	-1,833	1,864	1,000	-0,006	-1,075
Work-Life Balance (X2)	0,000	-0,010	-1,786	1,828	1,000	0,107	-0,870

Leave variable	Red	Median	Min	Max	Std. Deviation	Skewness	Excess Kurtosis
Transformational Leadership (X3)	0,000	-0,019	-1,858	1,843	1,000	0,110	-0,821
OCB (Z1)	0,000	0,005	-1,816	1,837	1,000	0,085	-0,926
Job Satisfaction (Z2)	0,000	0,038	-1,851	1,871	1,000	0,019	-0,795
Employee Performance (Y)	0,000	0,012	-1,745	1,770	1,000	-0,048	-0,935

Source: Data processed (2026)

All constructs have a *mean value* of 0.000 and *a standard deviation* of 1,000, which indicates that the data are *standardized latent variable scores*. The distribution of minimum (-1.858 to -1.745) and maximum (1.770 to 1.871) values shows a symmetrical distribution around the mean. Skewness values *close to 0 (-0.048 to 0.110) and* excess kurtosis *(-1.075 to -0.795) indicate that the data does not have extreme skewness so it is feasible to process in PLS-SEM.*

Evaluation of Measurement Models (Outer Model)

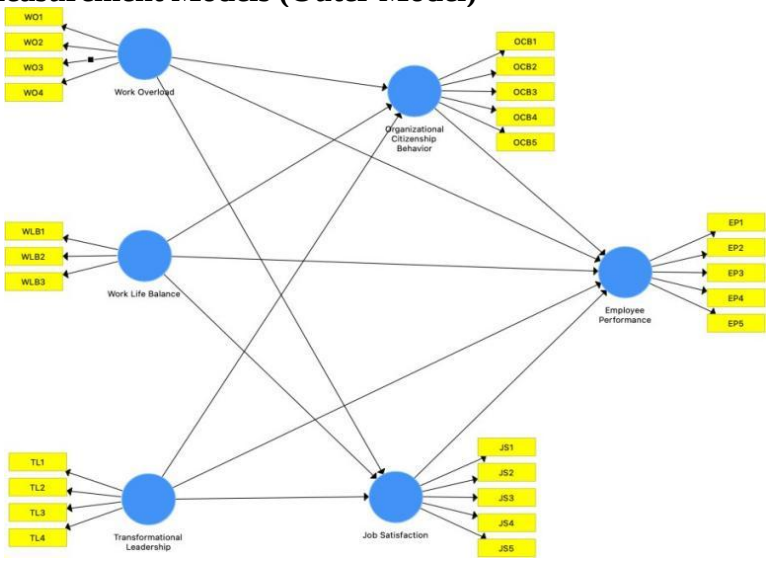


Figure 2. Outer Construction of Research Models

Source: SmartPLS Output (2026)

The outer construction *of the research model* is shown in Figure 2. The convergent validity is measured from the *outer loading* value of each indicator (requirement > 0.70) as presented in Table 5.

Table 5. Indicator Outer Loadings Test Results

Leave variable	Indicators and Values of Outer Loading	Critical Limits	Remarks
Work Overload (X1)	WO1 = 0.820; WO2 = 0.901; WO3 = 0.871; WO4 = 0.918	> 0.70	Valid
Work-Life Balance (X2)	WLB1 = 0.891; WLB2 = 0.913; WLB3 = 0.892	> 0.70	Valid
Transformational Leadership (X3)	TL1 = 0.865; TL2 = 0.880; TL3 = 0.865; TL4 = 0.909	> 0.70	Valid
Organizational Citizenship Behavior (Z1)	OCB1 = 0.917; OCB2 = 0.912; OCB3 = 0.889; OCB4 = 0.909; OCB5 = 0.921	> 0.70	Valid
Job Satisfaction (Z2)	JS1 = 0.879; JS2 = 0.875; JS3 = 0.927; JS4 = 0.917; JS5 = 0.871	> 0.70	Valid

Leave variable	Indicators and Values of Outer Loading	Critical Limits	Remarks
Employee Performance (Y)	EP1 = 0.949; EP2 = 0.932; EP3 = 0.928; EP4 = 0.934; EP5 = 0.939	> 0.70	Valid

Source: SmartPLS Output (2026)

All indicators, ranging from WO1 to EP5, recorded an *outer loading* value above 0.70 with a range of 0.820 (WO1) to 0.949 (EP1). Thus, all indicators are valid in reflecting their latent variables and can be maintained for structural model analysis. The results of construct reliability and AVE are presented in Table 6.

Table 6. Construct and AVE Reliability Test Results

Leave variable	Cronbach's Alpha	rho_A	Composite Reliability	AVE	Remarks
Work Overload	0,901	0,912	0,931	0,771	Reliable & Valid
Work-Life Balance	0,881	0,885	0,926	0,808	Reliable & Valid
Transformational Leadership	0,903	0,908	0,932	0,774	Reliable & Valid
Organizational Citizenship Behavior	0,948	0,948	0,960	0,827	Reliable & Valid
Job Satisfaction	0,937	0,940	0,952	0,799	Reliable & Valid
Employee Performance	0,965	0,965	0,973	0,877	Reliable & Valid

Source: SmartPLS Output (2026)

Cronbach's Alpha *values* are in the range of 0.881 to 0.965, rho_A 0.885 to 0.965, and *Composite Reliability* 0.926 to 0.973, all above the 0.70 threshold. The variables of *work overload*, *transformational leadership*, OCB, *job satisfaction*, and *employee performance* have *an alpha* above 0.90 (perfect reliability), while the *work-life balance* of 0.881 is classified as high reliability. The AVE value ranges from 0.771 to 0.877 (> 0.50), so that all constructs are reliable and have excellent convergent validity. Discriminant validity was tested using the Fornell-Larcker (Table 7) and HTMT (Table 8) criteria.

Table 7. Evaluation of the Fornell-Larcker Criterion

Construct	EP	JS	OCB	TL	WLB	WO
Employee Performance (EP)	0,936					
Job Satisfaction (JS)	0,809	0,894				
Organizational Citizenship Behavior (OCB)	0,836	0,690	0,910			
Transformational Leadership (TL)	0,528	0,544	0,450	0,880		
Work-Life Balance (WLB)	0,578	0,552	0,531	0,143	0,899	
Work Overload (WO)	0,531	0,362	0,519	0,123	0,066	0,878

Source: SmartPLS Output (2026)

The square root values of AVE for EP (0.936), JS (0.894), OCB (0.910), TL (0.880), WLB (0.899), and WO (0.878) were greater than the correlation of these variables with other latent variables, so that the Fornell-Larcker criteria were met.

Table 8. Heterotrait-Monotrait Ratio (HTMT) Evaluation

Construct	EP	JS	OCB	TL	WLB
Job Satisfaction	0,849				
Organizational Citizenship Behavior	0,874	0,731			
Transformational Leadership	0,563	0,588	0,485		
Work-Life Balance	0,626	0,605	0,579	0,156	
Work Overload	0,565	0,390	0,558	0,169	0,079

Source: SmartPLS Output (2026)

The HTMT value of the entire construct pair is in the range of 0.079 to 0.874, below the threshold of 0.90. This proves that each construct is unique and measures different phenomena without the problem of discriminant validity.

Evaluation of Structural Models (Inner Model)

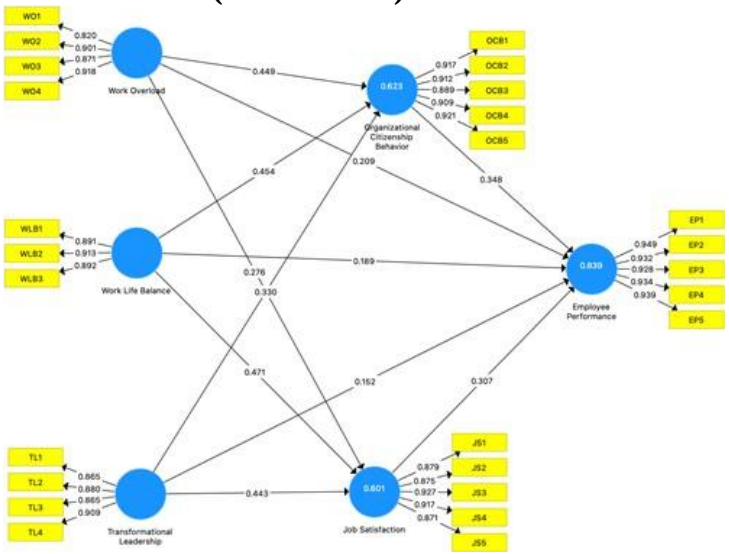


Figure 3. Inner Construction Research Model

Source: SmartPLS Output (2026)

The results of the analysis of the confirmatory factor (Figure 3) show that all indicators have *an outer loading* above 0.70 so that no indicators are eliminated. The value of the determination coefficient is presented in Table 9.

Table 9. R-Square Value

Endogenous Variable	R Square	R Square Adjusted
Employee Performance	0,839	0,831
Job Satisfaction	0,601	0,589
Organizational Citizenship Behavior	0,623	0,611

Source: SmartPLS Output (2026)

The R^2 *value of employee performance* of 0.839 shows that *work overload*, *work-life balance*, *transformational leadership*, OCB, and *job satisfaction* together explain 83.9% of the variation in employee performance, while 16.1% is explained by other factors outside the model. The R^2 *value of job satisfaction* (0.601) and OCB (0.623) is moderate, so the model has a strong explainer. The Q-Square value also shows that the model has *predictive relevance* in predicting endogenous constructs. The results of the model fit test are presented in Table 10.

Table 10. Quality Index (Model Fit)

Criteria	Saturated Model	Estimated Model
SRMR	0,046	0,051
d_ULS	0,748	0,927
d_G	0,671	0,681
Chi-Square	374,335	369,394
NFI	0,867	0,869

Source: SmartPLS Output (2026)

The SRMR values of 0.046 (*saturated model*) and 0.051 (*estimated model*) were below the threshold of 0.08, which indicates a very good model fit, while an NFI of 0.867–0.869 was

close to the ideal value of 0.90 (*acceptable fit*). Thus, the model is feasible and representative to explain the relationship between variables.

Hypothesis Test

Table 11. Test the Direct Influence Hypothesis

Hypothesis	Direct Relationship Pathway	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics	P Values	Verdict
H1	WO → EP	0,209	0,209	0,056	3,708	0,000	Accepted
H2	WLB → EP	0,189	0,194	0,053	3,533	0,000	Accepted
H3	TL → EP	0,152	0,154	0,052	2,925	0,004	Accepted
H4	WO → OCB	0,449	0,444	0,061	7,356	0,000	Accepted
H5	WLB → OCB	0,454	0,455	0,066	6,930	0,000	Accepted
H6	TL → OCB	0,330	0,331	0,064	5,139	0,000	Accepted
H7	WO → JS	0,276	0,270	0,064	4,329	0,000	Accepted
H8	WLB → JS	0,471	0,470	0,059	8,039	0,000	Accepted
H9	TL → JS	0,443	0,449	0,060	7,429	0,000	Accepted
-	OCB → EP	0,348	0,346	0,077	4,506	0,000	Significant
-	JS → EP	0,307	0,301	0,067	4,559	0,000	Significant

Remarks: WO = Work Overload; WLB = Work-Life Balance; TL = Transformational Leadership; OCB = Organizational Citizenship Behavior; JS = Job Satisfaction; EP = Employee Performance. Source: SmartPLS Output (2026)

Table 12. Test the Indirect Influence Hypothesis

Hypothesis	Indirect Influence Pathway	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics	P Values	Verdict
H10 & H13	WO → OCB/JS → EP	0,241	0,235	0,046	5,228	0,000	Accepted
H11 & H14	WLB → OCB/JS → EP	0,302	0,299	0,051	5,896	0,000	Accepted
H12 & H15	TL → OCB/JS → EP	0,250	0,249	0,041	6,063	0,000	Accepted

Source: SmartPLS Output (2026)

Based on Table 11, all direct influence pathways have *a T-Statistics* > 1.96 and *P-Values* < 0.05, so the H1 to H9 hypothesis is accepted. OCB and *job satisfaction* have also been proven to have a positive and significant effect on employee performance. Based on Table 12, the indirect influence *of transformational leadership*, *work-life balance*, and *work overload* on performance through OCB and *job satisfaction* resulted in *T-Statistics* of 6,063; 5,896; and 5,228 with *P-Values* of 0.000, so that H10 to H15 were accepted and OCB and *job satisfaction* functioned as mediating variables.

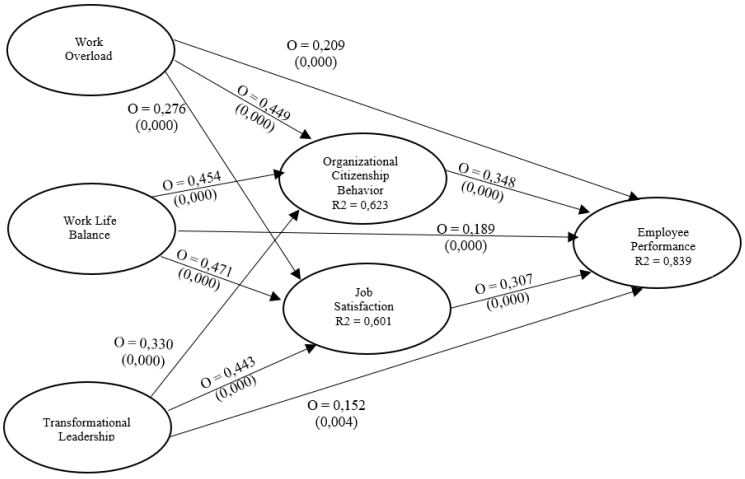


Figure 4. Research Model (Results)
Source: Data processed (2026)

Figure 4 shows that employee performance is formed by OCB and *job satisfaction*, while the two mediating variables are formed by *work-life balance*, *transformational leadership*, and *work overload*. *Work-life balance* has the greatest influence on *job satisfaction* and OCB, followed *by transformational leadership* and *work overload*. This is because the operations of PT PLN (Persero) UP3 Manado have very high demand dynamics, so employees attach great importance to balanced time for their personal lives to avoid stress and mental fatigue (*burnout*), then consider whether the boss gives direction, inspirational motivation, and supportive attention.

The effect *of work overload* on employee performance (H1). *Work overload* has a positive and significant effect on performance (O = 0.209; T = 3.708; P = 0.000). High work demands such as accelerating the handling of distribution network disruptions, maintaining the reliability of electricity supply, and targeting the digitization of PLN Mobile services are perceived by employees as an encouragement to work more focused and efficient. These findings are in line with Ukwadinamor and Oduguwa (2020) and Made and Ketut (2023) who emphasized that workload within measurable limits can trigger work attachment and maximize output before exceeding the saturation threshold.

The effect of *work-life balance* on employee performance (H2). *Work-life balance* had a positive and significant effect on performance (O = 0.189; T = 3.533; P = 0.000). Employees who are able to manage time and dual roles in a balanced manner have more stable physical and mental energy, avoid *burnout*, and are able to execute electrical technical tasks with greater reliability and accuracy. These results support Gunawan et al. (2024), but in contrast to Imaningtyas et al. (2024) and Lubis et al. (2023) who found an insignificant effect.

The effect *of transformational leadership* on employee performance (H3). *Transformational leadership* has a positive and significant effect on performance (O = 0.152; T = 2.925; P = 0.004). Leadership that is realized through inspirational motivation, clear operational vision, intellectual stimulation, and individual attention is able to build employee confidence and commitment to exceed performance standards. These findings are in line with Khan et al. (2020), Sulistyowati and Arifah (2023), and Widyawati et al. (2024).

Effect on OCB (H4, H5, H6). *Work overload* has a significant positive effect on OCB (O = 0.449; T = 7.356), because high demands in the field create a sense of togetherness and a spirit of mutual cooperation (*altruism*), in line with Made and Ketut (2023). *Work-life balance* has a significant positive effect on OCB (O = 0.454; T = 6.930); Life balance provides psychological energy reserves so that employees are encouraged to help colleagues and maintain a harmonious work climate (*courtesy*) as a form of *reciprocity*, in line with Heriyadi

et al. (2021). *Transformational leadership* has a significant positive effect on OCB (O = 0.330; T = 5.139); exemplary, individualized attention, and leadership motivation create an inclusive climate that fosters *sportsmanship* and *civic virtue*, in line with Nurhidayati et al. (2021) and Umi et al. (2021).

Effect on *job satisfaction* (H7, H8, H9). *Work overload* has a significant positive effect on job satisfaction (O = 0.276; T = 4.329), because success in overcoming a high workload provides a *sense of achievement* and work meaning, as long as these demands are accompanied by clarity of roles and recognition. *Work-life balance* is the most dominant predictor of job satisfaction (O = 0.471; T = 8.039), because maintained personal well-being creates a positive affective evaluation of the workplace, in line with Sawitri (2024) and Amelia et al. (2023). *Transformational leadership* has a significant positive effect on job satisfaction (O = 0.443; T = 7.429), because leaders who are communicative, open, and pay attention to the development of subordinate competencies create a conducive work climate, in line with Indrio and Herachwati (2024).

The role of OCB mediation and *job satisfaction* (H10–H15). OCB and job satisfaction mediated the effect *of work overload* on performance (O = 0.241; T = 5.228). The nature of mediation is classified as *partial mediation* because *work overload* still has a significant direct effect. Employees who are satisfied and help each other are able to reduce the potential for *burnout* due to the workload, so that work energy still boils down to achieving targets; this study is relevant to Aisy et al. (2024) and Austen (2022) who both examined the role of job satisfaction in the relationship between workload and employee output. OCB and job satisfaction also partially mediated the influence of *work-life balance* on performance (O = 0.302; T = 5.896), where work-life balance fosters intrinsic motivation that manifests in job satisfaction and voluntary involvement, in line with Heriyadi et al. (2021) and Sawitri (2024). Furthermore, OCB and job satisfaction partially mediated the influence of *transformational leadership* on performance (O = 0.250; T = 6.063). Leaders who provide example, motivation, intellectual stimulation, and individual attention increase employee esteem, foster job satisfaction, and a culture of mutual help, in line with Natanael et al. (2023), Indrio and Herachwati (2024), and Sulistyowati and Arifah (2023). Overall, the indirect influence of the three independent variables through OCB and *job satisfaction* is always greater than the direct influence, with the total largest influence having *work-life balance*.

Theoretically, this study strengthens the conceptual framework of the role of OCB dual mediation and *job satisfaction* in HR Management and Organizational Behavior, as well as enriches the literature on the SOE sector of public service providers. Practically, management needs to maintain challenging work targets with fair distribution of burdens so that work challenges (*eustress*) do not turn into destructive stress (*distress*), guarantee employees' personal time rights, and strengthen the transformational leadership capabilities of managers and supervisors.

CONCLUSION

The findings indicated that work overload, work-life balance, and transformational leadership had significant positive direct relationships with employee performance, organizational citizenship behavior (OCB), and job satisfaction at PT PLN (Persero) UP3 Manado. Furthermore, OCB and job satisfaction partially mediated the relationships between these three predictors and employee performance. Work-life balance exhibited the largest combined indirect effect (β = 0.302), exceeding its direct effect (β = 0.189). Similarly, work overload demonstrated an indirect effect of 0.241 and a direct effect of 0.209, while transformational leadership exhibited an indirect effect of 0.250 and a direct effect of 0.152. These results suggested that job satisfaction and discretionary employee behavior served as important mechanisms linking workplace conditions and leadership practices to employee

performance. Accordingly, PT PLN (Persero) UP3 Manado should conduct periodic workload assessments to ensure equitable task distribution, optimize digital work systems, and promote work-life balance by establishing clear working-hour boundaries and limiting nonurgent assignments outside regular working hours. Management should also strengthen transformational leadership practices through constructive feedback, employee recognition, and transparent reward mechanisms that acknowledge contributions beyond formal job responsibilities. However, the positive relationship between work overload and employee performance should not be interpreted as justification for increasing employees' workloads without considering their well-being. Future research should incorporate additional variables, such as burnout, perceived organizational support, work discipline, and organizational culture, while expanding the sample to other PLN operational units. Integrating quantitative surveys with in-depth interviews could also provide a more comprehensive understanding of the mechanisms underlying employee performance.

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