JAGADITHA

The Effect of Organizational Citizenship Behavior (OCB) Towards Work Stress and Performance of Employees in Income Agency Regional City of Denpasar

Sang Putu Krisna Adhi Pranata*, Putu Ngurah Suyatna Yasa and Ni Wayan Sitiari

Magister of Management, Postgraduate Program, Universitas Warmadewa, Denpasar, Bali-Indonesia.
*sangkrisna@icloud.com

Abstract–This research aims was to analyze and determine the effect of OCB on work stress and employee performance at the Denpasar City Revenue Agency. The hypothesis proposed based on theoretical studies and phenomena set forth in the formulation of the problem are 1) OCB has a positive and significant effect on employee performance, 2) OCB has a positive and significant effect on work stress, 3) Job stress has a negative and significant effect on employee performance, 4) Job stress is able to mediate OCB relations to employee performance. The design of this research pattern is oriented towards quantitative data calculation patterns through questionnaires obtained from respondents as many as 35 people, where the items of each question refer to the indicators of each research variable, the data used are primary and secondary data both qualitative and quantitative which then analyzed SEM based on PLS, The results found, 1) OCB has a positive and significant effect on employee performance, 2) OCB has a negative and significant effect on work stress, 3) Job stress has a negative and significant effect on employee performance, 4) Work stress is a mediating variable that connects OCB variables with employee performance.

Keywords: OCB, Job Stress, Employee Performance

INTRODUCTION

The flow of change and global competition that is rapidly making everything is demanded to run fast, precise and accurate, as well as patterns of performance in the bureaucracy chain, both central and regional, the existence of this performance is not immune to the role of human resources owned by the organization. Human resources or commonly abbreviated as HR can be said as a vital object to achieve organizational performance in small and large scope. The existence of dynamic resources (HR) determines the direction of the organization's management and development process (Tadjudin, 1995)

According to (Hasibuan, 2008), performance is aligned as a result of work

achieved by individuals in the process of carrying out tasks that are measured against skills, experience, sincerity and time. Over time there are various factors that affect performance as conveyed by (Irawanto, Noermiyati, & Primasari, 2015) factors that have an impact on HR performance in an organization, can be influenced by work stress. Work stress on employees is the existence of tension conditions that lead to emotional patterns in interacting and thinking.

The existence of stress can psychologically reduce individual performance (Robbins & Judge, 2013). Oriented to the opinion expressed by (Ahmed & Ramzan, 2013) in Pakistan shows that work stress affects employee performance. The positive effect of stress on the low cluster to moderate cluster is functional if it means that stress is

able to function as a motivator as well as self motivation in maximizing employee performance.

According to (Bashir & Ramay, 2010) with the object of research Bank employees in the banking sector in Pakistan stated that stress is something that can give a negative and significant impact on employee performance. Other research conducted by (Le Fevre, Matheny, & Kolt, 2003) states that the presence of stress on employees tends to affect employee performance. The intersection of what is conveyed by (Hasibuan, 2008) stress in certain dimensions and standards will have a positive and significant impact on employee performance. (Kurnia, 2015) found that employee performance was also formed by the presence of tolerance and willingness factors or OCB (Organizational Citizenship Behavior), he stated that if employees served on the basis of personal desires without expecting any reward for their ability to achieve organizational needs and contribute more than the standard determined performance, that quality is called OCB (Organizational Citizenship Behavior).

Facts show that organizations with employees who implement good OCB principles will get better performance when compared to other organizations in the same family (Robbins & Judge, 2013). This opinion is closely related to the research in Jakarta, which shows there is a pattern of positive influence between the presence of OCB on employee performance. Viewed on the other hand OCB is able to increase the level of employee stress as stated by Jain (2012) in his study found that OCB has a negative and significant effect on work stress. (Ayatse & Ikyanyon, 2012) based on his research in Negeria found different results that OCB had a

positive effect on work stress.

The Regional Revenue Agency of Denpasar City or often abbreviated as BAPENDA, is a regional apparatus organization formed through Law Number 25 of 1994 concerning Financial Balance between the Center and the Regions, so the Regional Apparatus Work Unit (SKPD) is now formed which now changes its name to the Regional Government Organization (OPD) in Denpasar City Government was formed based on Denpasar City Regulation No. 13/2001 concerning the Establishment of Regional Service Organizations, so that the Denpasar City Revenue Service was formed which was renamed the Denpasar City Revenue Agency, due to changes in structure and nomentlature.

BAPENDA is a regional institution which is engaged in the process of collecting regional foreign exchange in the form of regional treasury (regional treasury) from various types of regional income coffers, whether UN, PHR, entertainment tax, advertisement tax, street lighting tax, ABT, BPHTB, parking tax, the collection of regional foreign exchange through this tax is carried out in order, filling the Regional Original Income (PAD) for the process of building regional facilities and facilities both related to public facilities in the form of transportation routes, offices, city tourism areas and ecotourism areas as one of the factors driving the growth of tourism in the Environment The Denpasar City area, which is based on culture and local wisdom, is to level the principles of sustainable development and ensure the level of civilization in the Denpasar City Regional Environment. An illustration of the indication of a decline in employee performance at the Denpasar City BAPENDA which can be shown in the results of the target and the realization of local tax in 2018.

Table 1
Local Tax Realization Target and Realization in 2018

Description	Target	Realization	Achievement (%)
Hotel tax	170.000.000.000	27.764.520.898,4	16,33
Restaurant tax	125.000.000.000	24.906.704.792,3	19,93
Entertainment tax	18.000.000.000	4.277.177.329	23,76
Advertisement tax	1.500.000.000	248.166.984,9	16,54
Street lighting tax	87.000.000.000	16.261.118.825	18,69
Groundwater Tax	9.700.000.000	1.874.264.34	19,32
property tax	103.000.000.000	5.883.273.493	5,71
Fees for the acquisition of land and building rights	145.000.000.000	17.474.196.949	12,05
Parking tax	4.000.000.000	1.101.603.576	27,54
Total	**663.200.000.000**	**99.791.026.790,6**	**15,05**

Based on Table 1, it can be seen that the achievement of local tax which is a performance indicator in the Denpasar City BAPENDA, it appears that all tax items cannot reach the target or the target has been set, in general the target that can only be achieved is 15.05 percent, this shows that still less than the maximum performance of employees in the Denpasar City BAPENDA Environment.

This research was conducted to analyze the influence of OCB on work stress and employee performance in the Denpasar City BAPENDA Environment. The reason that becomes the background in conducting research in the Denpasar City BAPENDA Environment is to find out whether OCB as an inde- pendent variable influences work stress and employee performance. Denpasar City BAPENDA Environment ".

Organizational Citizenship Behavior (OCB)

The existence of opinions and concepts of OCB emerged since three decades ago by Dennis Organ in 1983. Through the view of Organ OCB is referred to as a form of behavior which is the choice and willingness of individuals to be willing, not related to the reward system, both financial and non financial. (Podsakoff, MacKenzie, Paine, & Bachrach, 2000) based on his research mentioning OCB is the existence of behavioral guidelines by employees to support organizational achievements that are not directly related to the main task.

Work Stress

According to (Robbins & Judge, 2013) work stress in the form of a dynamic state if the individual is confronted with a pressure. Stress in the presence of its definition is not always poorly defined. Although basically the existence of stress tends to be assumed negatively, but apart from that stress also has a positive value. Broadly speaking, it can be concluded that stress is the pressure that can affect the physical and psychological condition of the individual in this case HR where the pressure/stimulus is an independent variable that can originate from the individual itself (individual personality and personal factors) or there is also the influence of outside individuals (external environment, organizations and work groups) as conveyed in research conducted by (Kreitner, 1995)

Employee Performance

Performance is a real behavior that is displayed by each person as an achievement of the work produced in accordance with the

main tasks and functions of the company. HR performance in an organization is an achievement made by the employee (Simamora, 2008).

CONCEPT AND HYPOTHESES

Conceptual framework that explains the relationship between variables in this study. The concept is presented in Figure 1 below.
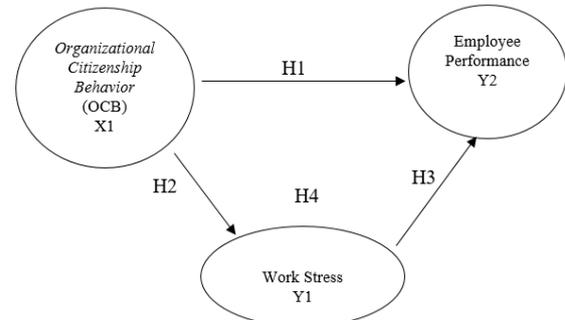

Figure 1
Concept Framework

Based on Figure. 1 can be formulated and explained that the hypothesis in this study is as follows. H1: OCB has a positive and significant effect on employee performance. H2: OCB has a positive and significant effect on work stress. H3: Work Stress has a Negative and Significant Effect on Employee Performance. H4: Work Stress Influences Mediation between OCB Relations and Employee Performance.

METHOD

Based on the opinion expressed by (Sugiyono, 2003), the method is a stage in obtaining the data needed in a research, where the method is pursued through the use of research instruments in the form of questionnaires and questionnaires, in the process of using questionnaires and questionnaires obtained from a simplified population again in the form of samples on the object where the research was conducted. This research was conducted by taking a population of employees in the Denpasar City Revenue Agency with a total of 84 people, then used a sample of 35 employees who represent the characteristics of the population. The variables tested in this research were (X1) Organizational Citizenship Behavior (OCB), (Y1) Job Stress and (Y2) Employee Performance. The existence of data obtained from observations through the process of distributing questionnaires was analyzed using Partial Least Square (PLS), then elaborated to explain in detail the research results found.

RESULT AND DISCUSSION

Respondent Characteristic

Based on the results of data obtained from 35 samples used as respondents from this study, it can be identified the characteristics of respondents in the Denpasar City Revenue Agency dominated by employees with male sex characteristics over the age of 40 years, based on the level of education most of whom are S1 who have a service life of more than 5 years.

Validity Test

Oriented to the results of the validity test conducted on each research indicator, shows that all relationships (correlations) between each indicator with the total score of each construct can be categorized valid, it can be concluded because all the correlation values are significant at the 0.05 level.

Variable Description

Organizational Citizenship Behavior (OCB) (X1)

Can provide information on average OCB construct score of 4.23 or including very good criteria. The indicator that has an average score above the variable average is courtesy (4.29) while the indicator that has an average score below the average is civic virtue (4.20).

Job Stress (X2)

Can provide information with an average construct stress score at 4.36 or including very high criteria. The indicator that has an average score above the average variable is the organizational stressor (4.37), while the indicator that has an average score below the average variable is the individual stressor (4.34).

Employee Performance (Y)

Can provide information with an average construct score of employee performance is 4.25 or includes very good criteria. Indicators that have an average score above the average variable are initiative and personal quality respectively (4.29), while indicators that have an average score below the variable average are quantity of work, job knowledge, and cooperation .

Measurement Model/Outer Model

Convergent Validity

Convergent Validity is a criterion in measuring the validity of indicators that are reflexive. This evaluation is done by examining the outer loading coefficient of each indicator of its latent variable. An indicator is said to be valid, if the outer loading coefficient is between 0.60 - 0.70. However, for analyzes where the theory is unclear, an outer loading of 0.50 is recommended (Lathan & Ghozali, 2012), as well as significant at the level alpha 0.05 or t-statistik 1,96.

Table 2
Outer Loading Value Estimate Model Result

Indicator <- construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/STERR|)
X1.1 <- OCB	0,939320	0,939206	0,019097	0,019097	49,18666
X1.2 <- OCB	0,939818	0,942099	0,021548	0,021548	43,61479
X1.3 <- OCB	0,956692	0,958007	0,012859	0,012859	74,39706
X1.4 <- OCB	0,919374	0,921708	0,022898	0,022898	40,15106
X1.5 <- OCB	0,916204	0,915815	0,021687	0,021687	42,24578
Y1.1 <- STRES	0,987616	0,986655	0,008116	0,008116	121,691
Y1.2 <- STRES	0,988066	0,987394	0,007348	0,007348	134,4725
Y2.1 <- EMPLOYEE PERFORMANCE	0,881724	0,881999	0,025101	0,025101	35,12702
Y2.2 <- EMPLOYEE PERFORMANCE	0,882830	0,881411	0,024456	0,024456	36,09839
Y2.3 <- EMPLOYEE PERFORMANCE	0,789671	0,788319	0,046371	0,046371	17,02948
Y2.4 <- EMPLOYEE PERFORMANCE	0,857441	0,856767	0,026611	0,026611	32,22178
Y2.5 <- EMPLOYEE PERFORMANCE	0,838542	0,830503	0,040450	0,040450	20,73043

Sumber: Data diolah 2019

In Table 2 shows the results of the outer loading calculation of each OCB construct indicator, work stress and employee performance, which have an outer loading value> 0.50 then there is no need to do a model reconstruction.

The calculation results regarding the outer loading value in Table 2 shows that all indicators have met the valid requirements based on the criteria of discriminant validity, namely the outer loading value> 0.50 and statistically significant. These results can be seen in at Figure 2 and Figure 3
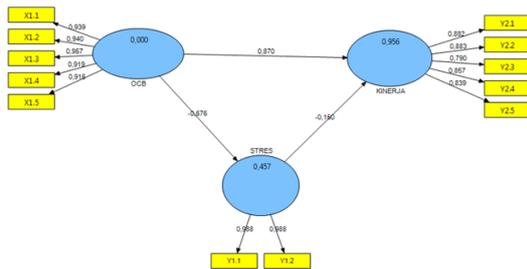

Figure 2

Outer Loading and Path Analysis Estimate Result

While the results of calculations regarding the results of the significance test (boothstrapping) can be seen in Figure 3.
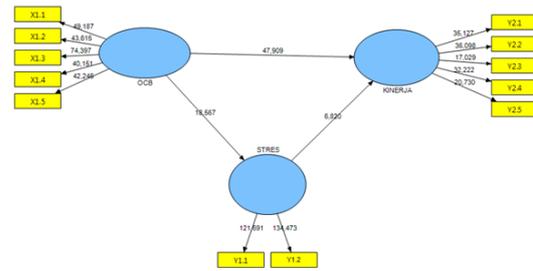

Figure 3

Boothstrapping (Statistic test)
Discriminant Validity

Measurement of the validity of the indicators that form latent variables can also be done through discriminant validity. Discriminant validity can be done by comparing the coefficient of Root AVE (√AVE or Square root Average Variance Extracted) of each variable with the correlation value between variables in the model. A variable is said to be valid, if the root AVE (√AVE or Square root Average Variance Extracted) each construct is greater than the correlation value between constructs (Lathan & Ghozali, 2012), and each AVE value is greater than 0.50.

Table 3

Discriminant Validity Test

CONSTRUCT	AVE	√AVE	PERFORMANCE	OCB	STRESS
PERFORMANCE	0,723753	0,8507	1		
OCB	0,873104	0,9344	0,971537	1	
STRESS	0,975830	0,9878	-0,73789	-0,67578	1

Sumber: Data diolah 2019

Tabel 3 shows that the value of √AVE for each construct ranges from 0.85 to 0.98, greater than the correlation value, the magnitude of -0.72 to 0.97, and all AVE construct values ≥ 0.50 so that they meet valid requirements based on criteria discriminant validity.

Composite Reliability and Cronbach Alpha

A measurement can be said to be reliable, if the composite reliability and Cronbach alpha have a value greater than 0.70. Composite reliability and Cronbach alpha is a measure of reliability among indicator blocks in the research model.

Table 4

Composite Reliability test and Cronbach Alpha

CONSTRUCT	Composite Reliability	Cronbachs Alpha
EMPLOYEE PERFORMANCE	0,928969	0,904065
OCB	0,971746	0,963594
JOB STRESS	0,987767	0,975233

Sumber: Data diolah 2019.

Table 4 shows that the composite reliability value of each construct has shown a minimum value of 0.70 so that it meets the reliable requirements based on composite reliability criteria. In terms of Cronbach Alpha values all greater than 0.70 so that they meet valid requirements.

Evaluation of Structural Models (Structural Model/Inner Model)

Evaluation of structural models (Structural Model / Inner Model) is a measurement to evaluate the level of accuracy

of the model in the overall research, which is formed through several variables along with the indicators. In evaluating this structural model, several approaches will be carried out including: a) R-Square (R2), b) Q-Square Predictive Relevance (Q2), and c) Goodness of Fit (GoF).

Evaluation of Structural Models Through R-Square (R2)

R-Square (R2) can show the strength of the influence caused by the dependent variable on the independent variable. R-Square (R2) can also show the strengths and weaknesses of a research model. According to Chin (Lathan and Ghozali, 2012: 85), an R-Square (R2) value of 0.67 is classified as a strong model, R-Square (R2) of 0.33 moderate model, and R-Square (R2) of 0, 19 is classified as a weak model.

Tabel 5
Evaluation of Structural Models Inner

CONSTRUCT	R Square
EMPLOYEE PERFORMANCE	0,956062
OCB	
JOB STRESS	0,456683

Sumber: Data diolah 2019

Table 5 shows that the value of R2 performance of pegwai is 0.95; based on Chin criteria (Lathan and Ghozali, 2012: 85), then the model includes very strong model criteria, the meaning is OCB variation and work stress is able to explain variations in employee performance by 95% percent, the remaining 15% percent is explained by variations of other variables outside the model analyzed. While work stress has an R-square value of 0.45 or includes a moderate to strong model, it means that OCB variations can explain variations in work stress that is 45% percent and the remaining 55 percent is explained by variations outside the model.

Evaluation of Structural Models through *Q-Square Predictive Relevance (Q²)*

Q-Square Predictive Relevance (Q²) is a measure of how well the observations made give results to the research model. Q-Square Predictive Relevance (Q2) values range from 0 (zero) to 1 (one). The closer to 0 the value of Q-Square Predictive Relevance (Q2), gives a clue that the research model is getting better, while the opposite is getting away from 0 (zero) and getting closer to the value of 1 (one), this means the better the research model. The criteria for strength and weakness of the model are measured based on Q-Square

Predictive Relevance (Q2) according to Lathan and Ghozali (2012: 85) are as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model). The Q-Square formula is: $Q^2 = 1 - (1 - R_1^2)(1-R_2^2)$.

The amount of value *Q-Square* is = $1 - (1 - R_1^2)(1 - R_2^2)$ = $1 - (1 - 0,45)(1-0,95)$ = $1 - 0,0275 = 0,972$, Based on these results, the estimated model is included in the very strong criterion, meaning that 97.2 percent of the variation in endogenous constructs can be predicted by variations in the exogenous construct.

Evaluation of Structural Models through *Goodness of Fit (GoF)*

Goodness of Fit (GoF) is a measurement of the accuracy of the model as a whole (global), because it is considered a single measurement from the measurement of the outer model and measurement of the inner model. Measurement values based on Goodness of Fit (GoF) have a range of values between 0 (zero) to 1 (one). Goodness of Fit (GoF) value which is getting closer to 0 (zero), shows the model is getting less good, on the contrary the farther away from 0 (zero) and closer to 1 (one), the better the model. The criteria for strength and weakness of the model based on Goodness of Fit (GoF) measurements according to Lathan and Ghozali (2012), are as follows: 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small). (Tenenhaus *et al*., 2004).

Table 6
Goodness Of Fit Evaluation

CONSTRUCT	R Square	Communality
EMPLOYEE PERFORMANCE	0,956062	0,723753
OCB		0,873104
STRESS	0,456683	0,97583
AVERAGE	0,7064	0,8576

Sumber: Data diolah 2019

Table 6 shows the calculation with GoF shows an average value of R2 of 0.70 while an average of Communality of 0.85, then a GoF value of √ AR2 * A.Com = √ 0.70 * 0.85 = √ 0.605 = 0.778 This means that the global model is a good predictive (large).

Path Hypothesis Analysis and Testing

Path coeficient analysis can be seen and observed in Table 7 in this study the analysis consists of several relationship variables, namely 1) the influence of OCB on employee performance, 2) OCB on work stress, 3) work stress on employee performance.

Table 7
Path Statistical Analysis and Testing

CONSTRUCT	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (|O/STERR|)	INFORMATION
OCB -> PERFORMANCE	0,870364	0,872131	0,01802	0,01802	47,90872	Significant
OCB -> STRESS	-0,67578	-0,67426	0,034046	0,034046	18,56686	Significant
STRESS -> PERFORMANCE	-0,14971	-0,14849	0,02065	0,02065	6,819756	Significant

Sumber: Data diolah 2019

Tabel 7 show that:

OCB has a positive and significant effect on performance, at a significant level at the 0.05 level with a t value of 47.90 greater than the t-table value of 1.96.

OCB has a negative effect of -0.675 on work stress, and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96 which is equal to 18.56.

Work stress has a negative effect on performance of -0.14, at a significant level of 0.05 with a t value of 6.81 greater than t-table that is equal to 1.96

DISCUSSION
The Effect of OCB on Employee Performance
Calculation results on the influence of OCB on employee performance shows that OCB has a positive and significant effect on employee performance. The results of this test prove that hypothesis 1 (H1), which states that OCB has a positive and significant effect on employee performance is acceptable. This indicates that the higher OCB, the higher the employee's performance. Vice versa, the lower the OCB, the lower the performance of employees in Denpasar City BAPENDA. According to research conducted by (Lubis, 2015) shows that OCB has a positive and significant effect on employee performance. Other research by (Yuniarto, 2018) shows that OCB has a positive and significant effect on employee performance.

Effects of OCB on Job Stress
The results of OCB calculations on work stress indicate that OCB has a negative and significant effect on work stress. The results of this test prove that hypothesis 2 (H2), which states that OCB has a positive and significant effect on work stress is not acceptable. The results indicated that the higher the OCB, the lower the work stress of employees, and vice versa the lower the OCB, the higher the job stress. According to (Le Fevre et al., 2003),

stress can be both positive and negative. Positive stress called "eustres" is sure to encourage humans to be more able to excel, be more challenged to solve the problems they face, on the contrary excessive stress is harmful which is called "distress" giving rise to a variety of symptoms that generally adversely affect performance, for example high blood pressure, not harmonious with colleagues and others.

Effect of Job Stress on Employee Performance
The results of the calculation of work stress on employee performance, indicate that work stress has a negative and significant effect on performance. The results of this test prove that hypothesis 3 (H3), which states that work stress has a negative and significant effect on performance is acceptable. The results indicate that the higher the job stress the lower the employee performance, and vice versa the lower the job stress, the higher the employee performance. This study is in line with research presented by (Bashir & Ramay, 2010) which states that work stress has a negative and significant effect on employee performance, another similar study put forward by Khuong (2016) which states that work stress has a negative and significant effect on employee performance.

The Role of Job Stress in Mediating OCB Relations to Employee Performance
Stress is a condition in which a person or more commonly called an individual experiences psychological pressure and can simultaneously have an impact on the behavior and nature of the individual, whether it has a positive or negative impact. (Gitosudarmo & Sudita, 1997), revealed that stress has positive and negative effects. The positive impact of stress at low to moderate levels is functional in the sense that it acts as a driver to improve employee performance. The negative impact of stress at a high level is that employee performance decreases markedly. Too much workload can cause tension in a person, causing stress.

The results showed that work stress is a mediating variable between OCB and employee performance. This means that work stress has a mediating role. Noting that each of the OCB variables and employee performance can be attributed to work stress as a mediating variable as in a study conducted by (Sonnetag & Frese, 2012) which states that work stress is a full mediation between OCB's relationship to performance, supported also by similar studies conducted by (Biru, Utami, & Mayowan, 2016) who suggested that the existence of work stress was able to mediate the relationship between OCB and employee performance.

CONCLUSION

Based on the description and results of the research analysis, the conclusion can be drawn that OCB has a positive and significant effect on employee performance, meaning that a high OCB can improve the performance of BAPENDA Denpasar City employees. OCB has a negative and significant effect on work stress, meaning that the higher the OCB, the lower the work stress of BAPENDA Denpasar City employees. Job stress has a negative and significant effect on the performance of Denpasar City BAPENDA employees, meaning that the lower the work stress the Denpasar City BAPENDA employee performance is getting higher. Job stress is a mediating variable that links OCB variables with employee performance.

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