

# The Effect of Work-Life Balance on Organizational Citizenship Behavior (OCB) with Organizational Commitment as A Mediation Variable: A Study at PT. Semen Padang

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**Abstract.** Organizations are required to effectively manage human resources to improve performance and sustainability. One behavior that supports organizational effectiveness is Organizational Citizenship Behavior (OCB). This study aims to analyze the effect of Work-Life Balance on Organizational Citizenship Behavior with Organizational Commitment as a mediating variable among employees of PT Semen Padang. This research uses a quantitative approach with a causal associative design. Data were collected through questionnaires distributed to 127 employees of PT Semen Padang. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results show that Work-Life Balance has a positive and significant effect on Organizational Citizenship Behavior. Work-Life Balance also positively influences Organizational Commitment, and Organizational Commitment significantly affects Organizational Citizenship Behavior. Furthermore, Organizational Commitment is proven to mediate the relationship between Work-Life Balance and Organizational Citizenship Behavior. These findings indicate that better work-life balance increases employees' organizational commitment and encourages voluntary work behaviors that support organizational effectiveness.

**Keywords:** Work-Life Balance, Organizational Commitment, Organizational Citizenship Behavior, Organizational Behavior, Human Resources

**JEL Classification:** H83, O33, O38, M15

Received: February 5, 2026

Received in Revised: March 19,  
2026

Accepted: April 11, 2026

## INTRODUCTION

The evolving nature of the business environment necessitates that organizations uphold a high level of competitiveness and adeptly manage human resources to guarantee organizational sustainability (Parzhanova, 2025). Human resources serve as a strategic asset that is essential in determining the success of an organization, as the attitudes and behaviors of employees have a direct impact on the attainment of organizational goals (Suhairi et al., 2023; Rahsel & Gumanti, 2022). Consequently, human resource management emphasizes not only the enhancement of employees' technical competencies but also the cultivation of positive work behaviors that contribute to organizational effectiveness (Liu et al., 2007; Natsir et al., 2024; Albrecht et al., 2015; Sadewa & Ridwan, 2024).

One manifestation of constructive work behavior necessitated by organizations is Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) pertains to voluntary actions exhibited by employees that extend beyond the prescribed duties of their roles and are not explicitly governed by the organization's reward mechanisms; nevertheless, such behaviors significantly enhance overall organizational effectiveness (Suhartono et al., 2024). This behavior may be observed in employees' readiness to assist colleagues (altruism), adhere to organizational regulations (conscientiousness), foster amicable relationships within the workplace (courtesy), endure suboptimal working conditions (sportsmanship), and engage proactively in organizational initiatives (civic virtue) (Podsakoff et al., 2000).

The emergence of Organizational Citizenship Behavior is intricately linked to the working conditions experienced by employees. An essential factor affecting these conditions is Work-Life Balance (WLB), which pertains to an individual's capacity to reconcile work obligations with personal life regarding time distribution, role engagement, and contentment with both roles (Alamsyah et al., 2025). An imbalance between professional responsibilities and personal life can result in stress, fatigue, and role conflict, which may ultimately diminish the quality of employees' work behavior (Marecki, 2024). Prior research has demonstrated that Work-Life Balance is correlated with a range of favorable work outcomes, including Organizational Citizenship Behavior.

Alongside Work-Life Balance, organizational commitment is regarded as a significant factor that influences the development of Organizational Citizenship Behavior (Pradhan et al., 2016; Soelton, 2023; Soleha, 2024; Astuti & Daspar, 2024; Syawal et al., 2023; Murwaningsih & Liana, 2025). Organizational commitment denotes a psychological condition that embodies employees' emotional attachment, loyalty, and sense of belonging to their organization (Abbas & Ahmed, 2023). Individuals exhibiting a significant degree of organizational commitment are inclined to express a profound intention to persist within the organization and exhibit a vested interest in its overall success. This psychological attachment motivates employees to engage in behaviors that exceed formal job expectations, encompassing voluntary actions that enhance organizational effectiveness (Aiswarya et al., 2025).

PT Semen Padang, recognized as a state-owned enterprise within the Indonesian cement sector, functions within a multifaceted and challenging work environment that necessitates employees to balance their professional obligations with the preservation of their personal well-being. A preliminary survey was conducted involving 30 employees to obtain an initial overview of employee work behavior at PT Semen Padang. The pre-survey was designed to assess the state of Organizational Citizenship Behavior and Work-Life Balance among employees. The findings of the preliminary survey are delineated in Table 1 and Table 2.

Table 1. Questionnaire Related to Organizational Citizenship Behavior

No	Statement	STS	TS	N	S	SS	Total	Mean
1	Willing to help coworkers even if it's not their primary responsibility	1	4	10	9	6	30	3,50
2	Carrying out work according to the rules even when not supervised	0	3	9	11	7	30	3,73
3	Maintaining work relationships to avoid conflict	0	4	8	12	6	30	3,67
4	Focusing solely on my own work (reverse)	4	6	9	7	4	30	2,93
5	I often complain when faced with unfavorable working conditions. (reverse)	3	6	10	8	3	30	3,07
<b>Mean</b>								<b>3,38</b>

Source: Processed by Researchers (2026)

According to the data presented in Table 1, the mean score of Organizational Citizenship Behavior (OCB) among employees is classified as moderate. This suggests that while employees exhibit numerous positive work behaviors, their voluntary engagement in supporting organizational activities has not reached its full potential.

Table 2. Questionnaire Related to Work-Life Balance

No	Statement	STS	TS	N	S	SS	Total	Mean
1	Able to balance time between work and family	3	7	9	7	4	30	3,07
2	Satisfied with work-life balance	4	7	10	6	3	30	2,90
3	Work demands override personal needs (reverse)	5	8	9	5	3	30	2,77
<b>Average</b>								<b>2,91</b>

Source: Processed by Researchers (2026)

According to Table 2, the mean score for Work-Life Balance remains within the moderate category. This finding suggests that certain employees continue to encounter challenges in reconciling work obligations with personal life requirements. Such conditions may exert an influence on employees' attitudes and behaviors within the workplace, including their propensity to exhibit Organizational Citizenship Behavior. The findings suggest that enhancing Work-Life Balance and reinforcing organizational commitment may significantly contribute to the promotion of Organizational Citizenship Behavior among employees. This study seeks to investigate the impact of Work-Life Balance on Organizational Citizenship Behavior, with organizational commitment serving as a mediating variable among the employees of PT Semen Padang.

## Literature Review and Hypothesis Development

### *Social Exchange Theory*

Social Exchange Theory posits that interpersonal relationships are founded on reciprocal exchanges, wherein individuals react to favorable treatment by offering positive returns (Blau, 1964; Mitchell et al., 2012; Darmawan & Gani, 2024; Rajâa & Mekkaoui, 2025). Within an organizational framework, this theory posits that employees who perceive support, equity, and favorable treatment from their organization are inclined to reciprocate through attitudes and behaviors that are advantageous to the organization. Social Exchange Theory elucidates the development of voluntary work behavior among employees that transcends the formal requirements of their job roles. Employees who perceive themselves as valued and supported by their organization are likely to exhibit positive attitudes, including loyalty, commitment, and an increased willingness to contribute to the organization. One such behavior is Organizational Citizenship Behavior, which signifies the voluntary contributions of employees that enhance organizational effectiveness.

### *Organizational Citizenship Behavior*

Organizational Citizenship Behavior (OCB) denotes voluntary actions undertaken by employees that extend beyond the stipulated job requirements, thereby enhancing the overall effectiveness of the organization. Organ et al. (2006) characterize organizational citizenship behavior (OCB) as discretionary conduct that is not explicitly acknowledged by the formal reward system, yet contributes positively to organizational effectiveness. Podsakoff et al. (2000) further highlight that organizational citizenship behavior (OCB) contributes to the social and psychological context within which formal organizational tasks are executed. Organ et al. (2006) delineate five principal dimensions of Organizational Citizenship Behavior: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism denotes the voluntary

assistance provided to colleagues, while conscientiousness pertains to the execution of tasks that exceed the minimum standards established by the organization. Sportsmanship signifies the capacity to endure less than favorable working conditions, courtesy is associated with the preservation of amicable relationships among employees, and civic virtue embodies active engagement in the life of the organization. The aforementioned dimensions function as significant indicators of the extent to which employees enhance organizational effectiveness beyond the confines of their formal roles.

### ***Work-Life Balance***

Work-Life Balance denotes a state in which individuals successfully manage the demands of their professional responsibilities alongside their personal lives, thereby avoiding significant role conflict. Greenhaus & Allen (2011) articulate that Work-Life Balance is attained when individuals are able to distribute time, engagement, and contentment equitably between their professional and personal roles. This equilibrium enables individuals to effectively meet both professional and personal obligations. Within the organizational context, Work-Life Balance significantly contributes to the enhancement of employee well-being and the development of positive work attitudes. Individuals who attain an effective equilibrium between professional responsibilities and personal life are likely to encounter reduced stress levels and enhanced psychological stability. Greenhaus et al. (2003) assert that Work-Life Balance can be assessed through three primary indicators: work-life time balance, work-life involvement balance, and work-life satisfaction balance. The indicators presented herein elucidate the equilibrium of time distribution, psychological engagement, and contentment between professional responsibilities and personal life.

### ***Organizational Commitment***

Organizational commitment denotes the psychological attachment that employees exhibit towards their organization. Meyer & Allen (1997) articulate that organizational commitment constitutes a psychological state that delineates the relationship between employees and the organization, thereby influencing an individual's decision to persist in their affiliation with the organization. Individuals exhibiting elevated levels of organizational commitment are inclined to manifest loyalty, a pronounced sense of belonging, and a readiness to contribute to the attainment of organizational objectives. Meyer & Allen (1997) elucidate that organizational commitment is comprised of three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment denotes the emotional attachment that employees have towards the organization, while continuance commitment pertains to the perceived costs linked to departing from the organization. Normative commitment, on the other hand, signifies a sense of obligation to remain affiliated with the organization. Elevated levels of organizational commitment may motivate employees to engage in behaviors that extend beyond their designated job responsibilities, encompassing Organizational Citizenship Behavior.

### ***Work-Life Balance and Organizational Citizenship Behavior***

The concept of Work-Life Balance significantly influences the attitudes and behaviors of employees within organizational contexts. Individuals who successfully manage the interplay between professional obligations and personal responsibilities are likely to experience enhanced psychological stability and reduced levels of stress. This condition facilitates the maintenance of elevated motivation and energy levels among employees, thereby promoting positive work behaviors that contribute to the organization's objectives. Prior research has demonstrated that Work-Life Balance may affect Organizational Citizenship Behavior. Monaswasti & Salahuddin (2021) as well as Iroth et al. (2022) have established that a balance between professional responsibilities and personal life can enhance employees' voluntary work behaviors within organizations. When employees perceive a harmonious balance between their personal and

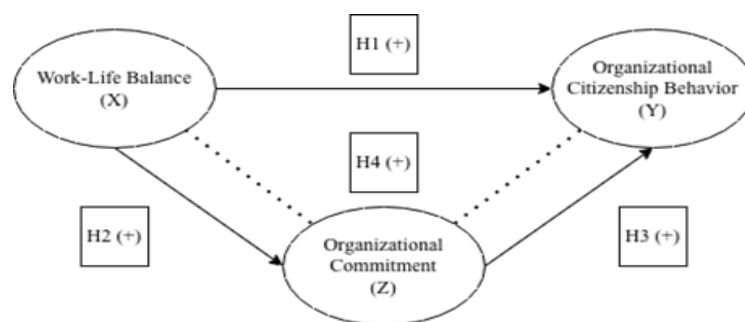
professional lives, they are generally more inclined to engage in contributions that extend beyond their designated job responsibilities.

### ***Work-Life Balance with Organizational Commitment***

The concept of Work-Life Balance is intricately linked to the degree of commitment exhibited by employees towards their respective organizations. When organizations establish working conditions that facilitate a balance between employees' professional obligations and personal lives, it is observed that employees are more likely to perceive themselves as valued and supported by the organization. The perception of organizational support has the potential to enhance employees' emotional attachment and loyalty to the organization. Employees who achieve a more favorable equilibrium between their professional responsibilities and personal life are more inclined to cultivate a heightened sense of organizational commitment. Prior research indicates that Work-Life Balance may contribute to an increase in organizational commitment. Individuals within an organization who recognize that their employer prioritizes their well-being and facilitates a balance between their professional and personal responsibilities are likely to cultivate a more profound emotional connection and loyalty to the organization (Chayomchai et al., 2023; Daraojimba et al., 2024). Consequently, organizational practices that facilitate Work-Life Balance are pivotal in enhancing employees' commitment to the organization and fostering positive work attitudes.

### ***Organizational Commitment with Organizational Citizenship Behavior***

Organizational commitment is regarded as a fundamental factor that influences the development of Organizational Citizenship Behavior within organizations. Individuals exhibiting a high degree of organizational commitment are likely to cultivate a sense of responsibility and affiliation with the organization. This promotes their engagement in activities that extend beyond their official responsibilities, thereby facilitating voluntary work behaviors that enhance organizational success. A number of studies have demonstrated that organizational commitment exerts a positive influence on Organizational Citizenship Behavior. Arundita et al. (2021), Tremblay et al. (2010), and Wahyuni & Dirbawanto (2022) have established that employees exhibiting elevated levels of organizational commitment are inclined to exhibit enhanced extra-role behaviors within organizational settings. Consequently, organizational commitment significantly contributes to the promotion of Organizational Citizenship Behavior among employees.



*Figure 1. Conceptual Framework*

## **METHODS**

This study employed a quantitative approach with a causal associative design to examine the structural relationships among Work Life Balance, Organizational Commitment, and Organizational Citizenship Behavior among employees of PT Semen Padang. A quantitative design was considered appropriate because the study aimed to test predetermined hypotheses and estimate the magnitude and significance of relationships among latent constructs measured through structured questionnaire items. The causal associative design was selected because the

proposed model was not limited to describing variable associations, but was intended to examine whether Work Life Balance predicts Organizational Citizenship Behavior directly and indirectly through Organizational Commitment as a mediating variable. In this context, the design is suitable for evaluating the directional relationships specified in the conceptual framework and for testing the mediation mechanism statistically through structural modeling.

The population of this study consisted of 1,222 employees of PT Semen Padang. The sample was drawn using probability sampling with a simple random sampling technique. This technique was chosen because each employee in the population was intended to have an equal opportunity to be selected as a respondent, thereby reducing selection bias and supporting the representativeness of the sample. To implement this procedure, the researchers first used the employee list provided by the company as the sampling frame [confirm this wording based on the actual procedure]. Each employee in the sampling frame was assigned an identification number, and respondents were selected randomly using [a random number table, lottery technique, or computer generated randomization, confirm the actual procedure used]. Through this procedure, all employees included in the sampling frame had the same probability of inclusion in the sample.

The determination of sample size referred to the guideline commonly used in PLS SEM, namely the minimum sample size of ten times the largest number of indicators used to measure a construct or the largest number of structural paths directed at an endogenous construct. This approach was adopted because the present study estimated a mediation model with several latent variables and indicators, and PLS SEM is known to be suitable for prediction oriented models with relatively limited sample sizes. Since the model comprised 11 indicators, the minimum required sample size was 110 respondents. The final dataset consisted of 127 valid responses, which exceeded the minimum threshold and was therefore considered adequate for estimating the proposed model.

Data were collected through a structured questionnaire using a five point Likert scale ranging from 1 for strongly disagree to 5 for strongly agree. The measurement instrument was developed from established theoretical sources. Work Life Balance was measured based on the framework of Greenhaus, Collins, and Shaw, which emphasizes balance in time, involvement, and satisfaction across work and non work roles. Organizational Commitment was measured using the framework of Meyer & Allen, which captures employees' psychological attachment to the organization. Organizational Citizenship Behavior was measured based on Organ, Podsakoff, and MacKenzie, which conceptualizes extra role behavior through dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

At the initial stage, the questionnaire consisted of 3 items for Work Life Balance, 3 items for Organizational Commitment, and 5 items for Organizational Citizenship Behavior, resulting in a total of 11 measurement items, as reflected in the final measurement model reported in the results section. The items were adopted from the original theoretical sources and adjusted linguistically to fit the employee context of PT Semen Padang without changing the substantive meaning of the constructs [revise to adapted if the authors actually modified wording more substantially]. These wording adjustments were intended to ensure contextual relevance and respondent comprehension in the organizational setting under study. Before the main survey, the questionnaire was reviewed to ensure that the wording of each item was clear, concise, and appropriate for the respondents [only retain this sentence if such a step was actually conducted].

Data analysis was conducted using descriptive statistics and Partial Least Squares Structural Equation Modeling with SmartPLS 4. Descriptive analysis was used to summarize respondent characteristics and describe the general tendency of responses to each research variable. PLS SEM was selected because it is appropriate for analyzing complex relationships among latent variables, including direct and indirect effects, and is particularly useful for prediction-oriented models with mediation structures. The analysis was performed in two stages.

The first stage involved evaluation of the measurement model through outer loadings, Average Variance Extracted, cross loadings, Cronbach’s alpha, and composite reliability to assess validity and reliability. The second stage involved evaluation of the structural model through path coefficients, R square values, and bootstrapping procedures to test the significance of the hypothesized direct and indirect effects among Work Life Balance, Organizational Commitment, and Organizational Citizenship Behavior.

## RESULTS AND DISCUSSION

### Descriptive Statistics

The application of descriptive statistical analysis serves to elucidate the research data acquired from the responses provided by participants to the questionnaire items. The data underwent processing via grouping and tabulation to yield a comprehensive overview of the research findings. A total of 127 employees of PT Semen Padang fulfilled the research criteria. This analysis seeks to delineate the attributes of the research data prior to the execution of subsequent statistical analyses. The calculation of frequency, percentage, and mean values, along with the distribution of respondents' answers for each item in the questionnaire, constitutes the realm of descriptive statistics. In this study, a descriptive analysis was employed to characterize respondents according to gender, age, marital status, education level, and length of employment. Additionally, the analysis examined the distribution of responses concerning the variables of Work-Life Balance, Organizational Commitment, and Organizational Citizenship Behavior (OCB).

### Description of Research Variables

The delineation of research variables seeks to elucidate the status of each variable investigated in this study, specifically Work-Life Balance, Organizational Commitment, and Organizational Citizenship Behavior (OCB). The data were collected from respondents' responses to questionnaire items assessed using a five-point Likert scale, subsequently processed into frequency distributions to analyze respondents' tendencies in their responses to each indicator. The findings indicate that the Organizational Citizenship Behavior (OCB) variable possesses an average value of 3.81, accompanied by a Total Respondent Achievement (TCR) of 76%, categorizing it within the strong range. The variable pertaining to Work-Life Balance exhibits an average value of 3.79, accompanied by a TCR of 76%, which is also classified as strong. The findings suggest that employees of PT Semen Padang typically exhibit a favorable work-life balance, a high level of organizational commitment, and a pronounced inclination to engage in Organizational Citizenship Behavior within the workplace.

### Description of Respondent Characteristics

The total number of respondents was 127. This analysis outlines the frequency of respondents across different demographic variables, including gender, age, marital status, education level, and length of employment.

Table 1. Respondent Characteristics

No.	Characteristics	Frequency	Distribution (%)
1	<b>Gender</b>		
	Male	76	59.80%
	Female	51	40.20%
<b>Total</b>		<b>127</b>	<b>100%</b>
2	<b>Age</b>		
	<20 years	0	0%
	21–30 years	19	15%
	31–40 years	47	37%
	41–50 years	61	48%
>50 years	0	0%	

<b>Total</b>		<b>127</b>	<b>100%</b>
<b>3</b>	<b>Marital Status</b>		
	Married	91	71.70%
	Single	29	22.80%
	Divorced	7	5.50%
<b>Total</b>		<b>127</b>	<b>100%</b>
<b>4</b>	<b>Education Level</b>		
	Senior High School	18	14.20%
	Diploma (D3)	9	7.10%
	Bachelor Degree (S1)	91	71.70%
	Master Degree (S2)	9	7.10%
	Doctoral Degree (S3)	0	0%
<b>Total</b>		<b>127</b>	<b>100%</b>
<b>5</b>	<b>Length of Employment</b>		
	< 2 years	1	0.80%
	2-5 years	18	14.20%
	5-10 years	32	25.20%
	> 10 years	76	59.80%
<b>Total</b>		<b>127</b>	<b>100%</b>

The data presented in Table 1 indicate that 76 participants, representing 59.8% of the sample, were male, whereas 51 respondents, accounting for 40.2%, were female. The demographic characteristics of the respondents in this study were predominantly represented by individuals aged 41 to 50 years, comprising a total of 61 respondents, which accounts for 48% of the sample population. The data regarding marital status indicates that the predominant category among respondents was married, comprising 91 individuals, which accounts for 71.7% of the total. This was followed by 29 respondents classified as single, representing 22.8%, and 7 respondents identified as divorced, making up 5.5% of the sample. The majority of respondents, specifically 91 individuals, representing 71.7% of the sample, possessed a bachelor's degree (S1). Additionally, the characteristics of respondents in relation to their length of employment indicate that the majority of respondents, specifically 76 individuals or 59.8%, had been employed for more than 10 years. This suggests that a significant proportion of respondents possessed considerable work experience within the organization.

### Validity Test

The validity testing undertaken in this study aimed to ascertain the extent to which the measurement indicators accurately reflect the research constructs. The PLS-SEM methodology encompasses validity testing, which includes both convergent validity and discriminant validity assessments. Convergent validity is assessed through the examination of outer loading values and Average Variance Extracted (AVE). An indicator is deemed valid when its outer loading value surpasses 0.7 and the AVE value exceeds 0.5 (Hair et al., 2020). In the interim, discriminant validity is assessed via cross-loading, which involves comparing the correlation of each indicator with its corresponding construct as well as with other constructs.

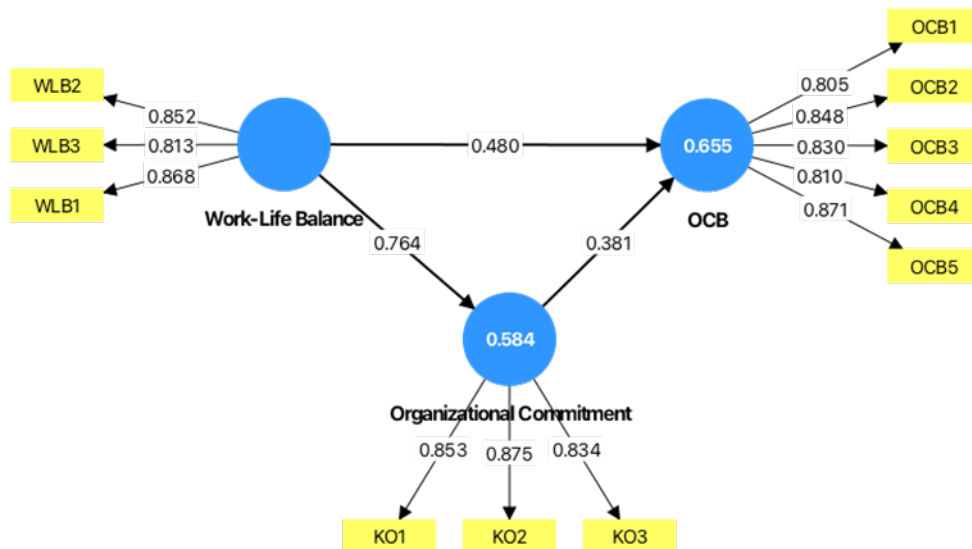


Figure 2. Inner Model

Based on the model above, it can be seen that all indicators used in this study have outer loading values greater than 0.7, indicating that the indicators meet the criteria for convergent validity. The detailed results of the outer loading values for each indicator are presented in the following table.

**Convergent Validity**

This study employed two measurement methods to assess validity: convergent validity and discriminant validity. Hair (2019) posits that the criterion for establishing convergent validity is an outer loading greater than 0.7. This study delineates the relationship between Work-Life Balance, which serves as the independent variable, Organizational Citizenship Behavior (OCB), identified as the dependent variable, and Organizational Commitment, functioning as the mediating variable. The subsequent table presents the outcomes of the convergent validity instrument assessment concerning outer loading:

Table 2. Output Outer Loadings

	Organizational Commitment	OCB	Work-Life Balance
WLB1			0.868
WLB2			0.852
WLB3			0.813
KO1	0.853		
KO2	0.875		
KO3	0.834		
OCB1		0.805	
OCB2		0.848	
OCB3		0.830	
OCB4		0.810	
OCB5		0.871	

Source: Processed Data, 2026

Based on the table above, it can be seen that all instruments for each variable in this study have an outer loading value greater than 0.7.

### **Discriminant Validity**

Discriminant validity pertains to the principle that measurements of distinct constructs ought not to exhibit a high degree of correlation. The assessment of discriminant validity is illustrated through the cross-loading values of the indicators corresponding to each variable, as presented in the subsequent table:

Tabel 3. Output Cross Loading Results

	<b>Work-Life Balance</b>	<b>OCB</b>	<b>Organizational Commitment</b>
WLB1	0.868	0.639	0.635
WLB2	0.852	0.662	0.633
WLB3	0.813	0.651	0.667
OCB1	0.647	0.805	0.565
OCB2	0.604	0.848	0.613
OCB3	0.656	0.830	0.657
OCB4	0.600	0.810	0.585
OCB5	0.698	0.871	0.684
KO1	0.612	0.643	0.853
KO2	0.657	0.631	0.875
KO3	0.687	0.641	0.834

Source: Processed Data, 2026

The table above shows that each indicator has the highest loading on its respective construct compared to other constructs. This indicates that the measurement model satisfies the discriminant validity criteria.

### **Average Variance Extracted (AVE)**

The AVE value is used to evaluate the convergent validity of each construct. AVE indicates the amount of variance captured by a construct in relation to the variance due to measurement error.

Table 4. Average Variance Extracted (AVE)

	<b>Average Variance Extracted (AVE)</b>
Work-Life Balance	0.714
OCB	0.694
Organizational Commitment	0.730

Source: Processed Data, 2026

Based on the table above, it can be concluded that each construct has a validity value above 0.5. Therefore, it can be concluded that each variable has a good or acceptable level of validity.

### **Reliability Test**

Reliability measurements were conducted by examining the output values of Cronbach's alpha and composite reliability. The following are the results of reliability testing for each latent variable using SmartPLS software..

Table 5. Cronbach's Output and Composite Reliability

	<b>Cronbach's alpha</b>	<b>Composite reliability (rho_c)</b>
Work-Life Balance	0.799	0.882
OCB	0.890	0.919
Organizational Commitment	0.815	0.890

Source: Processed Data, 2026

Table 5 shows that the variables Work-Life Balance, Organizational Citizenship Behavior (OCB), and Organizational Commitment have good reliability values, or are able to measure their constructs effectively. A variable is considered to have good reliability if its Cronbach's Alpha value is >0.60 and Composite Reliability value is >0.70.

### Structural Model

#### R Square

R square is a number ranging from 0 to 1 that indicates how much a combination of exogenous variables influences the value of the endogenous variable. The closer the number is to one, the better the regression model.

Tabel 6. Output R-square

	<b>R-square</b>	<b>R-square adjusted</b>
Organizational Commitment	0.584	0.581
OCB	0.655	0.649

Source: Processed Data, 2026

Joseph F. Hair Jr. et al. (2022) indicate that within the context of Partial Least Squares Structural Equation Modeling analysis, the R-square value can be classified as follows: 0.75 is considered strong, 0.50 is regarded as moderate, and 0.25 is identified as weak. Table 6 indicates that the R-square value for the Organizational Commitment variable is 0.584. This suggests that 58.4% of the variance in the Organizational Commitment variable can be accounted for by Work-Life Balance, whereas the remaining 41.6% is attributed to other factors not included in this research model. According to the criteria established by Hair et al., this value is classified within the moderate category, suggesting that the model possesses a reasonably effective capacity to elucidate the Organizational Commitment variable. Additionally, the R-square value for the Organizational Citizenship Behavior (OCB) variable is 0.655. This suggests that 65.5% of the variance in the OCB variable can be accounted for by Work-Life Balance and Organizational Commitment, whereas the remaining 34.5% is attributable to other factors not included in this research model. According to the criteria established by Hair et al., this value falls within the moderate category, suggesting that the research model possesses a reasonably effective capacity to elucidate the OCB variable.

### Hypothesis Testing

The present study employed hypothesis testing to ascertain the influence of independent variables on dependent variables, encompassing both direct and indirect effects. The analysis was conducted utilizing the bootstrapping method within the SmartPLS software environment. A hypothesis is deemed statistically significant when the T-statistic value surpasses 1.96 and the P-value falls below 0.05.

#### Direct Effect Hypothesis Testing

The objective of direct hypothesis testing is to ascertain the degree to which independent variables exert a direct influence on dependent variables, excluding the involvement of mediating variables. The outcomes of this assessment can be discerned from the path coefficient values produced by SmartPLS. A greater path coefficient signifies a more robust relationship between variables.

Table 7. Output Path Coefficient (Direct Hypothesis)

	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>

WLB → OCB	0.480	0.482	0.086	5.562	0.000
WLB → KO	0.764	0.766	0.043	17.784	0.000
KO → OCB	0.381	0.378	0.085	4.468	0.000

Source: Processed Data, 2026

Based on the table above, all direct relationships between variables show T-statistic values greater than 1.96 and P-values less than 0.05, indicating that the proposed hypotheses are statistically significant.

#### The Effect of Work-Life Balance on Organizational Citizenship Behavior

The findings from the hypothesis testing indicate that Work-Life Balance exerts a positive and statistically significant influence on Organizational Citizenship Behavior (OCB). The findings are evidenced by a path coefficient value of 0.480, a T-statistic value of 5.562, and a P-value of 0.000. Given that the T-statistic exceeds 1.96 and the P-value is below 0.05, the initial hypothesis (H1) is accepted. The findings suggest that an improved work-life balance enhances employees' propensity to demonstrate Organizational Citizenship Behavior within the workplace.

#### The Effect of Work-Life Balance on Organizational Commitment

The findings further indicate that Work-Life Balance exerts a positive and significant influence on Organizational Commitment. The findings are evidenced by a path coefficient value of 0.764, a T-statistic value of 17.784, and a P-value of 0.000. Given that the T-statistic surpasses 1.96 and the P-value is below 0.05, the second hypothesis (H2) is accepted. This finding suggests that a more favorable perception of work-life balance among employees correlates with an elevated level of commitment to the organization.

#### The Effect of Organizational Commitment on Organizational Citizenship Behavior

The findings additionally suggest that Organizational Commitment exerts a positive and significant influence on Organizational Citizenship Behavior (OCB). The analysis reveals a path coefficient value of 0.381, a T-statistic value of 4.468, and a P-value of 0.000. Given that the T-statistic exceeds 1.96 and the P-value is below 0.05, the third hypothesis (H3) is accepted. This finding suggests that employees exhibiting elevated levels of organizational commitment are likely to display more pronounced Organizational Citizenship Behavior.

#### *Indirect Effect Hypothesis Testing*

Indirect hypothesis testing was conducted to determine whether Organizational Commitment acts as a mediating variable in the relationship between Work-Life Balance and Organizational Citizenship Behavior.

Table 8. Output Indirect Effects (Indirect Hypothesis)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
WLB → KO → OCB	0.291	0.289	0.065	4.475	0

Source: Processed Data, 2026

The findings from the indirect effect analysis indicate a path coefficient value of 0.291, accompanied by a T-statistic value of 4.475 and a P-value of 0.000. Given that the T-statistic exceeds 1.96 and the P-value is below 0.05, the fourth hypothesis (H4) is accepted. The findings suggest that Organizational Commitment serves as a significant mediator in the relationship between Work-Life Balance and Organizational Citizenship Behavior. This finding indicates that an improved work-life balance among employees correlates with an increase in their

organizational commitment, subsequently fostering enhanced Organizational Citizenship Behavior within the organization.

## **Discussion**

The descriptive findings indicate that Work Life Balance, Organizational Commitment, and Organizational Citizenship Behavior were all perceived at relatively strong levels among employees of PT Semen Padang. This pattern suggests that the respondents generally viewed their work environment as one in which personal and professional roles could be managed in a reasonably balanced manner, while at the same time maintaining a substantial degree of attachment to the organization and a willingness to engage in behaviors beyond formal job requirements. These descriptive results are important because they provide the background for understanding why the structural relationships among the variables emerge significantly in the model. In other words, the employees were not responding from a context of severe imbalance or weak attachment, but from an organizational setting in which these three constructs were already present at meaningful levels.

The respondent profile also helps contextualize the findings. Most respondents were aged between 41 and 50 years, were married, and had worked for the company for more than ten years. These characteristics suggest a relatively mature and experienced workforce whose members are likely to face continuing responsibilities both in the workplace and in their personal lives. For employees in such circumstances, Work Life Balance is not merely a matter of convenience, but an important condition that affects how they experience their relationship with the organization. Likewise, a workforce with long tenure may be more likely to develop stronger emotional attachment and a deeper sense of reciprocal obligation toward the organization, which in turn can encourage Organizational Citizenship Behavior. Therefore, the respondent characteristics do not merely describe the sample, but also help explain why balance, commitment, and extra role behavior are meaningfully connected in this study.

The structural model shows that Work Life Balance has a positive and significant effect on Organizational Citizenship Behavior. This finding indicates that employees who perceive a better balance between work demands and personal life are more likely to display voluntary behaviors that support the effectiveness of the organization, such as helping colleagues, maintaining harmonious workplace relationships, and contributing beyond formal responsibilities. This result should not be interpreted only as a statistical association. Substantively, it suggests that when employees feel that work does not excessively disrupt their non work roles, they are more willing to invest additional energy, goodwill, and cooperative behavior in the organization. In the context of PT Semen Padang, this means that the quality of employees' role balance may shape not only their personal well being but also the social functioning of the workplace.

This finding is consistent with Social Exchange Theory, which proposes that individuals tend to reciprocate favorable treatment with positive attitudes and behaviors. When employees experience conditions that allow them to manage their work and personal responsibilities more effectively, they may interpret this as a form of organizational support or fairness. That perception can encourage them to respond with constructive discretionary behavior that benefits the organization. In this sense, Organizational Citizenship Behavior can be understood as a reciprocal response to a work environment that respects employees' broader life responsibilities. The result also supports previous studies which found that Work Life Balance contributes positively to extra role behavior, but the present study adds contextual evidence from a large industrial organization in Indonesia, where the demands of work structure and long-term employment can make balance especially relevant to employee behavior.

The results further show that Work Life Balance has a positive and significant effect on Organizational Commitment (Oyewobi et al., 2019; Shabir & Gani, 2020; Aisyah et al., 2021). This is one of the strongest relationships in the model, indicating that employees who experience

greater balance between work and personal life tend to develop stronger attachment to the organization. This relationship is meaningful because it suggests that organizational commitment is not formed only through salary, job security, or formal organizational policies, but also through employees' everyday experience of whether the organization enables a sustainable integration between professional and personal roles. In practical terms, employees are more likely to remain loyal and psychologically connected to an organization when they perceive that it does not impose work demands in a way that undermines their broader life well being.

From a theoretical standpoint, this finding also aligns closely with Social Exchange Theory. A work environment that supports Work Life Balance may be interpreted by employees as evidence that the organization values them not merely as labor inputs, but as individuals with legitimate personal and family responsibilities (Berg et al., 2003; Kelliher et al., 2019). Such treatment can strengthen emotional attachment, moral obligation, and a sense of belonging, all of which are central elements of Organizational Commitment. This result is also in line with prior studies reporting that better Work Life Balance is associated with stronger organizational commitment. However, the present finding is particularly important because it suggests that in the PT Semen Padang context, balance is not a peripheral human resource issue, but a meaningful determinant of employees' bond with the organization.

The analysis also demonstrates that Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior. This indicates that employees who feel more emotionally attached and loyal to the organization are more likely to engage in voluntary behaviors that exceed formal job requirements. This result reinforces the view that Organizational Citizenship Behavior is not only a function of immediate work conditions, but also a reflection of the deeper psychological relationship between employees and the organization. Employees who identify with organizational goals and feel committed to organizational continuity are more likely to act in ways that preserve cooperation, support colleagues, and enhance collective functioning even when such actions are not formally required or explicitly rewarded.

This finding strengthens the internal logic of the model because it shows that commitment functions as a meaningful behavioral channel between employee perceptions and extra role conduct. It also supports earlier research which found that employees with stronger organizational commitment tend to demonstrate higher Organizational Citizenship Behavior. Yet the significance of this result lies not merely in confirming prior studies, but in showing that the PT Semen Padang workforce appears to translate psychological attachment into socially productive behavior. In other words, commitment in this setting is not passive loyalty alone, but is expressed through actions that support organizational effectiveness.

The mediation analysis provides one of the most important findings of the study. Organizational Commitment significantly mediates the relationship between Work Life Balance and Organizational Citizenship Behavior (Shakir & Siddiqui, 2018). However, the interpretation of this result must be made more precise. Since the direct effect of Work Life Balance on Organizational Citizenship Behavior remains significant even after Organizational Commitment is included in the model, and the indirect effect through Organizational Commitment is also significant, the form of mediation identified in this study is partial mediation rather than full mediation. This means that Work Life Balance influences Organizational Citizenship Behavior in two ways. First, it has a direct effect, suggesting that balanced employees are more likely to engage in positive extra role behavior on their own. Second, it has an indirect effect through Organizational Commitment, meaning that part of the influence of balance operates by strengthening employees' attachment to the organization, which then encourages Organizational Citizenship Behavior.

This distinction is important because it deepens the interpretation of the model. If the result were described only as mediation, the discussion would miss the fact that Organizational

Commitment explains only part, not all, of the mechanism linking Work Life Balance to Organizational Citizenship Behavior. The continued significance of the direct path suggests that employees may respond to a balanced work environment not only by becoming more committed, but also by directly exhibiting more cooperative, responsible, and constructive workplace behavior. Thus, Organizational Commitment is an important explanatory mechanism, but it is not the only pathway through which Work Life Balance shapes Organizational Citizenship Behavior.

Taken conceptually, this partial mediation result offers a stronger contribution to the study's theoretical framework. It suggests that Social Exchange Theory operates at more than one level. On one level, employees may reciprocate favorable work conditions directly through positive discretionary behavior. On another level, those favorable conditions may first strengthen their psychological attachment to the organization, which then encourages such behavior (Richards & Schat, 2011; Avey et al., 2008). Therefore, the findings support a more layered understanding of reciprocity in organizational life. Employees do not merely react behaviorally in an immediate sense, but also develop attitudinal bonds that further reinforce constructive conduct. This makes the mediation result more theoretically meaningful than a simple statement that one variable mediates another.

## CONCLUSION

The PLS-SEM analysis conducted on a sample of 127 employees at PT Semen Padang indicates that Work-Life Balance exerts a positive and statistically significant influence on Organizational Citizenship Behavior, with a coefficient of  $\beta = 0.480$ , a t-value of 5.562, and a p-value of less than 0.001. This finding suggests that employees who successfully achieve a balance between their professional obligations and personal lives are more likely to exhibit elevated levels of voluntary behaviors that enhance organizational effectiveness. Such behaviors include assisting colleagues, fostering harmonious working relationships, and contributing beyond the confines of formal job responsibilities. Moreover, Work-Life Balance exerts a substantial impact on Organizational Commitment ( $\beta = 0.764$ ;  $t = 17.784$ ;  $p < 0.001$ ). This indicates that employees who achieve a more favorable equilibrium between their professional and personal lives cultivate a heightened emotional attachment and loyalty to the organization. Furthermore, Organizational Commitment demonstrates a positive and significant influence on Organizational Citizenship Behavior ( $\beta = 0.381$ ;  $t = 4.468$ ;  $p < 0.001$ ), suggesting that employees exhibiting higher levels of commitment are more inclined to participate in extra-role behaviors that are advantageous to the organization. Organizational Commitment serves as a significant mediator in the relationship between Work-Life Balance and Organizational Citizenship Behavior, as evidenced by an indirect effect of  $\beta = 0.291$ ,  $t = 4.475$ , and  $p < 0.001$ . The findings suggest that Work-Life Balance not only has a direct positive impact on Organizational Citizenship Behavior but also exerts an indirect influence by reinforcing employees' Organizational Commitment. Consequently, initiatives aimed at enhancing employees' work-life balance, including the establishment of supportive working conditions, the maintenance of balanced workloads, and the provision of organizational support for employee well-being, have the potential to elevate organizational commitment and, in turn, foster a more robust expression of Organizational Citizenship Behavior among employees at PT Semen Padang.

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