

The influence of organizational citizenship behavior (OCB) and work environment on employee performance through work stress in the Library and Archives Office Sungai Penuh City

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ABSTRACT

Having employees with good performance can make it easier for organizational leaders to direct them to achieve organizational goals. The problem that develops in the Sungai Penuh City Library and Archives Office is that the achievement of performance targets has not been optimal, this is caused by some employees who have not implemented OCB behavior, the work environment and some employees who experience work stress. The purpose of this study was to analyze the effect of OCB on work stress, work environment on work stress, OCB on performance, work environment on performance, work stress on performance, OCB on performance through work stress, and work environment on performance through work stress. The respondents of this study amounted to 48 (forty-eight) employees of the Sungai Penuh City Library and Archives Office. Data analysis using path analysis with SPSS data processor version 25. The results showed that OCB has no effect on work stress, work environment has no effect on work stress, OCB affects performance, work environment affects performance, work stress affects performance, OCB affects performance through work stress, and work environment does not affect performance through work stress.

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1. INTRODUCTION

Having employees with good performance can make it easier for organizational leaders to direct them to achieve goals, besides that quality human resources can be expected to encourage the achievement of organizational competitive advantage. By managing them, organizations can indirectly motivate their employees to engage positively in individual and team work, where the performance they produce can later affect the final performance of the organization as a whole. Employed performance by experts is often also called job performance or work performance because performance is the actual behavior that each employee displays as their job performance. Employee performance (work performance) is defined as the results of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegaran, 2009). Operationally, employee performance is referred to as a person's effort to

achieve goals through work productivity produced in quantity and quality (Daryono et al., 2020). Quantity as the sum of their productivity results while quality as a result of performance as per a given standard. In this case, the expected work performance is the result of productivity according to the provisions or standards prepared as a work reference so that it can see employee performance on the results and compared with the standards that have been set.

Performance is influenced by several factors and among them used in this study are Organizational Citizenship Behavior (OCB), Work Environment and Work Stress. OCB is an individual's contribution that exceeds the demands of the role in the workplace. This OCB involves several perpetrators including helping others, volunteering for extra tasks, obeying rules and procedures in the workplace. George & Jones (1997), found a close relationship between OCB and group performance. The existence of altruistic behavior allows a group to work cohesively and effectively to cover each other's weaknesses. A close relationship mainly occurs between OCB and the high number of group work results, while the quality of work is not found to be closely related (Podsakoff et al., 1997). Organizational Citizenship Behavior (OCB) is an individual's contribution that exceeds the demands of the role in the work environment. OCB involves several behaviors including helping others, volunteering for extra tasks, obeying rules and procedures in the workplace (Titisari, 2014). OCB is a behavior or added value for someone who does something outside of their responsibilities. The added value highlighted by an OCB spirit is honesty, courtesy, friendliness, responsibility and sincerity in helping. OCB can increase the value of religiosity in oneself, how a person can control emotions and apply honesty and sincerity in every action. OCB refers to actions taken by employees that exceed the minimum role requirements expected by the organization and improve the well-being of coworkers, work groups, or organizations (Witt, 1991). Examples include making innovative suggestions to improve the company, directing new people to their jobs, and helping coworkers with heavy task loads (Becker & Randall, 1994). Organizations rely on the OCB performance of their employees to support their colleagues in solving problems and to promote a positive working atmosphere, tolerate discomfort without complaint, and protect organizational resources (Witt, 1991). Therefore, OCB is a behavior that can improve employee performance.

The form of OCB is a manifestation of the creation of OCB which can be seen from the behaviors directed by employees in the form of compliance, loyalty, and real participation intended by employees, this is in line with the opinion of the Organ (Wijaya & Djati, 2007) there are three main forms of organization citizenship behavior, namely Obedience, Loyalty, and Participation. The work environment can be defined as everything that is around employees that can affect these employees in carrying out their work, both physical and non-physical that can affect them in carrying out their daily tasks and work (Rahmawati et al., 2020). Furthermore, work stress is as a dynamic condition in which an individual is faced with an opportunity, demand, or resource related to what the individual desires and whose outcome is seen as uncertain and important (Robbins & Judge, 2018). Many people think of stress as a simple problem. The reality of stress is very complex and often misunderstood. We need to understand the factors that cause stress, what intermediates and how it is impacted. In the opinion (Colquitt et al., 2014) stress can have an impact on performance and commitment. Therefore, it deserves attention for the organization, the managers, and the workers themselves. The Sungai Penuh City Library and Archives Office is a Regional Apparatus Unit that carries out duties and functions in the field of Library and Archives which is a mandatory matter in the implementation of Regional Government. Library Affairs is one of the mandatory affairs that carry out the provision of reading places for all people of Sungai Penuh City. The library owned by Sungai Penuh City has been running since January 2014, aiming to improve reading culture through its library. While good records management is a success for a government that is run, in addition to achieving Unqualified Fair Opinion cannot be separated from proper archive management.

From observations, it can be seen that the performance of the Library and Archives Office has not been optimal and has not reached the activity target. This is not only caused by external factors such as the COVID-19 pandemic which causes budget re-focussing but also caused by several internal factors including the frequent occurrence of employees who behave disrespectfully between one another, have not given their best to their work, are not loyal to their work, do not help each other and so on which can weaken the OCB behavior of an organization. Another phenomenon that occurs is the condition of the work environment which is considered not too comfortable for employees

because there are many piles of paper on the desk and the surrounding environment so that it makes employees feel uncomfortable. In addition to the factors already mentioned, the high workload of employees also causes employee stress levels to increase. Another thing that triggers employee stress levels is the presence of several employees who do not help each other to complete work so that the workload is uneven and the monotonous environmental decoration makes employees feel bored. These things have affected the level of employee performance. This makes researchers interested in conducting research related to the influence of Organizational Citizenship Behavior (OCB) and the organization's work environment on performance which can also be influenced by work stress at the Sungai Penuh City Library and Archives Office which is outlined in the title: "The Influence of Organizational Citizenship Behavior (OCB) and Work Environment on Performance through Work Stress at the Sungai Penuh City Library and Archives Office".

2. RESEARCH METHOD

This type of research uses a quantitative approach. This study examines and analyzes the influence of organizational citizenship behavior and work environment on employee performance and mediated by work stress. The sampling method used in this study was Total Sampling. Total sampling is a sampling technique where the number of samples is equal to the total population (Sugiyono, 2007). The sample was 48 respondents. In this study, the data collection technique used was to use questionnaires. Several questions were used to explain organizational variables of citizenship behavior, work environment, performance and work stress. This questionnaire was distributed to respondents in the agency. In testing the hypothesis of this study, path analysis is used which aims to determine how much influence some independent variables have on the dependent variable. To analyze the data used SPSS.

3. RESULTS AND DISCUSSIONS

Descriptive Respondents

Descriptive analysis of respondents totaling 48 (forty-eight) people can be seen from table 1 below.

Table 1. Characteristics of Research Respondents

Profile	Category	Sum (person)	Percentage (percent)
Gender	Man	22	45,8
	Woman	26	54,2
	Total	48	100
Age	20 - 30 years	7	14,6
	31 - 40 years	20	41,7
	41 - 50 years	10	20,8
	51 – 60 years	11	22,9
	Total	48	100
Education	SMA/SMK	6	12,5
	D3	7	14,6
	S1	26	54,2
	S2	9	18,8
	Total	48	100
Period of Service	< 10 years	23	47,9
	11 - 20 years	15	31,3
	21 - 30 years	6	12,5
	31 – 40 years	4	8,3
	Total	48	100

Source: Primary Data processed, 2023.

Descriptive Research Variables

Analysis of research variables can be seen from table 2 below.

Table 2. Descriptive analysis of research variables

No	Variable	N	Answer Score	Total Score	TCR	Information
1	OCB	48	219,9	240	91,63	Excellent
2	Work Environment	48	209,83	240	87,43	Good
3	Work stress	48	195	240	81,25	Good
4	Performance	48	203,84	240	84,93	Good

Source: Data processed, 2023

Test Validity and Reliability

To determine the validity of the questionnaire is done by comparing r_{table} with r_{hitung} . The r_{table} value is seen in the r table with $df = n-2$ (n = number of respondents/sample) with a significance level of 5 percent (0.05). In this study, the r_{table} values with a sample of 48 are as follows: (1) $df = 48-2 = 46$; where the r_{table} value at significance 5 percent = 0.2403; (2) If the result of $r_{calculated} > 0.2403$, then the statement is valid, otherwise if $r_{calculated} < 0.2403$, then the statement is invalid. Based on the results of the validity test, it shows that all statements are declared valid and can be continued at the next stage of research. The high and low reliability is indicated by a Cronbach Alpha (α) coefficient number ≥ 0.6 . If Cronbach Alpha (α) is greater than or equal to 0.6 then the research variable is declared reliable, and vice versa if Cronbach Alpha is smaller than 0.6 then the research variable is declared unreliable (Sekaran and Bougie, 2010). The results of the Reliability Test, it can be seen that all statements from OCB variables, work environment, work stress, and employee performance, have variable reliability. This can be shown by Cronbach's Alpha (α) value ≥ 0.6 , so it can be concluded that all variable statements are reliable.

Classical Assumption Test

In this study to test residual normality, researchers used a non-parametric statistical test kolmogorov-smirnov (K-S). Based on the results of the normality test, it can be seen that the Kolmogorov-Smirnov value indicates that the regression equation model is normally distributed because of the Asymp. Sig. (2-tailed) is greater than the significance level of $\alpha = 5$ percent or 0.05 which is 0.200. Furthermore, a multicollinearity test was carried out on the equation to determine whether there was an intercollonation (strong relationship) between the independent variable, namely OCB and the work environment. Here are the results of the multicollinearity test:

Table 3. Multicollinearity Test Results

No	Independent Variables	Tolerance	VIF	Information
1	OCB	0,682	1,467	No Multicollinearity
2	Work Environment	0,704	1,420	No Multicollinearity
3	Work Stress	0,940	1,064	No Multicollinearity

Source: Data processed, 2023

From table 3 it can be obtained that the independent variables namely OCB, work environment, and work stress are declared free from multicollinearity because the three independent variables have a tolerance value greater than 0.10 and VIF smaller than 10. Then the fellow independent influencing variables in the regression model are independent of multicollinearity. From the following table 4 it can be seen that the significant value of the variables has a significant value greater than 0.05, so it can be concluded that the regression model is good or free of heteroscedasticity.

Table 4. Heteroscedasticity Test Results

No.	Variable	Residual Absolute (RES_ABS)	
		Signifikan	Information
1	OCB	0,084	No heterokedasticity
2	Work Environment	0,541	No heterokedasticity
3	Work Stress	0.966	No heterokedasticity

Source: Data processed, 2023

Based on Table 4, it can be seen that the significance level of the OCB variable is 0.084, the work environment is 0.541 and work stress is 0.966 which means that the value is above 5 percent or 0.05 thus a heteroscedasticity free regression model can be concluded.

Test the hypothesis

Path Analysis

This study uses statistical analysis, namely *path analysis*. This analysis is used to examine the influence of *intervening* variables (Y) where regression analysis is used to estimate causality relationships between variables (*casual model*). Path analysis is an extension of multiple linear analysis or path analysis is the use of regression analysis to assess causality relationships between variables that have been previously established based on theory. A direct relationship occurs if one variable affects another variable without a third variable mediating (intervening) the relationship between the two variables. An indirect relationship is if there is a third variable that mediates the relationship between these two variables (Ghozali, 2005: 160). Thus in the model of the relationship between these variables, there is an independent variable which in this case is called an exogenous variable (*exogenous*), and a dependent variable called an endogenous variable (*endogenous*). Through the analysis of this path, it will be possible to find which path is the most appropriate and short independent variable to the last dependent variable (Sugiyono, 2010: 39).

Sub Structure 1

The path analysis model on the al 1 substructure can be described and formulated with the al structural equation as shown in figure 1:

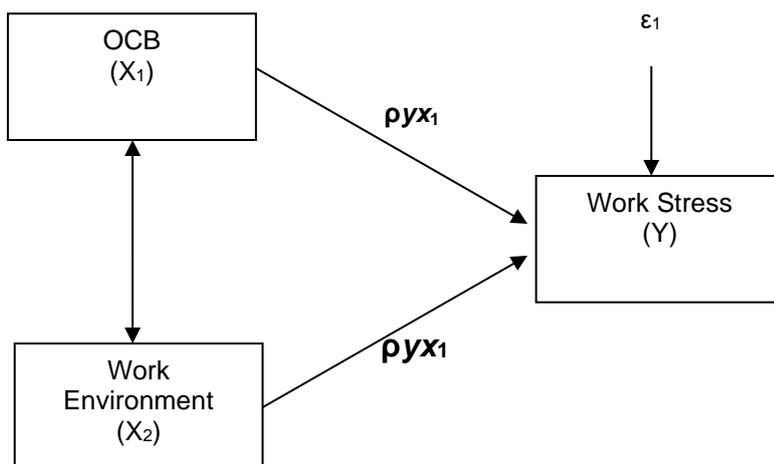


Figure 1. Sub Structural 1

The results of data processing for substructure 1 obtained the Anova table, *Coefficients* table and *Summary* table of the influence of variable X (OCB and work environment) on the *intervening* variable (work stress) as follows:

Table 5. Results of Substructural Regression Equation Path Analysis 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.246 ^a	.060	.019	5.602
a. Predictors: (Constant), Work Environment, OCB				

Source : Data processed, 2023

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	90.907	2	45.454	1.448	.246 ^b
	Residual	1412.343	45	31.385		
	Total	1503.250	47			

a. Dependent Variable: Work Stress

b. Predictors: (Constant), Work Environment, OCB

Source : Data processed, 2023

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.932	7.356		1.622	.112
	OCB	.235	.188	.216	1.255	.216
	Work Environment	.063	.223	.049	.285	.777

a. Dependent Variable: Work Stress

Source : Data processed, 2023

Based on table 5 can be conveyed the following. Path Analysis based on the first model output, from the Summary Model table it can be seen that the value of R Square is 0.60. This proves that the contribution of the influence of X1 and X2 on Y is 6 percent, while the remaining 94 percent is the contribution of other variables that were not included in the study. Furthermore, based on the Anova table (test F) it can be seen that the independent variable (variable X) simultaneously does not have a significant influence on the dependent variable (variable Y). this is shown from the value of Sig. = 0.246 > α (5 percent). Finally, based on the coefficients table, we can see the significance value of the variables X1 = 0.216 and X2 = 0.777. Both values are greater than 0.05. Based on this, it can be concluded that the output results of the first model, namely variables X1 and X2 do not have a significant effect on variable Y.

Until from the test results above, it can be concluded that Ho is rejected and Ha is accepted, which means that the path analysis coefficient is insignificant. Where OCB and work environment both do not have a significant influence directly on work stress. The magnitude of the OCB variable path coefficient for work stress is in accordance with the value in the coefficients table, namely in the *standardized coefficients beta* substructure 1, which is 0.216. For the work environment variable against work stress has a path coefficient value of 0.049.

To calculate the value of ε1 using the formula:

$$\epsilon_1 = \sqrt{(1 - R \text{ Square})} = \sqrt{(1 - 0,060)} = 0,96$$

Based on the table of coefficients above and the calculation ε1, a path diagram of structural model 1 can be drawn as follows:

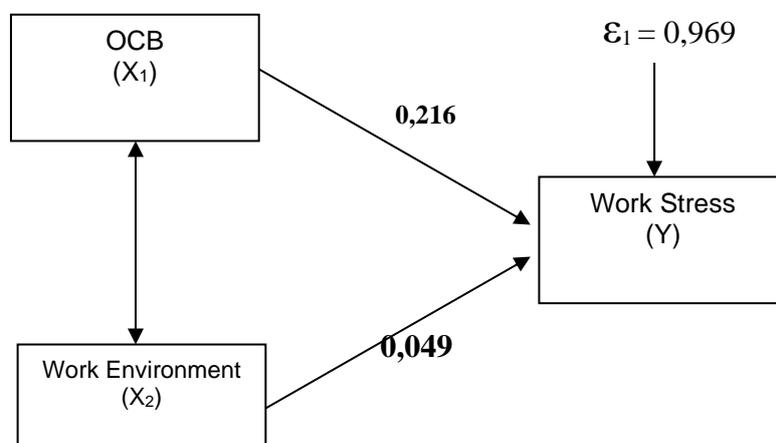


Figure 2. Substructural Empirical Relationship 1

Sub Structure 2

The path analysis model on the al 2 substructure can be described and formulated with the al structural equation as shown in figure 3:

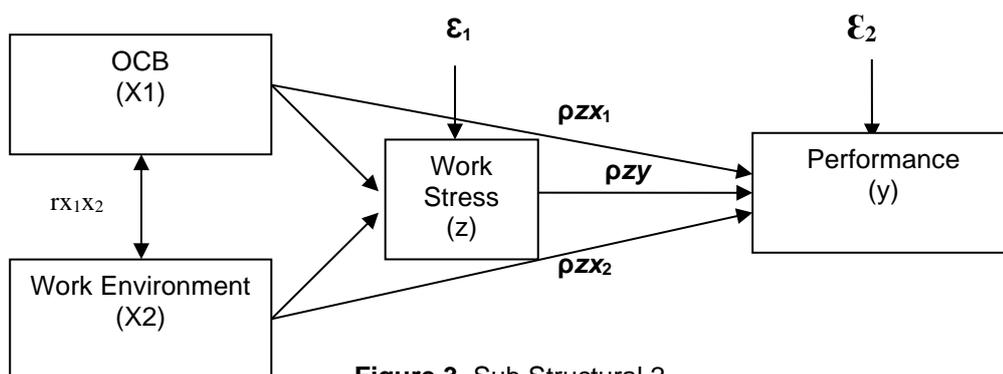


Figure 3. Sub Structural 2

The results of data processing for sub-structural 2 obtained the Anova table, Coefficients table and Summary table of the influence of variable X (OCB, and work environment) and intervening variable (work stress) on variable Z (employee performance) as follows:

Table 6. Results of Substructural Regression Equation Path Analysis 2

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.837 ^a	.701	.680	5.671	

a. Predictors: (Constant), Work Stress, Work Environment, OCB

Source : Data processed, 2023

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3310.826	3	1103.609	34.315	.000 ^b
	Residual	1415.091	44	32.161		
	Total	4725.917	47			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Stress, Work Environment, OCB

Source : Data processed, 2023

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.890	7.661		1.030	.309
	OCB	.548	.193	.284	2.839	.007
	Work Environment	.923	.226	.402	4.091	.000
	Work Stress	.813	.151	.458	5.386	.000

a. Dependent Variable: Kinerja Employee

Source : Data processed, 2023

Based on table 6 can be conveyed the following. Path Analysis based on the output of the second model, from the Summary Model table it can be seen that the value of R Square is 0.701. This proves that the contribution of the influence of X1, X2 and Y to Z is 70.1 percent, while the remaining 29.9 percent is the contribution of other variables that were not included in the study. Furthermore, based on the Anova table (F test) it is seen that the independent variable simultaneously has a significant influence on the dependent variable (variable Z). this is indicated by the value of Sig. = 0.000 < α (5 percent). Finally, based on the coefficients table, we can see the significance value of the variable X1 = 0.007; X2 = 0.00 and Y = 0.000. Of the three values, all of which have values smaller than 0.05 are variables. This indicates that from the results of the regression output of the

second model, only the variables X1, X2 and Y have a significant effect on Z. So from the test results of the influence of X1, X2 and Y on Z above, it can be concluded that Ho is accepted and Ha is rejected, which means that the path analysis coefficient is significant. Where OCB, Work Environment and Work Stress have a significant direct influence on employee performance.

To calculate the value of ϵ_2 using the formula:

$$\epsilon_2 = \sqrt{(1 - R \text{ Square})} = \sqrt{(1 - 0,701)} = 0,547$$

Based on the table of *coefficients* above and the calculation of ϵ_2 , a path diagram of structural model 2 can be drawn as follows:

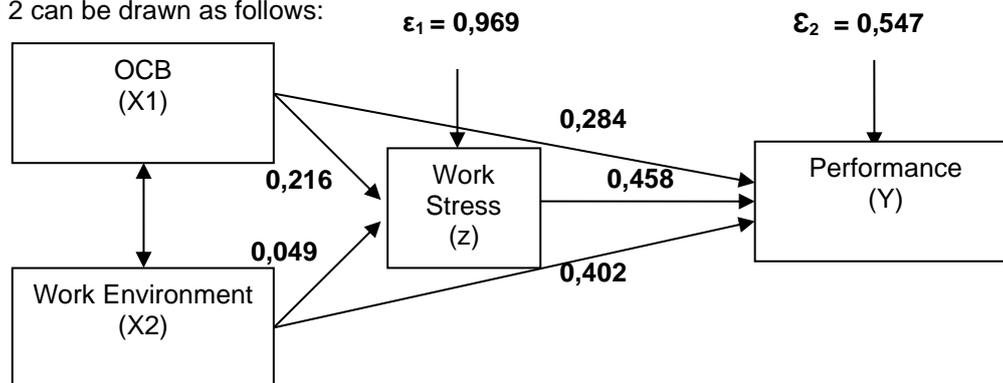


Figure 4. Sub Structural Empirical Relationships 2

Test the hypothesis

Based on the overall calculation of the effect of OCB and work environment on work stress and OCB, work environment and work stress on performance can be explained as follows:

OCB has a positive and significant effect on employee work stress

The first hypothesis is that OCB (X1) has an effect on Work Stress (Y). Based on the results of the analysis of the effect of OCB on Work Stress as described above, the significance value of X1 is $0.216 > 0.05$. So it can be concluded that OCB does not have a significant effect directly on Work Stress. This shows that Ho is accepted and Ha is rejected.

The work environment has a positive and significant effect on employee work stress

The second hypothesis is that Work Environment (X2) affects Work Stress (Y). Based on the results of the analysis of the influence of the Work Environment on Work Stress as described above, the significance value of X2 is $0.777 > 0.05$. So it can be concluded that the Work Environment does not have a significant effect directly on Work Stress. This shows that Ho is accepted and Ha is rejected.

Work stress has a positive and significant effect on employee performance

The third hypothesis is that OCB (X1) affects Employee Performance (Z). Based on the results of the analysis of the influence of the Work Environment on Employee Performance as described above, the significance value of X1 is obtained at $0.007 < 0.05$. So it can be concluded that OCB has a significant direct effect on Employee Performance. This shows that Ho is rejected and Ha is accepted.

OCB has a positive and significant effect on employee performance

The fourth hypothesis is that the Work Environment (X2) affects Employee Performance (Z). Based on the results of the analysis of the influence of the Work Environment on Employee Performance as described above, the significance value of X2 is obtained at $0.000 < 0.05$. So it can be concluded that the Work Environment has a significant direct effect on Employee Performance. This shows that Ho is rejected and Ha is accepted.

The work environment has a positive and significant effect on employee performance

The fifth hypothesis is that Work Stress (Y) affects Employee Performance (Z). Based on the results of the analysis of the effect of Work Stress on Employee Performance as described above, a Y significance value of $0.000 < 0.05$ was obtained. So it can be concluded that Work Stress has a significant direct effect on Employee Performance. This shows that H_0 is rejected and H_a is accepted.

OCB has a positive and significant effect on employee performance through employee work stress

The sixth hypothesis is that OCB (X1) affects Employee Performance (Z) through Work Stress (Y). It is known that the direct influence given by X1 on Z is 0.007, while the indirect influence of X1 through Y on Z is the multiplication between the value of Beta X1 on Y with the value of Beta Y on Z, namely: $0.216 \times 0.458 = 0.099$. So the total influence given by X1 on Z is a direct influence coupled with an indirect influence, namely: $0.007 + 0.099 = 0.106$. Based on the results of these calculations, it is known that the value of direct influence is 0.007 and indirect influence is 0.106 which means that the value of direct influence is smaller than indirect influence, this result shows that Y is an intervening variable between X1 and Z or in other words indirectly X1 through Y has a significant effect on Z.

The work environment has a positive and significant effect on employee performance through employee work stress

The seventh hypothesis is that the Work Environment (X2) affects Employee Performance (Z) through Work Stress (Y). It is known that the direct influence given by X2 on Z is 0.000, while the indirect influence of X2 through Y on Z is the multiplication between the value of Beta X2 on Y with the value of Beta Y on Z, namely: $0.049 \times 0.458 = 0.022$. So the total influence given by X2 on Z is a direct influence coupled with an indirect influence, namely: $0.049 + 0.022 = 0.071$. Based on the results of these calculations, it is known that the value of direct influence is 0.049 and indirect influence is 0.022 which means that the value of direct influence is greater than indirect influence, this result shows that Y is not an intervening variable between X2 and Z or in other words indirectly X2 through Y does not have a significant effect on Z.

Discussion**OCB Against Work Stress**

The first objective of this study was to analyze the effect of OCB on Work Stress. The results of statistical analysis using path analysis show that the first hypothesis is rejected. Where the significance value of the variable X1 to Y is $0.216 > 0.05$. So it can be concluded that OCB does not have a significant effect directly on Work Stress. Employees of the Sungai Penuh City Library and Archives Office have OCB that does not affect work stress. This is because employees do not make problems with colleagues, so they no longer hesitate to help each other employees to do their jobs, follow organizational changes, and follow the latest information such as organizational announcements, memos, whatsapp chats and so on. The results of this study are in line with research conducted by Bahri et al., (2018) which states that OCB has no effect on employee work stress. However, this study is not in line with research (Hikmah & Lukito, 2021) which aims to analyze the effect of Worklife Balance, Work Stress and Organizational Citizenship Behavior (OCB) on Employee Performance, Worklife balance and Work Stress on OCB. The results of this study found that Worklife Balance and OCB have a significant effect on employee performance, the higher the Worklife Balance and OCB in employees, the higher the performance. Work stress is contrary and has a significant effect on OCB and employee performance, the higher the stress experienced by employees, the lower the OCB attitude and performance.

Work Environment Against Work Stress

The second hypothesis is that Work Environment (X2) affects Work Stress (Y). Based on the results of the analysis of the influence of the Work Environment on Work Stress as described above, the significance value of X2 is $0.777 > 0.05$. So it can be concluded that the Work Environment does not have a significant effect directly on Work Stress. This shows that H_0 is rejected and H_a is accepted. The results of this study are in line with research conducted by (Hatmawan, 2015) with the aim of analyzing the effect of work conflict, workload and stressful work environment for employees.

The results of the study stated that there was no significant influence between the work environment and work stress in employees. However, this study is not in line with other studies related to the influence of the work environment on employee performance (Rizki et al., 2016). In the study, it was stated that work environment variables partially have a negative influence, which means that the better the work environment can reduce employee work stress. Meanwhile, work environment variables have a significant influence on employee work stress.

OCB on Employee Performance

The next objective of this study is to analyze the effect of OCB on Employee Performance at the Sungai Penuh City Library and Archives Office. The statistical results of hypothesis testing from this study can be concluded that OCB has a significant direct effect on Employee Performance. This shows that H_0 is accepted and H_a is rejected. This can be seen from the statements in each indicator showing that many employees apply OCB behavior that has a direct impact on employee performance such as I always follow information, such as organizational announcements, memos, whatsapp chat, I am willing to work beyond the specified time and so on. Based on these results, this study is in line with research conducted by (Bahri et al., 2018) showing that OCB has a significant effect on employee performance. Other studies also prove the existence of OCB on performance including research by George & Bettenhausen (1990), found a relationship between OCB and team performance. Altruistic behavior allows groups to work compactly and effectively to cover each other's weaknesses. Then reinforced by (Podsakoff et al., (1997) who found the relationship between the OCB era and team performance, a close relationship especially occurred between OCB and the high results of team work in quantity.

Work Environment on Employee Performance

The fourth hypothesis is that the Work Environment (X_2) affects Employee Performance (Z). Based on the results of the analysis of the influence of the Work Environment on Employee Performance as described above, the significance value of X_2 is obtained at $0.000 < 0.05$. So it can be concluded that the Work Environment has a significant direct effect on Employee Performance. This shows that H_0 is accepted and H_a is rejected. This research is in line with research conducted by Bahri et al. (2018) which states that the work environment has a significant effect on employee performance. If the work environment is good and comfortable, employee performance will also increase, and vice versa. The results of this research are contrary to research conducted by Sahlan et al. (2015) which states that the work environment has an insignificant influence on employee performance and has no more meaning in measuring employee performance on employee job satisfaction.

Work Stress on Employee Performance

The fifth hypothesis is that Work Stress (Y) affects Employee Performance (Z). Based on the results of the analysis of the effect of Work Stress on Employee Performance as described above, a Y significance value of $0.000 < 0.05$ was obtained. So it can be concluded that Work Stress has a significant direct effect on Employee Performance. This shows that H_0 is accepted and H_a is rejected. Work stress had a significant influence on performance in this research model. The results of this study are contrary to previous research conducted by Darmawan (2019) which stated that work stress has a positive and insignificant effect on employee performance.

OCB on Employee Performance through Work Stress

The sixth hypothesis is that OCB (X_1) affects Employee Performance (Z) through Work Stress (Y). It is known that the direct influence given by X_1 on Z is 0.007, while the indirect influence of X_1 through Y on Z is the multiplication between the value of Beta X_1 on Y with the value of Beta Y on Z , namely: $0.216 \times 0.458 = 0.099$. So the total influence given by X_1 on Z is a direct influence coupled with an indirect influence, namely: $0.007 + 0.099 = 0.106$. Based on the results of these calculations, it is known that the value of direct influence is 0.007 and indirect influence is 0.106 which means that the value of direct influence is smaller than indirect influence, this result shows that Y is an intervening variable between X_1 and Z or in other words indirectly X_1 through Y has a significant effect on Z .

Work stress in this research model is an intervening variable between OCB and employee performance at the Sungai Penuh City Library and Archives Office. Work Stress variables cause OCB variables to affect Employee Performance variables indirectly. This research is not in line with the results of research from (Bahri et al., 2018) which states that work stress does not intervene between OCB and Employee Performance. Employee performance can improve with OCB behavior from employees without the employee experiencing work stress.

Work Environment on Employee Performance through Work Stress

The seventh hypothesis is that the Work Environment (X2) affects Employee Performance (Z) through Work Stress (Y). It is known that the direct influence given by X2 on Z is 0.000, while the indirect influence of X2 through Y on Z is the multiplication between the value of Beta X2 on Y with the value of Beta Y on Z, namely: $0.049 \times 0.458 = 0.022$. So the total influence given by X2 on Z is a direct influence coupled with an indirect influence, namely: $0.049 + 0.022 = 0.071$. Based on the results of these calculations, it is known that the value of direct influence is 0.049 and indirect influence is 0.022 which means that the value of direct influence is greater than indirect influence, this result shows that Y is not an intervening variable between X2 and Z or in other words indirectly X2 through Y does not have a significant effect on Z. Based on these results, it is stated that the Work Stress Variable does not result in variables Work Environment affects Employee Performance variables indirectly. In other words, Work Environment variables have a direct effect on Employee Performance. The results of this study are in line with research conducted by Bahri et al. (2018). Employee performance can improve with a comfortable work environment without the employee experiencing work stress.

4. CONCLUSION

Based on the results of research and discussion, conclusions can be drawn in accordance with the formulation of the problem as follows: 1). OCB does not have a significant direct effect on Work Stress. Based on the results of the analysis of the effect of OCB on Work Stress as described above, the significance value of X1 was obtained at $0.216 > 0.05$. 2). Work Environment does not directly have a significant effect on Work Stress. This is based on the results of the analysis of the effect of the Work Environment on Work Stress as described above, the X2 significance value of $0.777 > 0.05$ was obtained. 3). OCB has a significant direct effect on Employee Performance. This is based on the results of the analysis of the influence of the Work Environment on Employee Performance as described above, the X1 significance value of $0.007 < 0.05$ is obtained. 4). Work Environment has a significant direct effect on Employee Performance. This is based on the results of the analysis of the influence of the Work Environment on Employee Performance as described above, the X2 significance value of $0.000 < 0.05$ is obtained. 5). Work Stress has a significant direct effect on Employee Performance. This is based on the results of the analysis of the effect of Work Stress on Employee Performance as described above, a Y significance value of $0.000 < 0.05$ was obtained. 6). Work stress in this research model is an intervening variable between OCB and employee performance at the Sungai Penuh City Library and Archives Office. This is supported by the calculation results that it is known that the value of direct influence is 0.007 and indirect influence is 0.106 which means that the value of direct influence is smaller than indirect influence. 7). Work stress is not an *intervening* variable between the work environment and employee performance at the Sungai Penuh City Library and Archives Office. This is supported by the calculation results that it is known that the value of direct influence is 0.049 and indirect influence is 0.022 which means that the value of direct influence is greater than indirect influence. Based on the findings and conclusions of the study, for this reason, the author suggests the following: 1). Employees of the Sungai Penuh City Library and Archives Office should increase OCB, this is very necessary to improve employee performance. 2). The Sungai Penuh City Library and Archives Office should develop an organizational culture that supports OCB. An organizational culture that supports OCB can help increase employee motivation and confidence to do OCB. This can improve overall performance. 3). The Sungai Penuh City Library and Archives Office is expected to increase social support. OCB often involves voluntary behavior that helps coworkers or the organization as a whole. Social support from colleagues and superiors can motivate employees to do OCB which in turn can improve

organizational performance. 4). Employees of the Sungai Penuh City Library and Archives Office should have the initiative to complete their duties without the help of others, so that they are expected to improve employee performance. 5). It is better for the Library and Archives Office to maintain a safe and comfortable work environment. A safe and comfortable work environment can help improve employee well-being, reduce stress, and increase productivity. This can create optimal conditions to improve organizational performance. 6). We recommend that the leadership of the Sungai Penuh City Library and Archives Office can pay attention to important factors that can improve employee performance so that they can achieve the vision and mission of the organization. Because this study is full of limitations, further researchers are expected to develop this research by reviewing and looking for other variables that affect employee performance.

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