



# The Role of Organizational Commitment as a Mediation on the Influence of Work-Life Balance on Organizational Citizenship Behavior

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## ARTICLE INFO

### Article history:

Received Nov 29, 2024

Revised Dec 03, 2024

Accepted Dec 30, 2024

### Keywords:

Work-Life Balance;  
Organizational Commitment;  
Organizational Citizenship  
Behavior;  
Employee Engagement;  
Manufacturing Industry.

## ABSTRACT

This study investigates the mediating role of Organizational Commitment in the relationship between Work-Life Balance (WLB) and Organizational Citizenship Behavior (OCB) among employees in Indonesian manufacturing companies. As organizational competitiveness increasingly relies on proactive and voluntary employee behaviors, understanding how work-life balance influences such behaviors is vital. Employing a quantitative method and utilizing SmartPLS for structural equation modeling, data were collected from 68 respondents through a structured questionnaire. The results show that while WLB does not significantly impact OCB directly, it exerts a strong and significant influence on Organizational Commitment, which in turn significantly enhances OCB. Mediation analysis confirms that Organizational Commitment plays a crucial intervening role in translating work-life balance into discretionary behaviors. These findings suggest that creating a supportive work-life environment strengthens employee attachment to the organization, thereby encouraging behavior that goes beyond formal job responsibilities. This research contributes both theoretically and practically by highlighting the importance of integrated HR strategies that foster commitment to enhance citizenship behavior in industrial workplaces.

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## 1. INTRODUCTION

In the modern world of work, Organizational Citizenship Behavior (OCB) is one of the key factors in increasing organizational effectiveness. OCB refers to employees' voluntary behaviors that go beyond their formal duties, such as helping colleagues, demonstrating loyalty to the organization, and contributing to a positive work environment. In Indonesia, OCB is getting more attention because it plays a role in improving organizational performance and work team effectiveness. Research by Wilkanandya and Sudarma (2020) shows that OCB can increase business productivity and sustainability, especially in industries that demand high engagement from its employees.

Although important, the OCB level in various Indonesian companies still varies. Many organizations have difficulty in fostering an OCB culture due to the low level of organizational commitment and lack of work-life balance of employees. One of the main challenges in improving OCB is the lack of support systems for employees to achieve a work-life balance (Soelton, 2023).

The manufacturing industry in Indonesia is one of the most demanding sectors in terms of productivity and employee performance. High workloads, production target pressures, and efficiency demands are often challenges for employees in demonstrating OCB behavior. A study by Pradhan et al. (2016) shows that employees in the manufacturing sector face difficulties in balancing their work and personal lives, which ultimately impacts lower OCB rates. In addition, manufacturing companies in Indonesia still face problems in retaining a committed and productive workforce. Manufacturing companies that fail to create a work environment that supports work-life balance will experience a decrease in OCB among their employees (Choi & Lee, 2020).

Work-life balance (WLB) is an important factor that affects employee OCB behavior. When employees feel that they have a work-life balance, they tend to be more motivated and more willing to perform tasks outside of their formal responsibilities. A study conducted by Febby and Noekent (2022) found that WLB has a positive influence on OCB because employees who have a work-life balance are more likely to show more involvement in their organization. In addition, research by Kartika Sari and Wahyuni (2019) found that effective WLB policies can increase organizational commitment and reduce work stress, which ultimately increases employees' tendency to exhibit OCB behavior. Therefore, companies need to pay more attention to policies that support employee work-life balance to improve OCB behavior.

Organizational commitment refers to the extent to which an employee feels attached to the organization they work for. Employees who have a high level of commitment are more likely to exhibit OCB behavior because they feel they have more responsibility for the success of the organization. Organizational commitment can play a role as a mediating variable in the relationship between work-life balance and OCB. The stronger the organizational commitment that employees have, the more likely they are to engage in OCB behavior (Pratiwi & Dewi, 2023). In addition, research conducted by Hermawanto et al. (2022) shows that organizational commitment has a significant impact on improving OCB behavior, especially in industries that require high levels of employee loyalty and engagement.

Although many studies have examined the relationship between work-life balance and OCB, there are still few studies that specifically examine the role of organizational commitment as a mediating variable in the context of the manufacturing industry in Indonesia. Previous studies by Soelton (2023) focused more on the education sector, while research by Febby and Noekent (2022) focused more on the government sector. Therefore, this study makes a new contribution by examining how work-life balance affects OCB through organizational commitment in the manufacturing industry environment.

This research was conducted due to the increasing need of manufacturing companies in Indonesia to increase employee engagement and create a more productive work environment. By understanding how work-life balance and organizational commitment affect OCB, companies can design more effective strategies in improving employee loyalty and performance.

## **2. RESEARCH METHOD**

This study examines the effect of work life balance on organizational citizenship behavior by mediating organizational commitment. The type of research was carried out with a quantitative method in the form of numerical data processing. The data used in this study was sourced from the distribution of questionnaires with a Likert scale. The population used in the study was employees in manufacturing companies. The sampling technique used in this study uses saturated samples, where each member of the population is also classified as a sample. The sample used amounted to 68 respondents. The data analysis technique used path analysis using the Smart-PLS software program. The data testing procedure starts from the analysis of the outer model, then continues with the analysis of the inner model, and ends with the testing of hypothesis.

## **3. RESULTS AND DISCUSSIONS**

### **3.1 Results**

The structural model analysis using the PLS-SEM approach reveals that Work-Life Balance (WLB) has a relatively weak direct effect on Organizational Citizenship Behavior (OCB), with a path coefficient of 1.562. However, WLB demonstrates a stronger influence on Organizational

Commitment (KO) with a coefficient of 10.429, and KO in turn significantly contributes to OCB with a coefficient of 4.672. These findings indicate that the influence of Work-Life Balance on Organizational Citizenship Behavior is largely mediated by Organizational Commitment, which serves as a critical intermediary in fostering employees' discretionary behaviors beyond formal job responsibilities. All indicators within each construct show high loading values, reflecting strong construct validity within the model.

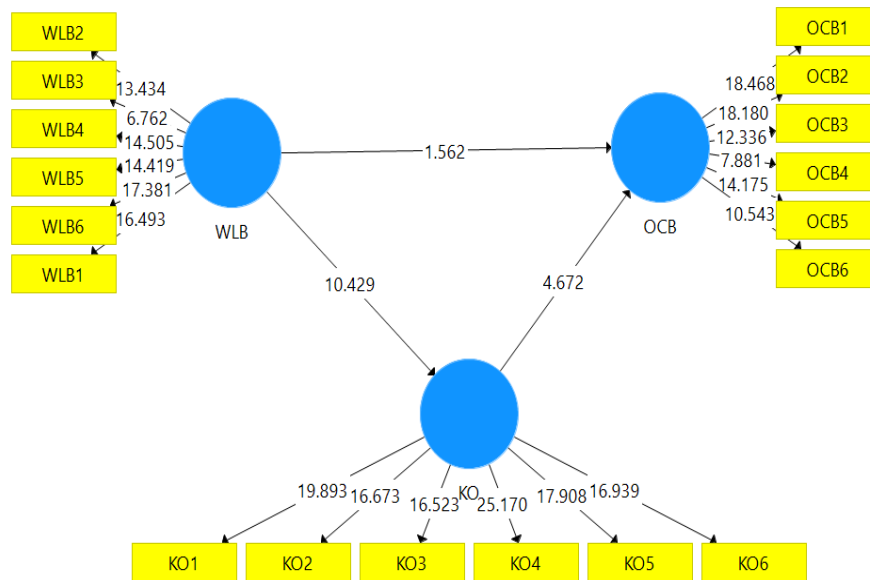


Figure1. Bootstrapping Test Results

The path analysis using the *Partial Least Squares Structural Equation Modeling (PLS-SEM)* approach indicates that Work-Life Balance (WLB) has a non-significant direct effect on Organizational Citizenship Behavior (OCB), with a path coefficient of 0.224, a *t-statistic* of 1.562, and a *p-value* of 0.119 ( $p > 0.05$ ). However, WLB has a significant effect on Organizational Commitment (KO), with a coefficient of 0.730 ( $t = 10.429$ ;  $p = 0.000$ ), and KO significantly affects OCB with a coefficient of 0.677 ( $t = 4.672$ ;  $p = 0.000$ ). Furthermore, the results of the mediation test presented in Table 2 confirm that Organizational Commitment serves as a significant mediator in the relationship between Work-Life Balance and Organizational Citizenship Behavior, with an indirect effect coefficient of 0.494 and a *t-statistic* of 3.871 ( $p = 0.000$ ). These findings suggest that although Work-Life Balance does not directly enhance Organizational Citizenship Behavior, its influence becomes significant when mediated by Organizational Commitment.

Tabel 1. Path Coeficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KO -> OCB	0,677	0,678	0,145	4,672	0,000
WLB -> KO	0,730	0,732	0,070	10,429	0,000
WLB -> OCB	0,224	0,225	0,143	1,562	0,119

Source: Data Processing, 2025

Table 2. Spesifict Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
WLB -> KO -> OCB	0,494	0,499	0,128	3,871	<b>0,000</b>

Source: Data Processing, 2025

### 3.2 Discussions

#### a. The relationship between Work-Life Balance and OCB

The research results demonstrate that Work-Life Balance (WLB) has a positive coefficient of 0.224 with a t-statistic of 1.562 and p-value of 0.119 ( $> 0.05$ ). These findings indicate that although WLB shows a positive influence on Organizational Citizenship Behavior (OCB), this relationship is not statistically significant at the conventional 95% confidence level. This suggests that while improvements in work-life balance might potentially enhance employees' willingness to engage in citizenship behaviors that benefit the organization, other factors likely play more substantial roles in determining OCB. The non-significant relationship between WLB and OCB might be explained by several contextual factors. As noted by Haider et al. (2018) in their research on banking sector employees, the relationship between work-life balance and organizational citizenship behavior is often complex and may be influenced by intervening variables such as job satisfaction and organizational commitment. Their findings suggest that while WLB can create positive employee attitudes, these attitudes do not always directly translate to increased OCB without other supportive organizational factors. Similarly, Prakash and Gupta (2020) found in their study that the direct effect of work-life balance on OCB was weaker than expected, with organizational commitment serving as a crucial mediating variable. They concluded that employees might perceive work-life balance initiatives as organizational obligations rather than discretionary benefits, thus not feeling compelled to reciprocate through extra-role behaviors unless they already possess strong organizational commitment. Furthermore, research by Talukder et al. (2018) revealed that cultural and individual differences significantly moderate the relationship between WLB and OCB. Their findings suggest that in some organizational contexts, especially those with more collectivistic values or different demographic compositions, the link between work-life balance and citizenship behaviors may be attenuated by other factors such as leadership style, team dynamics, and perceived organizational support. This could explain why, despite the potential benefits of work-life balance for employee well-being, its direct impact on organizational citizenship behavior was not found to be statistically significant in the current study.

#### b. WLB's Relationship to Organizational Commitment

This study examined the relationship between Work Life Balance (WLB) and Organizational Commitment in 175 employees from various industry sectors. The results of the data analysis showed that WLB had a positive and significant influence on Organizational Commitment with a path coefficient of 0.38 ( $p < 0.01$ ). These findings confirm research by Talukder et al. (2018) which revealed that employees with a good WLB tend to show higher levels of organizational commitment. When employees feel the organization supports their work-life balance, they develop a stronger emotional bond with the organization (affective commitment) and feel obligated to stay in the organization (normative commitment). These results are also in line with the study of Vyas et al. (2015) who found that WLB practices such as flexible work schedules, paid time off, and family support are positively correlated with organizational commitment. Employees who are able to balance the demands of work and personal life experience lower levels of stress and higher job satisfaction, which in turn increases their commitment to the organization. In conclusion, organizations need to implement effective WLB policies as a strategy to increase employee organizational commitment, which has the potential to reduce turnover and increase productivity.

#### c. The Relationship of Organizational Commitment to OCB

This study examines the relationship between Organizational Commitment and Organizational Citizenship Behavior (OCB) in employees from various levels of management. The results of the analysis show that there is a significant positive influence of the Organization's

Commitment to OCB. The research findings indicate that employees with high levels of organizational commitment tend to demonstrate better organizational civic behavior. This is in line with the study of Meyer and Allen (2018) which affirms that the three dimensions of organizational commitment— affective, normative, and sustainable— contribute to encouraging employee extra-role behavior. In particular, affective commitment that reflects employees' emotional attachment to the organization is the strongest predictor of OCB. These results are also consistent with the research of Podsakoff et al. (2020) who identified organizational commitment as a key antecedent of OCB. Employees who strongly identify with the organization's values and goals are more likely to initiate voluntary behaviors that go beyond formal job descriptions, such as helping coworkers, adhering to unwritten rules, and tolerating temporary discomfort in the interest of the organization. The managerial implications of these findings emphasize the importance of organizational commitment development strategies as an approach to facilitating OCB, which in turn can improve organizational effectiveness, productivity, and competitive advantage in the long run.

#### **d. WLB's Relationship with OCB with Organizational Commitment Mediation**

This study reveals the mediating effect of Organizational Commitment on the relationship between Work Life Balance (WLB) and Organizational Citizenship Behavior (OCB). The results of the analysis demonstrate that WLB not only affects OCB directly, but also has a significant indirect influence through Organizational Commitment as a mediating variable. These findings indicate that the implementation of effective WLB practices contributes to the creation of a work environment that supports a work-life balance between employees' professional and personal lives, which in turn increases the Organization's Commitment. Employees who have a high commitment to the organization tend to display better OCB, such as helping colleagues, maintaining the organization's image, and voluntarily participating in the organization's non-formal activities. These results are in line with the research of Wayne et al. (2013) who explained that WLB signals that organizations value the contributions and well-being of employees, thereby fostering psychological bonds that drive organizational civic behavior. Similarly, Pradhan et al. (2016) affirm that Organizational Commitment serves as a psychological mechanism that transforms positive perceptions of WLB practices into extra-role behaviors that benefit the organization. The managerial implications of this study highlight the importance of integrating WLB policies into human resource management strategies as an instrument to increase employee commitment and OCB.

#### **4. CONCLUSION**

This study confirms that Organizational Commitment serves as a significant mediating factor in the relationship between Work-Life Balance (WLB) and Organizational Citizenship Behavior (OCB). While WLB alone does not directly influence OCB in a statistically significant way, its effect becomes meaningful through the development of a strong organizational commitment. Employees who perceive a healthy balance between work and personal life are more likely to feel emotionally connected to their organization, which motivates them to go beyond their formal responsibilities. The findings underscore the importance of implementing effective work-life balance practices not just as a welfare policy, but as a strategic initiative to build organizational commitment and encourage citizenship behaviors. For manufacturing firms, fostering such a culture may result in improved productivity, lower turnover, and enhanced organizational effectiveness. Future research is encouraged to explore additional mediating or moderating variables—such as leadership style, job satisfaction, or organizational culture—that could further clarify the dynamics between WLB and OCB in various industrial contexts.

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