

The Role of Organizational Citizenship Behavior in Moderating Employee Performance

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Abstract

This study aims to analyze the effect of role conflict and work stress on employee performance with Organizational Citizenship Behavior (OCB) as a moderating variable at the Representative Office of Bank Indonesia, North Sumatra Province. The research uses a quantitative approach with Structural Equation Modeling (SEM) analysis based on SmartPLS 3.0. The research sample consists of all employees at the Representative Office of Bank Indonesia in North Sumatra. The results show that role conflict and work stress have a significant negative effect on employee performance, while OCB has a significant positive effect. The moderating effect of OCB on the relationship between role conflict and work stress with employee performance is also significant, where the first moderation strengthens the effect, while the second tends to weaken the influence of the independent variables on performance. This study provides theoretical contributions in understanding the role of OCB as a moderating variable and practical implications for management to manage role conflict, work stress, and promote OCB to improve employee performance.

Keywords: Role Conflict, Work Stress, Employee Performance, Organizational Citizenship Behavior, Moderation

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Introduction

Good performance not only reflects an individual's ability to complete tasks but also reflects the overall stability of the organization. Achieving optimal performance is inseparable from various internal and external challenges such as role conflict and work stress, two factors that often become sources of disruption in the modern work world. Role conflict arises when an employee faces conflicting, ambiguous, or misaligned role expectations or demands with individual values and capabilities. This situation is often experienced in complex, dynamic, and high-pressure work environments, such as in state financial institutions. On the other hand, work stress is a condition of emotional and physical tension that arises when job demands do not align with the employee's abilities, resources, or needs. Time pressure, excessive workloads, and disharmonious interpersonal relationships are some common causes of work stress. If left unchecked, prolonged work stress can reduce motivation, work morale, and even lead to burnout, ultimately impacting a decline in employee performance. Another factor that strengthens or weakens its influence on performance is Organizational Citizenship Behavior (OCB). OCB refers to voluntary employee behavior not explicitly listed in job descriptions but contributes to the continuity and success of the organization, such as helping colleagues, maintaining a conducive work environment, and showing loyalty to the organization. High levels of OCB tend to be better able to manage work pressure, maintain collective morale, and sustain productivity even under challenging conditions. The level of task complexity, significant responsibilities, and the need for constant accuracy and responsiveness to economic dynamics pose specific challenges for employees in this environment. Therefore, it is important to understand how these two variables affect employee performance and whether OCB can be an effective counterbalance in this dynamic. Based on the above description, this research was conducted to analyze the influence of role conflict and work stress on employee performance, and to determine the role of Organizational Citizenship Behavior (OCB) as a moderating variable among employees of the Representative Office of Bank Indonesia, North Sumatra Province. This research is expected to provide theoretical contributions to the development of human resource management science and practical contributions for organizations in managing human resources more effectively. This impacts decreased concentration, emotional exhaustion, and even reduced work productivity.

Problem Formulation

1. Does Role conflict have a negative and significant effect on Employee performance at the Representative Office of Bank Indonesia, North Sumatra Province?
2. Does Work stress have a negative and significant effect on Employee performance at the Representative Office of Bank Indonesia, North Sumatra Province?
3. Does Role conflict have a negative and significant effect on Employee performance moderated by Organizational Citizenship Behavior (OCB) at the Representative Office of Bank Indonesia, North Sumatra Province?
4. Does Work stress have a negative and significant effect on Employee performance moderated by Organizational Citizenship Behavior (OCB) at the Representative Office of Bank Indonesia, North Sumatra Province?
5. Does Organizational Citizenship Behavior (OCB) have a positive and significant effect on Employee performance at the Representative Office of Bank Indonesia, North Sumatra Province?

Research Objectives

1. To test and analyze the effect of Role conflict on Employee performance at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To test and analyze the effect of Work stress on Employee performance at the Representative Office of Bank Indonesia, North Sumatra Province.

3. To test and analyze the effect of Role conflict on Employee performance moderated by Organizational Citizenship Behavior (OCB) at the Representative Office of Bank Indonesia, North Sumatra Province.
4. To test and analyze the effect of Work stress on Employee performance moderated by Organizational Citizenship Behavior (OCB) at the Representative Office of Bank Indonesia, North Sumatra Province.
5. To test and analyze the effect of Organizational Citizenship Behavior (OCB) on Employee performance at the Representative Office of Bank Indonesia, North Sumatra Province.

Employee Performance

According to Syahputra and Hakim (2019), employee performance reflects results achieved in terms of quality and quantity as well as tangible contributions to organizational success.

Employee performance is the work results achieved by employees in carrying out tasks and responsibilities based on organizational standards and goals. According to Lestari and Wibowo (2021), performance is a picture of the level of achievement in carrying out tasks according to indicators set by the organization.

Employee Performance Indicators

According to Lestari & Wibowo, 2021, Employee Performance indicators are as follows:

1. Quality of work results.
2. Quantity or volume of work.
3. Timeliness in completing tasks.
4. Responsibility for tasks.
5. Ability to work independently.

Role Conflict

According to Mulyani and Wicaksono (2017), role conflict is a form of pressure that arises when a person must carry out two or more roles simultaneously, but each role has misaligned expectations. Role conflict is a condition where an individual experiences pressure due to conflicting demands in work or a mismatch with the role undertaken. According to Putri and Nugroho (2020), role conflict occurs when an individual experiences confusion because the role that must be performed does not match expectations or because of conflicting demands.

Role Conflict Indicators

According to Putri & Nugroho, 2020, role conflict indicators are as follows:

1. Unclear tasks from superiors.
2. Conflicting job demands.
3. Lack of information about the role.
4. Mismatch between role and ability.
5. Pressure from various parties with different directions.

Work Stress

According to Yuliana and Ramadhan (2018), work stress arises due to non-conducive work conditions, such as pressure from superiors, conflicts with coworkers, or lack of organizational support. Work stress is a physical and emotional reaction that arises when an individual feels unable to cope with pressure from the work environment. According to Pranata and Hartini (2022), work stress is a condition of tension experienced by an individual when workload, organizational demands, or role conflict exceed personal capacity.

Work Stress Indicators

According to Pranata & Hartini, 2022, Work Stress indicators are as follows:

1. Emotional tension.
2. Physical and mental fatigue.
3. Feelings of frustration at work.
4. Decreased focus and concentration.
5. Health disturbances due to work pressure.

Organizational Citizenship Behavior (OCB)

According to Sari and Permana (2016), OCB reflects work behavior that exceeds expectations required by the organization, such as high loyalty and commitment to organizational values. Organizational Citizenship Behavior (OCB) is voluntary employee behavior that is not formally rewarded but can increase organizational effectiveness. According to Nugraha and Astuti (2022), OCB is an extra form of contribution from employees such as helping colleagues and maintaining organizational harmony without expecting rewards.

OCB Indicators

According to Nugraha & Astuti, 2022, OCB indicators are as follows:

1. Willingness to help colleagues.
2. Loyalty to the organization.
3. Concern for the work environment.
4. Initiative to do something outside of core duties.
5. Maintaining good social relationships and cooperation.

Conceptual Framework

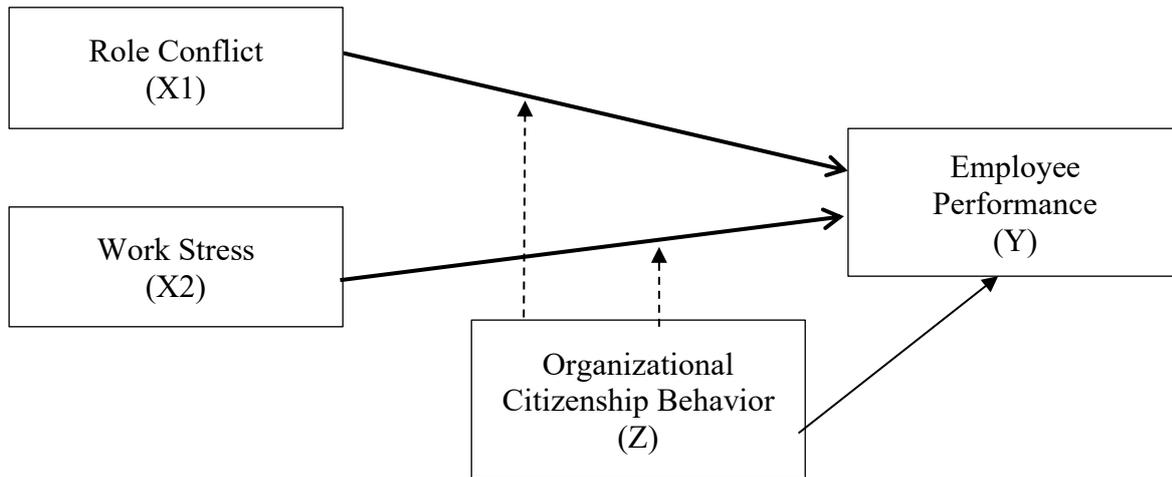


Figure 1. Conceptual Framework

Hypotheses

- H1 Role conflict has a negative and significant effect on Employee performance at the Representative Office of Bank Indonesia, North Sumatra Province.
- H2 Work stress has a negative and significant effect on Employee performance at the Representative Office of Bank Indonesia, North Sumatra Province.
- H3 Role conflict has a negative and significant effect on Employee performance moderated by Organizational Citizenship Behavior (OCB) at the Representative Office of Bank Indonesia, North Sumatra Province.

- H4 Work stress has a negative and significant effect on Employee performance moderated by Organizational Citizenship Behavior (OCB) at the Representative Office of Bank Indonesia, North Sumatra Province.
- H5 Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee performance at the Representative Office of Bank Indonesia, North Sumatra Province.

Research Type

This study uses quantitative research at the Representative Office of Bank Indonesia, North Sumatra Province. Quantitative is a research method that describes and explains independent variables to analyze their effect on the dependent variable (Sugiyono, 2018).

Research Population

The population of this study is all employees at the Representative Office of Bank Indonesia, North Sumatra Province, totaling 80 employees. Population is the generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn (Sugiyono, 2018)

Research Sample

The sample of this study is all the population at the Representative Office of Bank Indonesia, North Sumatra Province, totaling 80, and the sampling technique used is the saturated sample technique where this technique takes the entire population as the sample. Sample is part of the number and characteristics possessed by that population (Sugiyono, 2018)

Research Data Source

The data source used by the researcher is primary data. According to Sugiyono (2018), Primary data is a data source that directly provides data to the data collector. Data is collected by the researcher directly from the first source or place where the research object is conducted.

Data Collection Technique

The data collection technique used is a questionnaire. According to Sugiyono (2018), a questionnaire is a data collection technique done by giving a set of written questions or statements to respondents to answer.

Data Analysis Technique

PLS can be used to explain current data or to find out if there is a relationship between latent variables. It can also be used to confirm theory. Data and sample size do not need to be large. Because there will be unknown models in CBSEM, it is impossible to assess constructs produced with reflective and formative indicators. However, PLS can do it (Ghozali & Latan, 2015). Three categories apply for parameter estimates obtained using PLS. Estimating weights to generate latent variable scores is the first category. The second category relates to path estimates that build relationships between latent variables and indicator blocks (loading); the third category relates to location parameters and means (regression constant values) for latent variables and indicators.

Designing the Measurement Model (Outer Model)

According to Ghozali and Latan (2015), the outer model is also called the measurement model or outer relationship defining the relationship between each indicator and the latent variable. To ensure these measures are suitable as measuring tools (valid and reliable), outer model analysis is used with several indicators, including:

- a. Convergent Validity,
- b. Discriminant Validity,

c. Composite Reliability & Cronbach Alpha

Designing the Structural Model (Inner Model)

There are several stages that can be used to estimate when evaluating this model. The use of R-square for dependent constructs, the Stone-Geisser Q-Square test for predictive relevance, and the t-test and significance of the structural path coefficient parameters. Each dependent latent variable is viewed using the R-square approach. Its interpretation is identical to regression interpretation. The presence or absence of other dependent influences, the influence of several dependent latent variables on other latent variables can be assessed using changes in the R-square value. The predictive relevance Q-square for construct models is another matter. Q-Square evaluates the accuracy of model parameter estimates as well as the observations they produce. If the Q-Square model value is less than zero, it means the model lacks predictive relevance, but if it is greater than zero, the model has predictive relevance.

To evaluate the potential impact of independent variables on the dependent variable, the t-test or partial regression coefficient testing compares between t-count and t-table. Furthermore, a comparison is made between each computational result and the t-table generated with a significance threshold of 0.05. If the significant t-value is less than 0.05, then the regression equation is considered relevant or significant.

Moderation Variable Analysis

Modified regression analysis (MRA), estimated using SEM-PLS, is used to evaluate moderation hypotheses (Ghozali and Latan, 2015). The interaction coefficient between halal awareness and interest in buying halal products becomes the main focus to test SPM as a moderation variable of the relationship between halal awareness in moderating interest and behavior of buying halal goods. If the significant t-value of a variable is less than 0.05, then it can be considered a moderation variable and is considered important or significant. The following factors form the basis for comparison:

Hypothesis rejected if $t\text{-count} < 1.96$ or $\text{sig value} > 0.05$

Hypothesis accepted if $t\text{-count} > 1.96$ or $\text{sig value} < 0.05$

Results and Discussion

Outer Model Analysis

Testing the measurement model (outer model) is conducted to assess the relationship between latent variables and their constituent indicators. This test includes the evaluation of convergent validity, discriminant validity, and construct reliability.

Convergent Validity

The convergent validity test is seen through the factor loading value, with a minimum limit of 0.70. Additionally, the Average Variance Extracted (AVE) value must be above 0.50 for the construct to be declared valid. Thus, indicators are considered suitable if they can represent the measured construct with a loading value exceeding 0.70. The structural model used in this study is shown in the following figure.

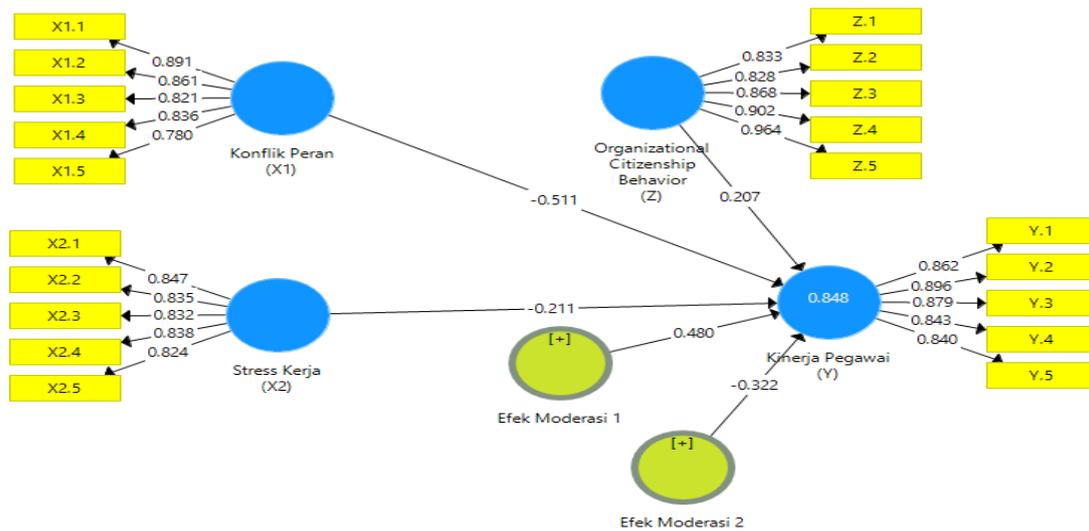


Figure 2. Outer Model

Source : Smart PLS3.3.3

Smart PLS output for loading factor provides results in the following table: Outer Loadings. In this study, there are two equations.

$$Y = b1X1 + b2Z + b3X1Z + e1$$

$$Y = -0,511 - 0,207 + 0,480 + e1$$

$$Y = b2X2 + b3Z + b4X2Z + e2$$

$$Y = 0,211 - 0,207 - 0,322 + e2$$

Table 1. Outer Loadings

| | Moderation Effect 1 | Moderation Effect 2 | Employee Performance (Y) | Role Conflict (X1) | Organizational Citizenship Behavior_(Z) | Work Stress (X2) |
|--|---------------------|---------------------|--------------------------|--------------------|---|------------------|
| Role Conflict_(X1) * Organizational Citizenship Behavior_(Z) | 0,750 | | | | | |
| Work Stress_(X2) * Organizational Citizenship Behavior_(Z) | | 0,769 | | | | |
| X1.1 | | | | 0,891 | | |
| X1.2 | | | | 0,861 | | |
| X1.3 | | | | 0,821 | | |
| X1.4 | | | | 0,836 | | |
| X1.5 | | | | 0,780 | | |

| | | | | | | |
|------|--|--|--------------|--|--------------|--------------|
| X2.1 | | | | | | 0,847 |
| X2.2 | | | | | | 0,835 |
| X2.3 | | | | | | 0,832 |
| X2.4 | | | | | | 0,838 |
| X2.5 | | | | | | 0,824 |
| Y.1 | | | 0,862 | | | |
| Y.2 | | | 0,896 | | | |
| Y.3 | | | 0,879 | | | |
| Y.4 | | | 0,843 | | | |
| Y.5 | | | 0,840 | | | |
| Z.1 | | | | | 0,833 | |
| Z.2 | | | | | 0,828 | |
| Z.3 | | | | | 0,868 | |
| Z.4 | | | | | 0,902 | |
| Z.5 | | | | | 0,964 | |

Source : Smart PLS 3.3.3

Table 1 shows the outer loadings values of all indicators are above 0.70, indicating good convergent validity. Employee Performance (Y) ranges from 0.840–0.896, Role Conflict (X1) 0.780–0.891, Work Stress (X2) 0.824–0.847, and OCB (Z) 0.828–0.964. The moderation effects of Role Conflict*OCB and Work Stress*OCB are 0.750 and 0.769 respectively, showing the significant contribution of the moderation indicators to the model.

Discriminant Validity

The next research step will determine data validity using Discriminant Validity, aiming to find out whether the cross-loading value is greater compared to other latent variables to identify findings of indicators that have a strong connection with the concept. The following table displays the cross-loading findings from the validity test, as follows:

Table 2. Discriminant Validity

| | Moderation Effect 1 | Moderation Effect 2 | Employee Performance (Y) | Role Conflict (X1) | Organizational Citizenship Behavior (Z) | Work Stress (X2) |
|---|---------------------|---------------------|--------------------------|--------------------|---|------------------|
| Role Conflict (X1) * Organizational Citizenship Behavior (Z) | 1,000 | 0,821 | 0,157 | -0,035 | -0,117 | -0,030 |
| Work Stress (X2) * Organizational Citizenship Behavior (Z) | 0,821 | 1,000 | 0,041 | -0,029 | -0,118 | -0,010 |
| X1.1 | -0,036 | -0,030 | -0,804 | 0,891 | -0,796 | 0,762 |
| X1.2 | -0,007 | -0,017 | -0,806 | 0,861 | -0,734 | 0,738 |

| | | | | | | |
|-------------|--------|--------|--------------|--------------|--------------|--------------|
| X1.3 | -0,045 | -0,011 | -0,763 | 0,821 | -0,705 | 0,702 |
| X1.4 | -0,030 | -0,041 | -0,709 | 0,836 | -0,739 | 0,796 |
| X1.5 | -0,031 | -0,026 | -0,601 | 0,780 | -0,683 | 0,754 |
| X2.1 | -0,029 | -0,041 | -0,723 | 0,714 | -0,737 | 0,847 |
| X2.2 | -0,117 | -0,078 | -0,775 | 0,754 | -0,761 | 0,835 |
| X2.3 | 0,045 | 0,072 | -0,713 | 0,780 | -0,756 | 0,832 |
| X2.4 | 0,023 | 0,004 | -0,654 | 0,769 | -0,658 | 0,838 |
| X2.5 | -0,035 | 0,008 | -0,683 | 0,703 | -0,663 | 0,824 |
| Y.1 | 0,048 | -0,019 | 0,862 | -0,695 | 0,693 | - 0,682 |
| Y.2 | 0,162 | 0,050 | 0,896 | -0,774 | 0,737 | - 0,729 |
| Y.3 | 0,110 | 0,060 | 0,879 | -0,811 | 0,709 | - 0,772 |
| Y.4 | 0,186 | 0,076 | 0,843 | -0,760 | 0,672 | - 0,687 |
| Y.5 | 0,166 | 0,007 | 0,840 | -0,775 | 0,733 | - 0,802 |
| Z.1 | -0,054 | -0,066 | 0,626 | -0,732 | 0,833 | - 0,774 |
| Z.2 | -0,240 | -0,239 | 0,599 | -0,648 | 0,828 | - 0,675 |
| Z.3 | -0,142 | -0,076 | 0,720 | -0,731 | 0,868 | - 0,711 |
| Z.4 | -0,043 | -0,071 | 0,818 | -0,837 | 0,902 | - 0,754 |
| Z.5 | -0,070 | -0,094 | 0,811 | -0,866 | 0,964 | - 0,860 |

Source : Smart PLS 3.3.3

Table 2 displays the discriminant validity results for all indicators and variables. The results show that each indicator has the highest correlation with its own variable compared to other variables, indicating the indicator's ability to distinguish variables well. The Employee Performance (Y) variable shows the highest correlation on indicator Y.2 at 0.896, Role Conflict (X1) on X1.1 at 0.891, Work Stress (X2) on X2.1 at 0.847, and OCB (Z) on Z.5 at 0.964. The moderation effects are also valid, where the interactions Role Conflict*OCB and Work Stress*OCB have the highest correlation with themselves (1.000 and 1.000) and lower towards other variables, showing that the moderation indicators are able to distinguish their influence from the main variables. Overall, these results support the discriminant validity of the research model.

Composite reliability

In composite reliability research, each variable is evaluated using its reliability value; if the variable value is greater than 0.60, the research is considered reliable; if between 0.60 and 0.7, then it is not reliable. The table below shows Cronbach's Alpha, Composite Reliability, and AVE values, used to determine whether the research is reliable and valid.

Table 3. Construct Reliability and Validity

| | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|---|------------------|-----------------------|----------------------------------|
| Moderation Effect 1 | 1,000 | 1,000 | 1,000 |
| Moderation Effect 2 | 1,000 | 1,000 | 1,000 |
| Employee Performance (Y) | 0,915 | 0,936 | 0,747 |
| Role Conflict (X1) | 0,895 | 0,922 | 0,704 |
| Organizational Citizenship Behavior (Z) | 0,927 | 0,945 | 0,775 |
| Work Stress (X2) | 0,892 | 0,920 | 0,698 |

Source : Smart PLS 3.3.3

Table 3 shows construct reliability and validity. All variables have Cronbach's Alpha and composite reliability above 0.70, and AVE above 0.50, indicating that the constructs are reliable and convergent valid. The moderation effects have perfect values (1.000), while Employee Performance (Y) 0.915–0.936, Role Conflict (X1) 0.895–0.922, OCB (Z) 0.927–0.945, and Work Stress (X2) 0.892–0.920.

Inner Model Analysis

Evaluation of the structured model (inner model) is conducted to ensure that the basic model is accurate and well-constructed. The examination stages performed in the primary model assessment can be seen from several markers, namely:

Coefficient of Determination (R²)

Based on data processing conducted using the SmartPLS 3.3.3 program, the R Square values obtained are as follows:

Table 4. R Square Results

| | R Square | Adjusted R Square |
|--------------------------|----------|-------------------|
| Employee Performance (Y) | 0,848 | 0,838 |

Source : Smart PLS 3.3.3

Table 4 shows the R Square results for the Employee Performance (Y) variable, which is 0.848 with an Adjusted R Square of 0.838. This indicates that 84.8% of the variation in Employee Performance can be explained by the independent and moderation variables in the model, while the remaining 15.2% is influenced by other factors outside the research model.

Hypothesis Testing

After examining the inner model, the next step is to investigate the relationship between latent constructs, as suggested in this review. In this review, hypothesis testing is conducted using T-Statistics and P-values. The hypothesis is accepted if the T-Statistic value is greater than 1.96 and P-Values < 0.05. The following are the results of the direct effect path coefficients:

Table 5. Hypothesis and Moderation Effect

| | Original Sample (O) | T Statistic (O/STDEV) | P Values | Results |
|--|---------------------|-------------------------|----------|---------|
| | | | | |

| | | | | |
|---|--------|-------|--------------|-----------------|
| Moderation Effect 1 -> Employee Performance (Y) | 0,480 | 4,352 | 0,000 | Accepted |
| Moderation Effect 2 -> Employee Performance (Y) | -0,322 | 3,346 | 0,000 | Accepted |
| Role Conflict (X1) -> Employee Performance (Y) | -0,511 | 4,089 | 0,000 | Accepted |
| Organizational Citizenship Behavior (Z) -> Employee Performance (Y) | 0,207 | 1,817 | 0,035 | Accepted |
| Work Stress (X2) -> Employee Performance (Y) | -0,211 | 1,785 | 0,037 | Accepted |

Source : Smart PLS 3.3.3

1. Moderation Effect 1 on Employee Performance (Y) shows an original sample of 0.480, t-statistic of 4.352, and p-value of 0.000, meaning this moderation effect has a positive and significant influence. This indicates that moderation variable 1 strengthens the relationship between the independent variable and Employee Performance.
2. Moderation Effect 2 on Employee Performance (Y) has a value of -0.322, t-statistic of 3.346, and p-value of 0.000, showing a significant negative influence. In other words, moderation 2 tends to weaken the influence of the independent variable on Employee Performance.
3. Role Conflict (X1) on Employee Performance (Y) with a value of -0.511, t-statistic of 4.089, and p-value of 0.000 shows a significant negative influence, indicating that the higher the role conflict, the lower the employee performance.
4. Organizational Citizenship Behavior (Z) on Employee Performance (Y) has a value of 0.207, t-statistic of 1.817, and p-value of 0.035, showing a significant positive influence, meaning employees who exhibit OCB behavior tend to have better performance.
5. Work Stress (X2) on Employee Performance (Y) with a value of -0.211, t-statistic of 1.785, and p-value of 0.037 shows a significant negative influence, so high work stress tends to decrease employee performance.

Conclusion

1. Moderation Effect 1 on Employee Performance: Moderation 1 has a positive and significant effect, thus strengthening the relationship between the independent variable and employee performance.
2. Moderation Effect 2 on Employee Performance: Moderation 2 has a negative and significant effect, thus tending to weaken the influence of the independent variable on employee performance.
3. Role Conflict on Employee Performance: Role conflict has a significant negative effect, meaning the higher the role conflict, the lower the employee performance.
4. Organizational Citizenship Behavior (OCB) on Employee Performance: OCB has a significant positive effect, showing that employees who exhibit OCB behavior have better performance.
5. Work Stress on Employee Performance: Work stress has a significant negative effect, so high stress levels tend to decrease employee performance.

Suggestions

1. Management should reduce role conflict and work stress through workload structuring, clear communication, and employee welfare programs to improve performance.
2. Encouraging and rewarding employee OCB behavior can improve individual and team performance.

3. Companies need to consider moderation in managerial decision-making, because some moderation factors can strengthen or weaken the influence of certain variables on employee performance.

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