

## The Effect of Stress and Work Discipline on The Performance of Employees of PT. SDL with Organizational Citizenship Behavior (OCB) as an Intervening Variable

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| Article Info  | ABSTRACT  |
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| <b>Keywords:</b><br>Organizational Citizenship Behavior, Work Discipline, Stress, and Performance (OCB) | This study uses organizational citizenship behavior (OCB) as an intervening variable to explain how stress and work discipline affect employee performance. 109 PT employees participated in this investigation as responders. SDL as an example. Questionnaires are used to collect data. This study employed the Partial Least Square (PLS) method for instrument testing and data analysis using Structural Equation Modeling (SEM). According to the study's findings, (1) work stress significantly and negatively affects organizational citizenship behavior (OCB); (2) work discipline significantly and positively affects OCB; (3) work stress significantly and negatively affects employee performance; (4) work discipline significantly and positively affects employee performance; (5) Organizational citizenship behavior (OCB) significantly and positively affects employee performance; (6) work stress significantly and negatively affects employee performance as an intervening variable through Organization citizenship behavior (OCB); and (7) work discipline significantly and positively affects employee performance as an intervening variable. |
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## INTRODUCTION

The major human resource issues that PT faces are covered in this paper. SDL, with an emphasis on how employee performance, organizational citizenship behavior (OCB), work stress, and work discipline interact. Employees have struggled with severe work pressure, stress, and poor discipline, and the organization has seen ongoing performance deficiencies. Performance information and absence trends have shown these problems.

According to the survey's findings, most workers worry about their coworkers' unwillingness to assist with duties that go outside of their purview and feel overburdened by work-related stress. Low discipline is also causing performance gaps, as shown by absenteeism and late arrivals. Despite a

minor improvement, the company's performance is still below target, indicating the need for a more thorough grasp of these aspects.

While taking into account OCB as a possible mediator, the study also investigates the direct effects of job stress and work discipline on employee performance. Although the significance of job stress and discipline has been emphasized in previous studies, there are still unanswered questions regarding the exact function of OCB in this situation. By providing theoretical and practical insights that could benefit PT, this study seeks to close that gap. SDL creates focused tactics to improve worker performance. PT. SDL can strive toward accomplishing its performance goals and raising overall productivity by reducing work-related stress, enhancing discipline, and cultivating a cooperative culture through OCB.

In summary, the study aims to provide practical suggestions to enhance the work environment and raise overall performance at PT by addressing significant problems regarding the connections between work stress, discipline, OCB, and performance. SDL.

## METHOD

In order to investigate the connections among work stress, work discipline, Organizational Citizenship Behavior (OCB), and employee performance at PT, this study uses a quantitative methodology with a causal design. SDL. By designating employee performance as the dependent variable, OCB as a mediating variable, and work stress and discipline as independent variables, the selected approach enables a straightforward analysis of cause-and-effect dynamics.

The 109 PT employees make up the population for this study. SDL, where each employee participates as a respondent using a saturated sampling technique. Surveys are used to collect data, and a questionnaire designed to gauge the variables' indicators is used. Five response levels are available on the Likert Scale, which is used to evaluate respondents' attitudes and behaviors.

The primary data from the survey is supported by secondary data that was gathered from an extensive literature analysis of pertinent scholarly studies. Partial Least Squares (PLS) with SmartPLS 3.2.9 software is used to evaluate the data. Examining latent variables and their interactions is made easier using this approach. Both the inner model, which looks at the relationships between variables, and the outer model, which assesses validity and reliability, are used to evaluate the model. This entails assessing t-statistics, p-values, and R2 values in order to determine the significance and strength of the suggested associations.

With OCB acting as a mediating factor, the study will use path analysis to test a number of hypotheses in order to ascertain the direct and indirect effects of work stress and work discipline on employee performance. Through this approach, the study hopes to find information that could enhance

PT's HRM procedures. SDL, eventually resulting in improved worker performance and a more efficient workplace.

In summary, this study's main objective is to evaluate the direct and indirect effects of work stress and discipline on employee performance through OCB and to offer useful suggestions that can direct PT. SDL in improving their tactics for human resources.

## RESULTS AND DISCUSSION

### The Effect of Work Stress on Organizational Citizenship Behavior (OCB):

- Hypothesis:
  - $H_{01}: \alpha = 0 \rightarrow$  Employee work stress has no effect on Organizational Citizenship Behavior (OCB) at PT. SDL.
  - $H_{11}: \alpha \neq 0 \rightarrow$  Employee work stress affects Organizational Citizenship Behavior (OCB) at PT. SDL.
- Results:
  - P-value: 0.000 ( $< 0.05$ ), indicating statistical significance.
  - T-statistic: 4.798 ( $> 1.96$ ), confirming that the result is significant.
  - Original Sample: -0.431, showing a negative relationship.
- Interpretation: The negative coefficient of -0.431 indicates that OCB falls by 0.431 units for every unit increase in work stress. This suggests that a decrease in OCB among employees is linked to increased work stress. As a result,  $H_{01}$  is rejected and  $H_{11}$  is accepted, demonstrating that OCB at PT is significantly impacted negatively by work stress. SDL.

### The Effect of Work Discipline on Organizational Citizenship Behavior (OCB):

- Hypothesis:
  - $H_{02}: \alpha = 0 \rightarrow$  Employee work discipline has no effect on Organizational Citizenship Behavior (OCB) at PT. SDL.
  - $H_{12}: \alpha \neq 0 \rightarrow$  Employee work discipline affects Organizational Citizenship Behavior (OCB) at PT. SDL.
- Results:
  - P-value: 0.000 ( $< 0.05$ ), indicating statistical significance.
  - T-statistic: 4.159 ( $> 1.96$ ), confirming that the result is significant.
  - Original Sample: 0.352, showing a positive relationship.
- Interpretation: The positive coefficient of 0.352 indicates that OCB rises by 0.352 units for every unit increase in work discipline. This suggests that increased work discipline has a good impact

on employees' OCB. As a result,  $H_{02}$  is denied and  $H_{12}$  is approved, demonstrating that work discipline significantly improves OCB at PT. SDL.

#### **The Effect of Work Stress on Employee Performance:**

- Hypothesis:
  - $H_{03}: \alpha = 0 \rightarrow$  Employee work stress has no effect on employee performance at PT. SDL.
  - $H_{13}: \alpha \neq 0 \rightarrow$  Employee work stress affects employee performance at PT. SDL.
- Results:
  - P-value: 0.035 ( $< 0.05$ ), indicating statistical significance.
  - T-statistic: 2.118 ( $> 1.96$ ), confirming significance.
  - Original Sample: -0.197, indicating a negative relationship.
- Interpretation: The negative coefficient of -0.197 indicates that employee performance falls by 0.197 units for every unit increase in work stress. This implies that employees perform worse when they are under more stress at work. As a result,  $H_{03}$  is denied and  $H_{13}$  is approved, demonstrating that work-related stress significantly impairs PT employees' performance. SDL.

#### **The Effect of Work Discipline on Employee Performance:**

- Hypothesis:
  - $H_{04}: \alpha = 0 \rightarrow$  Employee work discipline has no effect on employee performance at PT. SDL.
  - $H_{14}: \alpha \neq 0 \rightarrow$  Employee work discipline affects employee performance at PT. SDL.
- Results:
  - P-value: 0.000 ( $< 0.05$ ), indicating statistical significance.
  - T-statistic: 3.606 ( $> 1.96$ ), confirming significance.
  - Original Sample: 0.369, indicating a positive relationship.
- Interpretation: The positive coefficient of 0.369 indicates that employee performance rises by 0.369 units for every unit increase in work discipline. This suggests that enhanced work discipline has a favorable impact on worker performance. Employee performance at PT is thus significantly improved by work discipline, as evidenced by the rejection of  $H_{04}$  and the acceptance of  $H_{14}$ . SDL.

#### **The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance:**

- Hypothesis:
  - $H_{05}: \alpha = 0 \rightarrow$  Organizational Citizenship Behavior (OCB) has no effect on employee performance at PT. SDL.

- $H_{15}: \alpha \neq 0 \rightarrow$  Organizational Citizenship Behavior (OCB) affects employee performance at PT. SDL.
- Results:
  - P-value: 0.000 ( $< 0.05$ ), indicating statistical significance.
  - T-statistic: 3.516 ( $> 1.96$ ), confirming significance.
  - Original Sample: 0.363, indicating a positive relationship.
- Interpretation: The positive coefficient of 0.363 indicates that employee performance rises by 0.363 units for every unit increase in OCB. This suggests that workers who exhibit OCB actions enhance performance as a whole. As a result,  $H_{05}$  is denied and  $H_{15}$  is approved, demonstrating that OCB has a major impact on worker performance at PT. SDL.

The study offers a number of significant revelations and findings about the elements influencing PT employees' performance. SDL. First, there is a strong negative correlation between work stress and performance, as evidenced by the detrimental effects it has on both employee performance and Organizational Citizenship Behavior (OCB). However, there is a favorable correlation between work discipline and employee performance as well as OCB. Higher disciplined workers are more likely to exhibit better OCB habits, which ultimately lead to better performance. Furthermore, OCB improves employee performance since workers who go above and beyond the call of duty make a bigger contribution to the success of the company as a whole.

The study also emphasizes how OCB mediates the link between employee performance and work discipline. Even though OCB mediates this relationship, work discipline has a greater direct impact on performance than it does through OCB. Though its impact is less noticeable than the direct effect of work stress on performance, OCB also mediates the association between work stress and performance. With Q2 values of 0.280 for OCB and 0.338 for employee performance, the Goodness of Fit findings demonstrate the model's excellent predictive power and its ability to adequately explain the relationships between the variables.

Practically speaking, the results indicate that PT should prioritize on staff discipline and minimizing work-related stress. SDL. The organization can use tactics like stress management programs, employee welfare programs, and work discipline reinforcement to boost employee performance. Furthermore, creating an environment at work that supports OCB can improve worker performance and productivity in general. The study concludes by highlighting the significance of managing work-related stress, enhancing work-related discipline, and increasing OCB as crucial elements in raising employee performance. These observations offer PT helpful direction. SDL in enhancing organizational results and honing its human resource management techniques.

## **CONCLUSION**

Employee performance at PT is greatly impacted by job stress and work discipline, according to the study's findings. SDL, both directly and via the mediating variable of Organizational Citizenship Behavior (OCB). Employees' inability to stay focused at work is a major cause of work-related stress. Employee performance suffers as a result of higher stress levels since they are less likely to exhibit positive OCB activities. Thus, OCB and employee performance are significantly impacted negatively by work-related stress.

However, one of the most important elements in raising employee performance is job discipline. Positive OCB behaviors, such supporting coworkers and contributing more to the firm, are more likely to be displayed by employees who follow company policies. This implies that work discipline improves OCB, which further supports improved employee outcomes, in addition to having a direct favorable impact on performance.

Additionally, OCB has a significant impact on improving worker performance. Workers that participate in workplace activities and exhibit OCB behaviors, such caring for others, typically perform better and are more productive. Excessive work-related stress, however, can make employees less inclined to participate in OCB, which will ultimately result in a drop in performance. The study's analysis of several OCB indicators revealed that civic virtue was the weakest and altruism the strongest.

The results have applications in physical therapy. SDL is working to improve discipline and stress management in order to increase staff performance. To assist staff in better managing work-related stress, the organization could implement stress management initiatives like counseling, training, and relaxation areas. By providing rewards for disciplined behavior and enforcing penalties for rule infractions, a reward and punishment system could also aid in reinforcing staff discipline.

Additionally, creating an environment at work that encourages OCB is a calculated move that companies ought to take into account. OCB within the organization can be strengthened by praising selfless actions, fostering teamwork, and allowing employees to participate in decision-making. By strengthening work habits and putting good stress-reduction techniques into practice, PT. SDL has the potential to boost employee performance by fostering a more positive work environment.

Nevertheless, there are limits to take into account despite the insightful information this study has offered. PT was the only group included in the study. SDL, which limits how broadly the results can be applied. To get more comprehensive, representative results, future studies should think about increasing the sample size. Deeper understanding of the elements influencing employee performance may also be possible by investigating other independent variables and applying various theoretical frameworks or analytical approaches. Businesses may improve employee productivity and well-being by tackling these issues and putting more effective methods into place.

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