



Effect of Leadership and Organizational Citizenship Behavior (Ocb) on Work Stress and Employee Performance in Denpasar Tourism Office

Ni Wayan Anggita Dara Pratiwi, I Wayan Gede Suparta and I. B. Ag Dharmanegara

Magister of Management, Postgraduate Program, Universitas Warmadewa, Denpasar, Indonesia
suncianaclothes_2@yahoo.com

Received: 03/06/2018

Revised: 08/07/2018

Published: 30/09/2018

How to cite (in APA style):

Pratiwi, N, W, A, D., Suparta, I, W, G., & Dharmanegara, I, B, A., (2018). Effect of Leadership and Organizational Citizenship Behavior (Ocb) on Work Stress and Employee Performance in Denpasar Tourism Office. *Jurnal Ekonomi dan Bisnis Jagaditha*, 5(2), 138-144. <http://dx.doi.org/10.22225/jj.5.2.585.138-144>

Abstract The purpose of this research is to analyze the influence of leadership, organizational citizenship behavior (ocb) on work stress and employee performance in Denpasar Tourism Office. Hypothesis proposed were 1) Leadership has positive and significant effect on employee performance; 2) Organizational citizenship behavior (ocb) has a positive and significant effect on employee performance; 3) Leadership has a positive and significant effect on work stress; 4) Organizational citizenship behavior (ocb) has a positive and significant effect on work stress; 5) Work stress has a negative and significant effect on employee performance. Research design used is quantitative, with the number of respondents is 51 persons determined by questionnaire method. Data were analysed using SEM based PLS. Results showed that 1) Leadership positively but insignificantly affect the performance of employees; 2) Organizational citizenship behavior has a positive and significant effect on employee performance; 3) Leadership has positive and insignificant effect on work stress; 4) Organizational citizenship behavior (ocb) has positive but insignificant effect on work stress; 5) Work stress has positive and insignificant effect on employee performance.

Keywords: Leadership; Organizational Citizenship Behavior (Ocb); Work Stress and Employee Performance.

INTRODUCTION

The economic mechanisms behind the importance of transfers and capital income taxation in resolving the discrepancy are straightforward. A key reason why the standard version of the incomplete markets model predicts a strongly negative rank correlation between wealth and employment is that most of the wealth poor households counterfactually choose to work despite their low productivity (Yum, 2018). Human resources are a very important factor in an organization both large and small scale organizations. In large-scale organizations, human resources are seen as a crucial element in the business development process, the increasingly important role of human

resources. In organizations, subordinates work is always dependent on the leadership. If the leader can perform its functions well, it is very possible that the organization reaches its target. An organization needs an effective leader, who has the ability to influence the behavior of its members or subordinates.

Poor attitude of leaders certainly not only make the performance of employees decreased but also can cause work stress of the employees themselves. Work stress on employees is a state of tension that affects the emotions of thinking. Even one of the psychological effects of stress can decrease job satisfaction (Robin, 2002). In addition to poor leadership factors can affect work stress and employee performance in the Denpasar

Tourism Office, the OCB factor (Organizational Citizenship Behavior) can also increase stress levels and decrease in employee performance. The facts show that organizations that have employees who have good OCBs, will have better performance than other organizations. Based on the exposure, this study analyzes the influence of leadership and organizational citizenship behavior on work stress and employee performance in Denpasar Tourism Office. Thus, it can be formulated subject matter as follows: how is the influence of leadership on Employee Performance, OCB on Employee Performance, Leadership on Work stress, OCB on Work stress, the effect of work stress on Employee Performance, Leaders influence on employee performance through work stress as mediation, and OCB on Employee Performance through Work stress as mediation in Denpasar Tourism Department?

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Leadership

Hasibuan mentions that the leader is someone who uses authority and leadership to direct subordinates to do the work in achieving an organizational goals. Gorda mentions that the leader (leader) is the person who builds and moves a person or a group of others so that they are willing, committed and faithful to carry out their duties and responsibilities in order to achieve the company's predetermined goals. Thus leadership is also said to be a process of directing and influencing activities that are related to the work of group members. The empirical study underlies the following hypothesis formulation:

H1: leadership has a positive and significant effect on employee performance

H3: Leadership has a positive and significant effect on work stress

Organizational Citizenship Behavior (OCB)

According to OCB Organ is a form of behavior that is an individual choice and initiative, not related to the formal reward system of the organization but in aggregate increase organizational effectiveness. (Podsakoff, et al, 2000) states that OCB is a behavior defined by employees who support a company or employee in some way, but not part of a job assignment. Based on these definitions, organizational membership behavior for employees can be defined as the behaviors undertaken by employees in the company, in a voluntary manner, and do not

expect any rewards. The empirical study underlies the following hypothesis formulation:

H2: OCB has a positive and significant effect on employee performance

H4: OCB has a positive and significant effect on work stress

Work stress

(Robbins, 2002) defines stress as a dynamic condition if an individual is confronted with an opportunity. Stress in this definition does not necessarily have to be bad. Although stress is commonly discussed in the negative context, stress also has a positive value. In general it can be concluded that stress is a pressure that will affect the physical and psychological conditions of individuals where the pressure / stimulus is a free variable that can come from within the individual (individual personality and personal factors) or from outside the individual (external environment, organization or working group) as proposed by (Kreitner, 1995). The empirical study underlies the following hypothesis formulation:

H5: Work stress has a negative and significant effect on employee performance.

Employee Performance

Rivai mentions that performance is a real behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company. According to Simamora employee performance is the level of work achievement by employees. From some understanding by the experts mentioned above, it can be said that the performance of employees is the result of work generated by the employee or the real behavior that is displayed from a number of efforts done on the job in accordance with its role in the organization.

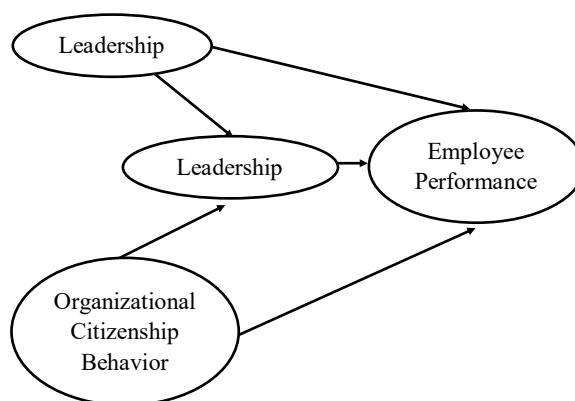


Figure 1 - The research framework

METHODS

Data collection was done through survey using questionnaire. The survey was conducted on 51 employees at Denpasar Tourism Office. Respondents were asked to fill in questionnaires containing questions about demographic characteristics of gender, age, education, and years of service. Respondents also provided a perceptive assessment on a number of statements representing each construct of the study. The construct measurement is adopted from similar empirical studies, to ensure the validity and reliability of

the measurement. Selection of measurement indicators based on the criteria of quantity, quality, and relevance. The rating scale of 1 (strongly disagree) to 5 (strongly agree) is used to measure the construct. Inferential analysis techniques used to test the hypothesis is Partial Least Square (PLS). Evaluation of PLS model consists of two parts, namely evaluation of measurement model and evaluation of structural model.

RESULT AND DISCUSSION

Evaluation of Measurement Models

Table 1 Evaluation of Measurement Models

INDICATOR<-CONSTRUCT	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Y1.1 <- PERFORMANCE	0,27	0,28	0,22	0,22	1,22
X1.2 <- LEADERSHIP	0,83	0,83	0,04	0,04	20,12
X1.5 <- LEADERSHIP	0,83	0,83	0,06	0,06	13,59
X2.1 <- OCB	0,92	0,48	0,65	0,65	1,41
X2.4 <- OCB	-0,09	0,18	0,33	0,33	0,28
X2.5 <- OCB	0,07	0,24	0,29	0,29	0,24
Y1.2 <- PERFORMANCE	0,73	0,71	0,13	0,13	5,66
Y1.3 <- PERFORMANCE	0,81	0,76	0,12	0,12	6,86
Y1.4 <- PERFORMANCE	0,57	0,54	0,20	0,20	2,85
Y1.5 <- PERFORMANCE	0,39	0,38	0,21	0,21	1,87
Z1.2 <- STRESS	0,91	0,88	0,14	0,14	6,67
X1.1 <- LEADERSHIP	0,69	0,68	0,08	0,08	8,88
X1.3 <- LEADERSHIP	0,82	0,81	0,05	0,05	15,13
X1.4 <- LEADERSHIP	0,83	0,82	0,05	0,05	18,26
X1.6 <- LEADERSHIP	0,73	0,73	0,08	0,08	9,50
X2.2 <- OCB	-0,07	0,15	0,32	0,32	0,23
X2.3 <- OCB	0,48	0,40	0,36	0,36	1,33
Z1.1 <- STRESS	0,64	0,61	0,24	0,24	2,70

There are six indicators that outer loading value <0,50 (the original value of sample (O) is red) are 3 indicator of OCB variable consisting of altruism, conscientiousness, courtesy and civic virtue. This is because for the public sector such as Tourism Department an employee still rarely takes more than one job or replace the work of other colleagues then from 5 indicators only 1 valid indicator is a sportmanship indicator. Indicators that are said to be invalid in the leadership variables are quantity of work and personal qualities. Due to the existence of invalid indicator, the model reconstruction is done by issuing the six indicators.

Evaluation of Structural Model

Table 2 shows that the value of R2

performance is 0.25; based on the criteria of Chin (Ghozali, 2014), the model includes moderate approximation criteria, the meaning is leadership variation, OCB and stress can explain the performance variation by 25 percent, the remaining 75 percent is explained by variations of other variables outside the model analyzed. Meanwhile, stress has a R-square value of 0.09 or moderate to weak, meaning leadership variation and OCB is able to explain stress variation i.e. 9 percent of the remaining 94 percent explained by variations outside the model. Table 3 shows that all hypotheses are accepted except H1 and H5.

Table 2 the value of R2 performance

CONSTRUCT	R Square	Communality
LEADERSHIP		0,62
PERFORMANCE	0,25	0,52
OCB		0,66
STRESS	0,09	0,61
AVERAGE	0,17	0,60

Table 3 Path of Significance Analysis and Testing

CONSTRUCT	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	PRONOUNCEMENT
LEADERSHIP -> PERFORMANCE	0,12	0,15	0,1	0,1	1,25	Not significant
LEADERSHIP -> STRESS	0,25	0,26	0,11	0,11	2,21	Significant
OCB -> PERFORMANCE	0,44	0,44	0,07	0,07	5,84	Significant
OCB -> STRESS	0,14	0,15	0,09	0,09	1,42	Significant
STRESS -> PERFORMANCE	0,09	0,07	0,15	0,15	0,62	Not significant

Table 3 shows that: 1) leadership has a positive effect of 0.12 on performance, and the relationship is not significant at the 0.05 level because the T-Statistic score is greater than 1.96 i.e. 1.25 2) Leadership positively affects stress 0.25 , and the relation is significant with value of t equal to 2,21 bigger than T-table that is equal to 1,96. 3) The OCB has a positive averaging of 0.44 on performance, and the relationship is significant with a t value of 5.84 greater than the T-table value of 1.96. 4) OCB has a positive effect of 0.14 on stress and the relationship is not significant with t count value of 1.42. 5) the stress had a positive effect of 0.09 on the performance and was not significant with the t value of 0.62.

Influence of mediation analyzed include direct and indirect effect analysis. Analysis in this research using examination method. The method of examination by way of doing two analyzes, namely the analysis by involving the mediation and analysis variables without involving the mediation variables.

Discussion

Based on the analysis results show that leadership has a positive effect of 0.12 and the relationship is not significant at the 0.05 level because the value of T-Statistics is greater than 1.96 which is equal to 1.25. The results of this analysis show that theoretically it is true that the better the leader will be the better the performance of employees, but the relationship is statistically unacceptable. Based on the average score of respondents showed that for

leadership constructs average score is 3.63 which means leadership in the Tourism Department is quite good. But the better the leadership was not able to improve the performance of employees in the Department of Tourism. (Darmawati, 2013) states that leadership that is reflected in an emotional state or one's attitude will be shown in the form of responsibility, attention, and the development of its performance.

The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance

The results of the analysis of the effect of OCB on employee performance show that OCB has a positive and significant effect on employee performance, meaning that the increase of OCB reflected by the indicator of behavior helps, uphold sportsmanship, voluntary participation, performance exceeds standard and alleviate the problems of others able to improve employee performance which is reflected by indicators of quantity of work, job knowledge, cooperation, initiative and personal quality. A good OCB turns out to improve employee performance, because in the public sector it is still very rare for employees to work on more than one job such as the private sector. According to Krietner & Knicki (Darmawati, 2013), high performance of human resources (employees) will encourage the emergence of Organizational Citizenship Behavior (OCB), ie behavior beyond what has been standardized company.

The results of this study confirm the

results of previous research entitled the effect organizational commitment and organizational identity strengths to citizenship behavior impact on fire department and disaster employee performance in Jakarta Indonesia, showing the positive influence between OCB on performance.

Based on the results of the analysis shows that leadership has a positive and significant effect on work stress. This gives the meaning that the better the leader the lower the stress level experienced by employees in the Denpasar Tourism Office. According to Luthans, when employees feel satisfaction with the work done, then the employee will work optimally in completing the job, even do some things that may be out of duty. The results of this study confirm the results of previous studies entitled The effect of leadership style on stress outcomes showed leadership has a positive and significant impact on work stress

The result of statistical data analysis proves that OCB has a positive effect on work stress but the relationship is not significant. The results of this analysis show that theoretically it is true that good OCB will reduce the stress level of work, but the relationship is statistically unacceptable. But not all employees are able to do more than one job, plus OCB's rarity in the public sector keeps employees who are not accustomed to doing more than their stressful tasks. According to Selye stress can be positive or negative. Positive stress called "eustres" is sure to encourage human beings to be more accomplished, more challenged to solve the problems it faces, otherwise excessive stress is harmful so-called "distres" cause various symptoms that generally harm performance, for example high blood pressure, not harmonious with colleagues *krja* and so forth. So it can be said that the results of this study in line with research and supporting theory. The conclusions of this study prove at the same time strengthen the positive influence on work stress.

The results of the analysis of the effect of stress on employee performance, shows that stress positively affects employee performance and the relationship is not significant. This implies that the more stress in the low level may not necessarily improve employee performance measured based on indicators of quantity of work, job knowledge, cooperation, initiative and personal quality. Positive relationship is probably caused by low stress levels, so it actually has a positive effect on

employee performance. If the stress level of employees at a high level can certainly be a negative effect on the performance of employees. But the low level of stress was not able to improve the performance of employees in Denpasar Tourism Office. Workload too much can cause tension in a person that cause stress. This may be due to the skill level being demanded too high, the working speed may be too high, the work volume may be too much and so on (Sunyoto, 2012). The results of this study differ from research conducted by (Khuong, 2016). Investigate the effects of work stress on employee job performance study at Dong Xuyen Industrial Zone Vietnam shows that work stress has a negative and significant effect.

These results show the result that work stress is a full mediation of leadership on employee performance. This means that work stress has acted as a mediator, that mediation is fully mediated, if the independent variable has no effect on the dependent variable when the mediating variable is controlled.

However, in this study stress does not behave as a mediator between the direct relationship between leadership to performance that is positive and insignificant. Due to the Denpasar Tourism Office although good leadership is not able to affect the performance of its employees. Even if the absence of a leader (auto pilot) in the Department of Tourism still perform well let alone in the Department of Tourism has set e-performance or the existence of SOP. The indirect relationship shows that the stress relationship to performance is not significant. This is because even though the level of employee stress in the Denpasar Tourism Office is high but does not affect its performance, the employee keeps performing well despite experiencing work stress. The conclusion in this research is the performance is not influenced by leadership or work stress in Denpasar Tourism Office.

These results show the result that work stress is a full ocb mediation of employee performance. This means that work stress has acted as a mediator, that mediation is fully mediated, if the independent variable has no effect on the dependent variable when the mediating variable is controlled.

Instead, the result of this research is stress is not mediation between ocb to performance. The existence of direct relationship ocb to the performance have a positive and significant effect because the better ocbnya of course have a better impact also performance in Denpasar

Tourism Office. While the relationship of work stress to performance is not significant. That causes stressful employees not only because the workload is too high but also because the work he is doing is too difficult. Performance is not caused by stress, but performance is determined by ocb. The higher the ocb the better the performance of employees In the Tourism Office of Denpasar City. In this case that affects performance is not work stress but ocb. And it needs to be maintained employees in the Tourism Office of Denpasar City who have done ocb well and keep performing well.

CONCLUSION

As for some conclusions that can be presented from the description and results of inferential analysis of this study, that are, leadership has a positive and insignificant effect on employee performance. This result indicated that the coefficient of path between the leadership construct and employee performance was 0.12 with the t-statistic coefficient greater than 5.84 which was 1.96. This means that good leadership does not always have an impact on the performance of employees in Denpasar Tourism Office. OCB has a positive and significant effect on employee performance. This result is shown by path coefficient between OCB construct and employee performance of 0.44 with t-statistic coefficient greater than 1.96 which is equal to 1,25. This means that a good OCB will certainly improve the performance of employees in Denpasar Tourism Office. Leadership has a positive and significant effect on work stress. This result is shown by path coefficient between OCB construct and employee performance equal to 0.25 with t-statistic coefficient greater than 2,21 which is equal to 1,96, which means that the better leadership will certainly reduce the level of employee stress in Denpasar Tourism Department. This means a positive relationship is probably caused by the level of stress experienced by employees is at a low level. OCB has positive and insignificant effect on work stress. This result is shown by path coefficient between OCB construct and employee performance equal to 0,14 with t-statistic coefficient that is equal to 1,42. Which means a good OCB not necessarily will reduce the level of stress employees in the Department of Tourism Denpasar. Because for the public sector it is almost uncommon to find an employee taking on more than one job. Therefore OCB can increase employee stress because each employee has their own soup.

Work stress has positive and insignificant effect on employee performance. This result is shown by path coefficient between work stress construct and employee performance equal to 0,09 with t-statistic coefficient that is equal to 0,62. Which means the low level of work stress on employees may not be able to improve its performance. Work stress is not only influenced by organizational stress but can also be affected by individual stress. It could be an employee has decreased performance because the employee has experienced individual stress. Work stress mediates the influence of leadership on employee performance. The result of this research is stress is not a mediation between leadership to performance, because the direct relationship of leadership to performance is not significant, whereas indirect relationship indicates that relationship stress to performance is not significant. Work stress mediates the influence of OCB on employee performance. The result of this research is stress is not mediation between OCB to performance, because OCB direct relation to coefficient performance significant while indirect relationship of good OCB to stress and stress to performance not significant big from 2,21 which is equal to 1,96. Which means that the better leadership will certainly reduce the level of employee stress in Denpasar Tourism Department.

REFERENCES

- Darmawati, A., et al. (2013). Pengaruh kepuasan kerja dan komitmen organisasi terhadap organizational citizenship behavior. *Jurnal Ekonomi*, 9(1), April.
- Gibson. (1994). *Kedokteran EGC*. Anonimus. Jakarta.
- Ghozali, I. 2014. *Structural Equational Modelling Metode Alternatif dengan Partial Least Square (PLS)*. BP. UNDIP. Semarang.
- Gorda. (2006). *Pelatihan dan Pengembangan Untuk Meningkatkan Sumber Daya Manusia Untuk Meningkatkan Kinerja SDM*, Cetakan Pertama. CV. Alfabeta. Bandung.
- Handoko. (2007). *Manajemen Sumber Daya Manusia*, Cetakan Ketiga. Bumi Aksara. Jakarta.
- Hasibuan, (2009), *Sumber Daya Manusia Perusahaan*, Remaja Rosda Karya: Bandung
- Harianji, (2007) *Manajemen Sumber daya Manusia*. Kencana Pranada Media Grup Jakarta.
- Indriyo, G. S., (1995) *Manajemen Pemasaran*, Yogyakarta, Penerbit BPFE
- Kreitner. (1995). *Organizational Behavior*. Irwan. Chicago.

- Luthans. (2006) *Organizational Behavior*. Mac. Grawn Hill. Singapore.
- Manulang. (2007). *Manajemen Sumber Daya Manusia, Cetakan Pertama*. CV. Bumi Aksara. Jakarta.
- Masrun. (2000). *Manajemen Sumber Daya Manusia*.
- Nurdjannah, H. (2012). Stres Kerja pada Bank Syariah Mandiri Kantor Cabang Makasar. *Jurnal Pengaruh Kepemimpinan*.
- Paille. (2011). Mempengaruhi Intention to Leave dan Citizenship Behavior yang dipengaruhi Karyawan. *Jurnal Stresful Work*.
- Podsakoff. (2000). Organizational Citizenship Behavior: A Critical Review of the Theoretical and Emprical Literaure and Suggestions of Future Research. *Journal of Manajement*, 26(3), 813-563.
- Robbins, S.P. (2002). *Perilaku Organisasi, Edisi Kesepuluh*. PT. Indeks Kelompok Gramdesia. Jakarta.
- Safaria, T., & Nofrans, S. (2012). *Manajemen Emosi: Sebuah Panduan Cerdas Bagaimana Mengelola Emosi Positif dalam Hidup Anda*. Bumi Aksara. Jakarta.
- Siagian, S.P. (2002). *Manajemen Sumber Daya Manusia*. Bumi Aksara. Jakarta.
- Stephan, P.R., & Timothy, A.J. (2012). *Perilaku Organisasi, Edisi Kedua belas*. Salemba Empat. Jakarta.
- Sunyoto, D. (2012). *Manajemen Sumber Daya Manusia*. Jakarta: PT Buku.
- Whittingtons, O.R., & Kurt, P. (2012). *Principles of auditing and Other Assurance Services, 18th Eddition*. Mc-Graw-Hill. New York.
- Yum, M. (2018). On the distribution of wealth and employment. *Review of Economic Dynamics*, 30, 86–105.