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**THE EFFECTS OF EMPLOYEES WORK STRESS AND WORK DISCIPLINE ON THE PERFORMANCE OF EMPLOYEES MEDIATED BY ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)
(Case Study : PT BANK "X". Tbk)**

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Abstract: The purpose of this study is to understand and explain the effects of work stress and work discipline on employees performance mediated by *Organizational Citizenship Behaviour* and its implications for the Employees of PT Bank "X". (Persero), Tbk. The research method used was quantitative approach, where the population in this study was 150 employees of PT Bank "X". (Persero) Tbk. The sample selection technique was done by taking non-probability sampling of 109 respondents. Questionnaire survey instrument data collection technique was used and was submitted to Employees of PT Bank "X" (Persero). Tbk. The data of this study, which was analyzed using the Structural Equation model (SEM) with SmartPLS 3.2.8 software programs, revealed that work stress, Work Discipline and Organizational Citizenship Behavior affect employee performance, both partially and simultaneously.

Keywords : Employee Work Stress, Employee Work Discipline, Organizational Citizenship Behavior, Employee Performance.

INTRODUCTION

Human resources are the company's most important problem, because human resources can cause other resources in the company to function properly or run smoothly. Through effective human resources requires managers or leaders to find the best way to empower people in the company environment so that the desired goals can be achieved (Mangkunegara, 2016). According to (Edison, 2016) performance is the result of a process that is referred to and measured over a certain period based on the conditions or agreements

previously set. The average employees performance value decrease of each year in this case were 96.21 (2016), 96.98 (2017), 96.88 (2018), in which the assessment target value was 99, This secondary data was obtained by conducting interviews with leaders at PT Bank "X" (Persero) Tbk. To ensure the factors that affect the employees performance of PT Bank "X" (Persero) Tbk. are work stress, work discipline and performance mediated by Organizational Citizenship Behavior, the author conducted a pre-questionnaire as a trial that must be filled by 39 employees. Based on the Pre-Survey conducted, employees felt less optimal in their performance, employees felt their works were full of pressure, employees didn't work according to a predetermined time. From the pre-research data, it can be indicated that the Employee Performance is closely related to several factors, such as: Work Stress, Work Discipline and *Organizational Citizenship Behaviour*. Based on the information described above, the researcher need to examine the theme, "The Effects of Employees Work Stress and Work Discipline on the Performance of Employees Mediated by Organizational Citizenship Behavior (OCB). (Case Study: PT Bank "X" . Tbk)."

LITERATURE REVIEW

A. Work Stress

Every employee at work will definitely feel pressures from superiors which sometimes can cause stress. If work stress is not managed properly, it will cause the employee performance to be decreasing (Robbins,2017).

Eustres is the result of responses to stress that are healthy, positive and constructive (Constructive), whereas *Distres* is the result of responses to stress that are unhealthy, negative and destructive (Damaging). This includes individual consequences and high level of absences, which are associated with illness, decreased in performance and death (Handoko,2012).

B. Work Discipline

Discipline is the awareness and willingness of a person to comply with company regulations and applicable social norms (Hasibuan, 2014). There are three dimensions of work discipline according to Singodimenjo, (Edi Sutrisno, 2011) they are: 1) obey the rules of time, 2) obey the organization and agency regulations, 3) obey the rules of behavior at work. There are two forms of work discipline, namely: 1) Preventive Discipline, 2) Corrective Discipline.

C. Performance

Performance is the result of quality and quantity of work achieved by an employee in carrying out their duties and the ability to achieve the stated goals (Mangkunegara,2016).

The common employee performance in most jobs includes; result quantity, results quality, result punctuality, attendance and ability to work together (Mathis dan Jackson, 2011).

According to Dessler (2015), there are 5 (five) dimensions of employee performance, namely: 1) Quality, 2) Productivity, 3) Work Knowledge, 4) Trustworthiness, 5) Availability.

D. Organizational Citizenship Behaviour

Organizational Citizenship Behaviour is the behavior of individuals who volunteer and are not part of the formal requirements of the work but can improve the effective function of the organization (Robbins, 2017)

McShane dan Von Glinow in their research (in Putri, 2017) argued that OCB was interpreted as, “*Various Forms of Cooperation and Helpfulness to Other That Support The Organization’s Social and Psychological Context,*” which means OCB is a variety of forms of cooperation and ways to help others who support the social and psychological context of the organization.

According to Titisari (2014), there are 5 (five) Dimensions of *Organizational Citizenship Behaviour*, they are: 1) *Altruism*, 2) *Civic Virtue*, 3) *Conscientiousness*, 4) *Courtesy*, 5) *Sportsmanship*.

E. Conceptual framework

Anggit (2014), Maartje Paais, (2018) revealed that work stress and workload simultaneously had significant effect on employee performance. Ryani (2018), Prawirosumarto (2018) explained that work discipline had positive relationship and affects employee performance. In addition, other previous studies revealed that *Organizational Citizenship Behaviour* had positive and significant effect on employee performance. Suzana (2017), Annisa (2015).

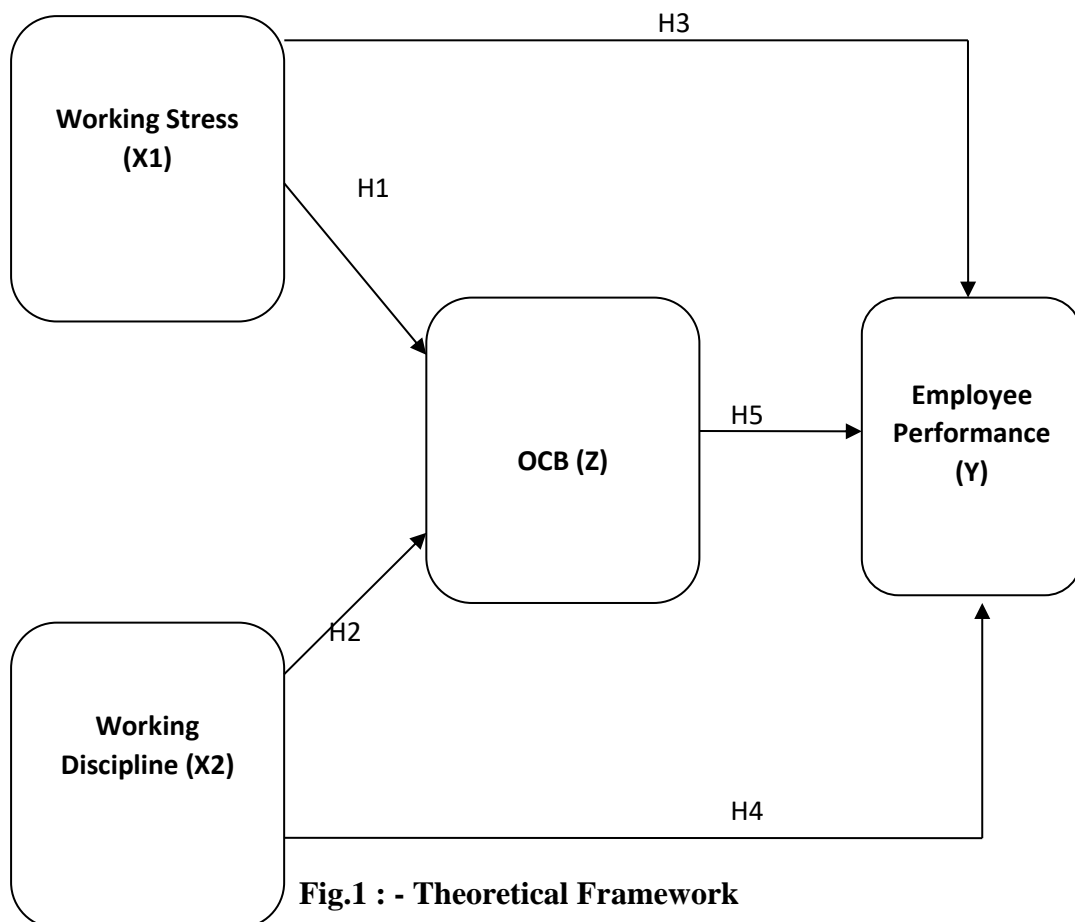


Fig.1 : - Theoretical Framework

Source : Theoretical Review

RESEARCH METHODS

The type of research is quantitative research that uses primary data in the form of surveys in order to be complete, relevant and with a comprehensive data. In addition to primary data in the form of surveys, researcher use secondary data in the form of annual assessment score in the last 3 (three) years from PT Bank “X”(Persero) Tbk. This research is designed to be able to understand, explain and analyze the correlation between the independent variables on the dependent variables. The breakdown of variables is measured through dimensions and indicators. The number of items provided in table 1 independent variable (eksogen) measured by the Likert scale are Employee Work Stress (X1) and Employee Work Discipline (X2), while dependent variable (endogen) are Performance (Y) and also *Organizational Citizenship Behaviour (OCB)* mediation variable (Z).

Table 1 : Variable size

Variabel	Dimension
Work Stres (X1)	Physical Symptoms
	Behaviour
	Symptoms at work
Work Discipline (X2)	Obedient to The Rules Of time
	Obedient to the Organization
	Obedient the rules of behavior at work
Employee Performance (Y)	Quality
	Productivity
	Knowledge of Work
	Trustworthiness
	availability
<i>Organizational Citizenship Behaviour (Z)</i>	<i>Altruism</i>
	<i>Civic virtue</i>
	<i>Conscientiousness</i>
	<i>Courtesy</i>
	<i>Sportsmanship</i>

Population And Sampel

According to Sugiyono (2017), The population consists of objects and subjects that have certain qualities and characteristics determined by researcher to be studied and then drawn its conclusions. In this study the population are 150 organic employees of PT Bank “X” (Persero), Tbk.

This study uses data analysis techniques SmartPLS 3.2.8 and run by computer. Partial Least Square (PLS) is a structural equation model (SEM) analysis by using its variants simultaneously to test the measurement model and structural model. The measurement model is used to run validity and reliability tests, while the structural model is used to run the causality test (Hypothesis testing using predictive models).

Through PLS, it is assumed that all variants can be used to explain data analysis. Techniques in the study are divided into 2 (two), such as:

Descriptive statistical analysis is an empirical analysis describing any information obtained from figures or explaining certain cases (Who / what, when, where, how and how much) and collected in research.

Inferential statistical analysis is a statistical technique that will be used to analyze sample data and the results will be used for population (Sugiyono:2017). Together with the hypothesis, thus inferential statistical data analysis in this study will use the SmartPLS

(Partial Least Square) software for the external model, inner model and hypothesis measurement.

FINDINGS AND DISCUSSION

The results of data analysis obtained from this study were arranged descriptively from each variable by distributing questionnaires to 109 respondents employees of PT Bank "X". (Persero). Tbk. Based on the results, there are 43 male employees with a percentage of 39.4% and 66 female employees with a percentage of 60.6%. Based on age, there are 66 employees in the age of 21-30 year old with a percentage of 60.6%, 37 employees in the age of 30-40 years with a percentage of 33.9% and 6 employees in the age of 40-50 years with a percentage of 5.5%. Based on the latest educational background, there are 6 Diploma Employees with a percentage of 5.5%, 93 Bachelor Employees with a percentage of 85.3%, 10 Postgraduate employees with a percentage of 9.2%. Based on the length of work, there are 51 employees who have been working for 1-5 years with a percentage of 46.78%. 31 employees who have been working for 5-10 years with a percentage of 28.44%, 16 employees who have been working for 10-15 years with a percentage of 14.67%, 11 employees who have been working over 15 years with a percentage of 10.09%.

Descriptive statistical analysis is used to understand the tendency of the questionnaire answers or how far the respondent's response is based on the choice of categories using the linkert scale from scale 1 (Strongly disagree) to 5 (Strongly agree) for each variable statement. Based on the data collected, it was then tabulated to find out the distribution of the answers of each indicator for each research variable and the results show as follows:

The work stress variable has an average of 1.46, meaning that the interval is included in the Strongly Disagree category with the items of statement given, so it can be concluded that the work stress experienced by employees are affecting their work.

The work discipline variable has an average of 4.55, meaning that the interval is included in the Agree category with the items of statement given. From the information above, it can be concluded that discipline affects the work time of employees of PT Bank "X" (Persero) Tbk..

The performance variable has an average of 4.51, meaning that the interval is included in the Agree category with the items of statement given, so it can be concluded that an Employee with good performance can increase their productivity.

OCB variable has an average of 4.51, meaning that the interval is included in the Agree category with the items of statement given.

The measurement of evaluation model (Outer Model) is executed to understand the validity and reliability connected between indicators and latent variables. Tests for convergent validity are carried out by investigating the reliability of each item, internal consistency, or build reliability and average variance in extraction (AVE). From this evaluation evaluation of convergent validity, the reliability of each item can be measured from the value of the standard loading factor.

The standard loading factor evaluates the correlation between each item of the indicator and the construct value. The loading factor value determined in this study is >0.5 . So if the loading factor value is <0.5 on the calculation results (Outer Model), it will be excluded from the model. And it turns out that the result is all indicators of each Work Stress Variable, Work Discipline Variable, Organizational Citizenship Behaviour Variable and

Employee Performance variable shows loading factor score of $> 0,50$. These results reveal that all indicators are valid and will be used in this study or not excluded from the model.

Evaluation of convergent validity from the Average Variance Extracted (AVE) investigation explains the number of variants or variants of manifest variables that can be owned by their latent constructs. The greater the variant of the manifest variable the latent construct can have, the greater the representation of the manifest variable to the latent construct. The evaluation of convergent validity from Average Variance Extracted (AVE) investigations can be measured from AVE values based on data tabulation with SmartPLS 3.2.8 version.

Table 2: The Mean Value Of Average Variance Extracted (AVE) For Each Variable

Variabel	Score Average Variance Extracted (AVE)
Work Stres	0,720
Work Discipline	0,747
Employee Performance	0,835
Organizational Citizenship Behaviour	0,771

The table above reveals that all variables have values >0.50 from AVE. Evaluation of the convergent validity of internal reliability can be measured by *Cronbach's Coefficient Alpha* value and Composite Reliability (CR) in the table below. The table below is the calculation result of SmartPLS 3.2.8 version.

Table 3: Cronbach's Coefficient Alpha dan Composite Reability

Variabel	Cronbach Alpha	Composite Reability
Work Stres	0,972	0,975
Work Discipline	0,951	0,959
Employee Performance	0,978	0,981
Organizational Citizenship Behaviour	0,979	0,981

The table above reveals the Cronbach's Coefficient Alpha value for work stress, work discipline, OCB and performance with the value of more than 0.6 or even close to 1 and the Composite Reability (CR) value is above 0.7. These values are more than the respective standards >0.6 and >0.7 , so it can be concluded that all variables in this study are reliable. Evaluation of the Structural model (Inner Model) or hypothesis testing in this study was carried out in several steps, like evaluating the path coefficient value of R^2 evaluation, measurement of effect size of F^2 , validate the whole structural model by using Goodnes Of Fit Index (GoF) and also carry out predictive relevance tests (Q^2). Meanwhile the

SmartPLS 3.2.8 Version used Bootstrap in the calculation process to reveal the results of the path coefficient which explains the relationship between constructs / variables as shown in the table below:

Table 4: Path Coefficient Test Result

Relationship Between Constructs	Original Sample	T Statistic	P Values
Direct			
Work Discipline Employee - > Employee Performance	0,220	4,273	0,000
Working Discipline Employee -> OCB	0,282	3,162	0,002
OCB -> Employee Performance	0,681	8,772	0,000
Work Stres Employee - > Employee Performance	-0,144	2,051	0,041
Work Stres Employee - > OCB	-0,608	8,486	
Indirect			
Work Stres -> OCB -> Employee Performance	-0,414	5,138	0,000
Work Discipline -> OCB -> Employee Performance	0,192	2,757	0,006
Total			
Working Discipline Employee -> Employee Performance	0,412	4,881	0,000
Working Stres Employee -> Employee Performance	-0,558	8,486	0,000

The simultaneous effect of work stress and work discipline on Organizational Citizenship Behavior (OCB) can be measured through f statistic by using the equation:

a. $R=0,681$ (OCB)

$$F_{hitung} = \frac{R^2 / (k - 1)}{1 - R^2 / (n - k)}$$

$$= \frac{0,681 / (4-1)}{1 - 0,681 / (109-4)}$$

$$= 74.91$$

The simultaneous effect of work stress and work discipline on Organizational Citizenship Behavior (OCB) can be measured through f statistic by using the equation:

b. $R=0,941$ (Kinerja Pegawai)

$$F_{hitung} = \frac{R^2 / (k - 1)}{1 - R^2 / (n - k)}$$

$$= \frac{0,941 / (4-1)}{1 - 0,941 / (109-4)}$$

$$= 645.66$$

To evaluate the R^2 score, SmartPLS 3.0 version algorithm was used as follows:

Tabel 5 : - R-Square Score (R^2)

Construct	R-Square
Employee Performance	0,941
Organizational Citizenship Behaviour	0,681

Significant test results were used simultaneously to test the H6 in this study. The value of the F Statistic is 63.20 F. The 0.05 alpha value table 2.76. This means $f \text{ statistics} > f \text{ table}$ (2.76). So H6 can be accepted.

The Goodness Of Fit Index (GoF) is used to validate all structural composite models of the performance of the outer and inner models and obtained from the following calculations:

$$\begin{aligned} \text{GoF} &= \sqrt{AVE \times R^2}, \\ \text{GoF} &= \sqrt{0,800 \times 0,347} \\ \text{GoF} &= \sqrt{0,2776} \\ \text{GoF} &= \mathbf{0,526} \end{aligned}$$

Information:

$$AVE = (0,869 + 0,786 + 0,720 + 0,828) / 4 = \mathbf{0,800}$$

$$R \text{ square} = (0,941 \times 0,681) / 2 = \mathbf{0,320}$$

From the above GoF calculation it can be concluded that the two models are very good because the GoF value is greater than 0.36 (GoF large scale).

Hypothesis testing to determine the Effect of Employee Work Stress and Employee Work Discipline on the Performance of Employees Mediated by Organizational Citizenship Behavior (OCB) can be seen on the table below:

Table 6 : - Impact of Independent Variables on the dependent variables

Relationship Between Constructs	Original Sample	T Statistic	T Tabel	P Values
Direct				
Work Discipline Employee - > Employee Performance	0,220	4,273	1,659	0,000
Working Discipline Employee -> OCB	0,282	3,162	1,659	0,002
OCB -> Employee Performance	0,681	8,772	1,659	0,000
Work Stres Employee - > Employee Performance	-0,144	2,051	1,659	0,041
Work Stres Employee - > OCB	-0,608	8,486	1,659	
Indirect				
Work Stres -> OCB -> Employee Performance	-0,414	5,138	1,659	0,000
Work Discipline -> OCB -> Employee Performance	0,192	2,757	1,659	0,006
Total				
Working Discipline Employee -> Employee Performance	0,412	4,881	1,659	0,000
Working Stres Employee -> Employee Performance	-0,558	8,486	1,659	0,000

According to the table above for the structural model with the hypothesis is as follows:

1. Hypothesis 1 - There is a Significant influence of Work Stress on OCB at PT Bank "X" (Persero) Tbk, path coefficient is -0,608 and p- Values = 0.000 ($p < 0.05$) which means that H₁ is accepted and that there is an influence between work stress and OCB.
2. Hypothesis 2 - There is a Significant influence of Work Stress on Employees Performance at PT Bank "X" (Persero) Tbk, path coefficient is -0,144 and p-

Values = 0.041 ($p < 0.05$) which means that H_2 is accepted and that there is a significant influence between work stress and Employees Performance.

3. Hypothesis 3 - There is a Significant influence of Work Discipline on OCB at PT Bank “X” (Persero) Tbk, path coefficient is 0.282 and p- Values = 0.002 ($p < 0.05$) which means that H_3 is accepted and that there is a significant influence between work discipline and OCB.
4. Hypothesis 4 - There is a Significant influence of Work Discipline on Employees Performance at PT Bank “X” (Persero) Tbk, path coefficient is 0,220 and p- Values = 0.000 ($p < 0.05$) which means that H_4 is accepted and that there is a significant influence between work discipline and Employees Performance.
5. Hypothesis 5 – There is a Significant influence of Work Stress and Work Discipline on the Performance of Employees Mediated by Organizational Citizenship Behavior (OCB) at PT Bank “X” (Persero) Tbk. The work stress– OCB-performance path coefficient is -0,414 and p- Values = 0,000 ($p < 0.05$), The Discipline- OCB – Performance is 0, 192 with p-Values = 0,006 which means that H_6 is accepted and that there is a significant influence between Work Stress and Work Discipline on the Performance of Employees Mediated by Organizational Citizenship Behaviour (OCB).

6.

Matrix Correlation

Table 7: The results of the correlation matrix dimensions of independent variables and dependent variables

Correlation						
Variabel	Dimensi	Variabel Kinerja				
		3.1 Quality	3.2 Productivity	3.3 Knowledge of Work	3.4 Trustworthiness	3.5 Availability
Work Stres (X1)	1.1 Physical Symptom	-0,366	-0,338	-0,352	-0,353	-0,345
	1.2 Behaviour	-0,338	-0,289	-0,298	-0,313	-0,311
	1.3 Symptoms at work	-0,346	-0,311	-0,321	-0,329	-0,325
Work Discipline (X2)	2.1 Obedient to The Rules Of time	0,291	0,303	0,280	0,292	0,230
	2.2 Obedient to the Organization	0,328	0,317	0,320	0,326	0,286
	2.3 Obedient the rules of behavior at work	0,334	0,348	0,325	0,339	0,284
Organizational Citizenship Behaviour (Z)	4.1 Altruism	0,506	0,413	0,436	0,466	0,424
	4.2 Civic virtue	0,423	0,417	0,437	0,457	0,390
	4.3 Conscientiousness	0,414	0,352	0,389	0,439	0,406
	4.4 Courtesy	0,474	0,387	0,408	0,434	0,454
	4.5 Sportsmanship	0,478	0,390	0,392	0,430	0,383

If seen from the table, the above can be concluded as follows:

1. On the work stress variable on employee performance, the highest correlation on behavior and productivity with the score of -0.289 and the lowest correlation on quality and physical symptoms with the score of - 0.366. If seen from the calculation above, Employees behavior, in this case the working spirit, can greatly affect employees productivity.
2. On the work discipline variable on employee performance, the highest correlation is in obedience to the rules of behavior in work with the score of 0.348 and the lowest

correlation is in obedience to the rules of time and availability with the score of 0.230. Judging from the calculations above, if employees obey the rules of time and rules of behavior at work, productivity will improve the performance of these employees and the employees will always be in the office when their supervisors need them.

3. On the OCB variable on employee performance, the highest correlation is in altruism and quality with the score of 0.506 and the lowest correlation is in the Conscientiousness and productivity with the score of 0.352. If seen from the above calculations, it can be concluded that employees who always complete the work given and work according to procedures, are careful in working and always provide good quality work standards and light-handed employees who help colleagues and replace colleagues who are unable to attend to complete work certainly have more added values. And if employees obey every regulation made by the company and are ready to work beyond the specified time, of course the performance given to the company will exceed the expectations desired by the company.

The influence of each research variable related to the theory and previous research reviews can be explained in the discussion of the results of the research in detail as follows:

1. Work stress on OCB (*Organizational Citizenship Behaviour*) (Hypothesis 1)
p score from work stress variable on OCB is significant with p score of 0.000, T statistic 8.486 and original sample -0,608. Because the p score is significant, T statistic > 1,659 and original sample is negative, then H₁ can be accepted and it concludes that there is a negative influence between work stress and *Organizational Citizenship Behaviour*, so that if employees feel stressed at work, they will certainly transmit a negative aura for other employees. Therefore the role of the leader here is very important. If there is an employee like that, it is better to coach them, ask for constraints and problems that they usually get. This is confirmed by research from Dini Bella and Handoyo (2018) which shows that the lower the work stress, the higher *Organizational Citizenship Behavior* (OCB).
2. Work Stress on Employee Performance (Hypothesis 2)
p score of work stress variables on OCB is significant with p score of 0.041, T statistic 2,051 and original sample -0,144. Because the p score is significant, T statistic > 1,659 and original sample is negative, then H₂ is accepted. Thus, it concludes that there is a negative influence between work stress on employees performance, so that if employees feel stressed at work, it will certainly affect the their performances. Employee work stress must be managed. Working environment conditions affect employee work stress. The management must monitor the employee and the achievement of their performances, whether it is in accordance with the specified KPI or not. If there's an employees who feel stress in their work, then the management can take preventive approach to take care of the employee. This is confirmed by anggit's research (2014) which shows that work stress and workload simultaneously have significant effect on employee performance.
3. Work Discipline on *Organizational Citizenship Behaviour* (Hypothesis 3)

p score of the work Discipline variable on *Organizational Citizenship Behaviour* is significant with p score of 0.002, T statistic 3,062 and original sample positive 0,282. Because the p score obtained is significant, T statistic $> 1,659$ H_3 is accepted and it concludes that there is a significant influence between work discipline and *Organizational Citizenship Behaviour*. This was confirmed by Bara and Arianti's research (2019) which shows that if work discipline is improved, then Organizational citizenship behavior (OCB) will increase. Work discipline can be interpreted as awareness and willingness to obey all applicable organizational regulations and social norms.

4. Work discipline on performance (Hypothesis 4)

p score from Work Discipline variable on Performance is significant with p score of 0.000, T statistic 4,273 and original sample positive 0,220. Because p score is significant, T statistic $> 1,659$, H_4 is accepted and it concludes that there is a significant influence between work discipline and employee performance, which means that if employees have work discipline, they will always try to obey the rules set by the company and that will make employees performance increase. This is confirmed by Nurrofi's research (2016) which states that work discipline partially has a positive and significant effect on employee performance.

5. Work Stress and Work Discipline on the Performance of Employees Mediated by *Organizational Citizenship Behaviour* (OCB) at PT Bank "X" (Persero) Tbk (Hypothesis 5). If we see the path coefficient of work stress – OCB- performance with the score of -0,414 and p- Values = 0,000 ($p < 0.05$) and coeficiet of Discipline - OCB – Performance with the score of 0, 192 and p-Values = 0,006. this means that H_6 is accepted and that there is a significant influence between Work Stress and Work Discipline on the Performance of Employees Mediated by *Organizational Citizenship Behaviour* (OCB).

CONCLUSION AND SUGGESTION

Conclusions

Based on the results of research and discussion in the previous chapters, the following conclusions can be made:

1. Employee work stress has a negative and significant influence on *Organizational Citizenship Behaviour* at PT Bank "X" Persero. Tbk with the symptoms in the workplace has the strongest influential dimension.
2. Work Stress has a negative and significant influence on employee performance at PT Bank "X" Persero. Tbk. with the most influential dimension is Physical symptoms that have the strongest influence.
3. Work discipline has a positive influence on employee performance at PT Bank "X" Persero. Tbk. Employees who have work discipline will always try to obey the rules set by the company. Thus, employee performance will continue to improve the most influential dimension, which is to obey the rules of behavior at work.
4. *Organizational Citizenship Behaviour* has a positive influence on performance at PT Bank "X" (Persero) Tbk. with Alturism has the strongest dimension.

Suggestions

Based on the results of research and discussion in the previous chapters, the following conclusions can be made:

1. For Company

Correlation analysis results between dimensions show that employees always finish their work in accordance with the target and obey the rules set by the company and are responsible for every work outcome and if they use work time efficiently, it will increase their performance. The author suggests that the company gives monthly rewards to employees who give good performance and held outbound annually for employees so that they can be refreshed and not feel work stress and pressure.

2. For further research

The author hopes that further research can dig deeper about the variables that affect performance. The influence of Organizational Citizenship Behaviour as a mediation of the performance found in this study opens the possibility of other influences from Organizational Citizenship Behaviour on other variables and use other analysis to explore more deeply.

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