

Does SCM Moderate the Relationship of Emotional Intelligence, Work Discipline and Job Stress with Organizational Citizenship Behavior?

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Abstract-The prime aim of this investigation is to examine the relationship between emotional intelligence, job stress, work discipline, and organizational citizenship behavior with the moderating effect of supply chain management. The method used in this research is descriptive method. The SEM was employed in this investigation. The results showed emotional intelligence does not have an effect on job stress. Emotional intelligence significant positive effect on organizational citizenship behavior (OCB). Emotional intelligence significant positive effect on employee performance. Work discipline significant negative effect on job stress. Work discipline significant positive effect on OCB. Work discipline significant negative effect on employee performance. Job stress significant negative effect on OCB. Job stress does not have an effect on employee performance. OCB significant positive effect on employee performance. Supply chain management significantly and positively inserts moderating effect among the relationship between emotional intelligence, job stress, work discipline, and organizational citizenship behavior.

Keywords; *Emotional intelligence, Work discipline, Supply chain management, Organizational citizenship behavior*

1. Background

The Human Resources (HR) is essentially a major asset and an integral part of an organization or company. Quality human resources are essential to organizational survival, while effective management is the key to the success of an organization. One of the professionalism of human resources is able to work well. Every organization, whether engaged in business or non-business, utilize human resources to compete competitively in this era of globalization [1].

Companies in conducting business activities, certainly expect no obstacles that occur in achieving its objectives. Human resource factors, i.e., employees, are the most important asset that has a very big influence on the success of a company. However, in the organization, many experience obstacles, especially in improving performance, such as the emergence of emotional intelligence from employees, job stress faced by employees, and indiscriminate owned by each employee [2].

An employee's emotional intelligence is a critical determinant of performance success because, in emotional intelligence, an employee is able to control all ego and desires and be able to understand other people or coworkers so as to create a dynamic working group atmosphere. Developing and implementing competency-based human resource management system in emotional intelligence is one of an important step to develop a competitive business advantage in reaching target or company goal in the effort of empowering human resource management in a company [3, 4].

Work discipline on employees is needed, because what the organization's goals will be difficult to achieve in the absence of work discipline. The word discipline is defined as an attitude, behavior, and deeds according to the rules of the organization in written form or not. The better the discipline of an employee, the better the performance can be achieved. Discipline can be interpreted to come and go on time, perform the functions and responsibilities that have been given, and comply with all company regulations and norms that apply [5]. Good discipline reflects the magnitude of one's responsibility for the tasks assigned to him. Discipline is an action to encourage members of the organization to meet established work standards; in this case, it is a good work achievement [6]. Discipline does not come naturally without the will of the employee itself, and encouragement from the company through discipline enforcement as outlined in company regulations [7].

Human resource management inserts a dominant impact on the behavior of organizational citizenship. Various dimensions of human resource management influence the behavior of organizational citizenship, whereas the effectiveness of supply chain management affects the relationship among all organizational factors [8]. Supply chain management effectively endorses the important role of the components that duly influence organizational behavior. Although the significance of supply chain management has a dominant role in human resource management, the eminent use of supply chain management among various factors of an organization has significant impacts over the organizational grounds [9, 10]. Emotional intelligence endorses eminent part in

human resource management, which has an impact on organizational citizenship behavior.

In contrast, the supply chain management significantly affects the relationship between behavioral organization citizenship and emotional intelligence [11]. The effective use of work discipline tends to be an important aspect of human resource management, where supply chain management has a dominant impact on the linkage [12]. Supply chain management not only puts effects on emotional intelligence, work disciplines, and behavior of organizational citizenship but also affects the relationship of job stress with mentioned components.

The phenomenon that occurs in this company is the depression of the employees caused by uncomfortable room conditions, the work environment is less clean, the number of jobs targeted exceeds the employee's capacity, and as a result, the employee is easily tired [13]. Depressed employees without accompanied by good emotional intelligence will cause work stress, which makes employees work not wholeheartedly and will cause a sense of lazy in work, so that employee performance is not in line with expectations.

2. Hypotheses development

Besides According to Thanigaivel R, Liew [14], Human Resource Management is the use of a number of individuals to achieve organizational goals. Cesário and Magalhães [15] stated that human resource management is the utilization of human resources in an organization to be effective and efficient in achieving the goals of the organization, employees, and society [16, 17]. Human resource management has contributed a significant role in the establishment of various factors that have asserted all possible measures to counter competitive advantage in various organizations. Various companies adopt several measures while aiming to achieve a competitive advantage, whereas many companies strive in some strategic ways to sustain their consistency of retaining competitive advantage in global markets. Wide area of literature has mentioned many factors that influence the competitive advantage, whereas human resource management is considered a significant factor that usually influences the performance of the employees.

The employment of human resource management in an organization tends important measures for the development of staff through various mode; therefore, supply chain management put dominant impacts over the developing modes for employees [18]. Different means enumerated by human resource management for achieving goals with variant strategies while the prevailing supply chain management put eminent influence over the relation in achieving goals and strategies [19]. Wide literature enumerated numerous variables of human resource management influencing the organizational behaviors for certain achievements; therefore, supply chain management

put eventual effects over them. Supply chain management mentioned in a variety of literature inserts a dominant role by effecting various terms between companies and strategies [20]. Various results enumerated on effecting relationships which positively and negatively linked with supply chain management. Emotional intelligence counted as a dominant term in building some measures that insert a vital role in organizational citizenship behavior where supply chain management evolves dominance over the linkage among them.

Emotional intelligence not only contributes to the organization but also play a vital role in the development of various means between employees of an organization [21]. The organization of contributions usually has a dominant impact on supply chain management. However, emotional intelligence influence on organizational citizenship behavior but the significance of supply chain management put effects among them. As stated in the literature, various tools mentioned with a variety of procedures through work discipline, which impacts the organizations; therefore, supply chain management has an imminent impact on the relationship among discipline of work and organization [22]. For the better attainment of working conditions to develop a disciplined environment in achieving goals and objectives, work discipline put a significant role that affects organizational behavior.

In contrast, the supply chain management has a significant impact on the relationship of work discipline and organizational behavior. Various factors of human resource management prevail in the organization where job stress tends to be an eminent element that impacts organizational citizenship behavior [23]. Supply chain management significantly affects the relationship among factors of human resource management and organizational behavior.

Organizations of business capabilities recognized as controlling elements of the social growth and economy of countries, although their importance is excellent in business fields; the controlling role contributes significance measures toward advancement. Critical means of business organizations travel far beyond personal stakes, the significant contributor to employment, and the ultimate contributor to the country's economic growth. The most probable means of business organizations strive for better revenues; therefore, its significance toward the national economy eminently results in positivity. For the better establishment and conditions, the element of resilience also prevail in a competitive environment; therefore, significant procedures and measure could help organizations to counter all issues disrupting the organizational structure [24]. Thus, suggestions from variant market conditions also impose restricted standards towards organizations to adopt reasonable policies to counter markets. Human capability

inserts a vital role in establishing an organization, though for the performance of an organization.

With the changing market culture, social force is considered a pertinent element for enhancing the organization's performance and the growth of an organization. With the changing world, various strategies change with the changing environment of market conditions; therefore, specific necessary measures could insert a pertinent role in the sustainable environment of organizations [23]. The dominance of certain practices that can fight with an essential change in organizational settings would require organizations. Various strategies adopted by the mean of methods insert significant role; therefore, human resource has a considerable impact over them. The interests of the organization prevail in meeting the challenges of a competitive market.

Turnipseed [1] argued that emotional intelligence is the hallmark of prominent people in their life. Meanwhile, according to [25], Emotional intelligence is a collection of the ability to feel and express emotions, assimilate emotions in thinking, understanding, and reasoning with emotions, and connect emotions in yourself and others. Based on the opinions given by Narayanan [26] these experts can be concluded, emotional intelligence is the ability in a person to assess, understanding, regulating, assimilating, and connecting emotions in yourself and others [27]. Emotional intelligence is considered as an element which contributes to the betterment of the organization. It not only contributes to the organization but also plays a vital role in the development of various means of an organization [21]. Though, emotional intelligence influence on organizational citizenship behaviour (OCB) as stated in the literature, various tools mentioned with a variety of procedures through work discipline, which impacts the organizations; therefore. For the better attainment of working conditions to develop a disciplined environment in achieving goals and objectives, work discipline put a significant role that affects organizational behavior [28].

According to Spector and Fox [24] that work discipline is defined as an attitude, behavior, and deeds according to the rules of the organization in written form or not [29, 30]. The better the discipline of an employee, the better the achievement of work that can be achieved. Hasibuan, work discipline is the ability of a person to work regularly, diligently, constantly, and work in accordance with the rules that apply by not violating the rules that have been established [24]. The occurrence that reflects in this organization is the despair of the employees caused by tight room conditions, the work environment is less clean, the number of jobs targeted exceeds the employee's capacity, and as a result, the employee is easily tired [13]. Depressed employees without accompanied by good emotional intelligence will cause work stress, which makes employees work not wholeheartedly and will cause

a sense of lazy in work, so that employee performance is not in line with expectations. In contrast, there is significant relationship reported between work discipline and organizational behavior. A number of variables of human resource management exist in the organization where employee behavior tends to be an eminent element that impacts organizational citizenship behavior [23]. OCB significantly affects the factors of human resource management.

The various dimension of HRM like work discipline has contributed to wide area of literature, where the vital source of elements has significant impact over employee performance. Work discipline has significant impacts on employee performance; some studies have mentioned significant elements like discipline, which has an essential impact on performance. Organizations with significant measures of work discipline are better to achieve better results of employee performance; therefore, many organizations have a vast area of work discipline to counter and achieve the aimed objects that can have all possible impacts in the competitive environment. Studies have mentioned several companies adapting variant procedures by work discipline, which are contributing over to employees as well as in the global world; therefore, training is an essential factor that can help pharmacies and organizations to considerable growth. The aspects used to assess the discipline of work are: (1) Comply with all organizational rules; (2) Effective use of time; (3) Responsibility in work and duties; (4) Absence rate [31].

OCB behavior called workplace behavior that suits one's work. According to Turnipseed [32], OCB is one form of influence on individuals. OCB is a behavior that is used to improve company performance. It can be used. OCB is the behavior of employees in the company that can be used by the company [33].

Brayfield and Crockett [34] suggest performance is a record of consequences that are generated on the function of work or activity during a certain period associated with organizational goals. The performance (performance) is the result of work achieved by someone based on job requirements [17, 35]. A job has certain requirements to be done in achieving a goal, which is also called a standard job [36]. From the above definition can be concluded that the performance is the work achieved by a person, both quality and quantity, during a certain period associated with organizational goals. The following are the aspects of performance: (1) Quality of Work; (2) Employee Honesty; (3) Initiatives; (4) Presence; (5) Attitude; (6) Cooperation; (7) Justice; (8) Knowledge of employment; (9) Responsibility; (10) Utilization of working time.

H1: Emotional intelligence significantly influences organizational citizenship behavior.

H2: Work discipline significantly influences organizational citizenship behavior.

H3: Job stress positively impacts organizational citizenship behavior.

H4: Supply chain management significantly moderates among the relationship between emotional intelligence, and organizational citizenship behavior.

H5: Supply chain management significantly moderates among the relationship between work discipline, and organizational citizenship behavior.

H6: Supply chain management significantly moderates among the relationship between job stress, and organizational citizenship behavior.

3. Methodology

The aim of the ongoing literature is to examine the role of emotional intelligence, work discipline and job stress on the OCB. The aim also include the examination of moderating impact of supply chain management among the relationships of emotional intelligence, work discipline, job stress and OCB. Data has been gathered from the respondents by using the questionnaires. During first personal visit, a total 540 questionnaires has been distributed among respondents out of them only 410 were returned during second personal visit. These represents approximately 75.93 per cent response rate. The variables that are adopted by the researcher include one predictor such as OCB that has four items, one moderator such as supply chain management (SCM) that has five items, three predictors such as emotional intelligence (EI) with three items, work discipline (WD) with three items and job stress (JS) with four items. These variables are shown in Figure 1.

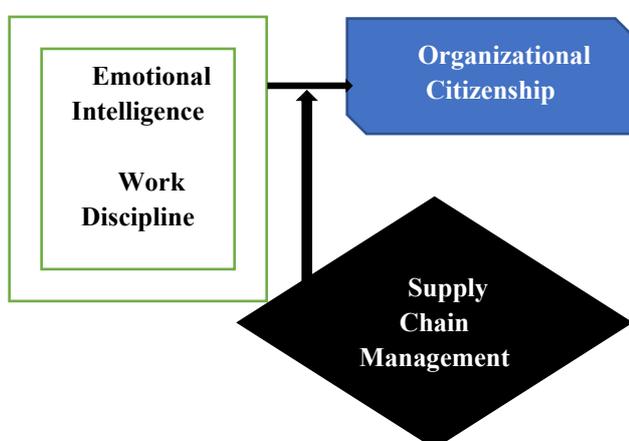


Figure 1. Theoretical framework

4. Results

The results show the convergent validity about the links among items. The Alpha and CR along with loadings and AVE are used to test the convergent validity. The values of Alpha and CR are larger than 0.70 along with loadings

and AVE that are more than 0.50. These statistics are shown valid convergent validity along with high links among items. These values are mentioned in Table 1.

Table 1. Convergent validity

Items	Loadings	Alpha	CR	AVE
EI1	0.954	0.898	0.938	0.835
EI2	0.828			
EI3	0.953			
JS1	0.849	0.867	0.909	0.714
JS2	0.836			
JS3	0.881			
JS4	0.813			
OCB1	0.861	0.814	0.890	0.730
OCB3	0.897			
OCB4	0.803			
SCM1	0.878	0.791	0.848	0.588
SCM3	0.637			
SCM4	0.875			
SCM5	0.642			
WD1	0.914	0.843	0.905	0.761
WD2	0.796			
WD3	0.902			

The results also show the discriminant validity about the links among variables. The Heterotrait Monotrait (HTMT) ratios has been used to test the discriminant validity. The values of HTMT ratios are not larger than 0.90. These statistics are shown valid discriminant validity along with no high links among variables. These values are mentioned in Table 2.

Table 2. Heterotrait Monotrait ratio

	EI	JS	OCB	SCM	WD
EI					
JS	0.470				
OCB	0.587	0.483			
SCM	0.504	0.799	0.494		
WD	0.465	0.415	0.848	0.433	

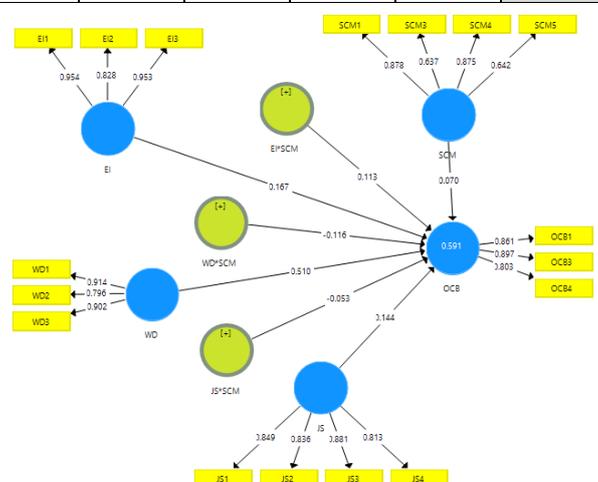


Figure 2. Measurement model assessment

The results also show the path analysis about the links among the variables and the statistics show that positive association among the emotional intelligence, work discipline, job stress and OCB and accept H1, H2 and H3.

In addition, supply chain management positive moderates among the links of emotional intelligence and OCB and accept H4. However, supply chain management negatively but insignificantly moderates among the links of word discipline and OCB and reject H5. Similarly, supply chain management negatively but insignificantly moderates among the links of job stress and OCB and reject H6. These links are highlighted in Table 3.

Table 3. Path analysis

Relationships	Beta	S.D.	t-statistics	p-values
EI → OCB	0.167	0.050	3.342	0.001
EI*SCM → OCB	0.113	0.045	2.524	0.012
JS → OCB	0.144	0.059	2.453	0.015
JS*SCM → OCB	-0.053	0.042	1.277	0.202
WD → OCB	0.510	0.045	11.388	0.000
WD*SCM → OCB	-0.116	0.043	2.710	0.007

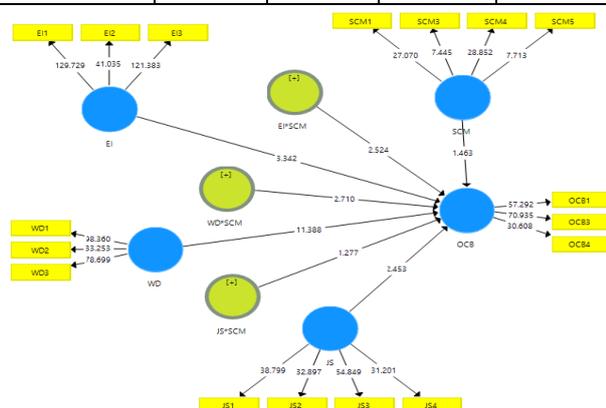


Figure 3. Structural model assessment

This article discusses the variables Emotional Intelligence, Work Discipline, Job Stress and Organizational Citizenship Behavior. These variables have been examined extensively by previous researchers including: (Elmi et al., 2016)[39], (Agussalim et al., 2016)[37], (Chauhan et al., 2019)[38], and (Ridwan et al., 2020)[40]

5. Discussion and conclusion

This result shows that emotional intelligence does not affect work stress. The results of this hypothesis found that emotional intelligence has a negative and significant effect on job stress. This is because the emotional intelligence of employees does not affect employee conditions that make employees become stressed. This is due to the un-employed mood that is felt by the employees at work. The results obtained show that emotional intelligence is not a variable that affects the level of work stress employees. High or low stress on employees can occur despite the emotional intelligence of good or bad employees.

This is because employees are able to control themselves in thinking so that emotionally arranged in such a way to make employees able to work well under any circumstances.

This is because employees in this company comply with all procedures set by the company and always put the job in any condition. A disciplined employee will do a good job; the employee will follow every rule and obligations he must perform so that employees work in accordance with existing rules and make better performance. This is because employees feel depressed and bored, which makes saturation in work done every day. High levels of stress will cause a lack of care and a sense of help to help each other. Employees who feel stressed out because of their own work will be exhausted and unable to bear the job, so to think and care about colleagues will decrease. Based on the hypothesis test in this study obtained the results of the T-statistic value of 0.068. T-statistic value shows less than the T-table value is 1,96; this result shows that job stress does not affect employee performance. This is because high stress does not become an obstacle to working on job demands. Employees are feeling high stress or not; employees still have to complete the job demands to the maximum in accordance with the rules applied by the company. This is because employees are always doing coordination between people, and employees have a sense of care, and a sense of help is high. It is seen from the employees have a good self-awareness in completing the work and volunteer to help colleagues complete work that has not been resolved. Thus, supporting employees creates a good OCB attitude that results in improved employee performance.

Based on the results of the overall hypothesis test in this research can be said that the best result is in the hypothesis test results of emotional intelligence on employee performance, with T-statistic shows the value of 9,602. While the results of the overall hypothesis test on this research, for the worst results found in the results of hypothesis testing work stress on employee performance, with T-statistic showing the value of 0.068.

Supply chain management is used by various authors to analyze the effects of relationships among a variety of components. Although supply chain management induces some moderating effects, various variables used to examine the significance of supply chain management among them [19]. Studies mentioned human resource management dominant era that influences the organizations in various aspects, but effective supply chain management also endorses significant effects over the relationship between organizations and HRM. Employee performance linked with job stress, work discipline, and emotional intelligence that can benefit the organizations and can endorse effects over the

organization; therefore, supply chain management puts moderating effects on them [22].

Conclusion. This study tries to analyze the variables related to emotional intelligence, work discipline, work stress, Organizational Citizenship Behavior (OCB), and employee performance. The results of this study were obtained from research on employees of PT X. From the results of the calculations in this study, it can be concluded as follows:

1) Emotional intelligence does not give effect to job stress PT X. This is good or bad employees in managing emotions do not affect the high or low stress experienced by employees.

2) Emotional intelligence has a positive and significant influence on the performance of PT X employees. This means that good emotional intelligence will improve employee performance; otherwise, poor emotional intelligence will not degrade employee performance.

3) Work discipline has a negative and significant effect on employee work stress PT X. This means that if the discipline of work then the stress of work will decrease, otherwise if the discipline of work is low, then the work stress will increase.

4) Work discipline has a positive and significant impact on PT X Organizational Citizenship Behavior (OCB). This means that if a high work discipline will create Organizational Citizenship Behavior (OCB), otherwise, if low work discipline will not create Organizational Citizenship Behavior (OCB).

5) Job stress has a negative and significant effect on PT X Organizational Citizenship Behavior (OCB). This means that if the stress of work increases, then Organizational Citizenship Behavior (OCB) will decrease; on the contrary, if work stress decreased, then Organizational Citizenship Behavior (OCB) will increase.

6) Work stress does not affect the performance of employees of PT X. This high or low job stress perceived employee does not give effect to the good or bad performance of employees.

Results concluded supply chain management an important factor that affects the relationship of human resource management factors and organizational citizenship behaviors. The significant moderating effect of supply chain management is imminent between various factors and organizations. Still, the elected factors are significantly influenced by the use of supply chain management as a moderating component [20]. The use of emotional intelligence significantly influences organizational citizenship, but supply chain management positively inserts a moderating effect among influencing relationships. Work discipline and jobs stress significantly impact organizational citizenship behaviors in organizations. At the same time, the results also specified supply chain management as a moderating factor that

affects the relationship between job stress, work discipline, and behavioral, organizational citizenship.

Suggestion. Based on the above conclusions, it can be put forward some suggestions that become a consideration for the company PT X or for further researchers:

For PT X, companies should prioritize the emotional intelligence possessed by employees or in human resource planning through the test. So the leader is able to recognize the emotions that are happening to the employees and able to help control those emotions. To improve discipline, employees must comply with all work procedures established by the company to achieve optimal goals. But it would be better and wiser if PT X implement a reward and punishment system to motivate employees to improve discipline. The company must also make work and systematic production steps to minimize work errors. Companies should give free time to solve problems, and additional time off from leave also needs to be given. Companies must increase socialization among employees to strengthen relationships, such as holding a gathering. The company also needs to add facilities, equipment, and work equipment to make employee performance easier and faster.

Suggestions for further researchers, should the next researcher should be able to re-develop the variables and indicators that have not been used in this study, researchers can further use variable job satisfaction, compensation, leadership style, organizational commitment, and so forth..

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