



Work Stress and Discipline On Employee Performance Mediated By OCB

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ABSTRACT

Objective – Examining regional red bank employees 2 researchers conducted a pre-survey of 2 key people, it was found that the problem of work stress and employee work discipline was the reduction in employee performance. This research was conducted on 179 employees in a unidirectional (one-sided) manner with a significance level of 0.05 or alpha of 5%. If the T-statistic value is > 1.64 and the P-value < 0.05 then the hypothesis results can be accepted. Hypothesis testing results with Bootstrapping using SmartPLS 3.2.9 software. Research discussions have proven that increasing work stress will reduce employee performance, even if it has to be mediated by OCB. mediation by OCB will improve employee performance. From this research it can be seen that the P-Value of the 7 hypotheses has a significant effect, but there are 2 hypotheses that show a significant negative effect, namely Hypothesis 2 and Hypothesis 6, which means that the more employee work stress increases, the more it will reduce employee performance, others are the same as which has a significant positive effect. Thus, for the Company to pay attention to the level of work stress and work discipline of its employees, they will get optimal performance, which has an impact on the environment in which employees work and carry out their activities, colleagues will always call.

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INTRODUCTION

Effective human resources require managers or leaders to be able to find the best way to utilize the people within their company so that the desired goals can be achieved in serving debtors. It is not easy for Bank Merah Area 2 retail and business network employees when dealing with debtors. those who have complaints or delegated debtors who need special assistance from our area, each of them serves themselves with all the efforts that the debtor understands when given understanding and offering solutions. It is not uncommon for employees to be vulnerable to stress because debtors are reluctant to follow established procedures. However, on the other hand, employee performance assessment is seen from how to serve debtors, such as providing optional treatment by paying attention to risks and applicable regulations, conveying with intonation of voice, as well as friendly words and

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Before conducting research, the author interviewed 2 (two) high-ranking business leaders of Bank Merah Area 2. From the results of these interviews, it was discovered that there were problems with employee performance which were thought to be caused by work stress and disciplinary problems, especially working according to predetermined times, and employee reluctance to work outside of their own job description. To obtain data on management phenomena that occur, researchers distributed a pre-research survey to determine the factors that influence employee performance which have been summarized above. Respondents, 24 respondents stated that they felt work pressure was unreasonable, 25 respondents did not work according to the time which has been determined, 22 respondents felt a lack of awareness among co-workers in helping with tasks outside their authority even though this could increase work effectiveness, 30 respondents stated that they felt less than optimal in my performance. From the research pre-survey data, it can be indicated that employee performance is related to work stress, work discipline and Organizational Citizenship Behavior (Aesah et al., 2023; Darmayanthi et al., 2024; Hidayat & Muh. Abdul Aziz, 2022; Iskanto, 2021, 2023; Kamaruddin et al., 2022).

According to Dini et al. (2018) OCB has a significant effect on work stress and employee performance. Robithoh, S. (2021) states that OCB does not have a significant effect on employee performance. Because of this research gap, the author used OCB as a mediating variable for this research. Apart from that, OCB can be created through Kusdi's organizational culture in Setiaji (2020). Awareness of organizational tasks and vision supported by a strong organizational culture supports the development of OCB within the company. Performance is supported by external and internal factors, while OCB is behavior from within the employee himself which influences the company environment (Adu & Nawangsari, 2022; Alhempri et al., 2021; Ansori, 2022).

Based on the phenomenon that occurred at Bank Merah Area 2 as described above as well as previous research on work stress, employee discipline, performance and OCB, researchers are interested in conducting research entitled *The Effect of Stress and Work Discipline on Employee Performance Mediated by OCB at Red Bank Area 2*.

LITERATURE REVIEW

Job Stress

Job Stress is a feeling of pressure experienced by employees when facing work. This work stress can be seen from symptoms, including unstable emotions, feelings of ease, liking to be alone, difficulty sleeping, excessive smoking, unable to relax, anxiety, tension, nervousness, increased blood pressure, and experiencing digestive disorders (Mangkunegara, 2017; (Ananda et al., 2024; Dehotman, 2023; Iskanto, 2021; Mustaqim et al., 2023).

Work Discipline

According to Keith Davis in Mangkunegara (2017), work discipline is an implementation of management to strengthen organizational guidelines. Meanwhile, according to Hasibuan (2019) discipline is a person's awareness and willingness to obey company regulations and applicable social norms (Iskanto, 2019; Iskanto, Karim, et al., 2020).

Organizational Citizenship Behavior (OCB)

Definition of Organizational Citizenship Behavior (OCB) - According to Robbins (2017) Organizational Citizenship Behavior is individual or individual behavior that is voluntary and not part of formal job requirements, but can increase organizational effectiveness. In line with Organ, et al. (1988). in Titisari (2014) defines Organizational Citizenship Behavior as the behavior of individuals who have the freedom to choose, which is indirectly recognized and contributes to the effectiveness and efficiency of organizational functions.

Employee Performance

Meanwhile Dyne et al. In Titisari (2014) proposed the construction of Organizational Citizenship Behavior (OCB), namely: "Behavior that benefits the organization and/or tends to benefit the organization, voluntarily and exceeds what is required by the role". In McShane and Von Glinow's research in Putri (2017) OCB is defined as "various forms of cooperation and helpfulness to others that support the organization's social and psychological context", meaning that OCB is various forms of cooperation and ways of helping others that support the organization's social and psychological context (Iskamto, Yapentra, et al., 2020; Rifa'i et al., 2022).

HYPOTHESIS

H1: Effect of Job Stress on Performance

According to Cooper (1992) in Robbins (2017) work stress is the inability to understand or deal with pressure, where each individual's stress level is different and reacts according to changes in the environment and pressure, if work stress is not managed well then an employee's performance will be disrupted. Research on work stress on performance was conducted by Husein, (2016). In this research, he suggested that every organization must maintain job satisfaction in the workplace, because of the negative impact between work stress and employee performance (Sen, 1987).

H2: Effect of Job Stress on OCB

Research on work stress on Organizational Citizenship Behavior (OCB) was conducted by Dini et al (2018) which stated that there is a significant influence between work stress and OCB, which means that the lower the work stress, the higher the OCB, the better the employee's performance.

H3: Effect of Discipline on Performance

The definition of discipline according to Singodimenjo in Sutrisno (2014) "Discipline is an attitude of a person's readiness and willingness to obey and comply with the regulatory norms that apply around him." Research on work discipline on performance was conducted by Ryani et al. (2018) in their research it can be concluded that there is an influence between work discipline on the performance of employees from PT. Telecommunication Indonesia, Tbk. The work discipline indicator has the highest average value in the statement 'Work according to ability'. Therefore, this indicator can improve the performance of PT employees. Indonesian Telecommunication, Tbk.

H4: Effect of OCB on Performance

Research on OCB on performance was conducted by Suzana (2017) with the results of her research being that OCB has a positive and significant effect on employee performance.

H5: Effect of work discipline on OCB

Research conducted by Hendra Hadiwijaya (2017) regarding work discipline on OCB with the results of his research found a significant partial and simultaneous influence on the work performance of PT Bank BPR Palembang employees.

H6: The effect of work stress on employee performance is mediated by OCB

H7: The influence of work discipline on employee performance is mediated by OCB

METHOD

This research uses a quantitative and causal approach, aiming to establish a cause-and-effect

relationship between the independent and dependent variables. The population of this research is employees of Bank Merah Area 2. The exact population is 325. The sample size is 179. In this research there are 48 indicators. This research uses a non-probability sampling approach, namely using a purposive sampling technique. The collected data was analyzed via Partial Least Squares (PLS) with the help of Smart-PLS.

RESULTS AND DISCUSSION

The research questionnaire was addressed to 179 employees of Bank Merah Area 2 according to the activities they carry out, the following is the profile of the respondents:

Table 1. Respondents' Background

No	INFORMATION	FREQUENCY (PEOPLE)	PROCENTAGE
GENDER			
1	Man	67	37%
	Woman	112	63%
	Total	179	100%
AGE			
2	≥25 - 29	58	32.40%
	≥30 - 39	69	39.55%
	≥40 - 49	33	18.44%
	≥50 - 55	15	8.38%
	≥55	4	2.23%
	Total	179	100%
LAST EDUCATION			
3	Bachelor degree)	159	88.83%
	Postgraduate (S2)	20	11.17%
	Doctoral (S3)	0	0.00%
	Total	179	100%
WORKING AGE			
4	≥3 - 5	86	48.04%
	≥6 - 10	52	29.05%
	≥11 - 15	27	15.08%
	≥16 - 20	10	5.59%
	≥21	4	2.23%
	Total	179	100%

Source: Data processed (2023)

The majority of employee gender is male as many as 67 respondents (37.43%), the majority of productive employees aged 25~29 years as many as 58 respondents (32.40%), the majority of 159 employee respondents with a bachelor's/bachelor's degree (88.83%), the majority of employees with a service period of 3~5 years amounted to 86 respondents (48.04%). Next, the research analyzes 2 stages, namely the outer and inner models. The first stage of the outer model is used to measure the validity and reliability of the research indicators, while the second stage of the inner model is used to explain how closely the relationship between latent variables is.

1. Outer Model

a. Convergent Validity

Table 2. Convergent Validity Measurement with AVE

VARIABLES	AVE	DIMENSIONS	LF
STRESS WORK(X1)	0.583	Physical Symptoms	0.888
		Behavior	0.839
		Symptoms in the Workplace	0.834
WORK DISCIPLINE (X2)	0.612	Obey Time Rules	0.644
		Comply with organizational and agency regulations	0.706
		Obey the rules of behavior at work	0.732
		Quality	0.744

EMPLOYEE PERFORMANCE (Y)	0.698	Productivity	0.611
		Knowledge Regarding Work	0.761
		Trustworthiness	0.906
		Availability	0.779
OCB(Z)	0.814	Altruism	0.852
		Civic virtue	0.812
		Conscientiousness	0.850
		Courtesy	0.793

Source: Data processed (2023)

The AVE value is good if it has a value greater than 0.50 (Ghozali & Latan, 2015). The AVE test above shows that all statement items in this study can be considered to have convergent validity.

b. Discriminant validity

The Fornell-Larcker Criterion calculation process is carried out by comparing the roots of the Average Variance Extracted (AVE) of each construct to the correlation between other constructs in the research hypothesis model. The following is the Fornell-Larcker Criterion analysis table:

Table 3. Discriminant Validity Measurement with the Fornell-Larcker Criterion

	DISCIPLINE WORK (X2)	EMPLOYEE PERFORMANCE (Y)	OCB (Z)	WORK STRESS (X1)
WORK DISCIPLINE (X2)	0.763			
EMPLOYEE PERFORMANCE (Y)	0.670	0.782		
OCB (Z)	0.669	0.837	0.836	
WORK STRESS (X1)	-0.264	-0.238	-0.454	0.902

Source: Data processed (2023)

other constructs in the model. So the discriminant validity requirement with \sqrt{AVE} has been fulfilled. Table 4.9 above shows that each construct has the highest value between one construct and the fulfilled.

c. Reliability

The first stage of reliability testing is testing the Cronbach's alpha value. A construct is declared reliable if it has a Cronbach's alpha value > 0.60 (Ghozali, 2015). Further testing, a construct is declared reliable if it has a composite reliability value of > 0.70 (Ghozali & Latan, 2015). The following are the results of the outer model output from composite reliability.

Table 4. Reliability Measurement with Cronbach Alpha and Composite Reliability

VARIABLES	CRONBACH'S ALPHA	COMPOSITE RELIABILITY	STATUS
WORK STRESS (X1)	0.984	0.985	VALID
WORK DISCIPLINE (X2)	0.897	0.917	VALID
EMPLOYEE PERFORMANCE (Y)	0.954	0.959	VALID
OCB (Z)	0.952	0.958	VALID

Source: Data processed (2023)

The research model has met the Cronbach's alpha and composite reliability values.

1. Inner Model

a. Coefficient of Determination Test/ R-Square(R2)

Chin (1998) in Yamin & Kurniawan (2011) explains the criteria for limiting the R2 value in three classifications, namely the R2 value = 0.67, 0.33 and 0.19 as substantial, moderate and weak.

VARIABLE	R Square Value (R ²)	R Square Adjusted
EMPLOYEE PERFORMANCE_Y	0.745	0.741
OCB_Z	0.530	0.525

Source: Data processed (2023)

Based on the adjusted R-squared value, employee performance and OCB are 0.741 and 0.525, indicating that the influence of the Job Stress and Work Discipline variables simultaneously contributes to employee performance and OCB of 74.1% and 52.5%. The rest is influenced by other variables.

b. F-Square (Size Effect)

F-Square or effect size is measured as the absolute individual contribution of each latent predictor variable to the R-Square value of the latent variable. The results of the F-Square test can be seen in table 4.13 below.

Table 6. F-Square Value

Variable	Value	Status
JOB STRESS_(X1) > EMPLOYEE PERFORMANCE_(Y)	0.090	Low
JOB STRESS_(X1) > OCB_(Z)	0.176	Moderate
WORK DISCIPLINE_(X2) > EMPLOYEE PERFORMANCE_(Y)	0.076	Moderate
WORK DISCIPLINE_(X2) > OCB_(Z)	0.689	High
OCB_(Z) > EMPLOYEE PERFORMANCE_(Y)	1,147	High

Source: Data processed (2023)

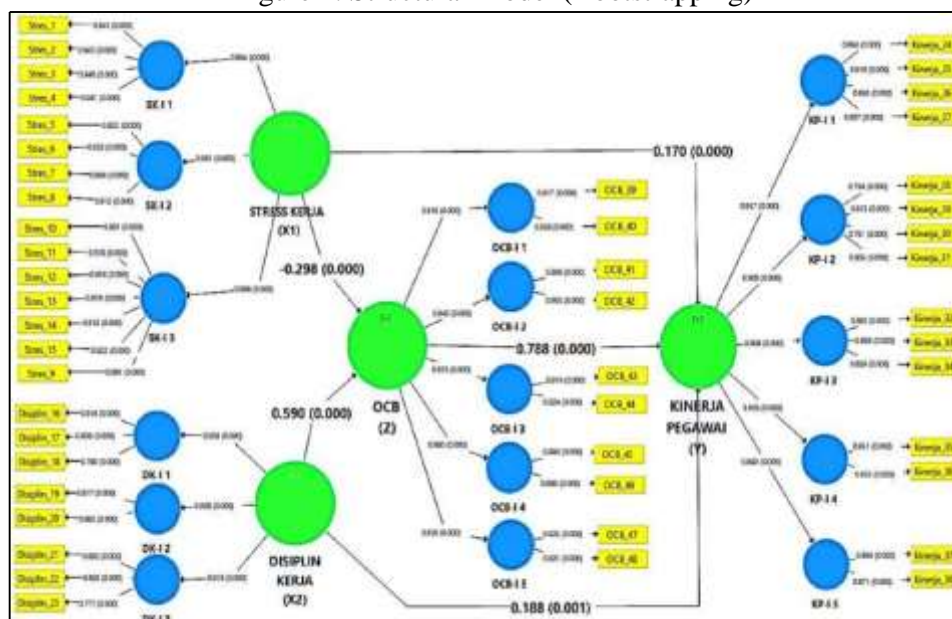
According to Chin (1998) in Ghazali (2015) that F-Square is grouped into 3 categories, namely, (small: ≥ 0.02); (medium: ≥ 0.15) and (large: ≥ 0.35).

2. HYPOTHESIS TEST

This research is unidirectional (one-tailed) with a significance level of 0.05 or alpha 5%. If the T-statistic value is > 1.64 and the P-value < 0.05 then the hypothesis results can be accepted. The results of hypothesis testing with Bootstrapping using SmartPLS

3.2.9 software can be seen in the following image:

Figure 1. Structural Model (Bootstrapping)



The results of hypothesis testing by Bootstrapping using SmartPLS 3.2.9 software can be seen in the following table:

Table 7 Value of Path Coefficient

<i>DIRECT PATH (Direct Path)</i>	<i>Original Sample</i>	<i>Q Statistics</i>	<i>P Values</i>	<i>Hypothesis</i>	<i>Conclusion</i>
Job Stress_(X1) → Employee Performance_(Y)	0.170	4,514	0,000	Positive, significant	H1 Accepted
Job Stress_(X1) → OCB_(Z)	-0.298	6,075	0,000	Negative, Significant	H2 Accepted
Work Discipline_(X2) → Employee Performance_(Y)	0.188	3,257	0.001	Positive, significant	H3 Accepted
Work Discipline_(X2) → OCB_(Z)	0.590	10,740	0,000	Positive, Significant	H4 Accepted
OCB_(Z) → Employee Performance_(Y)	0.788	14,609	0,000	Positive, Significant	H5 Accepted
<i>INDIRECT PATH (Indirect Path)</i>	<i>Original Samples</i>	<i>Q Statistics</i>	<i>P Values</i>	<i>Hypothesis</i>	<i>Conclusion</i>
Job Stress_(X1) → OCB_(Z) → Employee Performance_(Y)	-0.235	5,044	0,000	Negative, Significant	H6 Accepted
Work Discipline_(X2) → OCB_(Z) → Employee Performance_(Y)	0.465	10,974	0,000	Positive, Significant	H7 Accepted

Source: Data processed (2023)

DISCUSSION

From this research it can be seen that the P-Value of the 7 hypotheses has a significant effect, but there are 2 hypotheses that show a significant negative effect, namely Hypothesis 2 and Hypothesis 6, which means that the greater the employee's work stress, the lower the employee's performance, which is different from those that have an effect. positive significant.

CONCLUSION

Research discussions have proven that increasing work stress will reduce employee performance, as well as if it has to be mediated by OCB, this is inversely different from work discipline which has a significant positive influence, which means that the more disciplined employees are, the more employee performance will increase, likewise if it is mediated by OCB it will increase employee performance. Thus, for companies to pay attention to the level of work stress and work discipline of their employees, they will get optimal performance, which has an impact on the environment in which employees work and carry out their activities, colleagues will always be calling.

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