



Effect Work-Life Balance on Organizational Commitment: Is The Role of Organizational Citizenship Behavior?

Hanum Febby Eriyanti ✉, Vitradesie Noekent

Department of Management, Faculty of Economics, Universitas Negeri Semarang, Semarang, Indonesia

Article Information

Article History:

Received October 2021
Approved December 2021
Published December 2021

Keywords:

Work-Life Balance, Organizational Citizenship Behaviour, Organizational Commitment, State Civil Apparatus

Abstract

Balancing work and life stand as an on-going challenge in contemporary times. In organizational context, a high quality of work-life balance is crucial to continue attracting and retaining its employees. The purpose of this study was to determine the relationship between WLB and OCB through OC as a mediation. A survey was conducted using a set of established questionnaires on work-life balance, organizational citizenship behaviour and organizational commitment with employees of State Civil Apparatus who work in the Office of Education, Youth and Sports in Kudus Regency. The sampling technique in this study used a saturated sampling technique with a total of 86 employees. Methods of data analysis using descriptive statistical tests and software SmartPLS 3.0. The results showed that WLB had a positive and significant relationship on OC and OCB. OC is also shown to have a positive and significant relationship with OCB. In addition, OC was shown to be able to mediate the relationship between WLB and OCB. Theoretical suggestions for further research are to develop independent variables other than WLB and OCB and choose respondents from other sectors. The study has suggested implications for researchers and practitioners in the field of human resource management and experts in the area of organizational development.

INTRODUCTION

Twenty-first century is witnessing the issues of work-life balance because of demographic and social changes resulting in creation of a diverse workforce. Organizations not only need to attract and retain a skilled and enthusiastic workforce to get the job done, but also committed and responsible above and beyond their role activities. (Kapil & Rastogi, 2020).

In an organization, each individual is expected to perform a specific role defined by the job description and expectations of the supervisor. However, it is not uncommon for individuals to perform tasks or exhibit behaviour beyond the job description voluntarily (Hasyim & Palupiningdyah, 2021). Ex-role performance refers to employees' readiness to go beyond the job description

offered by the business, and it is frequently linked to corporate citizenship behaviour (OCB) (Ardi & Sudarma, 2015).

Because it can affect an organization's performance and effectiveness, OCB is one of the factors that matters in management and business study (Ocampo et al., 2018). OCB is a two-way process that many companies use to encourage and impact their workers' overall involvement with the company and behavioural inclinations that extend beyond their job responsibilities (Kapil & Rastogi, 2020). Employees' knowledge and abilities can be fully utilized by the organization if the OCB owned by employees is developed (Thevanes & Harikaran, 2020).

OCB is defined as conduct that involves providing voluntary prosocial contributions to the organization as well as co-workers both in-

© 2021 Universitas Negeri Semarang

✉ Correspondence Address:

L2 Building, 1st Floor, Faculty of Economics, Universitas Negeri Semarang
Jalan Taman Siswa, Sekaran, Gunungpati, Semarang, 50229
E-mail: hanumfebby20@gmail.com

side and outside of the organization's formal work (Basu et al., 2017). Organizational culture and climate, personality and mood, perception of perceived organizational support, perception of the quality of superior-subordinate relationships or interaction, working period, and gender are all elements that can influence OCB. (Soegandhi et al., 2013).

It is known that OCB is useful in government organizations, where OCB owned by the state civil apparatus can increase the productivity of government organizations. When the civil service of the state has a high OCB, it can provide better public services and create a more positive organizational climate. As a result, it is critical that the OCB be owned by the state civil service (Mahfudz et al., 2019).

This study attempts to examine the relationship between OCB and work-life balance (WLB) and organizational commitment (OC). Based on previous research, it shows that OCB has a positive and significant relationship with work-life balance (WLB) and organizational commitment (OC) (Pradhan et al., 2016; Asmony et al., 2018).

WLB has been widely discussed in the field of organizational behavior and has attracted the attention of many organizations (Durudolu & Mamudu, 2020). WLB is defined as maintaining the right balance between working hours, psychological and emotional involvement in work and family, and employee satisfaction as a result of their work and family roles (Sheikh et al., 2018) T test, correlation and regression analysis. Multiple regressions analysis is used for testing of simple hypothesis and Barron and Kenny (1986). When organizations ignore problems related to WLB, it will result in decreased productivity and it is difficult to improve employee performance (Thevanes & Harikaran, 2020).

When an employee's WLB level is satisfied, a good work environment is produced, which will eventually lead to an increase in OCB (Thevanes & Harikaran, 2020). According to previous studies, WLB has a positive and significant relationship with OCB (Poohongthong et al., 2014; Pradhan et al., 2016; Thevanes & Harikaran, 2020; Wilkanandya & Sudarma, 2020) work-life balance, organizational socialization, and organizational citizenship behavior among teachers, and 2. However, several studies have found that WLB does not have a significant relationship with OCB (Shakir & Siddiqui, 2018; Asmony et al., 2018).

OCB has a significant and positive relationship with organizational commitment

(OC) (Obedgiu et al., 2017). OC refers to the level of employee trust and recognition of the organization's goals and interests (Wilkanandya & Sudarma, 2020). OC relates to the feelings employees have towards the organization (Ardi & Sudarma, 2015). OC has been shown to have a positive and significant relationship with OCB (Tharikh et al., 2016; Pradhan et al., 2016; Puspika, 2019; Wilkanandya & Sudarma, 2020). However, according to research conducted by Harwiki (2016), OC has no significant relationship with OCB.

This study used organizational commitment (OC) as a mediation variable. OCB will increase when employees' work and personal lives are balanced, and when employees have a strong commitment, they will be more excited and dedicated to work, resulting in higher OCB (Wilkanandya & Sudarma, 2020). Therefore, the mediating variable OC is needed in the relationship between WLB and OCB (Asmony et al., 2018). Previous research has shown that OC can mediate the relationship between WLB and OCB (Pradhan et al., 2016; Asmony et al., 2018).

The purpose of this study is to analyze organizational commitment can mediate the relationship between work-life balance and organizational citizenship behaviour. The participants will be employees of the Department of Education, Youth and Sports of Kudus Regency.

Hypothesis Development

Relationship between Work-Life Balance (WLB) and Organizational Citizenship Behaviour (OCB)

Working and family, according to the border theory, are two different but intertwined entities that are linked by people who have different rules, feelings, beliefs, mindsets, and behaviors (Karassvidou & Glaveli, 2015). WLB is defined as the act of maintaining a balance between time to commit to professional activities and components of one's personal life in order to maintain a balance relationship (Durudolu & Mamudu, 2020).

When an organization fails to implement WLB appropriately, it will have an impact on performance, work satisfaction, fulfilment, productivity, health, and loyalty to the organization (Durudolu & Mamudu, 2020). When employees own more WLB, it creates a more positive work environment and improves employee OCB (Thevanes & Harikaran, 2020). Employee job satisfaction rises as a result of WLB, which encourages employee OCB. In an organizational context,

satisfied employees are more likely to engage in OCB in the workplace (Thevanes & Harikaran, 2020). Therefore, WLB has a positive relationship with OCB.

H1: Work-life balance (WLB) has a positive relationship on organizational citizenship behaviour (OCB).

Relationship between Work-Life Balance (WLB) and Organizational Commitment (OC)

OC and WLB are important because they affect organizational effectiveness and family well-being (Akter et al., 2019). WLB was found to have a positive and significant relationship with OC (Akter et al., 2019; Liu et al., 2021; Shabir & Gani, 2020). When employees have a balanced work and life, employees will be more committed to work in the organization, so it can be said that WLB is one of the indicators of OC (Wilkanandya & Sudarma, 2020). As a conclusion, WLB has a positive relationship with OC.

H2: Work-life balance (WLB) has a positive relationship on organizational commitment (OC).

Relationship of Organizational Commitment (OC) to Organizational Citizenship Behaviour (OCB)

Making a "side bet" can help you commit to something. A committed person acts in such a way that he or she involves other interests that are not initially involved with the actions he or she takes (Becker, 1960). OC refers to a condition in which employees take sides, pay attention to the organization and its goals, and want to stay in the organization (Mahiri, 2016).

Organizational commitment has an influence on the development of OCB in the workplace (Wilkanandya & Sudarma, 2020). When employees have a high OC, they will be enthusiastic about their work and dedicated to it, which will increase their OCB (Wilkanandya & Sudarma, 2020). OC is important because the goals and needs of employees must be in accordance with the needs and goals of the organization (Devece et al., 2016).

High OC will make employees feel more attached to the company and boost their love for it, causing employees to do things that aren't part of their professional tasks (ex-role) (Ardi & Sudarma, 2015). Therefore, OC has a positive relationship with OCB.

H3: Organizational commitment (OC) has a positive relationship on organizational citizenship behavior (OCB).

Relationship between Work-Life Balance (WLB) in Organizational Citizenship Behavior (OCB) and Organizational Commitment (OC) as Mediation

In the relationship between WLB and OCB, OC was used as a mediating variable. The relationship between WLB and OCB has been found to be mediated by organizational commitment (OC) (Pradhan et al., 2016). Employees' OC will increase when their work and personal lives are balanced, and when they have a strong commitment, they will be more enthusiastic and dedicated to their work, leading to an increase in their OCB (Wilkanandya & Sudarma, 2020). As a result, in the relationship between WLB and OCB, an OC mediating variable is needed (Asmony et al., 2018).

H4: Work-life balance (WLB) has a positive relationship on organizational citizenship behaviour (OCB) mediated by organizational commitment (OC).

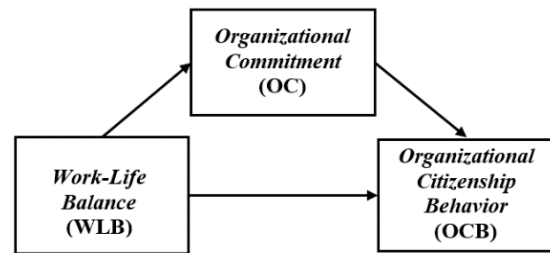


Figure 1. Research Model

METHODS

State civil apparatus who worked in the Department of Education, Youth and Sports of Kudus Regency were the respondents in this study. A total of 86 employees were used in this study. Because the population was less than 100, the saturated sampling method was used. There were 86 respondents. A saturated sampling technique is a sample that represents the total population or all populations are sampled (Widiasworo, 2019).

Data collection techniques used a questionnaire using a Likert scale. Instrument testing is done by using validity and reliability tests. Data analysis used the Structural Equation Modelling (SEM) method through SmartPLS version 3.0 software.

A set of standardized tools were used for data collection on WLB, OCB and OC. All these tools were presented in the form of questionnaires to participants for exercising their options. Each questionnaire consisted of certain statements or questions and was answered on Likert's five point

rating scales varying from strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4) and strongly agree (5).

According to Fisher et al. (2009), WLB has four indicators, namely: work interference in personal life, personal life interference with work, personal life enhancement of work and work enhancement of personal life.

Meyer et al. (1993) stated that OC has three indicators, namely affective commitment, normative commitment and continuance commitment. According to Podsakoff et al. (1990), OCB has five indicators, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

RESULTS AND DISCUSSIONS

Based on the results of the questionnaires that have been filled out by the respondents, the data related to gender is obtained as follows:

Table 1. Number of Respondents by Gender

Gender	Frequency	Percentage
Male	54	63%
Female	32	37%
Total	86	100%

Based on these results, it can be seen that the majority of respondents were male. As many as 54 people were male, and the remaining 32 were female. So it can be concluded that the employees of the Kudus Regency's Education, Youth, and Sports Office are dominated by women.

Based on the results of the questionnaires that have been filled out by the respondents, the data related to the latest education is obtained as follows:

Table 2. Number of Respondents Based on Last Education

Education	Frequency	Percentage
High School/Equivalent	44	51%
Diploma	1	1%
Undergraduate	34	40%
Postgraduate	7	8%
Doctoral	0	0%
Total	86	100%

According to these results, it can be seen that the employees of the Kudus Regency's Education, Youth, and Sports Office are dominated by employees with a high school education background, numbering as many as 44 people.

Based on the results of the questionnaires that have been filled out by the respondents, the following age-related data has been obtained:

Table 3. Number of Respondents by Age

Age Range	Frequency	Percentage
26-30	3	3%
31-35	5	6%
36-40	10	12%
41-45	23	27%
46-50	9	10%
51-55	18	21%
56-60	18	21%
Total	86	100%

Based on these findings, it can be observed that the majority of respondents are between the ages of 41 and 45, with a total of 23 people, while the number of respondents between the ages of 26 and 30 has a minimum of three people.

This study uses Structural Equation Modelling (SEM) and SmarPLS 3.0 software to analyse research data.

Validity Test Results

Convergent validity tests are conducted by paying attention to the value of loading factors or outer models. When the loading factor value is > 0.70, then the indicator can be said to be valid.

Table 4. Outer Model

	OC	OCB	WLB	Information
OC1	0.890			Valid
OC2	0.878			Valid
OC3	0.840			Valid
OC4	0.782			Valid
OC5	0.901			Valid
OC6	0.862			Valid
OCB1		0.861		Valid
OCB2		0.801		Valid
OCB3		0.716		Valid
OCB4		0.716		Valid
OCB5		0.903		Valid
OCB6		0.909		Valid

	OC	OCB	WLB	Information
OCB7		0.833		Valid
OCB8		0.874		Valid
OCB9		0.728		Valid
OCB10		0.846		Valid
WLB1			0.786	Valid
WLB2			0.821	Valid
WLB3			0.859	Valid
WLB4			0.752	Valid
WLB5			0.814	Valid
WLB6			0.749	Valid
WLB7			0.830	Valid
WLB8			0.789	Valid

Based on Table 4, all indicators have sufficient loading factor values that are > 0.70. Thus, the data has good convergent validity, so that overall the collected data is valid.

A discriminant validity test can be done by paying attention to the cross loading value for each variable, which must be > 0.70. Another way that can be used to check discriminant validity is to compare the squared values of AVE (Ghozali & Latan, 2015).

Table 5. Cross Loading Value

	OC	OCB	WLB	Information
OC1	0.890	0.688	0.592	Valid
OC2	0.878	0.660	0.570	Valid
OC3	0.840	0.493	0.599	Valid
OC4	0.782	0.465	0.554	Valid
OC5	0.901	0.725	0.670	Valid
OC6	0.862	0.673	0.647	Valid
OCB1	0.616	0.861	0.636	Valid
OCB2	0.603	0.801	0.557	Valid
OCB3	0.568	0.716	0.663	Valid
OCB4	0.600	0.716	0.662	Valid
OCB5	0.639	0.903	0.629	Valid
OCB6	0.621	0.909	0.612	Valid
OCB7	0.555	0.833	0.568	Valid
OCB8	0.581	0.874	0.559	Valid
OCB9	0.667	0.728	0.592	Valid
OCB10	0.483	0.846	0.393	Valid
WLB1	0.419	0.448	0.786	Valid
WLB2	0.458	0.496	0.821	Valid
WLB3	0.507	0.504	0.859	Valid
WLB4	0.425	0.546	0.752	Valid

	OC	OCB	WLB	Information
WLB5	0.601	0.685	0.814	Valid
WLB6	0.551	0.463	0.749	Valid
WLB7	0.745	0.701	0.830	Valid
WLB8	0.696	0.661	0.789	Valid

Table 6. AVE and Root of AVE

Variable	AVE	Root of AVE
OC	0.739	0.860
OCB	0.676	0.822
WLB	0.642	0.801

Based on Table 5 and table 6, it shows that all indicators are valid and have good discriminant validity.

Reliability Test

In testing the reliability of the questionnaire, there are two ways, namely composite reliability and cronbach's alpha. Parameters of composite reliability and cronbach's alpha > 0.70 (Ghozali & Latan, 2015).

Table 7. Composite Reliability and Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability	Information
OC	0.929	0.944	Reliable
OCB	0.946	0.954	Reliable
WLB	0.921	0.935	Reliable

Based on Table 7, it shows that all constructs have a composite reliability value and cronbach's alpha > 0.70, therefore it can be explained that all constructs are reliable or good.

Coefficient of Determination

R-Squared is used to explain the effect of the independent variable on the dependent variable and determine the substantive effect (Ghozali & Latan, 2015). The standard value of R² in the structural model is 0.67 (good), 0.33 (moderate), and 0.19 (weak) (Hair et al, 2014).

Table 8. R-Square

Variable	R-Square
OC	0.498
OCB	0.617

Based on the research results, the value of R-Square OC is 0.498 and OCB is 0.664. The coefficient of determination of OC is 49.8%, which can be described by WLB. The remaining 50.2% is described by variables outside the model. Then the coefficient of determination of OCB of 61.7% can be explained by WLB and OC, while the remaining 38.3% is described by other variables outside this research model.

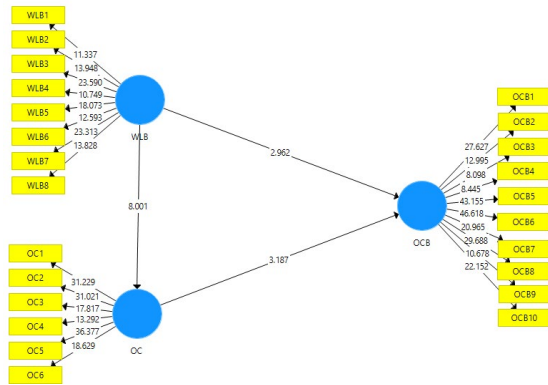


Figure 2. Path Coefficient Research Model

Information:

- WLB : Work-Life Balance
- OC : Organizational Commitment
- OCB : Organizational Citizenship Behaviour

WLB, their OCB is also good, and vice versa, when the WLB is low, the OCB is also low. The findings of this study are consistent with previous research that found a positive relationship between WLB and OCB (Poohongthong et al., 2014; Pradhan et al., 2016; Thevanes & Harikaran, 2020)work-life balance, organizational socialization, and organizational citizenship behavior among teachers, and 2.

Relationship Work-Life Balance (WLB) on Organizational Commitment (OC)

Hypothesis testing shows that there is a positive relationship between WLB and OC. This is evidenced by the WLB test on OC which is known from the original sample value of 0.706 and t-statistics 8.001 > 1.65 with p-value 0.000 < 0.05. Employees of the Kudus Regency's Education, Youth, and Sports Office will be more dedicated to the organization or where they work if they have a high or strong work-life balance. As a result, H2 is supported.

The findings of this study support previous research that has shown a positive relationship between WLB and OC (Akter et al., 2019; Liu et al., 2021; Oyewobi et al., 2019; Sakthisvel & Jayakrishnan, 2012; Shabir & Gani, 2020). Employee commitment to the organization will be high when an organization implements a WLB policy and employees feel comfortable with it (Kim & Ryu, 2017).

Table 9. Result of Path Coefficient of Direct Effect and Indirect Effect

Connection	Original Sample (O)	Sample Mean	Standard Deviation	t-statistics	p-value
WLB → OCB	0.418	0.415	0.141	2.962	0.002
WLB → OC	0.706	0.704	0.088	8.001	0.000
OC → OCB	0.433	0.434	0.136	3.187	0.001
WLB → OC → OCB	0.306	0.305	0.103	2960	0.002

Relationship of Work-Life Balance (WLB) on Organizational Citizenship Behavior (OCB)

Based on the hypothesis test in table 9, it shows that there is a positive relationship between WLB and OCB. It is proven from the WLB to OCB test, which can be seen from the original sample value of 0.418 and t-statistics 2.962 > 1.65 with a p-value of 0.002 < 0.05. This means that when the WLB of the employees of the Kudus Regency's Education, Youth, and Sports Office is high, the employee's OCB is also high, and H1 is supported.

The results of the study indicate that when employees of the Kudus Regency's Education, Youth, and Sports Office Regency have a good

Relationship of Organizational Commitment (OC) to Organizational Citizenship Behavior (OCB)

Based on the results of direct hypothesis testing, it can be seen that OC has a positive relationship with OCB. This can be proven from the original sample value of 0.433 and t-statistics 3.187 > 1.65 with a p-value of 0.001 < 0.05. This means that when employees of the Kudus Regency's Education, Youth, and Sports Office have a high OC, they will engage in conduct outside of their job description or higher OCB behavior, suggesting that H3 is supported.

This research supports previous findings that OC has a positive relationship with OCB (Obedgiu et al., 2020; Pushpika, 2019; Tharikh et al., 2016; Wilkandya & Sudarma, 2020). Employees who are deeply attached to their jobs and to local government are more

likely to take on extra responsibilities, assist coworkers, and follow organizational norms and procedures (Obegi et al., 2020).

Relationship between Work-Life Balance (WLB) on Organizational Citizenship Behaviour (OCB) through Organizational Commitment (OC)

According to the results of the hypothesis test, it indirectly states that there is a positive relationship between WLB on OCB through OC. This is explained by the WLB test on OCB through OC, which can be seen from the original sample value of 0.306 and t-statistics $2.960 > 1.65$ with p-value $0.002 < 0.05$. This means that when employees of the Kudus Regency's Education, Youth, and Sports Office have a high or good WLB, their commitment is also high, and it motivates them to contribute to activities outside of their job description, so H4 is supported.

The findings of this study are consistent with previous research, which has shown that OC can mediate the relationship between WLB and OCB (Asmony et al., 2018; Pradhan et al., 2016). Employees who find a balance between work and personal life are more committed, which can increase OCB (Asmony et al., 2018).

CONCLUSION AND RECOMMENDATION

In this study, we have investigated the relationship between WLB and OCB and later both the variables have been mediated with OC. The results were found to be supportive and consistent with our objective that WLB is significantly mediated with the dimensions of OC, showing a strong prediction of OCB. This means that the higher the WLB held by employees, the higher the OCB owned by Kudus Regency Education, Youth and Sports Office employees.

In addition, WLB also has a positive and significant relationship with organizational commitment (OC). The higher the WLB is perceived by the employees of the Education, Youth, and Sports Office of Kudus Regency, the more committed they will be to the organization. This implies that if an employee has a good WLB, the employee's OC is also good or high. OC and OCB have a positive and significant relationship. Employees of the Kudus Regency Education, Youth, and Sports Office will voluntarily conduct work outside of their job description when their OC is high.

Based on the results of the study, OC was able to mediate the relationship between WLB and OCB. Employees of the Office of Education, Youth, and Sports of Kudus Regency who have a balanced work and life will undertake work outside of their roles, and their OCB will be high.

The findings of the study have practical implications for organizations and individual employees. Practical advice for the Education, Youth, and Sports Office is expected to conduct training or seminars on how to improve employees' ability to manage time between work and family life, implement a policy not to send work-related emails or whatsapp after working hours are over, give appreciation or praise

to employees who do a good job, and carry out sharing or discussion sessions in each work unit to find out the difficulties faced by employees of the Kudus Regency Education, Youth and Sports Office.

The current research is solely a survey-based empirical investigation by the authors. However, it was discovered throughout the process of developing the literature that such a study could benefit from a sequential technique. As a result, future studies should begin with a quantitative method, which should be followed by a qualitative approach to better understand and contextualize professional feelings and perspectives on WLB, commitment, and discretionary behaviour. At the same time, because our sample size was 86 respondents from two manufacturing public sector enterprises, the current study was done on a limited scale.

As a result, future study can be undertaken with a larger sample size from various sectors (private manufacturing and service industries) to further our understanding of WLB, OCB, and commitment. The findings of this study have made an important contribution to the literature, providing direction for integrating WLB and commitment levels in order to achieve discretionary behavior in the form of OCB for improved pleasure in the work and family domains. The findings of this study imply that employee-friendly rules and practices are an important management tool for reinforcing positive workplace behaviours.

REFERENCES

- Akter, A., Hossen, M. A., & Islam, M. N. (2019). Impact of Work Life Balance on Organizational Commitment of University Teachers: Evidence from Jashore University of Science and Technology. *International Journal of Scientific Research and Management*, 7(04), 1073–1079.
- Ardi, R. T. B., & Sudarma, K. (2015). Pengaruh Persepsi Dukungan dan Keadilan Organisasi Terhadap Organizational Citizenship Behavior Dengan Komitmen Organisasional Sebagai Variabel Intervening. *Management Analysis Journal*, 4(2), 142–152.
- Asmony, T., Nurmayanti, S., & Makiah. (2018). Effect Of Work Life Balance , Workplace Spirituality Of Organizational Citizenship Behavior (OCB) Through Organizational (Study On Teacher Generation Y In Islamic Boarding. *International Journal of Economics, Commerce and Management United Kingdom*, VI(7), 776–800.
- Basu, E., Pradhan, R. K., & Tewari, H. R. (2017). Impact of Organizational Citizenship Behavior on Job Performance in Indian Healthcare Industries. *International Journal of Productivity and Performance Management*, 66(6), 780–796.
- Becker, H. S. (1960). *Notes On The Concept Of Commitment*. 32–40.
- Devece, C., Palacios-Marqués, D., & Alguacil, M. P. (2016). Organizational Commitment and Its Effects on Organizational Citizenship Behavior in A High-Unemployment Environment. *Journal of Business Research*, 69(5), 1857–1861.
- Durudolu, O. O., & Mamudu, P. A. (2020). Work – Life Balance Of Librarians At The Kenneth Dike Library In Nigeria : Implications For The Provision

- Of Library Services. *Library Management*, 41, 79–90.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456.
- Ghozali, I., & Latan, H. (2015). *Partial Least Squares Konsep, Teknik, dan Aplikasi Menggunakan Program SmartPLS 3.0* (2nd ed.). Semarang: Badan Penerbit Universitas Diponegoro.
- Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European business review*.
- Harwika, W. (2016). The Impact of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behaviour (OCB) and Employee Performance in Women Cooperatives. *Procedia - Social and Behavioral Sciences*, 219, 283–290.
- Hasyim, A. F., & Palupiningdyah. (2021). Organizational Justice and Organizational Citizenship Behavior : The Mediating Roles of Organizational Commitment and Leader-Member Exchange. *Management Analysis Journal*, 10(1), 1–10.
- Helvaci, M. A., & Eker, N. (2019). The Effect Of Teachers Work-Life Balance On Organizational Citizenship Behavior. *European Journal of Education Studies*, 6(6), 59–81.
- Kapil, K., & Rastogi, R. (2020). The Relationship Between Leader-Member Exchange, Work Engagement And Organizational Citizenship Behaviour. *Journal of Indian Business Research*, 12(2), 191–214.
- Karassvidou, E., & Glaveli, N. (2015). Work-Family Balance Through Border Theory Lens : The Case of A Company “ Driving in The Fast Lane .” *Equality, Diversity and Inclusion: An International Journal*, 34(1), 84–97.
- Kim, J. S., & Ryu, S. (2017). Employee Satisfaction With Work-life Balance Policies And Organizational Commitment: A Philippine Study. *Public Administration and Development*, 37(4), 260–276.
- Liu, T., Gao, J., Zhu, M., & Jin, S. (2021). Women's Work-Life Balance in Hospitality: Examining Its Impact on Organizational Commitment. *Frontiers in Psychology*, 12, 1–12.
- Mahfudz, Sukresna, I. M., Laksana, R. D., & Shaferi, I. (2019). Organizational Citizenship Behavior on Public Organizational Performance. *Journal of International Conference Proceedings*, 2(3), 129–138.
- Mahiri, E. A. (2016). Pengaruh Pendelegasian Wewenang dan Komitmen Organisasi Terhadap Prestasi Kerja Pegawai Dinas Pendidikan Kabupaten Majalengka. *MAK-SI Jurnal Ilmiah Manajemen & Akuntansi*, 3(1), 1–9.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538–551.
- Obedgiu, V., Bagire, V., & Mafabi, S. (2017). Examination of Organizational Commitment and Organizational Citizenship Behaviour Among Local Government Civil Servants in Uganda. *Journal of Management Development*, 36(10), 1304–1316.
- Obedgiu, V., Nkurunziza, G., Simiyu, G., & Lubogoyi, B. (2020). An Investigation Of Key Predictors Of Organizational Citizenship Behavior Of Civil Servants: Empirical Evidence From Uganda. *International Journal of Organization Theory and Behavior*, 23(2), 101–119.
- Ocampo, L., Acedillo, V., Bacunador, A. M., Balo, C. C., Lagdameo, Y. J., & Tupa, N. S. (2018). A Historical Review Of The Development Of Organizational Citizenship Behavior (OCB) And Its Implications For The Twenty-First Century. *Personnel Review*, 47(4), 821–862.
- Oyewobi, L. O., Oke, A. E., Adeneye, T. D., & Jimoh, R. A. (2019). Influence Of Organizational Commitment On Work – Life Balance And Organizational Performance Of Female Construction Professionals. *Engineering, Construction and Architectural Management*, 26(10), 2243–2263.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational Leader Behavior And Their Effects On Followers' Trust In Leader, Satisfaction, And Organizational Citizenship Behaviors. *Leadership Quarterly*, 1(2), 107–142.
- Poohongthong, C., Surat, P., & Sutipan, P. (2014). A Study on The Relationships Between Ethical Leadership, Work-Life Balance, Organizational Socialization, and Organizational Citizenship Behavior of Teachers in Northern Thailand. *International Journal of Behavioral Science*, 9(2), 17–28.
- Pradhan, R. K., Jena, L. K., & Kumari, I. G. (2016). Effect of work-life balance on organizational citizenship behaviour: Role of organizational commitment. *Global Business Review*, 17(3_suppl), 15S-29S.
- Pushpika, P. P. G. T. (2019). The Effect of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior of the Academic Staff Members in Public Sector Universities in Sri Lanka. *International Journal of Recent Advances in Organizational Behavior and Decision Sciences (IJRAOB)*, 5(1), 1235–1251.
- Sakthisvel, D., & Jayakrishnan, J. (2012). Work Life Balance And Organizational Commitment For Nurses. *Asian Journal of Business and Management Sciences*, 2(5), 01–06.
- Shabir, S., & Gani, A. (2020). Impact Of Work – Life Balance On Organizational Commitment Of Women Health-Care Workers: Structural Modeling Approach. *International Journal of Organizational Analysis*, 28(4), 917–939.
- Shakir, K., & Siddiqui, S. J. (2018). The Relationship Between Work-Life Balance Initiatives and Organizational Citizenship Behavior: The Mediating Role of Perceived Organizational Support. *Journal of Independent Studies and Research: Management, Social Science and Economics*, 16(2), 65–84.
- Sheikh, M. A., Ashiq, A., Mehar, M. R., Hasan, A., & Khalid, M. (2018). Impact of Work and Home Demands on Work Life Balance: Mediating Role of Work Family Conflicts. *Pyrex Journal of Business and Finance Management Research*, 4(5), 48–57.
- Soegandhi, V. M., Sutanto, E. M., & Setiawan, R. (2013). Pengaruh Kepuasan Kerja dan Loyalitas Kerja Terhadap Organizational Citizenship Behavior. *Agora*, 1(1).
- Tharikh, S. M., Ying, C. Y., Mohamed Saad, Z., & Sukumaran, K. a/p. (2016). Managing Job Attitudes: The Roles of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behaviors. *Procedia Economics and Finance*, 35(2016), 604–611.
- Thevanes, N., & Harikaran, S. (2020). Work-Life Balance and Organizational Performance : The Mediating Role of Organizational Citizenship Behavior. *Asian Journal of Social Sciences and Management Studies*, 7(4), 280–287.
- Widiasworo, E. (2019). *Menyusun Penelitian Kuantitatif Untuk Skripsi dan Tesis* (Ilalang (ed.); 1st ed.). Yogyakarta: Araska.
- Wilkanandya, U. I., & Sudarma, K. (2020). The Role of Organizational Commitment in Improving Organizational Citizenship Behavior. *Management Analysis Journal*, 9(3), 300–309.