

## THE EFFECT OF ROLE CONFLICT AND WORK STRESS ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS A MODERATING VARIABLE IN BANK INDONESIA REPRESENTATIVE OFFICE OF NORTH SUMATERA PROVINCE

Ita Pebriquantina Sirait<sup>1)</sup>, Mesra .B<sup>2)</sup>

<sup>1,2</sup> Universitas Pembangunan Panca Budi, Medan, North Sumatra

Corresponding email: [ita.quartina@gmail.com](mailto:ita.quartina@gmail.com),

Author email: [mesrab@dosen.pancabudi.ac.id](mailto:mesrab@dosen.pancabudi.ac.id)

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### ABSTRACT

This study aims to examine the influence of role conflict and work stress on employee performance, with Organizational Citizenship Behavior (OCB) as a moderating variable at the Bank Indonesia Representative Office in North Sumatra Province. This study used a quantitative approach through Structural Equation Modeling (SEM) analysis using SmartPLS 3.0 software. The study sample included all employees working at the Bank Indonesia Representative Office in North Sumatra Province. The results showed that role conflict and work stress had a negative and significant influence on employee performance, while OCB had a positive and significant influence. The moderating effect of OCB on the relationship between role conflict and work stress on employee performance was also proven significant, with the first moderation strengthening the relationship, while the second moderation weakening the effect of the independent variable on performance. This study provides theoretical contributions regarding the importance of OCB as a moderating variable, as well as practical implications for management in controlling role conflict, managing work stress, and enhancing OCB behavior to encourage improved employee performance.

### Introduction

In the era of globalization and intense competition in economic growth, organizations must continuously improve their effectiveness and efficiency to maintain a competitive edge. A crucial factor in achieving organizational goals is employee performance, which plays a vital role in ensuring operational tasks run smoothly and optimally. Strong performance not only demonstrates an individual's ability to complete their tasks but also signals the stability and sustainability of the organization's overall performance. However, achieving peak performance often faces various internal and

external challenges. Two common problems in today's workplace are role conflict and job stress. Role conflict occurs when employees are faced with contradictory, unclear, or inconsistent demands or expectations related to their roles that are inconsistent with their own skills and values. Such situations often arise in complex and dynamic environments, particularly in government financial organizations. In contrast, job stress is defined as emotional and physical distress resulting from a mismatch between job requirements and the employee's skills, resources, or needs. Factors such as heavy workloads, time constraints, and poor interpersonal relationships commonly contribute to job stress. If left unaddressed, job-related stress can lead to decreased motivation, reduced enthusiasm for tasks, and potentially burnout, resulting in decreased performance.

Although role conflict and job stress typically negatively impact employee performance, individual reactions to these situations vary. Various factors can influence the degree of impact, one of which is Organizational Citizenship Behavior (OCB). OCB is voluntary behavior undertaken by employees outside of their formal job responsibilities that significantly enhances organizational efficiency, such as helping coworkers, fostering a positive work environment, and demonstrating commitment to the organization. Employees who exhibit high levels of OCB typically feel better equipped to handle work pressure, maintain motivation, and maintain performance levels, even when faced with demanding work conditions. Consequently, OCB can serve as a moderating factor that can either amplify or mitigate the impact of role conflict and job stress on employee performance. The Bank Indonesia Representative Office in North Sumatra Province, which serves as a key financial and monetary institution, deals with a high level of complexity and the need for precision and speed in handling economic conditions. These factors can lead to the development of role conflict and job stress among staff. Therefore, it is crucial to thoroughly investigate how role conflict and job stress affect employee performance and the extent to which OCB moderates this interaction. Considering this phenomenon, this study was conducted to explore the influence of role conflict and work stress on employee performance and to identify the role of OCB in moderating the relationship between these variables at Bank Indonesia Representative Offices in North Sumatra Province.

This study aims to advance theoretical perspectives in the field of human resource management and to offer practical benefits to organizations in creating more effective strategies for managing employees. In today's work environment, high job demands, complex tasks, and the requirement to perform quickly and accurately often lead to role conflict and work-related stress. These issues can result in reduced focus, emotional exhaustion, and lower productivity. Despite this, some employees manage to maintain high levels of performance by engaging in positive actions such as helping coworkers, demonstrating initiative, and demonstrating loyalty, which illustrate Organizational Citizenship Behavior (OCB). This variation in responses is the primary reason for exploring the influence of role conflict and job stress on performance, using OCB as a moderating factor .

Based on the background that has been explained, the problem formulation in this research is as follows:

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 purposes**

This study aims to determine:

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.

### **Research Excellence**

This study is expected to provide theoretical and practical advantages, which are detailed as follows:

#### **1. Theoretical Advantages**

This study is projected to enhance existing knowledge in human resource management, particularly focusing on role conflict, work-related stress, employee performance, and Organizational Citizenship Behavior (OCB). Furthermore, the conclusions of this study can serve as a reference or basis for future studies that aim to explore similar variables in various organizations or sectors.

#### **2. Practical Advantages**

- a. For Organizations (Bank Indonesia Representative Office): The findings of this study can serve as a guideline in human resource assessment and management, particularly in identifying elements that influence employee performance decline and understanding how OCB can strengthen this effect.
- b. For Managers or Leaders: This study offers valuable perspectives on the importance of addressing role conflict and work-related stress, while encouraging the cultivation of OCB behaviors in the workplace to improve overall employee performance.

- c. For Employees: This helps illustrate the impact of role conflict and work stress on performance, and emphasizes the importance of OCB (Organizational Citizenship Behavior) in contributing to organizational success and efficiency.

### **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)

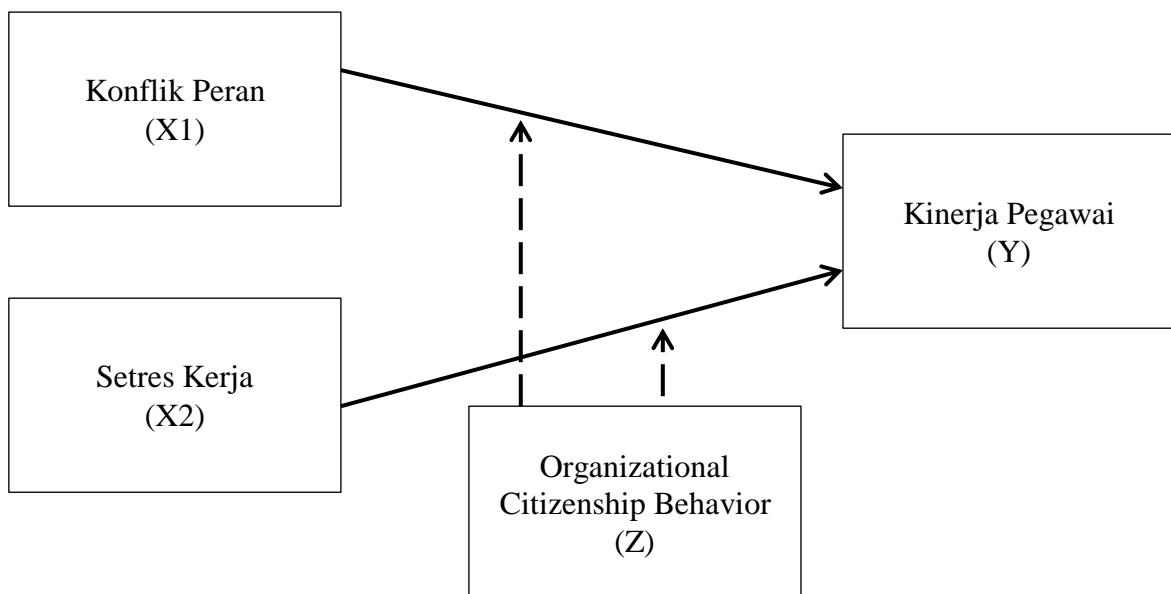
According to Sari and Permana (2016), OCB reflects work behavior that exceeds expectations required by the organization, such as high loyalty and commitment to organizational values. Organizational Citizenship Behavior (OCB) is voluntary employee behavior that is not formally rewarded but can increase 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

### Hypothesis

The hypothesis in this study is as follows:

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.

Organizational Citizenship Behavior (OCB) has a positive and significant effect on Employee performance at the Representative Office of Bank Indonesia, North Sumatra Province.

### RESEARCH METHODS

#### Types of research

This research used quantitative methods at the Representative Office of Bank Indonesia, North Sumatra Province.. Quantitative research is a strategy designed to describe and clarify how variables are interrelated, specifically focusing on examining how independent variables influence dependent variables (Sugiyono, 2018).

#### Research Population

The group involved in this study consisted of all 80 staff at the Representative Office of Bank Indonesia, North Sumatra Province. Population refers to the entire scope of objects or subjects with specific characteristics that the study aims to examine, allowing conclusions to be drawn (Sugiyono, 2018).

#### Research Sample

The sample for this study included the entire population, consisting of 80 employees, using a saturated sampling strategy. This approach considers every individual in the population as part of the research sample. A sample is a subset of the population that shares similar characteristics (Sugiyono, 2018).

## Research Data Sources

The data source used is primary data. Primary data refers to information collected directly by researchers from the locations where the research subjects are analyzed. Therefore, the data obtained comes directly from the original sources (Sugiyono, 2018).

## Data collection technique

Information was collected using a questionnaire. According to Sugiyono (2018), a questionnaire is a data collection method in which respondents receive a series of written questions or statements that they answer directly.

## Data Analysis Techniques

Partial Least Squares (PLS) is a valuable analytical method due to its minimal assumptions. PLS can be applied to define existing data and investigate relationships between latent variables, in addition to verifying theories. This method does not require large sample sizes. Unlike Covariance-Based SEM (CBSEM), which limits construct assessment to using reflective or formative indicators, PLS allows for such assessment (Ghozali & Latan, 2015). In PLS, parameter estimates are categorized into three types. The first is weight estimation, which is used to generate scores for latent variables. The second is path estimation, which identifies how latent variables relate to blocks of indicators (loadings). Finally, the third involves estimating location and mean parameters (regression constants) for latent variables and indicators. PLS uses a three-step iterative process to obtain these estimates: the first step provides weight estimates, the second step generates estimates for the inner and outer models, and the third step generates estimates for the location and mean (constant) (Ghozali & Latan, 2015).

## Creating a Measurement Model (External Model)

The external model, also known as the measurement model, explains how indicators relate to latent variables. Analyzing the external model is necessary to ensure that the indicators are valid and reliable (Ghozali & Latan, 2015). Various methods are used, including:

- a. Convergent Validity – This evaluates the relationship between item scores and construct scores. Reflective indicators are considered adequate if their value exceeds 0.70, although initial studies may accept a range of 0.50 to 0.60.
- b. Discriminant Validity – This assesses how much a construct differs from others in the model. This can be evaluated through cross-loading, where an indicator should show a stronger correlation with its own construct than with the others. Another method involves comparing the root mean square of the average variance extracted (AVE) for each construct with its correlation with the alternative construct. An AVE greater than 0.50 is considered sufficient.

- c. Composite Reliability and Cronbach's Alpha – This metric evaluates the internal consistency of an indicator. A composite reliability above 0.70 indicates high reliability, while a Cronbach's Alpha of 0.70 or higher indicates that the indicator effectively measures its intended construct.

### **Creating a Structural Model (Internal Model)**

Internal models, or internal relationships, are used to describe the relationships between latent variables based on established theory (Ghozali & Latan, 2015). This model is formulated according to the research questions or hypotheses established to describe the structural relationships between latent variables.

Internal model assessment occurs in several phases. Initially, the R-squared value measures how much the independent variables explain the variation in the dependent variable, with meaning similar to linear regression. Variations in R-squared can reveal the relative impact of different dependent latent variables on each other.

Second, the Stone-Geisser Q-squared assesses the predictive relevance of a model. If the Q-squared value exceeds 0, the model is considered to have predictive value. Conversely, if the Q-squared value is below 0, the model's ability to predict the data is considered weak.

Third, the influence of the independent variables on the dependent variable is analyzed using a t-test or partial regression coefficient. The calculated t-test results are compared with the t-table at a significance level of 0.05. The criteria for hypothesis testing are:

- a. The hypothesis is accepted if the calculated t-value is greater than 1.96 or if the significance value is less than 0.05
- b. The hypothesis is rejected if the calculated t-value is less than 1.96 or if the significance value is greater than 0.05 (Ghozali & Latan, 2015)

### **Evaluation of Moderating Variables**

To test the moderation hypothesis, Modified Regression Analysis (MRA) was applied, estimated using SEM-PLS (Ghozali & Latan, 2015). This analysis focuses on the interaction coefficients between the independent variables and the moderating variables. For example, the interaction between halal awareness and intention to purchase halal products was examined to evaluate how SPM functions as a moderating variable.

The importance of the moderating variable is determined by looking at the calculated t-value and comparing it with the t-table at a significance level of 0.05. The hypothesis is considered accepted if the calculated t-value exceeds 1.96 or if the significance value is less than 0.05, while the hypothesis is rejected if the calculated t-value is less than 1.96 or if the significance value is more than 0.05 (Ghozali & Latan, 2015).

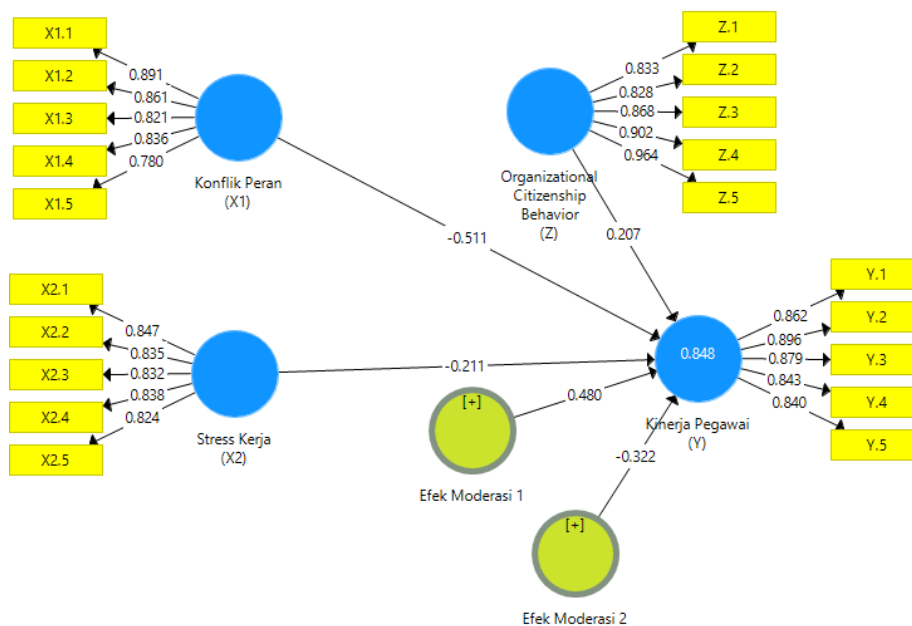
**Results and Discussion**

**External Model Inspection**

The external model, or measurement model, is analyzed to determine how well the indicators represent the underlying variables. This analysis includes convergent validity, discriminant validity, and construct reliability.

**Convergent Validity**

Convergent validity is assessed by examining factor loading values, with an acceptance threshold set at 0.70. Furthermore, for a construct to be considered valid, the Average Variance Extracted (AVE) must exceed 0.50. Simply put, an indicator is considered appropriate and able to accurately reflect the intended construct when its loading value exceeds 0.70. The structural model used in this study can be seen in Figure 1 below.



**Figure 2. Outer Model**

Source : Smart PLS3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there are equations and the equation consists of two equations.

$$\begin{aligned}
 Y &= b_1X_1 + b_2Z + b_3X_1Z + e_1 \\
 Y &= -0.511 - 0.207 + 0.480 + e_1 \\
 Y &= b_2X_2 + b_3Z + b_4X_2Z + e_2 \\
 Y &= 0.211 - 0.207 - 0.322 + e_2
 \end{aligned}$$

**Table 1. Outer Loadings**

	Moderation Effect 1	Moderation Effect 2	Employee Performance (Y)	Role Conflict (X1)	Organizational Citizenship Behavior (Z)	Job Stress (X2)
Role Conflict (X1) * Organizational Citizenship Behavior (Z)	0.750					
Job Stress (X2) * Organizational Citizenship Behavior (Z)		0.769				
X1.1				0.891		
X1.2				0.86		
X1.3				0.82		
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 PLS3.3.3

Table 1 illustrates that all metrics have outer loadings greater than 0.70, indicating strong convergent validity for each construct. The outer loadings for Employee Performance (Y) vary from 0.840 to 0.896, Role Conflict (X1) from 0.780 to 0.891, Job Stress (X2) from 0.824 to 0.847, and OCB (Z) from 0.828 to 0.964. In addition, the moderating effects of Role Conflict on OCB and Job Stress on OCB were found to be 0.750 and 0.769, respectively, highlighting the important role of these moderating variables in the model.

### Discriminant Validity

Next, this study evaluated discriminant validity to assess how closely the indicators relate to their respective constructs compared to other constructs. This assessment aims to confirm that each indicator has a strong relationship with the concept it is intended to measure. The results of the discriminant validity assessment can be seen in Table 2.

**Table 2. Discriminant Validity**

	Moderation Effect 1	Moderation Effect 2	Employee Performance_(Y)	Role Conflict_(X1)	Organizational Citizenship Behavior_(Z)	Job Stress_(X2)			
Role Conflict_(X1) * Organizational Citizenship Behavior_(Z)	00	1,0	0.157	0.035	-	-0.117	0.030		
Job Stress_(X2) * Organizational Citizenship Behavior_(Z)	21	0.8	0.041	0.029	-	-0.118	0.010		
X1.1	0.036	-	0.030	-	-0.804	<b>0.891</b>	-0.796	62	0.7
X1.2	0.007	-	0.017	-	-0.806	<b>0.861</b>	-0.734	38	0.7
X1.3	0.045	-	0.011	-	-0.763	<b>0.821</b>	-0.705	02	0.7
X1.4	0.030	-	0.041	-	-0.709	<b>0.836</b>	-0.739	96	0.7
X1.5	0.031	-	0.026	-	-0.601	<b>0.780</b>	-0.683	54	0.7
X2.1	0.029	-	0.041	-	-0.723	0.714	-0.737	<b>47</b>	<b>0.8</b>
X2.2	0.117	-	0.078	-	-0.775	0.754	-0.761	<b>35</b>	<b>0.8</b>
X2.3	45	0.0	72	0.0	-0.713	0.780	-0.756	<b>32</b>	<b>0.8</b>
X2.4	23	0.0	04	0.0	-0.654	0.769	-0.658	<b>38</b>	<b>0.8</b>
X2.5	0.035	-	08	0.0	-0.683	0.703	-0.663	<b>24</b>	<b>0.8</b>
Y.1	48	0.0	0.019	-	<b>0.862</b>	0.695	0.693	0.682	-
Y.2	62	0.1	50	0.0	<b>0.896</b>	0.774	0.737	0.729	-
Y.3	10	0.1	60	0.0	<b>0.879</b>	0.811	0.709	0.772	-
Y.4	86	0.1	76	0.0	<b>0.843</b>	0.760	0.672	0.687	-
Y.5	66	0.1	07	0.0	<b>0.840</b>	0.775	0.733	0.802	-
Z.1	0.054	-	0.066	-	0.626	0.732	-	<b>0.833</b>	0.774
Z.2	0.240	-	0.239	-	0.599	0.648	-	<b>0.828</b>	0.675
Z.3	0.142	-	0.076	-	0.720	0.731	-	<b>0.868</b>	0.711
Z.4	0.043	-	0.071	-	0.818	0.837	-	<b>0.902</b>	0.754
Z.5	0.070	-	0.094	-	0.811	0.866	-	<b>0.964</b>	0.860

Source : Smart PLS3.3.3

Table 2 displays the findings of the discriminant validity assessment for all variables and indicators. The results indicate that each indicator exhibits the strongest correlation with the latent variable it represents, compared to other variables. This indicates the indicator's effectiveness in distinguishing between variables. The highest correlation values were found for Employee Performance (Y) in indicator Y.2 at 0.896, Role Conflict (X1) in X1.1 at 0.891, Job Stress (X2) in X2.1 at 0.847, and OCB (Z) in Z.5 at 0.964. The

moderation effect was also valid, indicating that the interaction between Role Conflict and OCB, as well as Job Stress and OCB, had the highest correlation with itself (1.000) and lower with other variables. This indicates that the moderating indicators can effectively differentiate their impact from the main variables. Overall, these findings strengthen the discriminant validity of the studied model.

### Composite Reliability

In composite reliability analysis, each variable is assessed based on its reliability score. A variable is considered reliable if its reliability score exceeds 0.60; however, if it falls between 0.60 and 0.70, the variable is considered less reliable. The table below shows the Cronbach's Alpha, composite reliability, and AVE values used to evaluate the validity and reliability of the research constructs.

**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
Job Stress_(X2)	0.892	0.920	0.698

Source : Smart PLS3.3.3

Table 3 displays the findings related to construct reliability and validity. Each variable exhibits a Cronbach's Alpha score and composite reliability exceeding 0.70, and an AVE greater than 0.50, indicating that the research constructs are reliable and valid in terms of convergence. The moderation effect value was found to be 1.000, while Employee Performance (Y) varied from 0.915 to 0.936, Role Conflict (X1) from 0.895 to 0.922, OCB (Z) from 0.927 to 0.945, and Job Stress (X2) from 0.892 to 0.920.

### Internal Model Analysis

The structural model (internal model) was analyzed to confirm that the research model was developed and constructed accurately. The internal model assessment involved various indicators, one of which was the Coefficient of Determination ( $R^2$ ). Based on the

data analysis conducted with SmartPLS 3.0, the R-square value for each dependent variable was obtained, as illustrated in Table 4.

**Table 4. R Square Results**

	<b>R Square</b>	<b>Adjusted R Square</b>
<b>Employee Performance_(Y)</b>	0.848	0.838

Source : Smart PLS3.3.3

Table 4 presents an R-squared value of 0.848 for the Employee Performance variable (Y), along with an adjusted R-squared of 0.838. This indicates that approximately 84.8% of the change in Employee Performance can be explained by the independent and moderating variables contained in the research model, while the remaining 15.2% is influenced by external factors not included in the model.

**Hypothesis Testing**

After evaluating the internal model, the next phase involves investigating the relationships between variables based on the research hypotheses. This evaluation uses the T statistic and P value for testing. A hypothesis is considered significant if the T value exceeds 1.96 and the P value is below 0.05. The test results indicate a direct impact of the path coefficients connecting the variables, as illustrated in Table 5.

**Table 5. Hypothesis and Moderation Effect**

	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Results</b>
<b>Moderation Effect 1 -&gt; Employee Performance_(Y)</b>	0.480	4,35	<b>0,00</b>	<b>Accepte</b>
<b>Moderation Effect 2 -&gt; Employee Performance_(Y)</b>	-0.322	3,34	<b>0,00</b>	<b>Accepte</b>
<b>Role Conflict_(X1) -&gt; Employee Performance_(Y)</b>	-0.511	4,08	<b>0,00</b>	<b>Accepte</b>
<b>Organizational Citizenship Behavior_(Z)_ -&gt; Employee Performance_(Y)</b>	0.207	1,81	<b>0,03</b>	<b>Accepte</b>
<b>Job Stress_(X2) -&gt; Employee Performance_(Y)</b>	-0.211	1,78	<b>0,03</b>	<b>Accepte</b>

Source : Smart PLS3.3.3

1. Moderation Effect 1 on Employee Performance (Y) shows an original sample value of 0.480, a t-statistic of 4.352, and a p-value of 0.000, meaning this moderation effect is positive and significant. This indicates that moderating

variable 1 strengthens the relationship between the independent variable and Employee Performance.

2. The effect of Moderation 2 on Employee Performance (Y) has a value of -0.322, a *t-statistic* of 3.346, and a *p-value* of 0.000, indicating a significant negative effect. 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* 4.089, and *p-value* 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* 1.817, and *p-value* 0.035, indicating a significant positive influence, meaning that employees who demonstrate OCB behavior tend to have better performance.

Work Stress (X2) on Employee Performance (Y) with a value of -0.211, *t-statistic* 1.785, and *p-value* 0.037 shows a significant negative influence, so that high work stress tends to reduce employee performance.

## Conclusion

Based on the results of the hypothesis presented in Table 5, the findings of this study are summarized as follows:

1. Impact of Moderation 1 on Employee Performance: Moderation 1 shows a significant positive influence, thus strengthening the relationship between the independent variable and employee performance.
2. Impact of Moderation 2 on Employee Performance: Moderation 2 shows a significant negative impact, which tends to reduce the influence of the independent variable on employee performance.
3. The Effect of Role Conflict on Employee Performance: Role conflict has a significant negative impact on performance, indicating that as role conflict increases, employee performance decreases.
4. The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance: OCB shows a significant positive influence, meaning that employees who demonstrate OCB behavior tend to perform better.
5. The Effect of Job Stress on Employee Performance: Job stress has a significant negative impact, indicating that increased stress levels usually result in decreased employee performance.

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