THE INFLUENCE OF WORK-LIFE BALANCE AND PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH ORGANIZATIONAL COMMITMENT

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Abstract

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Organizational Citizenship Behavior plays an important role in the health sector because it contributes to a positive work atmosphere and improves the quality of patient care. The lack of organizational citizenship behavior among nurses at RSI Muhammadiyah Tegal needs attention because it can hinder efforts to provide patients with the best service and satisfaction. This study examines the effect of work-life balance and perceived organizational support on the Organizational Citizenship Behavior of nurses at RSI Muhammadiyah Tegal with organizational commitment as a mediator. This quantitative study uses primary data taken by distributing questionnaires via Google Forms. The population of this study was 155 nurses using a purposive sampling technique with the criteria of permanent nurses and a minimum work period of 1 year. The response rate of this study was 116 people or 74.8. The analysis tool used in this study was SEM-PLS 3. The findings of the study indicate that work-life balance and organizational commitment have a positive effect on Organizational Citizenship Behavior, inversely proportional to perceived organizational support which does not affect Organizational Citizenship Behavior, as well as organizational commitment mediate the influence of work-life balance and perceived organizational support on Organizational Citizenship Behavior. The practical implications of the findings of this study can help managers of RSI Muhammadiyah Tegal in adopting more flexible policies for nurses to increase nurse retention and renew the work environment to be more productive and harmonious.

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INTRODUCTION

Health is a fundamental aspect of human life that must receive attention because it can affect the quality of life, productivity, and happiness (Faidah et al., 2024). When someone experiences a decline in their health, they need medical services and care. One of the health organizations is a hospital because it can be an important place that provides the necessary services and care. A hospital is an institution dedicated to providing health services that are not only given physical care, but also emotional attention, support, and assistance in dealing with the health challenges they experience.

Muhammadiyah Islamic Hospital Tegal is one of the hospitals located in Tegal Regency. Which was established on December 24, 1989, located at Jalan Singkil Km 0.5 Adiwerna. RSI Muhammadiyah Tegal does not only provide services and treatment for diseases but also emphasizes satisfaction and tries to provide the best service to patients. In order to win the competition between hospitals, organizations should not ask employees to work according to their duties only (in-role behavior), but should also encourage employees to work wholeheartedly outside their core duties (extra-role behavior) (Wulandari & Andriani, 2019). The attitude of employees working wholeheartedly

outside of their duties (extra-role behavior) is popular in society, namely organizational citizenship behavior (OCB).

Organ & Konovsky, (1989) Defines Organizational Citizenship Behavior (OCB) as an employee's actions carried out wholeheartedly outside of core tasks that benefit the organization or company. Organizations whose employees have OCB can help the company in business competition and face future challenges. Based on interviews conducted with the Human Resources manager of nurses on August 8, 2024, the phenomenon that occurred in nurses at RSI Muhammadiyah Tegal related to organizational citizenship behavior was that some nurses sometimes worked alone (only based on the tasks given), there was a lack of mutual assistance between nurses when in trouble and some nurses lacked the initiative to ask what the patient needed.

Social Exchange Theory *(1958)* States that the individual's habit of replacing the resources and support received. The principle of social exchange is reciprocity, where the beneficial treatment received by one party, in this case, the employee, makes the employee give his best ability to return the favor by giving beneficial treatment to the company in return.Blue, (1964). Factors that have a correlation with the theory and can influence Organizational Citizenship Behavior are work-life balance, Perceived Organizational Support, and Organizational Commitment.(Sistesya & Putri, 2024).

According to Greenhaus et al., (2003) Work-life balance is reflected in the existence of a balanced percentage related to individual responsibilities and obligations at work. This can be found in an individual who has the ability to manage stability between his role in work and in personal life such as socializing, free time, and gathering with family, in this case, the individual can manage it with full responsibility (Bagis & Adawiyah, 2022). Work-life balance is a form of harmony in the responsibilities that must be fulfilled and play a role in a parallel manner without a bias between the individual's activities and his/her obligations in the individual's world of work (Fisher et al., (2009). A balanced work-life balance can positively affect the level of Organizational Citizenship Behavior (OCB) in the workplace because employees who feel more balanced tend to be more motivated to make additional contributions to their organization. The results of the study byHeriyadi et al., (2020), Fiernaningsih, (2019),Soelton, (2023), Rohmatiah et al., (2023), Monaswasti & Shalahuddin, (2021), Thevanes & Harikaran, (2020),Iroth et al., (2022),Muliku et al., (2023),Mashudi & Erdiansyah, (2023), Irfan & Marynta,(2021), shows that the findings of work-life balance have a positive effect on OCB. While other results byFitriani et al.,(2023), Mulyani & Setyaningrum,(2023), Lavanya & Divya Sree,(2021), Makiah et al., (2018)It turns out that WLB is not a factor that can impact OCB.

The next factor that is closely related to the theory Social Exchange ,(1958) namely Perceived Organizational Support. The view from Rhoades & Eisenberger, (2002) Explains POS is a perception of trust that arises from the employee that the employee's workplace provides an appreciation for the positive things that are poured out for the workplace and shows an attitude of concern for the welfare of employees. POS can also be interpreted as an observation by employees of the existence of organizational attention such as providing assistance when needed in carrying out tasks and pressures faced by employees(Fidelia, 2020). When an employee feels that the organization cares about his/her welfare, it encourages the employee to do his/her best for the Company and perform OCB actions that benefit the workplace. researchAprilani et al., (2021),Kusuma et al., (2021),Nurfalah, (2021),Fauzy & Lutheran, (2020),Ferdiansyah & Safitri, (2022),Wulandari & Andriani, (2019),Yoga & Yulihasri, (2021)Found that perceived organizational support had a significant effect on organizational citizenship behavior. Different fromJehanzeb, (2020), Fatmasari & Rozaq, (2023),Yovita Narwastu et al., (2023), Dwiatmadja & Santoso, (2023)Found that perceived organizational support had no effect on organizational citizenship behavior. Other studies found that perceived organizational support had a negative but insignificant effect on organizational citizenship behavior.Sari & Farisi, (2024), Sister & Daughter, (2024),Fadlilah & Surjanti, (2019), Priscilla & Hu, (2021).

Another factor related to social exchange theory is organizational commitment.Meyer et al., (1998)Argues that organizational commitment is a characterization of the relationship between members and their organization and a psychological construct that influences individual compliance in an organization. Strong acceptance of the direction of movement and principles that have been set by the organization can encourage employees to dedicate extra work to the workplace, and a persistent desire to remain members of the company.(Suganda, 2022). StudyAprilani et al., (2021),Soelton, (2023),Arundita et al., (2021),Fitri & Endratno, (2021),Aisha, 2020),Putra et al., (2020),Hidayati & Priyono, (2022),Wulandari & Andriani, (2019),Site, (2021),Setyawan & Sriathi, (2022),Wahyuni & Dirbawanto, (2022),Nancy et al., (2020),Suryatni & Suryatni, (2022), shows that organizational commitment has a significant positive effect on organizational citizenship behavior. WhileFauzan, (2023),Priyandini et al., 2020),Taroreh et al., (2020),Satria et al.,

(2021)The results showing that organizational commitment has no effect on organizational citizenship behavior.

This research is a development of previous research conducted byFebby & Noekent, (2021)Which examines work-life balance on organizational citizenship behavior, with organizational commitment as a mediating variable. This study states that work-life balance and organizational commitment have a significant positive effect on organizational citizenship behavior, and organizational commitment can mediate the relationship between work-life balance and organizational citizenship behavior. The researcher will develop by adding an independent variable, perceived organizational support (POS), which is based on the relationship with social exchange theory and has an influence on OCB (Kusuma et al., 2021). The purpose of this study is to examine the influence of work-life balance and perceived organizational support on organizational citizenship behavior with organizational commitment as an intervening variable.

HYPOTHESES DEVELOPMENT

The Influence of Work-Life Balance on Organizational Citizenship Behavior

Social exchange theory is closely related to work-life balance, an individual who feels supported to achieve work-life balance by the organization where he works may feel emotionally attached and respond by doing OCB actions. Organizations that pay attention to the work-life balance of their employees can increase positive effectiveness in working which can also encourage employee desires in OCB that benefit the workplace (Fajri, 2022). StudyHeriyadi et al., (2020),Fiernaningsih, (2019),Soelton, (2023),Rohmatiah et al., (2023), Monaswasti & Shalahuddin, (2021), Thevanes & Harikaran, (2020), Iroth et al., (2022),Muliku et al., (2023), Mashudi & Erdiansyah, (2023), Irfan & Marynta,(2021) Which states that work-life balance has a positive effect on OCB.

H1: Work Life Balance has a positive influence on Organizational Citizenship Behavior.

The Influence of Perceived Organizational Support on Organizational Citizenship Behavior

Perceived Organizational Support (POS) is related to social exchange theory, where employees who feel strong support from the organization tend to make greater contributions as a form of reciprocity through OCB behaviors such as helping coworkers or actively participating in events that support the organization in addition to their obligations.Rhoades & Eisenberger, (2002)

Also stated that the magnitude of Perceived organizational support felt by employees makes employees willing to make extra efforts for the benefit of their organization. The research was conducted.Aprilani et al., (2021),Kusuma et al., (2021),Nurfalah, (2021),Fauzy & Lutheran, (2020), Ferdiansyah & Safitri, (2022),Wulandari & Andriani, (2019),Yoga & Yulihasri, (2021)The results of Perceived Organizational Support having a positive effect on OCB.

H2: Perceived Organizational Support has a positive effect on Organizational Citizenship Behavior (OCB).

The influence of work-life balance (WLB) on organizational commitment (OC)

Work-life balance strengthens the relationship between employees and organizations through the principles of Social Exchange Theory, where employees who can provide equal portions between their work world and their individual life world will feel supported and emotionally attached to the organization. Anggreni & Budiani, (2021) showed a positive impact of WLB on organizational commitment. In other words, employees who have a great commitment to themselves can automatically conclude that the have a good balance between their personal life and work. Research conductedArdiansyah & Surjanti, (2020),Badrianto & Ekhsan, (2021)), Mulatta & Waskito, (2024),Hamdani et al., (2022), Surya & Riana, (2023),Dihaq et al., (2022), Irfan & Marynta, (2021),Haeruddin et al., (2022), Anggreni & Budiani, (2021)Results show that work-life balance has a positive effect on organizational commitment.

H3: Work-life balance (WLB) has a positive effect on organizational commitment (OC).

The influence of Perceived Organizational Support (POS) on organizational commitment (OC).

Within the framework of social exchange theory, POS triggers an exchange process between the organization and its employees. The support provided by the organization will increase employee commitment to their workplace, strengthen mutually beneficial relationships in the workplace, and increase their attachment to organizational goals. When the employee's workplace in this case the organization or company gives awards for achievements and provides support to employees, then employees in general also pay attention to their commitment to the organization (Toqwy & Edward, 2021). Research by Aprilani et al., (2021),Pratiwi & Muzakki, (2021)),Lubis, 2022),Toqwy & Edward, (2021),Widhari & Ardana, (2021),Ayu et al.,

(2022),Nurfayani & Wibawa, (2022),Vigazi & Rino, (2023)Perceived Organizational Support has a positive effect on organizational commitment.

H4: Perceived Organizational Support (POS) has a positive effect on organizational commitment (OC).

The Influence of Organizational Commitment (OC) on Organizational Citizenship Behavior (OCB).

Organizational commitment (OC) is reflected in the Social Exchange Theory, where a profitable and positive exchange for the company will occur if many employees in the company show high commitment. Employees who are highly committed to the workplace are predicted to be able to show the maximum level of Organizational Citizenship Behavior (OCB). High commitment encourages employees to work hard and do useful work for the Company that is not ordered by them, voluntarily. Research byAprilani et al., (2021),Soelton, (2023), Arundita et al., (2021), Fitri & Endratno, (2021),Aisha, 2020),Putra et al., (2020),Hidayati & Priyono, (2022),Wulandari & Andriani, (2019),Site, (2021),Setyawan & Sriathi, (2022),Wahyuni & Dirbawanto, (2022),Nancy et al., (2020),Suryatni & Suryatni, (2022). Employee commitment has a significant positive effect on organizational citizenship behavior.

H5: Organizational commitment (OC) has a positive effect on Organizational Citizenship Behavior (OCB)

Organizational Commitment Mediates Work-Life Balance Against OCB

Social exchange theory explains that individuals tend to act based on profitable social exchanges. Wilkanandya & Sudarma, (2020) argue that OC will increase when work and personal life are balanced, and when they have a strong commitment, they will be more enthusiastic and dedicated to their work, which will lead to an increase in their OCB. Research conducted by Wilkanandya & Sudarma, (2020),Irfan & Marynta, (2021),(Pratiwi & Dewi, (2023),Febby & Noekent, (2021) Provides results that organizational commitment mediates the influence between work-life balance and OCB.

H6: Organizational Commitment can mediate the relationship between work-life balance and OCB.

Organizational Commitment Mediates Perceived Organizational Support on OCB

In social exchange theory, if the POS felt by employees is satisfactory, it will increase commitment, which in turn will encourage more positive OCB in the workplace. Support from the

organization that is useful and needed, then makes employees feel cared for by the Company, which encourages employees to reciprocate the Company by becoming more committed by doing positive things for the Company, one of which is OCB behavior (Fatmasari & Rozaq, 2023). Research conducted Wulandari & Andriani, (2019),Ayu et al., (2022), AndFatmasari & Rozaq, (2023) get the result that organizational commitment can mediate the relationship between perceived organizational support and OCB. H7: Organizational commitment can mediate the influence of perceived organizational support on OCB.

H7: Organizational Commitment can mediate the relationship between perceived organizational support and OCB.

METHOD

This study was conducted on nurses at RSI Muhammadiyah Tegal. The study population was 231 nurses with a sampling technique using purposive sampling, permanent nurses, and a minimum work period of 1 year as the criteria and respondents who met the criteria were 155 people with a response rate of 116 people or 74.8 of the total population that met the criteria. The questionnaire was distributed directly to permanent nurses at RSI Muhammadiyah Tegal via Google form. The Likert scale was used to measure primary data from strongly agree to strongly disagree and then processed using the Partial Least Squares (PLS) method which has been proven to be useful and effective in analyzing data with small sample sizes, non-normal data, or complex models. This method helps in assessing the significance of the estimation results(Hair et al., 2019).

Five indicators for Organizational Citizenship Behavior (Y) come from (Organ et al., 2006), namely Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic virtue. Three indicators for Organizational Commitment (Z) are based on (Meyer, 2001), namely affective commitment, normative commitment, and ongoing commitment. Meanwhile, three indicators for Work-Life Balance (X1) are adapted from (Greenhaus et al., 2003). Time Balance, Involvement Balance, Satisfaction Balance, and three indicators for POS (Eisenberger et al., 2020), namely The organization appreciates employee contributions The organization appreciates the extra effort that employees have given, and The organization will pay attention to all complaints from employees. Organizational Citizenship Behavior is the dependent variable. Work-life balance and perceived organizational support are independent variables. While organizational commitment is the intervening variable (z). The relationship for each variable is depicted in Figure 1.
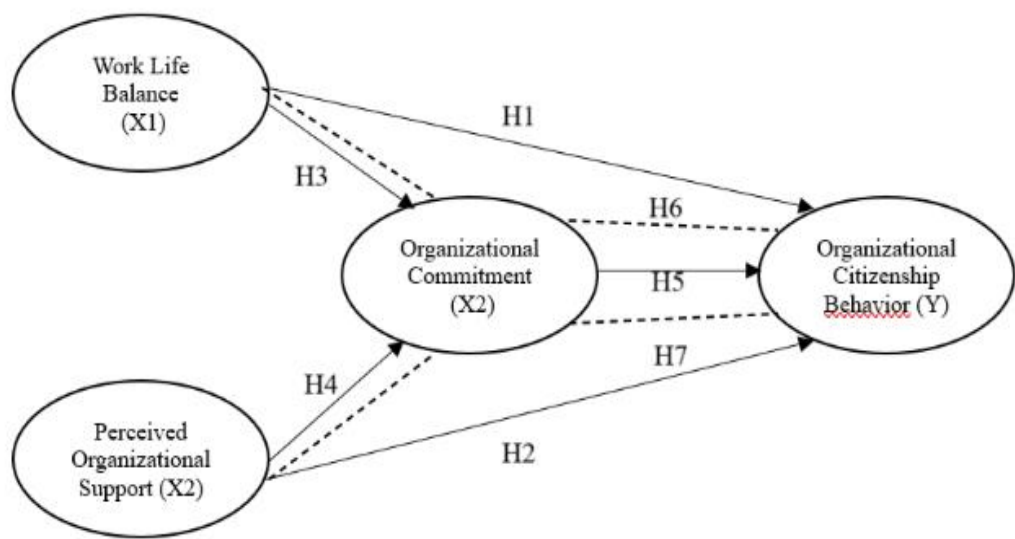
Figure 1. Conceptual Research

RESULT AND DISCUSSION

Respondent's Characteristics

It can be seen in the table that most of the respondents were female, totaling 92 people or (79%), this is because people's perception assumes that being a nurse is identical to women's work. The average age of respondents is dominated by the age range of 21-30 and 31-40 years which has the same percentage, namely 46 people (40%). This is because this age is the ideal age to work, especially for nurses at RSI Muhammadiyah Tegal. Meanwhile, the level of education of nurses at RSI Muhammadiyah Tegal is dominated by the most D III as many as 70 people (59%), this is because the S1 nursing education level at that time was still rare and the D III level was more popular.

Table 1. Respondents' Characteristics

Respondent's Demographics	Total	Percentage
Gender		
Male	24	0.21
Female	92	0.79
Age		
21-30 years old	46	0.40
31-40 years old	46	0.40
41-50 years old	24	0.20
Educational Level		
DIII	70	0.59
D IV	1	0.01
S1	10	0.08
Nursing Profession	36	0.31

Measurement Model

Measurement model analysis is done by checking the correlation factor loading is said to be valid if it has a value of ≥ 0.7. Loading 0.5 or 0.6 is still acceptable if the research is still in the early stages of developing the measurement scale, while the Average Variance Extracted (AVE) is a minimum of 0.50(Chin, 2010). The measurement model can proceed to the inner model stage if it meets the valid and reliable criteria. Not all indicators passed round 1. The Work-Life Balance indicators (WLB1), (WLB2), (WLB3), (WLB4), and, (WLB5) did not pass with loading factor values that did not meet the criteria, namely <0.5.

Table 2.Measurement Model Analysis

Variables	Indicators		LoadingFactors Running 1	LoadingFactors Running 2	Average of Variance Extracted (AVE) b	Composite Reliability (CR)c	Cronbach's d
Organizational Citizenship Behavior (OCB) (D. Organ et al., 2006)	Altruism	OCB1	0.723	0.738	0.629	0.922	0.901
		OCB2	0.804	0.816			
	conscientiousness	OCB3	0.548	0.550			
		OCB4	0.620	0.620			
	Sportsmanship	OCB5	0.753	0.734			
	Courtesy	OCB6	0.776	0.810			
		OCB7	0.826	0.842			
	Civic Virtue	OCB8	0.806	0.823			
		OCB9	0.773	0.781			
Organizational Commitment (OC) (Meyer & Herscovitch, 2001)	Affective Commitment	OC1	0.844	0.844	0.749	0.964	0.958
		OC2	0.825	0.825			
		OC3	0.859	0.858			
		OC4	0.890	0.889			
		OC5	0.923	0.923			
	Continuance Commitment	OC6	0.823	0.823			
		OC7	0.847	0.848			
	Normative Commitment	OC8	0.849	0.850			
		OC9	0.922	0.923			
Work-Life Balance (WLB) (Greenhaus et al., 2003)	Time Balance	WLB1	0.235	**Rejected**	0.809	0.927	0.882
		WLB2	0.325	**Rejected**			
		WLB3	0.193	**Rejected**			
	Involvement Balance	WLB4	0.161	**Rejected**			
		WLB5	0.171	**Rejected**			
	Satisfaction Balance	WLB6	0.878	8.877			
		WLB7	0.918	0.917			
		WLB8	0.902	0.903			
Perceived Organizational Support (POS) (Rhoades & Eisenberger, 2002)	Fairness	POS1	0.812	0.813	0.719	0.958	0.951
		POS2	0.743	0.740			
		POS3	0.565	0.565			
		POS4	0.817	0.812			
	rganizational Rewards	POS5	0.883	0.886			
		POS6	0.913	0.912			
		POS7	0.888	0.888			
	Supervisor Support	POS8	0.908	0.913			
		POS9	0.849	0.853			
	Working Conditions	POS10	0.790	0.796			

an Acceptable Loading Factor criteria ≥ 0.5

b Acceptable AVE criteria > 0.5

c Acceptable Composite Reliability criteria > 0.6
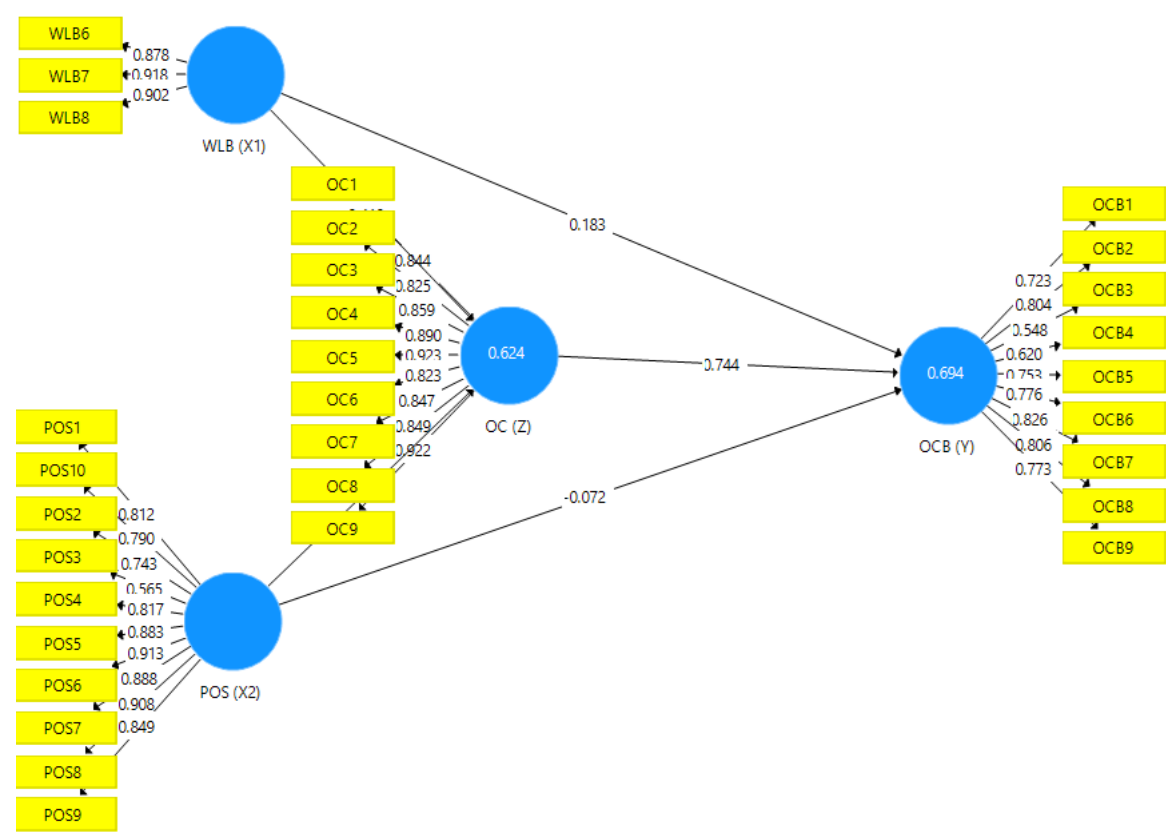
d Acceptable Cronbach's α Reliability criterion >0.7

Figure 2. Outer Model

Structure Model

After the outer model testing is carried out if all are fulfilled, the next step is the measurement of the hypothesis which can be seen from Table 3 which describes the results of the path coefficient relationship, and the P value. There are 5 hypotheses of direct influence and 2 hypotheses of indirect influence. Based on the analysis, 6 hypotheses are accepted, namely, WLB has a positive effect on OCB (H1) and has an effect on OC (H3), POS has an effect on OC (H4), OC has an effect on OCB (H5), and OC can mediate the effect between WLB and OCB (H6) and mediate the effect between POS and OCB (H7). All hypotheses have a positive effect can be seen from the p value <0.05. While (H7) the effect of POS on OCB is not accepted with a p value> 0.05.

Table 3. Structural Analysis Result

	Original Sample	T Statistics (|O/STDEV|)	P value	Hypothesis	Results
WLB→OCB	0.267	2.862	0.006	H1	Supported
POS→OCB	-0.150	1.547	0.129	H2	Not Supported
WLB→OC	0.407	4.954	0.000	H3	Supported
POS→ OC	0.445	4.899	0.000	H4	Supported
OC→ OCB	0.709	7.849	0.000	H5	Supported
WLB→OC→OCB	0.288	5.083	0.000	H6	Supported
POS→OC→OCB	0.316	3.935	0.000	H7	Supported

Work-life balance has a positive and significant effect on organizational citizenship behavior (H1). This means that if the work-life balance is higher in nurses, it will affect the level of organizational citizenship behavior. Organizations will find employees working effectively, comfortably, focused, and able to work well in teams, if the employee has a personal life that is balanced with his work life, and this of course also results in increased OCB behavior in employees (Rohmatiah et al., 2023). Employees who feel cared for in terms of personal well-being tend to be more enthusiastic in making positive contributions through initiative and show a positive attitude towards the organization. The test conducted is the same as the test by Heriyadi et al., (2020), Fiernaningsih,(2019),Soelton,(2023),Rohmatiah et al., (2023),Monaswasti & Shalahuddin, (2021),Thevanes & Harikaran, (2020), Iroth et al., (2022),Muliku et al., (2023),Mashudi & Erdiansyah, (2023),Irfan & Marynta,(2021), found that work-life balance has a positive and significant effect on organizational citizenship behavior. Meanwhile, research conducted byFitriani et al.,(2023),Mulyani & Setyaningrum,(2023), Lavanya & Divya Sree,(2021), Makiah et al., (2018)Said that work-life balance has no effect on OCB.

Perceived organizational citizenship behavior has no significant negative influence on OCB (H2). This can be seen from the value of the original sample which shows -0.150 and a p-value of 0.129 < 0.05. This result is contrary to the theory of social exchange, this can be caused because organizational citizenship behavior is voluntary, nurses remain high even though they do not feel any support from the organization because it is based on the implementation of religious beliefs as a form of worship.(Yovita Narwastu et al., 2023). This can also be caused by the fact that organizational support does not contribute to their well-being or is not relevant to the challenges they face.

Testing has been done that is contrary toThe research was conducted byAprilani et al., (2021),Kusuma et al., (2021),Nurfalah, (2021),Fauzy & Lutheran, (2020),Ferdiansyah & Safitri, (2022),Wulandari & Andriani, (2019),Yoga & Yulihasri, (2021) Found that POS has a significant positive impact on organizational citizenship behavior. This study is also different from the research conducted Jehanzeb, (2020), Fatmasari & Rozaq, (2023),Yovita Narwastu et al., (2023),Dwiatmadja & Santoso, (2023) Found that perceived organizational support did not affect organizational citizenship behavior. While this test by the Sari & Farisi, (2024),Sister & Daughter, (2024), Fadlilah & Surjanti, (2019),(Priscilla & (Hu, 2021) Which states that perceived organizational support has a negative but not significant effect.

Work-Life Balance has a positive and significant effect on Organizational Commitment (H3). This test confirms the hypothesis that has been formulated. If work-life balance experiences a spike, it will have an impact on organizational commitment.(Mulatta & Waskito, 2024). When employees can feel the success of balancing individual affairs with their work they tend to be more satisfied and motivated. Employees who are satisfied with the tasks and obligations given in their workplace or in other words are not burdened tend to have loyalty to the organization, are productive in their work, and have the desire to contribute more to the success of the company's vision and mission. This research is in line which is conducted by Ardiansyah & Surjanti, (2020), Mulatta & Waskito, (2024), Hamdani et al., (2022), Surya & Riana, (2023), Dihaq et al., (2022), Irfan & Marynta, (2021), Haeruddin et al., (2022), Anggreni & Budiani, (2021) resulted in work-life balance having a significant positive effect on organizational commitment. Different research results byNgalimun et al., (2022), Handayani et al., (2022), and Latupapua et al., (2021)that work-life balance does not affect organizational commitment.

Perceived Organizational Support (POS) has a significant positive effect on organizational commitment (H4) The results of this study are similar to the social exchange theory. Work commitment grows automatically after employees are satisfied with sufficient support from the Company, in the end, this sense of satisfaction drives employees to be more committed to the positive things in their company.(Nurfayani & Wibawa, 2022). This result is in line with research byAprilani et al., (2021),Pratiwi & Muzakki, (2021)),Lubis, 2022),Toqwy & Edward, (2021),Widhari & Ardana, (2021),Ayu et al., (2022),Nurfayani & Wibawa, (2022),Vigazi & Rino, (2023)Perceived Organizational Support has a significant positive effect on organizational commitment. However, there are other studies that state that perceived Organizational Support (POS) does not influence organizational commitment byYovita Narwastu et al., (2023)AndHari et al., (2024)

Organizational commitment has a positive relationship with Organizational Citizenship Behavior (H5). If there are employees who have a strong emotional connection, loyalty, support, and pride in the direction of the Company and carry out the Company's vision and mission, then it is a reflection of the strong commitment of the organization to employees.(Arundita et al., 2021). With the organizational commitment that nurses have, it will result in loyalty to the Company which causes the emergence of Organizational Citizenship Behavior. The tests that have been conducted accept the hypothesis that indicates that the higher the organizational commitment to nurses, the higher the voluntary behavior (OCB).

This research is in line with what was done.Aprilani et al., (2021),Soelton, (2023),Arundita et al., (2021),Fitri & Endratno, (2021),Aisha, 2020),Putra et al., (2020),Hidayati & Priyono, (2022),Wulandari & Andriani, (2019),Site, (2021),Setyawan & Sriathi, (2022),Wahyuni & Dirbawanto, (2022),Nancy et al., (2020),Suryatni & Suryatni, (2022), resulting in organizational commitment having a positive and significant effect on organizational citizenship behavior. While testing byFauzan, (2023),Priyandini et al., 2020), Taroreh et al., (2020),Satria et al., (2021) Organizational commitment has no impact on organizational citizenship behavior.

Organizational Commitment mediates the influence of work-life balance on OCB (H6). Referring to the results of the hypothesis test indirectly states that there is a positive relationship between WLB and OCB through OC. This is explained by the WLB test on OCB through OC seen from the original sample value of 0.288 with a p-value of 0.000 <0.05. This means that when nurses at RSI Muhammadiyah Tegal have high or good WLB, their commitment is also high and motivates them to carry out activities outside their job descriptions, so H6 is supported. The research findings are no different from those that have existed that OC can mediate the relationship between WLB and OCB, namely byWilkanandya & Sudarma, (2020),Irfan & Marynta, (2021),(Pratiwi & Dewi, (2023),Febby & Noekent, (2021).

Organizational Commitment can be a mediator between the influence of perceived organizational support on OCB (H7). If employees are prejudiced and feel that they will get the support they want from their workplace, it will make employees feel useful, which will lead to an increase in organizational commitment, which will eventually make employees voluntarily work outside their mandatory duties, which is called OCB.(Fatmasari & Rozaq, 2023). The results of this study found that organizational commitment is able to be a mediating variable between perceived organizational support and organizational citizenship behavior, which indicates that the seventh hypothesis is accepted. This study is in line with the research conductedWulandari & Andriani, (2019),Ayu et al., (2022), AndFatmasari & Rozaq, (2023)

CONCLUSION AND SUGGESTION

This study was conducted to test the influence of the relationship between work life balance and perceived organizational on OCB with the role of organizational commitment as a mediator. The results were found to be largely in accordance with the researcher's assumptions stated in the hypothesis, with the result that the work-life balance in nurses that is fulfilled will

increase OCB behavior which indicates that work-life balance with OCB has a positive effect. In contrast to perceived organizational support which has a negative effect that is not significant on OCB. In addition, both work-life balance and perceived organization that are higher in nurses will increase organizational commitment and vice versa, which is interpreted as this variable having a significant positive interdependence.

Furthermore, organizational commitment owned by nurses at RSI Muhammadiyah Tegal has a significant positive impact on OCB. In addition, this study not only tests the relationship directly but also uses the role of organizational commitment as a mediator of the relationship between work-life balance and perceived organizational support on organizational citizenship behavior which has results that can be mediation.

The findings of this study have practical implications for organizations and individual nurses. The nurse manager of RSI Muhammadiyah can improve the OCB behavior of nurses which is certainly beneficial for the organization by strengthening the positive aspects of work-life balance and organizational commitment. Such as providing a flexible work shift schedule policy for nurses that aims to help nurses achieve work-life balance, resulting in increased staff retention, updating the work environment to be more productive and harmonious which can increase the sense of nurses' work commitment and OCB behavior.

This study has several limitations in its implementation such as the number of respondents involved in this study is relatively small and limited to one geographic location. In addition, the use of online questionnaires in this case using Google Forms in data collection can cause bias, because respondents who are more familiar with technology may be more likely to participate so that respondents in this study do not cover the entire total population.

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