

## Research Article

# The Influence of Work-life Balance on Organizational Citizenship Behavior

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## Abstract.

This research was conducted to determine whether work-life balance and organizational citizenship behavior are influenced empirically. This research involved 218 active employees with birth year criteria of 1997 to 2007 at the company PT. Pupuk Kalimantan Timur, Bontang. The research sample was determined using a probability sampling technique with simple random sampling. Research data was obtained using two types of scales, Work-Life Balance and Organizational Citizenship Behavior. Research data was analyzed using analytical techniques Product Moment with the help of SPSS 26.0 for Windows. Based on the results analysis it is revealed that Work-Life Balance and Organizational Citizenship Behavior have no significant influence with  $p\text{-value} = 0.891$  ( $p < 0.05$ ). Influence of Work-Life Balance against Organizational Citizenship Behavior is shown by the R-value of 0.009, which means that both variables do not have strong correlation. Findings study show that there is no influence between Work-Life Balance and Organizational Citizenship Behavior.

**Keywords:** work-life balance, organizational citizenship behavior, generation Z

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## 1. Introduction

In this increasingly modern era, Generation Z already entering the age productive For get down to business . Generation Z is equipped with behavior that is adaptive to technology and their creativity. The new generation has always been an important factor in social and technological development. There is research that has found the results of studies regarding the characteristics of Gen Z in the world of work, namely, generation Z does not have the confidence to take long-term jobs, but generation Z also has fear of taking short-term jobs [1]. Apart from that, a realistic mindset is also a motivational factor in work for generation Z. Incentives (money) are an important motivation; therefore, they are willing. Work hard and be transferred to get decent opportunities [2]. This research will explore how Organizational Citizenship Behavior (OCB) will be created from the influence of Work - Life Balance (WLB).



Organizational Citizenship Behavior (OCB) is a special type of work habit which is individual behavior that is very beneficial for the organization and represents the freedom to choose, indirectly or explicitly recognized by the formal reward system [3]. There are 5 aspects that state that OCB will be fulfilled, including the criteria that can be met, namely; altruism, courtesy, civic virtue, conscientiousness and sportsmanship [3]. As a form of voluntary contribution and extra tasks that exceed an employee's basic duties, Organizational Citizenship Behavior (OCB) also has a positive impact on forming a productive and progressive organizational culture. Organizational Citizenship Behavior (OCB) in employees will also have a quite good impact on the company in terms of company reputation, efficiency and productivity and financial benefits.

Previous research found that there is a significant influence between Organizational Citizenship Behavior (OCB) on employee performance, the more employees who show OCB, the more it will influence increased performance [4]. Other research found that employees who have OCB, these employees show low turnover intention within the company [5]. Previous research also found many factors that influence employee Organizational Citizenship Behavior (OCB). Emotional Intelligence (EI) is one of the factors to be able to improve Organizational Citizenship Behavior (OCB), a good understanding of emotions allows employees to trigger Altruism behavior, while emotional management can also help with unwanted pressure and conflict. Employees with high Emotional Intelligence have a tendency to show aspects of Conscientiousness by carrying out additional tasks with be more diligent and support a more positive work climate, creating an environment that supports Organizational Citizenship Behavior and collective prosperity [6].

This research uses the Work - Life Balance (WLB) variable as an independent variable to influence the Organizational Citizenship Behavior (OCB) behavior of an individual in the organization. Work - Life Balance (WLB) itself is an effort made by individuals to balance two or more roles [7]. Employees who have Work - Life Balance (WLB) are able to balance work and personal life, meaning they are able to separate work and their personal life and are able to manage both roles well. Employees who feel a balance between their personal life and work will be easily motivated. behave Organizational Citizenship Behavior (OCB). Support through external and internal factors in the organization for Work - Life Balance (WLB) will shape employee psychological factors, creating a conducive atmosphere where employees feel more appreciated and able to contribute positively to the organization [8]. Conversely, the lack of balance between work and life can cause work stress and psychological fatigue. In such situation, employees will

focus a lot on their own duties, neglecting OCB. Feelings of tiredness and prioritizing personal life may hinder the ability or intention to engage in additional tasks or work.

Generation Z employees will increasingly dominate the workforce, including in BUMNs (state-owned enterprises) [9]. Based on observed phenomena at the research site, the average Generation Z employee has less than five years of work experience and often needs time to adapt to the work environment and company culture. Generation Z at the research site desires flexibility that allows them to balance their career and personal life, even though BUMNs tend to be bureaucratic with traditional office hours. The company also has an organizational culture that demands employees exhibit voluntary behavior that goes beyond their primary duties and contributes positively to the organization. OCB (Organizational Citizenship Behavior) is a crucial factor; however, several studies indicate that Generation Z is less likely to engage in extra work activities. Similarly, Generation Z employees at the research site need more time to engage in OCB because they already feel pressured by their primary responsibilities. The phenomena regarding Generation Z employees at the research site underscore the urgency of this study. Therefore, the research question is: Is there an influence of Work-Life Balance on Organizational Citizenship Behavior in Generation Z employees?

## 2. Literature Review

Bateman and Organ introduced the construct of OCB or Organizational Citizenship Behavior by drawing on the concept of super-role behavior by Katz and Khan [10]. Organizational Citizenship Behavior (OCB) is a form of behavior or contribution from an employee who is willing to do work that is outside of their main duties. This behavior can also be meant by wanting to carry out extra tasks and responsibilities, such as working together, helping each other, actively participating, providing criticism and suggestions for providing more services in the meaning of "Vouunteer". These behaviors can also describe the "added value" of an employee. (OCB) is behavior outside of formal duties, which aims to increase the effectiveness and efficiency of the organization [11]. Meanwhile, there is another opinion that including Organizational Citizenship Behavior (OCB), organizations can increase their productivity. Organizational Citizenship Behavior (OCB) is behavior shown by employees to carry out work outside of their responsibilities of their own choice without coercion and without sanctions [3].

A number of studies show a positive correlation between Work-Life Balance and Organizational Citizenship Behavior [12, 13, 14, 15, 16]. Balance between work and

personal life, refers to the efforts of employees' professional aspects without forgetting their personal lives. The ability to balance the two effectively can reduce stress levels, increase work satisfaction and increase a positive work environment which is ultimately able to improve Organizational Citizenship Behavior.

Work-Life Balance is a broad concept that involves setting appropriate priorities between work (career and ambition) on the one hand and life (happiness, free time, family and spiritual development) [17]. Another view of Work-Life Balance (WLB) is a concept of balance that involves a person's ambition or career with happiness, free time, family and spiritual development. Therefore, companies that prioritize work-life balance will be more likely to have employees who are more productive, happy, and committed to the organization.

Work -Life Balance is a state of balance in two demands where an individual's work and life are the same, is the opinion put forward by Lockwood [18]. Meanwhile, according to the explanation, it is an effort made by individuals to balance two or more roles [7]. Work-life balance is the extent to which an individual is tied together in work and family, and is equally satisfied with his role at work and his role in his family [19].

### 3. Method

Study This use approach Quantitative For see The influence of Work-Life Balance on Organizational Citizenship Behavior in Gen Z Employees .

**Participants** : The population of this study consists of Generation Z employees in the operations and production departments at PT. PKT, one of the state-owned enterprises (BUMN) in East Kalimantan. The sample was selected using the simple random sampling technique, meaning sample members were randomly chosen from the population without considering the strata within that population. The study sample includes 218 Generation Z employees, with 199 individuals (91%) being male and 19 individuals (9%) being female. The breakdown of tenure is as follows: 20 subjects (9.17%) have worked for less than 1 year, 161 subjects (73.85%) have worked between 1 and 4 years, and 37 subjects (16.97%) have worked for more than 5 years. Regarding age distribution, there are 4 subjects (1.83%) aged 17 to 19 years, 24 subjects (11.01%) aged 20 to 22 years, 141 subjects (64.68%) aged 23 to 25 years, and 49 subjects (22.48%) aged 26 to 27 years.

**Measure:** This study uses two scales: the Work-Life Balance scale, adapted from Fisher with 17 questions [7], and the Organizational Citizenship Behavior scale with 24 questions [20]. Data collection is supervised and conducted online using the Google Forms platform.

## 4. Results and Discussion

### 4.1. Results

The descriptive analysis test found the organizational citizenship behavior result that 13%, 73%, and 14% of the subjects had low, medium, and high grit levels, respectively. For the work life balance variable had 13%, 73%, and 14% of subjects had low, moderate, and high levels, respectively. Simple linear regression was used to predict the organizational citizenship behavior on work life balance.

Data obtained from normality test found that significant value  $0.200 > 0.05$ , significant deviation from linearity found  $0.053 (p > 0.05)$ . Hypothesis result found from simple regression found that, value from  $F(0.19) = 0.891$ ,  $p = 0.001$ ,  $R = 0.009$ ,  $R^2 = 0.000$ . There was no influence from the effect of work life balance on organizational citizenship behavior variable, and the  $R^2$  value of  $0.000$  was obtained. This value means that the Grit effect  $0\%$ , while the other variable that influence the organizational citizenship behavior will not be examined.

### 4.2. Discussion

Study This addressed For know is there is influence from Work-Life Balance on Organizational Citizenship Behavior in employee employee . Based on Hypothesis test results are obtained results that variable Work-Life Balance is not own influence to Organizational Citizenship Behavior . This is characterized by a significance value of  $0.891$  where this significance value is greater than ( $p > 0.05$ ).

Research result This aligned with study who discovered it earlier Work-Life Balance is not influential in a way direct to Organizational Citizenship Behavior. Work-Life Balance No can influence employee For do Organizational Citizenship Behavior without intermediary mediator [12, 21]. In research, employees who have balance life in work and life his personality will show behavior extra with help colleague his work when He feel satisfaction with his job [12].

Generation Z has the characteristics of liking transparency, independence, flexibility and personal freedom [22], competitive, persistent and hardworking [23]. The characteristics possessed by Generation Z employees will require them to prioritize Work-Life Balance, which is one of Gen Z's main priorities and preferences for an organization after a career and the opportunity to share and help others [24]. Companies that prioritize Work-Life Balance make Generation Z employees tend to stay longer in the organization or company. This research found that Work-Life Balance was less able to encourage Generation Z to can influence Organizational Citizenship Behavior.

In this study, it was found that the average subject showed a fairly high level of Work-Life Balance, so it can be concluded in this study that employees in the company have a high level of Work-Life Balance . This is also in line with the statement [25], namely, for generation Z Work-Life Balance is not just flexibility in working time, but also choosing a leave schedule according to needs. However, even though employees have a high Work-Life Balance, it does not yet have a strong influence on Organizational Citizenship Behavior.

Support through external and internal factors in the organization for Work - Life Balance (WLB) will shape employee psychological factors, creating a conducive atmosphere where employees feel more appreciated and able to contribute positively to the organization [8]. Thus, it is also necessary to study other external factors that can encourage the formation of Organizational Citizenship Behavior . The subjects in this research are BUMN employees who come from generation Z with characteristics from the same company which has an organizational culture such as Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative (AKHLAK), so it is predicted that a Competent and Collaborative organizational culture has been strongly formed. and entrenched, causing employees who do not have Work-Life Balance or who have achieved Work-Life Balance to continue to show Organizational Citizenship Behavior.

This study utilized the self-report method and distributed surveys through Google Form for data collection. However, this approach comes with several limitations that need to be considered in interpreting the research findings. One of the main limitations is the potential for response bias and lack of additional explanation. The self-report method is susceptible to respondent bias as it relies on the honesty and accuracy of the answers provided by the participants. This could result in responses that are not fully representative of the actual situation, especially regarding sensitive questions or those that could potentially influence respondents' self-assessment. Additionally, collecting data online via Google Form may hinder researchers from providing additional

explanations or clarifications for survey questions that are confusing or ambiguous. These limitations could lead to misinterpretations of questions and inaccurate answers. Therefore, researchers need to make additional efforts to minimize response bias and ensure clear survey instructions, as well as provide contact information for researchers to seek clarification for respondents in need of additional explanations.

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