

THE ROLE OF ORGANIZATIONAL COMMITMENT MEDIATES THE EFFECT OF WORK-LIFE BALANCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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ABSTRACT

Organizational Citizenship Behaviour (OCB) is voluntary employee behavior outside of their formal duties that supports the organization, increases effectiveness, and creates a positive work environment without direct reward. This study aims to analyse the role of organizational commitment mediating the effect of work-life balance on organizational citizenship behaviour. Using 98 employees as the Denpasar Primary Tax Service Office. Data collection using a questionnaire and analysed using the SmartPLS 3.0 application. The results indicate that work-life balance has no significant effect on organizational citizenship behaviour, but has a significant effect on organizational commitment. Organizational commitment has a significant effect on organizational citizenship behaviour. The results of the analysis also found that organizational commitment fully mediates the effect of work life balance on organizational citizenship behavior. The implications of this study indicate the important role of organizational commitment in mediating the effect of work-life balance on organizational citizenship behaviour.

Keywords: Work Life Balance, Organizational Commitment, OCB

INTRODUCTION

One of the strategic factors in managing and developing an organization is human resources (HR). This is because in an organization, the HR factor can carry out two roles at once. First, humans as policy and decision makers. Second, humans take on the role of carrying out operational activities and policies in the organization. on the one hand, in carrying out their roles at work, sometimes employees are required to be able to contribute optimally through work behaviour that exceeds the demands of the tasks set by the organization or is often defined as organizational citizenship behaviour (OCB). This voluntary behaviour is manifested by working and contributing beyond the formal demands in the organization to effectively support organizational functions. Employees who show OCB behaviour will support colleagues, this kind of behaviour is highly expected by the organization (Lavanya and Sree, 2021). This causes OCB to become one of the constructs that need organizational attention, because employees with OCB are willing to perform tasks outside of job requirements and become good servants for the effectiveness of organizational performance (Novira and Martono, 2015; Markoczy et al., 2009; Das, 2021).

From the problems that occur, it can be seen that employees do not like to help coworkers who have excess work (altruism), employees rarely hear complaints from coworkers who have work problems (courtesy), employees avoid attending work-related meetings outside the workday (sportsmanship), employees are reluctant to share new knowledge with coworkers (civic virtue), and are reluctant to carry out extra work voluntarily (conscientiousness). seeing from these problems it is important for companies to find out the lack of employee involvement through the implementation of work life balance. Work-life balance is considered to create a balance between employees' roles in work and family. This balance will have a positive effect on employee behaviour in the workplace in the form of extra behaviour, such as helping colleagues, providing important information for the sustainability of the organization, working outside the main task voluntarily and other behaviours that help organizational goals (Fiernaningsih et al., 2019). Some literature also says that the existence of work life balance will be able to create positive OCB (Jehanzeb and Mohaty, 2019; Huda and Farhan, 2018; Liu et al., 2021), but on the one hand there are still many who think that the existence of work life balance does not directly affect employee OCB behavior (Shakir and Siddiqui, 2018; Lavanya and Dree, 2021). Seeing the inconsistencies of several previous studies, this study tries

to use the mediating variable of organizational commitment in supporting the creation of OCB in the company. this is seen from several previous studies which state that organizational commitment has a major contribution and is able to mediate between work-life balance and OCB (Eriyanti and Noekent, 2021; Kusumanegara et al., 2018).

LITERATURE REVIEW

Work Life Balance effect to OCB

Organizations are increasingly required to improve the positive attitudes and behaviors of each member to be able to improve individual performance. one way that can be done is by balancing work-life balance between employee roles in work and family. This balance will have a positive effect on employee behaviour at work to further enhance their role in the form of extra behaviour, such as helping colleagues, providing important information for the sustainability of the organization, working outside the main task voluntarily and other behaviours that help organizational goals (Fiernaningsih et al., 2019). Several studies state that a good work-life balance positively and significantly contributes to increasing employee OCB in organizations (Erdianza *et al.*, 2020 ; Shalahuddin, 2021) ; Makiah and Nurmayanti, 2018; Fuad *et al.*, 2020).

Organizational Commitment effect to OCB

Organizational commitment is the willingness to exert extra effort for the benefit of the organization, and a strong desire to maintain membership in the organization which is a strong basis as a predictor for OCB (Zeinabadi and Salehi, 2011). Organizational commitment is one of the factors that influence the success of the organization in facing a more complex environment. Employees who have strong organizational commitment will identify personal goals with organizational goals, so that the more serious employees at work and have loyalty and affection can pursue organizational goals (Astuti et al., 2013). Mahardika and Wibawa's research (2019) found that organizational commitment has a positive and significant effect on OCB. This means that the higher the organizational commitment, the more OCB will increase (Fitrio et al., 2019; Susilawati et al., 2021; Manurung, 2021; Nurwadi and Ardana, 2019; Biswan, 2019).

Work Life Balance effect to Organizational Commitment

Wang (2015) stated that improving work-life balance strategies in organizations contributes to creating a positive atmosphere in the daily work environment for employees. This will result in reduced stress levels and increased employee commitment, which results in proactive behaviours such as helping colleagues and supporting organizational goals voluntarily. When employees have a balance between work and personal life, they tend to feel more satisfied and motivated to make extra contributions to the organization. Helmy and Pratama's research (2021) found that organizational commitment is able to significantly mediate the effect of work-life balance on OCB. This result is supported by the results of research from Haar and Brougham (2020); Hartono and Etikariena (2021); and Helmy and Saputri (2021) who found that organizational commitment is able to mediate the effect of work-life balance on OCB, this means that organizational commitment has a major contribution and is able to mediate between work-life balance and OCB.

Organizational Commitment mediates Work life balance to OCB

Work-life balance is a harmonious and holistic integration between work and family so that professional individuals can achieve their potential across domains (Singh, 2004). So when a balance between work and personal life is created, it will increase employee commitment to the organization, such as the absence of emotions, moral responsibility, or awareness of the ongoing benefits of the organization and encourage employees to behave extra role in carrying out their work. Research by Noekent (2021) and Kusumanegara et al. (2018) states that organizational commitment can be a mediator in the relationship between work life balance and OCB.

H1 : Work life balance effect on OCB

H2 : Organizational commitment effect on OCB

H3 : Work life balance effect on organizational commitment

H4 : Organizational Commitment mediates relationship between work life balance on OCB

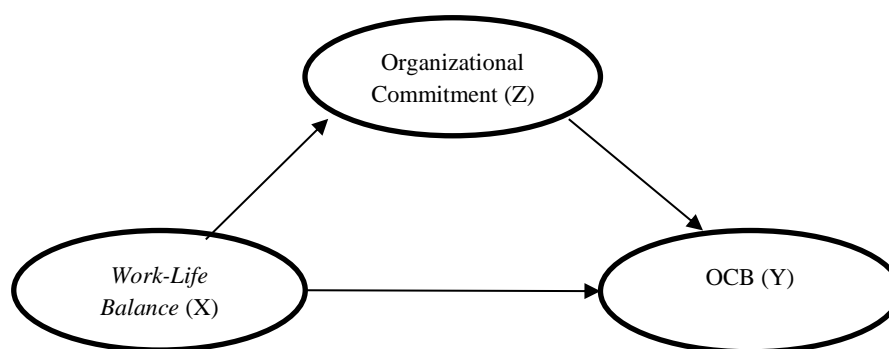


Figure 1. Conceptual Framework

RESEARCH METHODS

Types of Research

This type of research is quantitative using a research questionnaire distributed to all employees at the KPP Pratama Denpasar Office, totalling 131 employees. The sampling technique was carried out using Probability sampling with the number of samples determined using the Slovin formula so that the number of respondents obtained amounted to 98 respondents.

Analysis Techniques

The data from the questionnaire that has been distributed and declared valid is then tested using SmartPLS software to obtain inferential test results. Where in this test the data results include convergent, discriminant, and composite validity tests. After being declared valid, a structural model evaluation is then carried out to determine the accuracy of the model (goodness of fit) using R2 and the predictive relevance value (Q2).

RESULT AND DISCUSSION

Result

Respondent Profile

The profile of respondents in this study explained that respondents with ages between <25 years were 3 people or 3.4%, those aged between 25-35 years were 20 people or 22.5%, those aged between 35-45 years were 55 people or 61.8% and those aged more than 45 years were 11 people or 12.4%, based on the gender of the respondents, the employees of the West Denpasar Tax Office were dominated by men, namely 52.80%. Judging from education where the level of Diploma education (D1 / D2 / D3) was 14 people or 15.7%. Respondents with a Bachelor's education level (S1 / D4) were 71 people or 79.8% and respondents with a postgraduate education level (S2) were 4 people or 4.5%, and when viewed from the length of service employees have worked for < 3 years as many as 10 people or 11.2%, respondents who have worked for 3 - 6 years are 16 people or 18.0%, respondents who have worked for 6 - 9 years are 43 people or 48.3% and respondents who have worked for > 9 years are 20 people or 22.5%.

Descriptive Respondent

The results of the descriptive analysis on the work-life balance variable, the indicator My job gives me the energy to do activities outside of work that are important to me has the highest value with 4.13, then on the organizational commitment variable, the indicator I am happy to spend my career at the West Denpasar Tax Office

has the highest value with 3.84 and on the OCB variable, the indicator I help colleagues to be more productive has the highest value with 4.09.

Inferential Analysis

Inferential analysis is an analysis used to analyse sample data and the results can be concluded as a population, where the analysis results are shown in Table 1 below.

Table 1. Convergent Validity, AVE, Composite and Cronbach Alpha

No	Indicators	Loading Factors	AVE	Composite Reliabilities	Cronbach's Alpha
WLB (X)					
	X1.1		0,746	0,936	0,915
1	X.1.1	0.867			
2	X.1.2	0.863			
3	X.1.3	0.866			
4	X.1.4	0.865			
5	X.1.5	0.859			
	X1.2		0,723	0,929	0,903
1	X.2.1	0.747			
2	X.2.2	0.871			
3	X.2.3	0.901			
4	X.2.4	0.896			
5	X.2.5	0.827			
Organizational Commitment (Z)					
	Z1		0,892	0,961	0,939
1	Z1.1	0.937			
2	Z1.2	0.951			
3	Z1.3	0.946			
	Z2		0,759	0,904	0,841
1	Z2.1	0.875			
2	Z2.2	0.884			
3	Z2.3	0.854			
	Z3		0,791	0,919	0,866
1	Z3.1	0.814			
2	Z3.2	0.915			
3	Z3.3	0.934			
OCB (Y)					
	Y1		0,858	0,948	0,917
1	Y1.1	0.936			
2	Y1.2	0.935			
3	Y1.3	0.907			
	Y2		0,777	0,912	0,856
1	Y2.1	0.893			
2	Y2.2	0.876			
3	Y2.3	0.875			
	Y3		0,883	0,958	0,934
1	Y3.1	0.944			

No	Indicators	Loading Factors	AVE	Composite Reliabilities	Cronbach's Alpha
2	Y3.2	0.946	0,872	0,953	0,926
3	Y3.3	0.928			
	Y4				
1	Y4.1	0.917	0,807	0,926	0,879
2	Y4.2	0.931			
3	Y4.3	0.952			
	Y5		0,807	0,926	0,879
1	Y5.1	0.920			
2	Y5.2	0.917			
3	Y5.3	0.856			

The factor loading value of the three variables has been declared valid because it has a value above 0.5, as well as the average variance extracted (AVE) value greater than 0.5. Thus, all indicators that measure each variable in the research model have been declared valid. then the reliability test by looking at the composite reliability value and Cronbach's alpha value on each variable has a value greater than 0.7, thus the data in this study is declared reliable, then by looking at the Discriminant test results looking at the cross loading value of the research results.

Table 2. Discriminant Cross Loading

Variable	Work Life Balance	Organizational Commitment	OCB
Work Life Balance			
X1.1	0,854	0,553	0,583
X1.2	0,814	0,533	0,546
X1.3	0,827	0,639	0,598
X1.4	0,834	0,524	0,569
X1.5	0,829	0,533	0,546
X2.1	0,825	0,513	0,572
X2.2	0,817	0,556	0,564
X2.3	0,835	0,707	0,599
X2.4	0,817	0,641	0,573
X2.5	0,800	0,714	0,645
Organizational Commitment			
Z1.1	0,559	0,880	0,690
Z1.2	0,578	0,875	0,674
Z1.3	0,552	0,838	0,674
Z2.1	0,605	0,854	0,683
Z2.2	0,679	0,824	0,732
Z2.3	0,563	0,782	0,746
Z3.1	0,626	0,823	0,696
Z3.2	0,628	0,839	0,700
Z3.3	0,559	0,880	0,690
OCB			
Y1.1	0,607	0,748	0,791
Y1.2	0,674	0,747	0,783
Y1.3	0,633	0,745	0,868

Y2.1	0,619	0,676	0,862
Y2.3	0,559	0,790	0,826
Y3.1	0,562	0,730	0,853
Y3.2	0,594	0,704	0,863
Y3.3	0,560	0,694	0,871
Y4.1	0,550	0,688	0,860
Y4.2	0,591	0,723	0,868
Y4.3	0,562	0,670	0,852
Y5.1	0,610	0,748	0,934
Y5.2	0,616	0,682	0,834
Y5.3	0,653	0,716	0,822

Based on the cross loading display in Table 2, it can be stated that overall the statements that measure indicators of work life balance variables, organizational commitment and OCB produce greater cross loading than the values on other variable statements. Thus, all indicators and statements that measure variables in the research model can be declared valid.

Goodness of fit model testing looking at the R-square value of the study to determine the ability of exogenous variables to explain (predict) endogenous variables, the R-square value for the work-life balance variable on organizational commitment of 0.519 is strong, which indicates that it has an influence of 51.9%. The R-square value for the work-life balance variable on organizational citizenship behaviour of 0.732 is strong, which indicates that it has an influence of 73.2%, Furthermore the goodness of fit of the model is also measured using Q-square predictive relevance for the structural model, measuring how well the observations generated by the model and also the parameter estimates, where the calculation results show that the predictive relevant Q2 value is 87.1%. This shows that the variation in the OCB variable can be explained by the variables used, namely the work-life balance variable and organizational commitment, while as much as 12.9% is explained by other variables outside this research model.

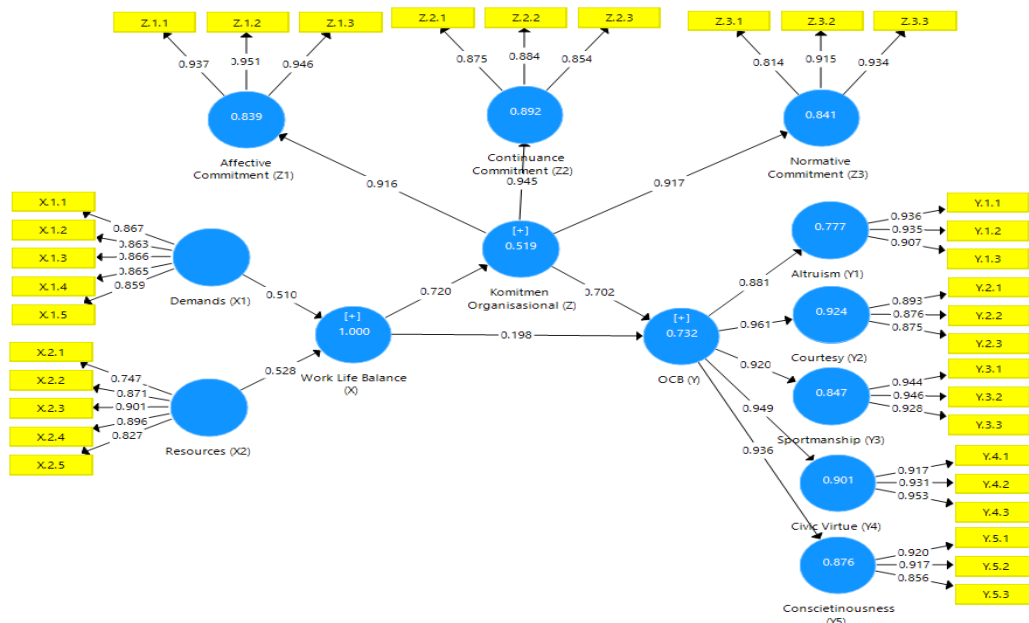


Figure 2. PLS Result

Table 3. Hypothesis Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	p Valu es
Work Life Balance (X) -> OCB (Y)	0,198	0,200	0,104	1,903	0,058
Organizational Commitment (Z) -> OCB (Y)	0,702	0,695	0,088	7,932	0,000
Work Life Balance (X) -> Organizational Commitment (Z)	0,720	0,710	0,077	9,312	0,000
Mediation Test					
Work Life Balance (X) -> Organizational Commitment (Z) -> OCB (Y)	0,505	0,494	0,085	5,942	0,000

Table 3 informs that work life balance has a positive and significant effect on organizational commitment, this is seen from the $t_{\text{statistic}}$ coefficient value of 9.312 with a significance of 0.000 less than 0.05, then organizational commitment has a positive and significant effect on OCB, this is seen from the t-statistic coefficient value of 7.932 with a significance of 0.000 less than 0.05 and the effect between work life balance on organizational commitment is insignificant, this is seen from the t-statistic coefficient value of 1.903 with a significance of 0.058 is greater than 0.05. Meanwhile, the mediating relationship between organizational commitment on the relationship between work life balance and OCB is positive and significant, this is seen from the t-statistic coefficient value of 5.942 with a significance of 0.000 less than 0.05.

Discussion

Work Life Balance effect to OCB

Work-life balance has a positive and significant effect on organizational citizenship behavior. Work-life balance does not directly affect employees' extra-role behaviors, such as helping co-workers or supporting the organization voluntarily. This can occur because OCB is more influenced by other factors, such as job satisfaction, organizational justice, or emotional commitment. These results are in line with research conducted by Shakir and Siddiqui (2018) and Lavanya and Sree (2021) which state that work-life balance does not have a significant effect on OCB, because when employees cannot balance the demands of work with their personal lives, it will eventually cause excessive stress on employees, thus causing a tendency to reduce OCB behavior in the workplace.

Organizational Commitment effect to OCB

Organizational commitment has a positive effect on organizational citizenship behavior. the higher the level of employee commitment to the organization, the more likely they are to demonstrate extra-role behaviors that support the organization. Employees who feel emotionally attached, have a sense of moral obligation, or value the benefits of continuing in the organization are likely to help colleagues, support organizational initiatives, and contribute more than expected. These results confirm the importance of strengthening organizational commitment to encourage voluntary behaviors that can improve efficiency, harmony, and overall organizational success. These results are in line with research conducted by Mahardika and Wibawa (2019); Vipraprastha et al. (2018); Susilawati et al., (2021); Saraswati and Riana (2022) found that organizational commitment has a positive and significant effect on OCB. This means that the higher the organizational commitment, the OCB will increase.

Work Life Balance effect to Organizational Commitment

Work-life balance has a positive and significant effect on organizational commitment. when employees feel they have a balance between work and personal life, they tend to be more emotionally attached and loyal to the

organization. Work-life balance is an indicator of organizational commitment, which means that if individuals have a good work-life balance, these individuals will be more committed to working in an organizational environment (Kusumanegara, et al., 2018). A good work-life balance creates satisfaction, reduces stress, and increases a sense of comfort in the workplace, so employees are more committed to supporting organizational goals. It also reflects that organizations that support this balance are perceived as caring about employee well-being, which in turn strengthens employees' sense of attachment and moral responsibility for the long-term success of the organization. The results of this study are supported by previous research conducted by Akter et al. (2019); Helmy and Saputri (2021); Oyewobi et al. (2019) and Liu et al. (2021) which state that work-life balance has a positive and significant effect on organizational commitment.

Effect Mediation Organizational Commitment between Work Life Balance and OCB

Organizational commitment mediates the relationship between work-life balance and organizational citizenship behavior in a full mediation manner, which means that work-life balance does not directly affect OCB, but through organizational commitment. where when there is a balance between work and family, it will increase its commitment to company values which in turn has a greater possibility of participating in achieving company goals, one of which is to act voluntarily in carrying out its work in the organization. These results are in line with research conducted by Eriyanti and Noekent (2021) and Kusumanegara et al. (2018) which states that organizational commitment is able to mediate the effect of work-life balance on OCB.

CONCLUSIONS AND PRACTICAL IMPLICATION

Conclusion

Based on the results of the analysis, of the three hypotheses used, the relationship between work-life balance and OCB is insignificant, this indicates that when employees feel unable to maintain harmonization between work demands and family responsibilities properly, these employees tend to feel dissatisfied and will reduce the desire to behave OCB in the workplace. Furthermore, the relationship between work-life balance and organizational commitment to OCB which is positive and significant, this illustrates that when companies can improve work-life balance strategies in organizations contribute to creating a positive atmosphere in the daily work environment so that it has an impact on increasing employee organizational commitment, as well as when organizational commitment has been strongly established, it increases the seriousness of employees at work which has an impact on increasing employee OCB behaviour in the workplace. while in the results of mediation testing, the role of organizational commitment is full mediation where the balance between work and personal life increases employee commitment to the organization, such as emotional attachment, moral responsibility, or awareness of the ongoing benefits of the organization. Strong organizational commitment then encourages employees to demonstrate extra-role behaviours, such as helping colleagues, supporting organizational initiatives, and contributions beyond formal duties.

Practical Implication

Suggestions that can be given are how companies can provide more free space for employees outside of working hours without interfering with employees' personal affairs because a balanced personal life can provide positive energy to do their work in the office, besides that by providing benefits both in the form of financial and non-financial so as to create emotional attachment to employees so that employees will continue to work and have high loyalty to work.

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