



THE EFFECT OF WORK-LIFE BALANCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATING ROLES OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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Abstract

This study aims to analyze the influence of work-life balance on organizational citizenship behavior, using job satisfaction and organizational commitment as mediators, focusing on the non-medical staff of the Permata Medika General Hospital in Kebumen. This study employs a quantitative method where information was gathered through a survey given to staff members, and the data was examined with SmartPLS 4 software using the Partial Least Squares Structural Equation Modeling (SEM-PLS) approach. The findings show that work-life balance has a positive affect on organizational citizenship behavior. In addition, it was found that work-life balance improves organizational commitment and job satisfaction. On the other hand, organizational citizenship behavior is positively influenced by job satisfaction and organizational commitment. Another discovery demonstrates that job satisfaction and organizational commitment serve as mediators in the connection between work-life balance and organizational citizenship behavior. The results suggest that establishing an ideal work-life balance enhances job satisfaction, bolsters organizational engagement, and fosters organizational citizenship among employees.

Keywords: Job Satisfaction, Organizational Citizenship Behavior, Organizational Commitment, Work-Life Balance



INTRODUCTION

Human resources (HR) are important assets in an organization, given that organizational success primarily depends on employee performance. Supriyadi et al. (2020), as cited in Pahira and Rinaldy (2023), stated that human resources quality should be continuously strengthened to enable organizations to become more competitive and respond effectively to external challenges in order to ensure their sustainability and long-term survival. High-quality and competitive human resources can enhance both employee productivity and the organization's competitiveness in facing business challenges. Effective human resource management involves not only recruitment and training but also career development, employee well-being, and the establishment of a work environment that fosters support. One organizational behavior within human resource management that can improve institutional effectiveness is Organizational Citizenship Behavior (OCB).

Within the non-medical personnel at Permata Medika General Hospital, Kebumen, several phenomena related to Organizational Citizenship Behavior (OCB) are still observed. Despite the fact that working hours have been modified to comply with relevant labor regulations, overtime continues to happen, particularly when the number of patients increases or when employees are absent for certain reasons. This situation reduces the time employees have to spend with their families or attend to their personal needs.

In addition, some employees are still reluctant to help their coworkers, particularly when they feel that they have little or no personal closeness with them. This indicates that organizational citizenship behavior (OCB) has not been consistently demonstrated among employees. Another observed phenomenon is job dissatisfaction among contract employees due to differences in the compensation scheme compared with permanent employees, particularly regarding the provision of certain benefits. Furthermore, some employees also exhibit low organizational commitment, as they tend to fulfill only their formal job responsibilities without a robust feeling of membership in the organization.

Based on these phenomena, this research is intended to analyze the impact of WLB toward OCB, using job satisfaction and organizational commitment as mediators among non-medical staff working at Permata Medika General Hospital, Kebumen.

LITERATURE REVIEW

Organizational Citizenship Behavior

Organ (1997), as cited in Titisari (2022), defines Organizational Citizenship Behavior as voluntary behaviors by individuals which, while not being formally



acknowledged or rewarded, aid in the organization's effective operation. OCB consists of five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Work-Life Balance

McDonald and Bradley (2005), as cited in Wakhudin et al. (2020), defined WLB as a degree at which people feel equally satisfied while engaged in their work roles and in other aspects of their lives outside of work. The indicators used to measure WLB include time balance, commitment balance, and satisfaction balance between professional and personal life.

Job Satisfaction

Luthans et al. (2021) define a favorable emotional state derived from a person's appraisal of their job duties and work-related experiences is referred to as job satisfaction. The indicators commonly employed to evaluate job satisfaction comprises the work itself, pay, promotion opportunities, supervision, and coworkers.

Organizational Commitment

According to Mayer and Allen (1997), as cited in Yusuf and Syarif (2017), organizational commitment represent a psychological concept which characterizes an association linking an organization's members with their organization itself, and influences an individual's decision to maintain their member in the organization. As stated by Mayer and Allen (1993), as cited in Yusuf and Syarif (2017), organizational commitment comprises affective commitment, continuance commitment, and normative commitment.

Relationship Between Variables

Hasibuan et al. (2025), state that individuals who manage to achieve a harmonious integration of their professional and personal domains are more likely demonstrate positive and supportive organizational citizenship behavior. Employees tend to be more willing to voluntarily help their coworkers, demonstrate loyalty to the company and go above and their official duties when they successfully control the demands of both their professional and personal domains. This finding may be explained by Social Exchange Theory, it suggests that work relationships depend on reciprocal exchanges. Employees develop a sense of moral and emotional commitment to reciprocate by positive actions, for example, organizational citizenship behavior (OCB), when the organization meets their needs.

A crucial factor affecting job satisfaction is work-life balance. As stated by Tampubolon and Hafni (2022), the achievement of job satisfaction can be aided through work-life balance. Shabrina and Ratnaningsih (2019) further explained that



when employees experience difficulties in balancing their work and personal domains, such conditions may generate conflict that negatively influences job satisfaction. As a result, employees may find it difficult to concentrate on their work, leading to suboptimal performance and ultimately receiving reprimands from supervisors, which can disrupt their comfort and satisfaction at work.

According to George and Jones (2012), as cited in Hidayah et al. (2025), job satisfaction has an important influence on understanding and managing employee behaviors such as organizational citizenship behavior. Robbins and Judge (2017), as cited in Hidayah et al. (2025), job satisfaction is connected to organizational citizenship behavior, in which employees experiencing greater job satisfaction tend to be increasingly willing to exhibit such behavior.

Employees' willingness to remain with and stay committed to an organization can be shaped by a good work-life balance (Novitasari and Dessyarti, 2022). Employees capable of balancing their personal lives with their work responsibilities feel more attached to their jobs and the organization. This makes employees feel more comfortable and reduces their aim to exit the organization. The greater the degree of WLB achieved, the greater the degree of organizational commitment, and the other way around (Rini & Indrawati, 2019).

According to Luthans (2006), as cited in Wicaksono and Masykur (2018), organizational commitment is one of the performance indicators that promotes the development of organizational citizenship behavior. Workers with an elevated degree of organizational commitment generally have a stronger commitment to their work, a greater willingness to assist others, and are more likely to collaborate with coworkers, all of which are considered dimensions of organizational citizenship behavior (Elatotagam, 2017).

Yu et al. (2018) argue that companies should place greater emphasis on employee job satisfaction, as this is not merely a reflection of WLB and is also associated with OCB. A study conducted by Erdianza et al. (2020) also demonstrated a considerable mediating affect role of job satisfaction, which indicates the association between WLB and OCB. If workers are able to manage their work responsibilities, time, and personal lives, they are more likely to encounter job satisfaction, thereby encouraging OCB.

According to a study carried out by Choi and Lee (2020), as cited in Saputri et al. (2023), when employees can achieve a healthy balance between their professional and personal demands, they often demonstrate greater degrees of organizational commitment, which encourages them to exhibit OCB.

RESEARCH METHOD

A quantitative research approach is employed in this study. According to Sugiyono (2013), this study can be classified as quantitative research because it



investigates a defined population or sample, gathers data through research tools in this case, questionnaires and performs statistical or quantitative data analysis aimed at testing predetermined hypotheses. This study also applies a survey research design. Survey research is used to identify and examine data from a sample drawn from a population, with the goal of determining relative frequencies, distributions, and the relationships among variables (Kurniawan and Puspitaningtyas, 2016).

The research took place at Permata Medika General Hospital, Kebumen, located at Jl. Indrakila No. 17, Kebumen, Central Java, Indonesia. The research was carried out from March 2025 until completion. The study's population comprised all non-medical staff at Permata Medika General Hospital, Kebumen, including both contract and non-contract employees, totaling 149 individuals. This study used a saturated sampling method as its sampling method, where every members of the population were included the sample (Sugiyono, 2013). Therefore, the 149 respondents comprised the entire sample for this study.

Data were gathered using a questionnaire Likert scale with a five-point response options, namely Strongly Disagree with a score of 1, Disagree with a score of 2, Somewhat Agree with a score of 3, Agree with a score of 4, and Strongly Agree with a score of 5. The research instrument was pre-tested and met the requirements of validity and reliability prior to being used in the present study.

The current study employs Partial Least Squares (PLS) analytical approach. Jogiyanto (2011), as cited in Hamid and Anwar (2019), PLS (Partial Least Squares) represents a multivariate analytical technique employed to examine the interrelationships among several endogenous and several independent factors. Data processing was conducted using SmartPLS 4 through the assessment of the measurement (outer) model, which includes tests of convergent validity, discriminant validity, and construct reliability, as well as evaluating the inner model with R-square values, analysis of path coefficients, and hypothesis testing using bootstrapping.

RESULTS AND DISCUSSION

Company Overview

General Hospital Permata Medika Kebumen is a private general hospital located in Kebumen Regency, Central Java, Indonesia. The hospital is situated at Jl. Indrakila No. 17, Kebumen, Central Java. It provides an extensive array of healthcare services for the community, including outpatient care, inpatient care, and 24-hour emergency services for patients requiring immediate medical attention. In addition, Permata Medika General Hospital offers various supporting medical services, such as laboratory, radiology, pharmacy, physiotherapy, and 24-hour ambulance services, as well as a range of specialist outpatient clinics and other



facilities that support the delivery of comprehensive healthcare services to the community.

Respondent Characteristics

The analysis of characteristics in this study aims to give an outline of the profiles of the respondents who were the subjects of the study. All 149 non-medical staff members at Permata Medika General Hospital in Kebumen participated in the study, including both contract and permanent employees. Respondents characteristics were grouped in this study based on gender, age, marital status, whether they have children, highest level of education, length of service, and employment status.

Table 1
Characteristics of Respondents

Characteristic	Category	Frequency	Percentage
Gender	Male	80	54%
	Female	69	46%
	Total	149	100%
Age	<25 Years	60	40%
	25-30 Years	18	12%
	30-35 Years	51	34%
	35-40 Years	16	11%
	>40 Years	4	3%
	Total	149	100%
Marital Status	Married	47	32%
	Single	102	68%
	Total	149	100%
Parental Status	Has Children	42	28%
	No Children	107	72%
	Total	149	100%
Highest Educational Attainment	Senior High School/ Vocational High School	54	36%
	D1-D3	14	9%
	S1	78	52%
	S2	2	1%
	S3	1	1%
	Total	149	100%
Length of Employment	<1 Year	54	36%
	1-3 Years	42	28%
	3-5 Years	3	2%
	>5 Years	50	34%



	Total	149	100%
Employment Status	Permanent Employee	45	30%
	Contract Employee	104	70%
	Total	149	100%

Source: Processed Primary Data, 2026.

Assessment of the Measurement Model (Outer Model)

Model I

The Effect of Work-Life Balance on Organizational Citizenship Behavior: The Mediating Role of Job Satisfaction

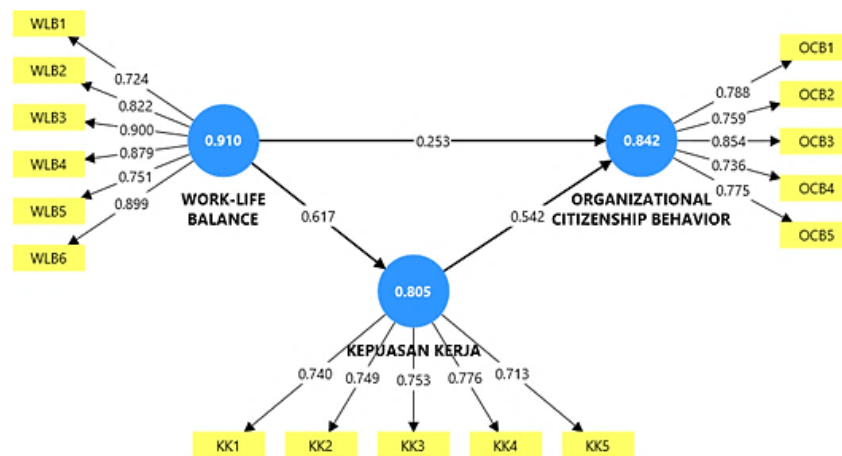


Figure 1

Measurement Model (Outer Model) Model I

Source: SmartPLS 4.0 Output, 2026.

Convergent Validity

A commonly accepted general principle for evaluating convergent validity is that the factor loading should go beyond 0.70 for confirmatory research, they range from 0.60 and 0.70 in the context of exploratory research (Hamid and Anwar, 2019). An indicator can be considered valid when its factor loading reaches 0.70 or higher. However, in exploratory research, a factor loading of 0.60 or above is generally considered acceptable. Indicators with factor loadings below these thresholds should be removed from the measurement model. A construct is considered valid when its AVE (Average Variance Extracted) value exceeds 0.50 (Hamid and Anwar, 2019).

Table 2
Convergent Validity Test (Outer Loadings) Results – Model I

Indicator	Job Satisfaction (M1)	OCB (Y)	Work-Life Balance (X)	Remarks
KK1	0.740			Valid
KK2	0.749			Valid



KK3	0.753		Valid
KK4	0.776		Valid
KK5	0.713		Valid
OCB1		0.788	Valid
OCB2		0.759	Valid
OCB3		0.854	Valid
OCB4		0.736	Valid
OCB5		0.775	Valid
WLB1		0.724	Valid
WLB2		0.822	Valid
WLB3		0.900	Valid
WLB4		0.879	Valid
WLB5		0.751	Valid
WLB6		0.899	Valid

Source: SmartPLS 4.0 Output, 2026.

The convergent validity test assessment results in Table 2, all indicators of work-life balance (X), job satisfaction (M1), and organizational citizenship behavior (Y) has outer loadings scores greater than 0.70, with value ranging from 0.713-0.900. Therefore, all indicators in this table are considered valid and can be used, as they have met the requirements for convergent validity.

Table 3

AVE (Average Variance Extracted) Results – Model I

Variable	AVE (Average Variance Extracted)	Remarks
Job Satisfaction (M1)	0.558	Valid
Organizational Citizenship Behavior (Y)	0.614	Valid
Work-Life Balance (X)	0.692	Valid

Source: SmartPLS 4.0 Output, 2026.

The results of the AVE results presented in Table 3, reveal that every constructs obtained AVE scores surpassing the recommended minimum criterion of 0.50, signifying they are valid. The work-life balance construct (X) has the greatest AVE value of 0.692, followed by organizational citizenship behavior (Y) with an AVE of 0.614, and job satisfaction (M1) with 0.558. Therefore, every constructs in the model fulfills the convergent validity criterion.

Discriminant Validity

An indicator or statement is considered valid in relation to its corresponding construct (cross-loading value) exceeds its correlation with the remaining constructs. In addition, the value for each variable should be greater than 0.70 (Hamid and Anwar, 2019).



Table 4
Discriminant Validity Results (Cross Loadings) – Model I

Indicator	Job Satisfaction (M1)	OCB (Y)	Work-Life Balance (X)	Remarks
KK1	0.740	0.676	0.620	Valid
KK2	0.749	0.407	0.277	Valid
KK3	0.753	0.508	0.320	Valid
KK4	0.776	0.487	0.352	Valid
KK5	0.713	0.434	0.584	Valid
OCB1	0.600	0.788	0.506	Valid
OCB2	0.504	0.759	0.391	Valid
OCB3	0.490	0.854	0.534	Valid
OCB4	0.568	0.736	0.415	Valid
OCB5	0.559	0.775	0.444	Valid
WLB1	0.431	0.337	0.724	Valid
WLB2	0.493	0.434	0.822	Valid
WLB3	0.626	0.538	0.900	Valid
WLB4	0.524	0.589	0.879	Valid
WLB5	0.454	0.378	0.751	Valid
WLB6	0.527	0.596	0.899	Valid

Source: SmartPLS 4.0 Output, 2026.

The cross-loading values for job satisfaction (M1), organizational citizenship behavior (Y), and work-life balance (X) show that each indicator (instrument) and its corresponding construct (variable) exceeds its correlation with that indicator and the other constructs. These outcomes of the convergent and discriminant validity tests indicate that this model is appropriate, with each indicator deemed valid. This suggests that the model used is appropriate and capable of effectively distinguishing between various constructs. Thus, the findings indicate that the research measurement instrument employed in this study demonstrated validity.

Reliability Assessment

Measuring construct reliability can be achieved in two manners, specifically through the analysis of Cronbach's Alpha and Composite Reliability. Both methods are used to demonstrate the accuracy, consistency, and precision of the instrument in measuring the construct (Ghozali and Latan, 2015) as cited in (Hamid and Anwar, 2019). Hair et al. (2021) state that "reliability values between 0.70 and 0.90 range from satisfactory to good." A composite reliability score exceeding 0.70 is considered reliable (Wibowo, 2024).

Table 5
Construct Reliability Results
(Cronbach's Alpha and Composite Reliability) – Model I

Variable	Cronbach's Alpha	Composite Reliability	Remarks
Job Satisfaction (M1)	0.805	0.863	Reliable
Organizational Citizenship Behavior (Y)	0.842	0.888	Reliable
Work-Life Balance (X)	0.910	0.931	Reliable

Source: SmartPLS 4.0 Output, 2026.

According to the findings shown in Table 5, every the model's variables has a Cronbach's Alpha coefficients surpassing the acceptable cutoff set at 0.70, with a range of 0.805 to 0.910. In addition, the Composite Reliability test results also show values greater than the minimum criterion of 0.70, ranging from 0.863 to 0.931. Therefore, all constructs within the model fulfill the standards for composite reliability, making them appropriate for subsequent analysis.

Model II

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

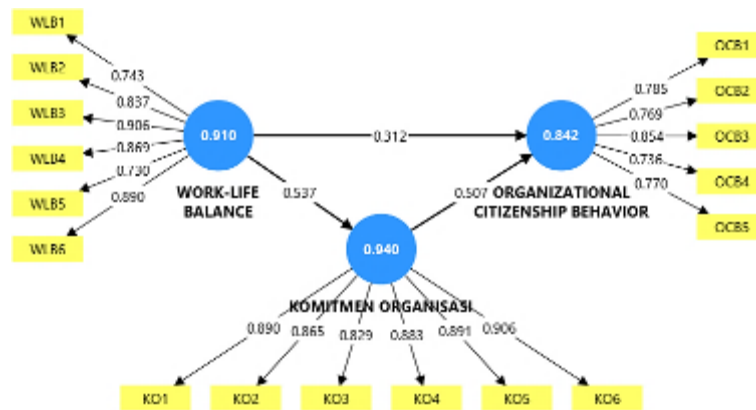


Figure 2

Measurement Model (Outer Model) Model II

Source: SmartPLS 4.0 Output, 2026.

Convergent Validity

Table 6
Results of Convergent Validity Test (Outer Loadings) – Model II

Indicator	Organizational Commitment (M2)	OCB (Y)	Work-Life Balance (X)	Remarks
KO1	0.890			Valid
KO2	0.865			Valid



KO3	0.829		Valid
KO4	0.883		Valid
KO5	0.891		Valid
KO6	0.906		Valid
OCB1		0.785	Valid
OCB2		0.769	Valid
OCB3		0.854	Valid
OCB4		0.736	Valid
OCB5		0.770	Valid
WLB1		0.743	Valid
WLB2		0.837	Valid
WLB3		0.906	Valid
WLB4		0.869	Valid
WLB5		0.730	Valid
WLB6		0.890	Valid

Source: SmartPLS 4.0 Output, 2026.

From the convergent validity results shown in Table 6, all indicators of work-life balance (X), organizational commitment (M2), and organizational citizenship behavior (Y) possess outer loadings coefficients spanning 0.730-0.906, all above the 0.70 criterion. Therefore, all indicators in this table are considered valid and can be used, as they have met the convergent validity criteria.

Table 7
Average Variance Extracted (AVE) Results – Model I

Variable	Average Variance Extracted (AVE)	Remarks
Organizational Commitment (M2)	0.770	Valid
Organizational Citizenship Behavior (Y)	0.614	Valid
Work-Life Balance (X)	0.692	Valid

Source: SmartPLS 4.0 Output, 2026.

From the AVE results in Table 7, the AVE values of all constructs the recommended threshold of 0.50, indicating that they are valid. The organizational commitment (M2) recorded an AVE of 0.770, while organizational citizenship behavior (Y) yielded an AVE of 0.614, and work-life balance (X) with 0.692. Therefore, all constructs included in the model fulfills this criterion for establishing convergent validity.



Discriminant Validity

Table 8
Discriminant Validity Results (Cross Loadings) – Model I

Indicator	Organizational Commitment (M2)	OCB (Y)	Work-Life Balance (X)	Remarks
KO1	0.890	0.590	0.548	Valid
KO2	0.865	0.665	0.552	Valid
KO3	0.829	0.557	0.413	Valid
KO4	0.883	0.558	0.402	Valid
KO5	0.891	0.565	0.439	Valid
KO6	0.906	0.598	0.442	Valid
OCB1	0.551	0.785	0.508	Valid
OCB2	0.554	0.769	0.393	Valid
OCB3	0.459	0.854	0.530	Valid
OCB4	0.553	0.736	0.409	Valid
OCB5	0.518	0.770	0.443	Valid
WLB1	0.461	0.336	0.743	Valid
WLB2	0.541	0.432	0.837	Valid
WLB3	0.557	0.537	0.906	Valid
WLB4	0.412	0.588	0.869	Valid
WLB5	0.245	0.375	0.730	Valid
WLB6	0.409	0.596	0.890	Valid

Source: SmartPLS 4.0 Output, 2026.

The cross-loading values for organizational commitment (M2), organizational citizenship behavior (Y), and work-life balance (X) demonstrate that the association between each indicator and its corresponding construct exceeds the correlation between that indicator with the remaining constructs. Evidence from the convergent and discriminant validity analyses consistently indicated that every indicators satisfied the validity requireents. This finding that the model exhibits an adequate fit and can clearly differentiate among the evaluated constructs. Therefore, it can be concluded that the measurement instrument applied in this present study is valid.

Reliability Assessment

Table 9
Construct Reliability Results
(Cronbach's Alpha and Composite Reliability) – Model II

Variable	Cronbach's Alpha	Composite Reliability	Remarks
Organizational Commitment (M2)	0.940	0.953	Reliable



Variable	Cronbach's Alpha	Composite Reliability	Remarks
Organizational Citizenship Behavior (Y)	0.842	0.888	Reliable
Work-Life Balance (X)	0.910	0.931	Reliable

Source: SmartPLS 4.0 Output, 2026.

According to the findings shown in Table 9, every variables in the model has a Cronbach's Alpha coefficients surpassing the suggested benchmark of 0.70, with a range of 0.842 to 0.940. In addition, the Composite Reliability test results also show values exceeding the recommended benchmark, ranging from 0.888 to 0.953. Therefore, all constructs in the model fulfill the criteria for composite reliability and can be used for further analysis.

Structural Model Evaluation (Inner Model)

The evaluation of the structural (inner) model in SEM-PLS is assessed based on criteria involving R-square coefficients and significance measures (Hamid and Anwar, 2019). R-Square values of 0.75 indicate substantial model quality, whereas 0.50 reflects a model with moderate explanatory power, while 0.25 indicate a low explanatory model (Ghozali & Latan, 2015) as cited in (Hamid and Anwar, 2019).

Table 10
R-Square (R²) Results – Model I

Dependent Variable	R-square	R-square Adjusted
Job Satisfaction (M1)	0.385	0.381
Organizational Citizenship Behavior (Y)	0.473	0.466

Source: SmartPLS 4.0 Output, 2026.

According to the R² results in Table 10, the value of R² for the job satisfaction variable is 0.385. This indicates that 38.5% of the variance in job satisfaction can be explained by WLB, while the remaining 61.5% is attributed to factors not accounted for within the study model. Meanwhile, the R² result for organizational citizenship behavior reaches 0.473. This result demonstrates that WLB and job satisfaction constructs collectively account for 47.3% of the observed variance in organizational citizenship behavior, with the other 52.7% accounted for by variables not included within the research model.

Table 11
R-Square (R²) Results – Model II

Dependent Variable	R-square	R-square Adjusted
Organizational Commitment (M2)	0.344	0.339
Organizational Citizenship Behavior (Y)	0.460	0.452

Source: SmartPLS 4.0 Output, 2026.



The R^2 examination results displayed in Table 11, indicated that the organizational commitment variable obtains an R^2 values of 0.344. This suggest that 34.4% of the variance within organizational commitment is accounted for by the proposed model, whereas other factors not include by the study framework were responsible for the remaining 65.6%. Additionally, the OCB construct yielded an R^2 result of 0.460. This suggests that 46.0% of the observed variance in OCB, with the other 54.0% attributed to variables not included in the proposed model.

Hypothesis Testing

Based on these path coefficients, this significance test in PLS-SEM evaluates the sighnificance and validity on the relationships within the proposed structural model (Hair et al., 2021). This process uses bootstrapping calculation method in SmartPLS version 4.1.1.6. The t-statistical and the p-value can be used for evaluating the obtained results. A research hypothesis is accepted if its significance is statistically supported, when the obtained t-statistic surpasses the threshold of 1.96 and the assosiated p-value is lower than 0.05 (5%) (Ghozali & Latan, 2021) as cited in (Selvia et al., 2025). The bootstrapping results for the research model, including direct effects and indirect effects, are presented below.

Direct Effect Hypothesis Test

Table 12
Bootstrapping Results of Path Coefficients (Direct Effects) – Model I

Path Coefficient	Original Sample	T Statistics	P Values	Remarks
(H ₁) Work-Life Balance (X) → OCB (Y)	0.261	3.289	0.001	Significant
(H ₂) Work-Life Balance (X) → Job Satisfaction (M1)	0.620	10.393	0.000	Significant
(H ₃) Job Satisfaction (M1) → OCB (Y)	0.494	6.830	0.000	Significant

Source: SmartPLS 4.0 Output, 2026.

Table 12 shows that all direct correlations in Model I have t-statistics exceeding 1.96 and p-values do not exceed the 0.05. Therefore, all direct hypotheses (H₁, H₂, and H₃) are validated. The path coefficient values indicate that all relationships between the variables are positive. The strongest effect is observed for structural relationship between WLB and job satisfaction, having a path coefficient reaching 0.620. This is followed by the correlations between job satisfaction and OCB (0.494), followed by the association of WLB with OCB (0.261).



Table 13
Bootstrapping Results of Path Coefficients (Direct Effects) – Model II

Path Coefficient	Original Sample	T Statistics	P Values	Remarks
(H ₁) Work-Life Balance (X) → OCB (Y)	0.302	3.956	0.000	Supported
(H ₄) Work-Life Balance (X) → Organizational Commitment (M2)	0.586	9.122	0.000	Supported
(H ₅) Organizational Commitment (M2) → OCB (Y)	0.456	5.651	0.000	Supported

Source: SmartPLS 4.0 Output, 2026.

Based on Table 13, all direct relationships in Model II have t-statistics exceeding 1.96, while the p-values do not exceed the 0.05. Therefore, every direct hypotheses (H₁, H₄, and H₅) are supported. The estimated path coefficient confirm that all hypothesized paths have positive coefficients. The strongest effect is observed in the relationship between WLB and organizational commitment, with a path coefficient of 0.586, followed by the association between organizational commitment and OCB (0.456), and the correlations of WLB and OCB (0.302).

Testing for Mediation Effects (Indirect Effect)

Table 14
Bootstrapping Results of Path Coefficients (Indirect Effects)

Path Coefficient	Original Sample	T Statistics	P Values	Remarks
(H ₆) Work-Life Balance (X) → Job Satisfaction (M1) → OCB (Y)	0.307	6.485	0.000	Supported
(H ₇) Work-Life Balance → Organizational Commitment (M2) → OCB (Y)	0.267	5.766	0.000	Supported

Source: SmartPLS 4.0 Output, 2026.

Table 14 shows that all indirect effects have t-statistics exceeding 1.96 and p-values do not exceed the 0.05. Therefore, the mediation hypotheses (H₆ and H₇) are supported. The path coefficients indicate that the largest indirect effect is found in the correlations linking WLB with OCB through job satisfaction, with a path coefficient of 0.307. Meanwhile, WLB's indirect impact on OCB mediated through organizational commitment resulted in a coefficient amounting of 0.267. These results indicate that job satisfaction and organizational commitment serve as mediating construct in the relationship between WLB and OCB.



Discussion

H₁: Work-Life Balance Has a Positive Effect on Organizational Citizenship Behavior

The analysis results show that WLB positively and significantly influences OCB (coefficient = 0.261; $t = 3.289$; $p = 0.001$). These results indicate that the better the balance between the professional life and personal life of the non-medical staff at Permata Medika General Hospital, Kebumen, the higher their tendency to exhibit organizational citizenship behavior. Organizations that are able to support employees' WLB will encourage the emergence of discretionary actions that provide positive to the company. These results obtained in this study are consistent with the evidence documented by Astuti and Daspar (2024), Fatril et al. (2022), Wulandari et al. (2022), and Sabrina et al. (2025), which stated that WLB exerts a significant and positive influence on OCB.

H₂: Work-Life Balance Has a Positive Effect on Job Satisfaction

The results of the test indicated that WLB exerts a significant and positive impact on job satisfaction (coefficient = 0.620; $t = 10.393$; $p = 0.000$). The results suggest that non-medical staff at Permata Medika General Hospital in Kebumen are show greater satisfaction toward their work when they have a better work-life balance. Organizations that help employees maintain harmony between work-life balance generally establish a more supportive working environment while enhancing job satisfaction. The empirical evidence obtained in this study corroborates the previous research conducted by Fatril et al. (2022) and Aura and Hutahaeon (2025), who also found that WLB exerts a positive and significant impact on job satisfaction.

H₃: Job Satisfaction Has a Positive Effect on Organizational Citizenship Behavior

The results show that job satisfaction demonstrates a significant and positive influence on OCB (coefficient = 0.494; $t = 6.830$; $p = 0.000$). These results demonstrate that higher levels of job satisfaction among non-medical staff at Permata Medika General Hospital, Kebumen, the stronger their tendency to exhibit discretionary behavior (OCB). The empirical evidence obtained in this study corroborates the previous research conducted by Purwoko et al. (2025) and Herminingsih and Wartikah (2025), which stated that job satisfaction demonstrates a positive and significant effect on OCB.

H₄: Work-Life Balance Has a Positive Effect on Organizational Commitment

The hypothesis testing findings confirm that WLB has a significant and positive influence on organizational commitment (coefficient = 0.586; $t = 9.122$; $p = 0.000$). This evidence highlights that improved WLB among non-medical staff at Permata Medika General Hospital, Kebumen, the higher their organizational commitment to the organization. These findings demonstrate that organizations



that can support employees' WLB can enhance employees' sense of loyalty, commitment, as well as belonging toward the company. These results align with the earlier studies carried out by Murwaningsih and Liana (2025) and Wulandari et al. (2022), which stated that WLB demonstrates a significant and positive impact on organizational commitment.

H₅: Organizational Commitment Has a Positive Effect on Organizational Citizenship Behavior

According to the analysis results, organizational commitment demonstrates a positive and significant influence toward OCB (coefficient = 0.456; $t = 5.651$; $p = 0.000$). These results demonstrate that the greater the organizational commitment of non-medical staff at Permata Medika General Hospital, Kebumen, the higher their tendency to exhibit organizational citizenship behavior. Highly dedicated employees are more willing to go above and outside the scope of their duties to assist the business in achieving its objectives. The empirical evidence obtained in this study corroborates the previous studies carried out by Saputri et al. (2023), Herminingsih and Wartikah (2025), and Wulandari et al. (2022), which revealed that organizational commitment exerts a significant and positive influence on OCB.

H₆: Job Satisfaction Mediates the Effect of Work-Life Balance on Organizational Citizenship Behavior

The test results show that the influence of WLB on OCB is positively and significantly mediated by job satisfaction (coefficient = 0.307; $t = 6.485$; $p = 0.000$). These results suggest that a better WLB, achieved by increasing job satisfaction, can promote commitment to corporate social responsibility. Employees who succeed in balancing their professional and personal lives tend to be more satisfied with their work, thereby motivated to increase contribution toward the company through OCB. These findings support the results reported by Atika et al. (2024), Fitriani et al. (2024), and Sabrina et al. (2025), which confirmed job satisfaction's mediation function in the connection between WLB on OCB.

H₇: Organizational Commitment Mediates the Effect of Work-Life Balance on Organizational Citizenship Behavior

The test results show that the influence of WLB on OCB is positively and significantly mediated by organizational commitment (coefficient = 0.267; $t = 5.766$; $p = 0.000$). The results imply that a better WLB strengthens organizational commitment among non-medical staff at Permata Medika General Hospital in Kebumen, thereby fostering OCB. Put differently, the effect of WLB and OCB is strengthened by commitment to the organization. The empirical evidence obtained in this study corroborates the previous studies carried out by Astuti and Daspar (2024) and Saputri et al. (2023), who found that the influence of WLB on OCB is mediated by commitment to the organization.



CONCLUSION

This study aims to investigate how WLB affects OCB through job satisfaction and organizational commitment as mediating variables among the non-medical staff of Permata Medika General Hospital, Kebumen. The results show that WLB has a positive and significant effect on OCB, job satisfaction, and organizational commitment. Additionally, job satisfaction and organizational commitment also exert positive and significant effects on OCB. This mediation analysis demonstrates that the effects of work-life balance in influencing organizational citizenship behavior can be mediated through job satisfaction and organizational commitment. These findings indicate that organizations' efforts to help their employees attain a balance between their personal and professional lives can improve job satisfaction and organizational commitment, both of which contribute to the enhancement of organizational citizenship behavior. Therefore, organizations should implement policies that support WLB initiatives to enhance the overall quality of their human resources and organizational effectiveness.

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