

## Self-Efficacy as a Moderating Variable The Effect of Organizational Change on Work Stress and Employee Performance in Islamic Banks

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**Abstract** – The development of the Islamic banking industry makes the competition increasingly fierce. One strategy for dealing with this is through organizational change. In the Islamic banking industry in Indonesia, Bank Syariah Indonesia (BSI) is an example of a bank making organizational changes. The occurrence of organizational change in a company has an impact that is likely to increase employee work stress and reduce employee performance. To minimize this impact and support the success of organizational change, a strategy is needed in the form of efforts to increase employee self-efficacy or self-confidence. This study aims to determine the impact of organizational change on job stress and employee performance moderated by self-efficacy. Respondents in this study were employees of Bank Syariah Indonesia (BSI) with years of service before and after the merger. The research data collection process was carried out online using purposive sampling to 160 employees and then analyzed using the Structural Equation Modeling (SEM) method through the SmartPLS 3.2 application. This study indicates that organizational change has a positive effect on work stress, and organizational change has no effect on employee performance. This study also proves that self-efficacy is able to moderate the effect of organizational change on employee performance. Therefore, employees need to increase self-efficacy to support the success of the organizational change process.

**Keywords:** organizational change, mergers, job stress, employee performance, self-efficacy

### Introduction

In this era of globalization, industrial competition is getting tougher, not least in the Islamic banking industry. To face the industry competition, Islamic banks implement strategies to increase competitiveness, one of which is by making organizational changes. Jones (2013) states that organizational change is a process by which an organization moves from its current state to the desired state in order to increase organizational effectiveness. Organizational change can also occur when an organization decides to carry out a merger or acquisition (Mangundjaya, 2016). In the Islamic banking industry in Indonesia, one form of organizational change that occurred was the merger of Bank Syariah Indonesia (BSI) which was originally from Bank Rakyat Indonesia Syariah (BRIS), Bank Negara Indonesia Syariah (BNIS) and Bank Syariah Mandiri (BSM).

However, Schwarz et al. (2020) state that change is the main cause of the decline in established organizations. As this is in accordance with the opinion of Mangundjaya (2016) that in the change process, not all organizations can do it smoothly, many have encountered various obstacles and made the change program fail. This is because changes that occur outside of the usual are made, thus making employees feel under pressure and experience stress at work (Anugrahi, 2017).

Stress is a condition of psychological disorders due to pressure both physically and non-physically. This is also explained by Mangkunegara (2017), who states that stress is a state of depression, both physically and psychologically. Job stress can be caused by the demands of work that are not matched by the ability of employees (Dewi et al., 2018). Rivai (2009) views work stress as a condition of tension that arises due to the inability of employees to deal with changes in the work environment.

Talking about changes in the work environment, the automatic account migration policy for BNI Syariah and BRI Syariah customers at the merger of Bank Syariah Indonesia is one example. This policy caused various complaints from customers, especially BNI Syariah customers who considered that the account migration had decreased (downgrade) because some services from BNI Syariah were no longer available (Panggabean, 2021). Therefore, the number

of customers who migrate accounts to Bank Syariah Indonesia will automatically add to the work of employees, so it is possible that the policy of this organizational change will have an impact on employee stress levels. Coupled with protests from the customer, it will certainly cause psychological pressure for employees, which can lead to stress.

The existence of the account migration policy makes Bank Syariah Indonesia have to add employees by adding customer service and tellers to anticipate the number of customers who come (Mustofa, 2021). This indirectly causes an increase in the workload of employees. It will have an impact on decreasing employee performance. As explained by Rolos et al. (2018), if the demand for carrying out tasks is increasing, the performance at work will also decrease. Therefore, self-efficacy is needed in employees to minimize the impact caused by organizational change.

Self-efficacy is one aspect of knowledge about oneself or self-knowledge that has an influence on everyday life (Ary & Sriathi, 2019). Self-efficacy will help employees in dealing with organizational changes so that work stress can be minimized and performance will not decrease. An employee who knows himself well has a better performance when compared to people who do not know themselves. Self-efficacy can also reduce the risk of stress because self-efficacy will encourage individuals to measure success based on self-evaluation, not comparing the achievements of others (Putri & Ariana, 2021).

According to Mangundjaya (2016), self-confidence or self-efficacy can affect a person's readiness to face a change. When a person believes in himself to face change, he will tend to be more prepared for the changes that occur so that it will support the success of the change process. Holt et al. (2007) also explained that to measure how ready an individual is to face change, one must believe in one's ability (self-efficacy) to implement change.

Therefore, self-efficacy can affect the relationship between organizational change to work stress and organizational change to employee performance. This is because self-efficacy leads to a person's belief in himself. Thus, the positive effect of organizational change on work stress and the negative effect of organizational change on performance can be minimized if an employee has high self-efficacy.

This study aims to determine the effect of organizational change on job stress and employee performance through self-efficacy as a moderator. The choice of object at Bank Syariah Indonesia (BSI) is because the bank is one of the Islamic banks that has made organizational changes, namely the merger of three banks into one unit which can increase the image and trust of customers (Khasanah et al., 2022). From the merger that was carried out, this greatly influenced employee behavior such as work stress and job insecurity (Zakiy & Aini, 2022). In addition, Bank Syariah Indonesia also has a goal to improve the Indonesian Islamic banking industry, which is projected to be able to compete in the global arena. Therefore, a strategy for achieving these goals is needed so that organizational changes can run well and organizational goals can be achieved. Previous studies have not examined organizational change associated with stress and employee performance at Bank Syariah Indonesia (BSI).

## **Literature Review**

### **1. Cognitive Assessment**

The theory used in this study is the cognitive appraisal theory developed by Lazarus. Cognitive appraisal is an evaluation process that aims to determine a person's psychological ability in dealing with stressful conditions (Lazarus & Folkman, 1984). This theory also explains that cognitive assessment can affect the norms and self-confidence of each individual (Ritonga, 2015).

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This theory shows how to assess a person's cognitive ability in dealing with stress. In addition, the cognitive assessment described can affect norms and self-confidence will make a person have an optimistic attitude and be more confident about his work so that it can improve performance and support company goals. If a person is confident in his work, then someone will be better prepared to face various forms of change that will occur.

To cope with the stress of the changes that occur, it is necessary to anticipate coping. According to Rasmun (2004), coping is a process undertaken in an effort to resolve stress. According to Lazarus in Ekasari & Yuliyana (2012), coping is a strategy to regulate behavior to the simplest and most realistic problem solving and also functions as a means of freeing oneself from problems. In the study described by Andriyani (2019), there are two kinds of coping, psychological coping and psychosocial coping.

## 2. Perubahan Organisasi

Organizational change is an effort by members of the organization to work together in achieving a common goal by making changes in various aspects or making adjustments to the times (Mudeng et al., 2017). Kurt Lewin in Mellita & Elpanso (2020) introduced a planned change model in 3 stages, unfreezing, changing, and refreezing. In organizational change, several factors influence the success of the change. According to Walker et al. (2007), these factors are content, context, the process of change, and people. According to Mangundjaya (2016), organizational change is categorized into 2 types, planned and unplanned changes. Organizational change can also occur when an organization decides to carry out a merger or acquisition (Mangundjaya, 2016). To support the success of organizational change, professional employees are needed because professional employees have the expertise, responsibility, and discipline and are serious about carrying out their duties (Kalimah & Zakiy, 2021). However, these organizational changes cause several reactions in the form of rejection and acceptance of changes that will have an impact on the success of organizational change (Mangundjaya, 2016). These impacts are passively accepting change, passively resisting change, actively resisting change, and actively accepting change.

## 3. Work Stress

Stress is a person's response both physically and mentally to changes in the environment that are considered disturbing and result in the sense of being threatened (Utami et al., 2017). Job stress is a work condition that experiences pressure, tension or unpleasant disturbances originating from factors outside the individual (Wartono, 2017). Regarding work stress, there are two factors that cause work stress, namely changes in the environment and individual factors from employees (Utami et al., 2017). Every employee who works will experience stress, but the stress level is different. This is explained by Amalia & Zakiy (2021) that employees who work in an agency will experience stress. Work stress on employees has an impact on themselves in the form of decreased enthusiasm for work and high anxiety and can even cause frustration with their work (Utami et al., 2017). Sarafino & Smith (2010) group work stress into five aspects, the physical work environment, inadequate control, poor interpersonal relationships, feeling unrecognized, job loss and job insecurity.

## 4. Employee Performance

Employee performance is the result of work both in quality and quantity achieved by an employee in carrying out work with the responsibilities given to him (Mangkunegara, 2017). Employee performance is a factor that influences how much they contribute to the organization (Massie et al., 2018). Employee performance in the organization is very important to determine the success and profitability of the company. To achieve this success, efforts are needed to improve the quality of employees by conducting employee qualifications and professionalization (Chisaan & Zakiy, 2020). In qualifying employees, it is necessary to pay

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attention to several indicators in viewing employee performance. Rivai (2009) explained three indicators of employee performance: quantity, quality, and timeliness. Aisyah et al. (2017) mention two other factors that shape employee performance, professionalism and the quality of human resources.

## 5. Self-Efficacy

According to Bandura (1977), self-efficacy is a person's self-confidence that he is able to carry out the tasks at hand in achieving his goals. Self-efficacy is the most important dimension in solving problems as well as in terms of work because it acts as a mindset and self-motivation (Subaidi, 2016). Kretiner & Kinicki (2005) stated that self-efficacy is a person's belief or confidence about success in achieving certain tasks. Referring to research from Subaidi (2016), which explains that if self-efficacy is high, it will be better able to overcome problems, find solutions to problems, and if it fails to solve problems, it will be more considered a lack of effort.

Mukti & Tentama (2019) explained that two factors form self-efficacy: external factors and internal factors. External factors are the relationship with the environment, harmony, goal orientation, and enactive mastery experiences. The internal factors are interest, patience, character, and motivation. If an employee is able to overcome or solve the problems faced, it can increase self-efficacy (Kusnadi, 2014). If employee self-efficacy increases, then it has a positive effect on performance which means employee performance has increased (Ary & Sriathi, 2019). Indirectly, by increasing employee performance, the company's goals will be achieved.

## Research Hypothesis

### 1. Organizational Change and Work Stress

Organizational change is how the organization moves from its current state to the desired state to increase organizational effectiveness (Jones, 2013). In contrast, work stress is a work condition that experiences pressure, tension or unpleasant disturbances (Wartono, 2017). Organizational changes can affect employees' work stress levels. This is because changes that occur outside of the usual are made so that employees feel under pressure at work (Anugrahi, 2017). This pressure will make employees feel stressed.

Research conducted by Dahl (2011) shows that organizational change has an impact on high-stress levels. These changes make employees have to make adjustments so that sometimes old policies and new policies overlap each other, resulting in frustration and loss of productivity (Dahl, 2011). Therefore, if there is a change in a company, employees will tend to experience stress due to various differences from previous conditions. Based on the results of the research above, it can be concluded the following hypothesis:

**H1: Organizational change has a positive effect on work stress**

### 2. Organizational Changes and Employee Performance

In making organizational changes, not everything can run smoothly, resulting in failure in the organizational change process. Change is seen as a major cause of a decline in established organizations (Schwarz et al., 2020). This failure can be caused by the refusal of organizational members to make changes (Mangundjaya, 2016). Individuals who resist change tend to be uncooperative at work, resulting in decreased performance (Mangundjaya, 2016).

Based on research conducted by Tambuwun et al. (2018), organizational change has a negative effect on employee performance. This is because these changes will disrupt the comfort zone that has been embedded and felt comfortable so that if an organization makes changes, employee performance also tends to decrease. Based on the results of the research above, it can be concluded the following hypothesis:

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## **H2: Organizational changes have a negative effect on employee performance**

### 3. The Role of Self-Efficacy in Moderating Organizational Change and Job Stress

Organizational change has a positive effect on job stress. This is because when there is a change in the organization, a person will feel the difference from the situation before the change it can cause stress that triggers stress. However, if someone has strong self-efficacy, it will reduce stress levels due to organizational changes so that they can support the success of the organizational change.

According to research conducted by Putri & Ariana (2021), self-efficacy has an effect on work stress. This is because self-efficacy can reduce the impact of stress (Putra et al., 2013). Holt et al. (2007) explained that to measure how ready an individual is to face change, it is necessary to believe in one's ability (self-efficacy) to implement change. This proves that self-efficacy can minimize the positive impact of organizational change on work stress. This is because when a person is sure to face change, he will tend to be more prepared for the changes that occur so that stress levels can also be reduced. In other words, when employee self-efficacy is high, the effect of organizational change on work stress will weaken. Based on the results of the research above, it can be concluded the following hypothesis:

### **H3: Self-efficacy moderates the positive effect of organizational change on job stress**

### 4. The Role of Self-Efficacy in Moderating Organizational Change and Employee Performance

Organizational changes have a negative effect on employee performance. If there is a change in the organization, then an employee will be disturbed by the change because it is out of the ordinary, so it can reduce productivity and performance. Therefore, it is necessary to have self-efficacy to support the success of organizational change and reduce the negative impact of organizational change, so that performance will not decrease.

Mangundjaya (2016) stated that in the change process, not all organizations can do it smoothly. Many have encountered various obstacles and made the change program fail. The research conducted by Ary & Sriathi (2019) stated that self-efficacy has a positive effect on employee performance, meaning that if a person's self-efficacy is high, his performance will also increase. This proves that self-efficacy can minimize the negative influence of organizational change on employee performance. This is because high self-efficacy will make employees more confident about these changes, and resistance to change can be avoided so that it will not affect their performance. In other words, when employee self-efficacy is high, the negative effect of organizational change on employee performance will weaken. Based on the results of the research above, it can be concluded the following hypothesis:

### **H4: Self-efficacy moderates the negative effect of organizational change on employee performance**

## **Method**

This quantitative research applied a survey method. Sampling in this study was through the purposive sampling technique with the criteria of employees who have worked before and after the merger. The total number of respondents in this study was 165, but 5 respondents did not meet the criteria determined by the researchers, namely their working period of less than 3 years at BSI, so the number of questionnaires that could be processed was 160. The majority of respondents who filled out this questionnaire were male employees with a percentage of 62%, and female respondents with as much as 38%. The average age of respondents who filled out this questionnaire was 32-37 years, with the most job positions being in other job options not

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mentioned in the questionnaire. The majority of respondents in this study were employees who had more than 10 years of service.

The types and sources of data used in this study are primary data in the form of the results of a questionnaire containing organizational change, work stress, employee performance, and self-efficacy that have been filled out by respondents, employees of Bank Syariah Indonesia (BSI). The questionnaire was compiled using a Likert scale consisting of 5 answer choices, with each option given a score of 1 to 5. A score of 1 for answers strongly disagree, a score of 2 disagreed, a score of 3 was neutral, a score of 4 agreed, and a score of 5 strongly agreed. The data analysis method used in this research is using PLS (Partial Least Square) with SmartPLS 3.2 software through the outer and inner model tests. The outer model test includes convergent validity, discriminant validity, and composite reliability. The inner model tests the hypothesis and the relationship between variables.

#### *Organizational Change*

This variable uses 13 statement items developed by (Rafferty & Minbashian, 2019), that there are 3 dimensions of organizational change namely, change frequency, change impact and change planning. An example of a statement item is "Change has occurred because of objectives developed by my manager or unit".

#### *Job Stress*

Work stress was measured using 11 statement items developed by (Qadri et al., 2017). This item aims to measure the level of work stress of employees. One example of a statement item in this variable is "I often feel burdened at work".

#### *Employee Performance*

According to Schuler & Jackson (1999), there are four indicators of performance, one of which is attendance and punctuality. This variable was measured using a 9 item statement developed by (Viswesvaran & Ones, 2000) with a Likert scale. An example of a statement item is "I am able to achieve the quality standards set by the company".

#### *Self Efficacy*

The measuring tool for self-efficacy variables uses 8 questions that refer to a questionnaire developed by (Astuti & Zakiy, 2022). One of the questions in the questionnaire was "the success I got, because I am confident in my ability to complete the tasks given".

## **Results and Discussions**

### **1. Validity Test**

The validity test in this study was measured using the convergent validity test and the discriminant validity test. The criteria used are the loading factor value above 0.7 and the AVE value above 0.5. The following is a further explanation of the measurement validity test.

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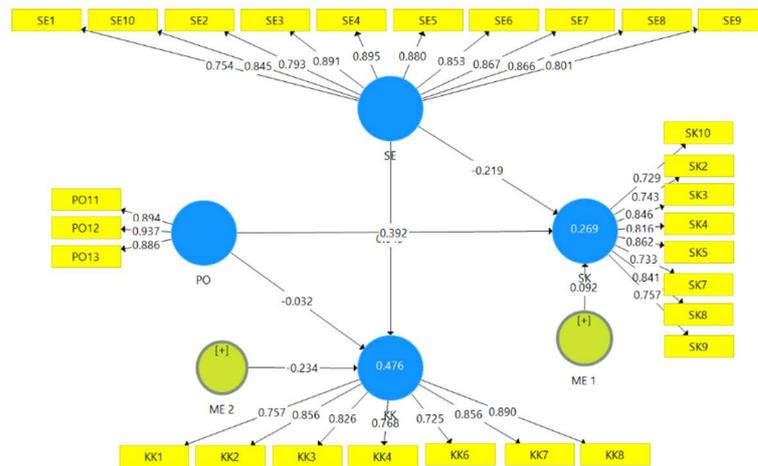


Figure 1. Measurement model output display

Based on the picture above, it can be explained that convergent validity has been met because all loading factor values are  $> 0.7$  and AVE  $> 0.5$ . The following is the AVE table of each variable:

Table 1. Average Variance Extracted (AVE)

Construct	Average Variance Extracted (AVE)
Organizational Change	0,821
Work Stress	0,628
Employee Performance	0,661
Self-efficacy	0,715

Source: Processed Primary Data (2022)

Based on the table above, each construct value is met, and the AVE value is  $> 0.5$  so that all indicators can be said to be valid.

Table 2. Discriminant Validity

	Employee Performance	Organizational Change	Self-efficacy	Work Stress
Employee Performance	<b>0,813</b>			
Organizational Change	-0,257	<b>0,906</b>		
Self-efficacy	0,660	-0,290	<b>0,846</b>	
Work Stress	-0,390	0,470	-0,333	<b>0,793</b>

Source: Processed Primary Data (2022)

Based on the table above, it can be seen that the square root of AVE (0.813, 0.906, 0.846, 0.793) is greater than each construct. So it can be concluded that the measurement model or outer model is declared valid because it has met the requirements of convergent validity and discriminant validity. The several square roots with negative results are the correlation of a variable with other variables, so these results are not a problem in testing in SEM-PLS.

## 2. Reliability Test

The reliability test was carried out by looking at Cronbach's alpha and composite reliability from the indicator block that measured the construct. The results of the reliability test are described in the following table:

Table 3. Cronbach's Alpha and Composite Reliability

Cronbach's Alpha	Composite Reliability
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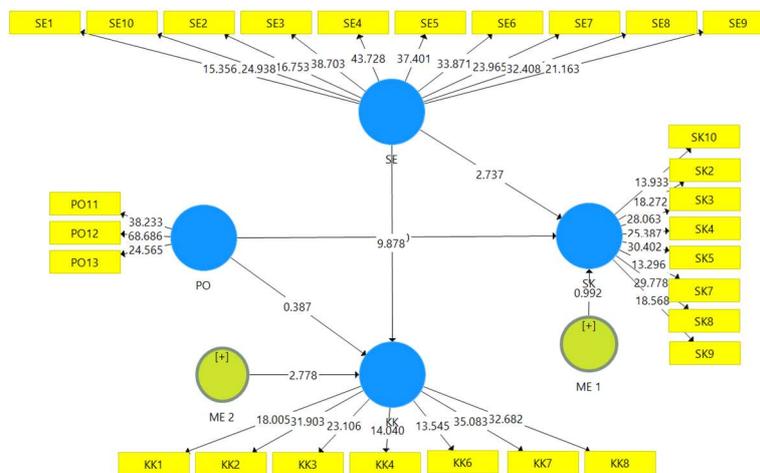
<b>Employee Performance</b>	0,914	0,932
<b>Organizational Change</b>	0,891	0,932
<b>Self-efficacy</b>	0,955	0,962
<b>Work Stress</b>	0,915	0,931

Source: Processed Primary Data (2022)

Based on the output results in the table above, it can be seen that the value of Chronbach's alpha and composite reliability is already above 0.7, so all measurement constructs in this study can be declared reliable.

### 3. Inner Model Test

The test of the inner model aims to test the hypothesis and the relationship between variables. This test is carried out through bootstrapping, which produces the following output:



**Figure 2. Inner Model Output Display**

The evaluation of the inner model in PLS is seen from the R-square value, as in the following table:

**Table 4. R-Square Value**

	<b>R-square</b>	<b>R-square Adjusted</b>
Employee Performance	0,476	0,465
Work Stress	0,269	0,255

Source: Processed Primary Data (2022)

Based on the table above, it can be seen that the R2 value of employee performance is 0.476, which means 47.6% of the variance of employee performance is influenced by the independent variable, which is organizational change, and 52.4% of the variance of employee performance is influenced by other factors. The R2 value of work stress is 0.269, which means that 26.9% of the variance of work stress is influenced by organizational change as an independent variable, and 73.1% is influenced by other factors outside this study.

### 4. Hypothesis Testing

**Table 5. Hypothesis Testing Results**

	<b>Original Sample (β)</b>	<b>T-statistics</b>	<b>P-values</b>
Organizational Change → Job Stress	0,392	4,700	0,000
Organizational Change → Employee Performance	-0,032	0,387	0,699

Self-efficacy → Job Stress	-0,219	2,737	0,006
Self-efficacy → Employee performance	0,649	9,878	0,000
Self-efficacy*Organizational Change → Job stress	0,092	0,992	0,322
Self-efficacy*Organizational Change → Employee Performance	-0,234	2,778	0,006

Source: Processed Primary Data (2022)

Hypothesis 1: organizational change has a positive effect on job stress. Based on the hypothesis test on the SmartPLS 3.2 application, it can be seen that organizational change has a positive effect on employee work stress. This is indicated by the original sample value of 0.392, which means that there is a positive effect and the T-statistic value > T-table is 4.700 and P-values <0.010, which is 0.000, so it can be concluded that organizational change has a positive effect on work stress so that hypothesis 1 is supported.

Hypothesis 2: organizational change has a negative effect on employee performance. Based on the hypothesis test on the SmartPLS 3.0 application, it can be seen that organizational change has no significant effect on employee performance. This is indicated by the original sample value of -0.032, which means there is a negative effect, but the T-statistic <T-table is 0.387 and P-values > 0.010 is 0.399, so the results of the hypothesis test show that it is not significant. Thus the second hypothesis is rejected.

Hypothesis 3: self-efficacy moderates the positive effect of organizational change on job stress. Based on the hypothesis test on the SmartPLS 3.0 application, it can be seen that the original sample value of the moderating variable, self-efficacy, is 0.092 with a significance level of < t-table 0.992 and a p-value of 0.322, so self-efficacy cannot moderate the effect of organizational change on work stress. Therefore, it can be stated that hypothesis 3 is rejected.

Hypothesis 4: self-efficacy moderates the negative effect of organizational change on employee performance. Based on the hypothesis test in the SmartPLS 3.0 application, it can be seen that the original sample value of the moderating variable, self-efficacy, is -0.234 with a significance level > t-table 2.778 and a p-value of 0.006. So that self-efficacy can moderate the effect of organizational change on employee performance. Therefore it can be stated that hypothesis 4 is supported.

## 5. Discussion

Hypothesis 1 states that organizational change has a positive effect on job stress. Organizational changes have an impact on the emergence of employee work stress. This is due to changes that occur outside the usual so that employees feel under pressure at work (Anugrahi, 2017). This pressure will make employees feel stressed. This hypothesis is supported by research conducted by Dahl (2011), which states that organizational change has an impact on high-stress levels. Organizational changes make employees have to make adjustments so that sometimes old policies and new policies overlap, resulting in frustration and loss of productivity (Dahl, 2011), which leads to increased work stress. Therefore, it can be said that organizational changes that occurred at Bank Syariah Indonesia (BSI) resulted in employees experiencing stress due to differences from previous conditions.

Hypothesis 2 states that organizational change has a negative effect on employee performance. Based on the inner model test in this study, it was found that organizational change had no effect on employee performance. Therefore this hypothesis is not supported. These results are in line with research conducted by Mudeng et al. (2017) and Rifani et al. (2019), which states that organizational change does not affect employee performance. These results prove that organizational changes at Bank Syariah Indonesia (BSI) do not affect employee performance. This means that there is no significant decrease in the performance of employees before and after the organizational change. This is because employees who worked at Bank Syariah Indonesia (BSI) had previously worked in three previous Islamic banks, such as Bank Rakyat Indonesia Syariah (BRIS), Bank Negara Indonesia Syariah (BNIS) and Bank

Syariah Mandiri (BSM) which had similar routines and pressures at work, so that organizational changes that occur do not affect the performance of Bank Syariah Indonesia (BSI) employees.

Hypothesis 3 states that self-efficacy moderates the positive effect of organizational change on job stress. Based on the structural model test on hypothesis 3, it can be explained that self-efficacy cannot moderate the effect of organizational change on work stress. This is due to the dominant impact of organizational change on work stress. Moreover, the effect of self-efficacy on work stress is lower when compared to the effect of organizational change on work stress, so the work stress of Bank Syariah Indonesia (BSI) employees cannot be avoided, which results in high work stress. Thus self-efficacy is not able to minimize work stress caused by organizational change. Based on the results of the bootstrapping test on this hypothesis, the interaction of self-efficacy with job stress shows a significant relationship. Meanwhile, organizational change with job stress through self-efficacy shows an insignificant relationship. Thus in hypothesis 3, self-efficacy has a role as a predictor moderator. Therefore, it can be said that the self-efficacy of Bank Syariah Indonesia (BSI) employees cannot minimize the effect of organizational change on work stress, so employees still have high-stress levels.

Hypothesis 4 states that self-efficacy moderates the negative effect of organizational change on employee performance. Based on the structural model test on this hypothesis, it can be explained that self-efficacy can moderate the negative effect of organizational change on employee performance. This means that employee self-efficacy can minimize the negative impact of organizational change on employee performance. This is because employees who worked at Bank Syariah Indonesia (BSI) had previously worked in three previous Islamic banks such as Bank Rakyat Indonesia Syariah (BRIS), Bank Negara Indonesia Syariah (BNIS) and Bank Syariah Mandiri (BSM), which had similar routines and pressures at work so that employee performance is not affected by organizational changes because employee self-efficacy can minimize the decline in employee performance. Self-efficacy can minimize the relationship between organizational change to employee performance because the relationship between self-efficacy to employee performance is more significant when compared to the relationship between organizational change to employee performance.

According to Muallifah & Astuty (2016), self-efficacy is able to moderate the effect of role conflict on performance. Similar findings from research conducted on self-efficacy may indicate its role as a moderating variable. It also proves that when a person's self-efficacy is high, his performance will increase so that self-efficacy can minimize the negative impact of organizational change on employee performance.

The results of the bootstrapping test on hypothesis 4 show that the interaction of self-efficacy on employee performance is significant and the interaction of organizational change on employee performance moderated by self-efficacy is not significant. Thus self-efficacy in hypothesis 4 acts as a quasi-moderator. Therefore, the self-efficacy of Bank Syariah Indonesia (BSI) employees can make them more confident about change and resistance to change can be avoided so that it does not affect their performance.

## **Conclusions and Recommendations**

This research is able to explain well the relationship between organizational change and work stress and employee performance with self-efficacy as a moderating variable. The findings based on this research are organizational change at Bank Syariah Indonesia (BSI) has a positive effect on work stress so that employees experience stress. In contrast to work stress, the performance of Bank Syariah Indonesia (BSI) employees did not decrease because organizational changes had no effect on employee performance. The self-efficacy of Bank Syariah Indonesia (BSI) employees is not able to minimize work stress caused by organizational

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changes, so work stress remains high. On the other hand, self-efficacy can moderate the negative effect of organizational change on employee performance so that employee performance does not decrease.

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