

# The Role of Organizational Citizenship Behavior in Mediating the Effect of Work-Life Balance and Job Stress on Employee Performance

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## ABSTRACT

**Purpose:** This study aims to comprehensively examine the influence of work-life balance and job stress on employee performance, focusing on the mediating role of Organizational citizenship behavior.

**Design/Methodology/Approach:** The data was collected by surveying 100 employees at a textile company in Bandung, Indonesia, and analyzed using Structural Equation Modeling (SEM) with Smart PLS 3.

**Findings:** The results of this study show that work-life balance has a noteworthy influence on organizational citizenship behavior and employee performance. On the other hand, job stress only has a significant negative impact on organizational citizenship behavior, but not on employee performance. The study also demonstrates that organizational citizenship behavior has a positive and substantial effect on employee performance. Additionally, the findings suggest that organizational citizenship behavior mediates the relationship between work-life balance and job stress to employee performance.

**Keywords:** *Work-Life Balance; Organizational Citizenship Behavior; Job Stress; Employee Performance; Organizational Behavior*

## INTRODUCTION

Organizational performance is one of the most important variables that define success in organizations today in any given business environment (Morales et al., 2023). Promoting enhanced individual performance and a suitable environment as a whole using appropriate human resource practices has emerged as a significant concern in many organizations (Khan et al., 2023). In industrial and organizational psychology, the patterns of study focus on finding out particular features relating to personal and job attributes that may affect performance (Baloch et al., 2022). Among them, two are the major areas that are generally a concern and that is work-life balance and job stress.

Work-life balance is the totality of how people commit or engage themselves in various roles surrounding them such as work, family, leisure, and personal care (Greenhaus et al., 2003). In detail, work-life balance is a critical consideration in both insisting on workers' obligations towards their organizations and regarding their overall health and motivation. Yet, in today's world which requires individuals to stay forever productive, such balance becomes more challenging due to rising job pressures. The studies have shown that a lack of fit between work and personal life leads to various adverse effects for the organization and its employees, which include; increased stress, lateness and even absenteeism, intention to quit the job, and low performance (Michel et al., 2013). Stress at the workplace occurs when the demands faced by a worker are unmanageable, excessive, or beyond the worker's coping abilities (Glazer & Liu, 2017). These elements of labor lead to an imbalance between the demands and resources available to the employees, which in turn impinges on their health and motivation, thereby influencing work behavior and productivity (Balducci et al., 2011). Several works on job stress, strain, and performance interference have presented overwhelming evidence showing the correlation that exists (Gilboa et al., 2008).

Despite the positive correlation that has been found between work-life balance, job stress, and the performance of the employees, most research has not assessed the moderating factors that may exist to explain this correlation. One such mediating construct that calls for attention is Organizational Citizenship Behavior (OCB). OCB was first defined by Organ in 1988 and it is defined as those behaviors that are not rewarded but are organizational and help the organization to run smoothly. For instance, helping fellow employees, complying with changes within an organization, and contributing novel ideas. The literature on OCB establishes that this concept is an important enabler of individual performance. Thus, OCB helps establish a positive and encouraging work environment that fosters both task accomplishment and contextual tasks, as defined by Organ (1988). On the other hand research on the relationships of job factors and well-being with OCB and how this explains its effects on work outcomes is scarce.

The overall goal of this study is to provide a systematic review of the effect that work-life balance and job stress have on employee performance with emphasis on OCB as a moderator. As observed in this study, prior studies have explored the direct relationship between work-life balance, job stress, and employee performance with the absence of an analysis of the intervening part of OCB (Asgari et al., 2020; Handoyo & Kharismasyah, 2024; Kurniadi et al., 2022; Purnama et al., 2021). Therefore, by filling this knowledge gap, our study aims to help expand the knowledge base associated with these two branches of science which are psychology and organizational

management.

While work-life balance, job stress, and the performance relationship have been firmly established, the intervening factors that may account for such a path have not been delineated. Among those mediating constructs, one is in particular worthy of consideration, which is OCB for short. OCB was first introduced by Organ (1988) which stands for Organizational Citizenship Behavior which is a set of activities that are not mandated by the formal structures of the organization and are not directly rewarded but are conducive to organizational health. For example, you can provide assistance to your colleagues, follow new changes within the organization, and contribute with new ideas. Different studies have established that OCB is a significant factor that contributes to individual performance (Podsakoff et al., 2000). By creating a cooperative and supportive work climate, OCB enhances the social and psychological conditions conducive to task performance and contextual tasks. However, little is known about how job factors and well-being shape OCB and whether this explains its impact on work outcomes.

This study aims to conduct a comprehensive examination of the influence of work-life balance and job stress on employee performance, with a particular focus on the mediating role of OCB. Although previous research has investigated the direct effects of work-life balance and job stress on employee performance (Asgari et al., 2020; Handoyo & Kharismasyah, 2024; Kurniadi et al., 2022; Purnama et al., 2021) there is a gap in understanding the underlying mechanisms and the mediating role of OCB in this relationship. By addressing this gap, our research seeks to contribute to the existing knowledge in the fields of psychology and organizational management. This research is expected to make several contributions. Firstly, it will provide a more detailed understanding of how personal and job factors translate into good behavior and work outcomes through the mechanism of OCB. Secondly, investigating the mediating role, can offer insights for developing targeted interventions to optimize well-being and employee performance. Finally, this research aims to guide practitioners in formulating policies and practices centered on work-life management, stress prevention, and the promotion of organizational citizenship behavior.

### **Hypotheses Development**

Work-life balance has been defined as a situation where workers can handle work responsibilities with their personal and family obligations, which is quite important for job satisfaction improvement and overall performance enhancement (Buba et al., 2024). As observed, a well-implemented work-life balance contributes to ensuring very engaged employees by reducing burnout which leads to higher levels of productivity (Sabrina & Kurniawati, 2024; Vernia & Senen, 2022). Besides, work-life balance was found to play a

mediating role between job satisfaction and employee performance, thus indicating that employees who perceive a favorable balance in life are more likely to be satisfied with their jobs and therefore perform well on the job (Sylvia et al., 2024). Other studies show that work-life balance further cements the positive correlation it has with performance through its role in reducing work-family conflict that detracts from employee effectiveness (Isa & Indrayati, 2023). Thus, organizations that equally address work-life balance will have improved employee performance, retention, and overall organizational effectiveness (Wong et al., 2020). From this explanation, therefore we propose a hypothesis:

**H1: Work-life balance (WLB) has a positive and significant impact on Employee Performance (EP)**

High job stress levels have already been pointed out by many research studies as relating negatively to the low performance of employees in different industries. For example, low levels of job stress have been found to enhance the performance of staff, therefore strengthening the negative relationship between stress and performance (Tripole & Caballero, 2024). Similarly, other studies have confirmed that stress adversely impacts performance, identifying a significant negative effect of work stress on employee performance (Herdiana & Sary, 2023; Yunita & Saputra, 2019). Furthermore, occupational stress has been found to significantly lower performance levels, particularly among female employees (Sushma, 2024). This finding agrees with research highlighting how work stress causes clutter and inefficiency and thus slows down the rate of performance (Malik et al., 2024). In general, all the findings presented in the empirical studies have the same conclusion and lead to the same hypothesis that job stress impairs employees' performance; hence, the call for serious stress management at workplaces. Thus, we propose a hypothesis:

**H2: Job Stress (JS) has a negative and significant impact on Employee Performance (EP)**

Work-life balance is now a big issue in today's company. Previous research shows that employees who have healthy work-life balance tend to have higher organizational citizenship behavior (OCB). OCB is discretionary behavior that is not part of employees' formal job requirements but that supports the organization (Organ, 1988). Examples are helping colleagues, volunteering for extra tasks, and good attendance and timekeeping. Therefore, work-life balance positively affects OCB. Previous research found that work-life balance positively and significantly affects OCB among employees and contributes to better employee performance (Amalia & Setyaningrum, 2024). Also, a study examining the mediating effect of psychological safety on the relationship between work-life balance and OCB found that work-life balance positively affects OCB (Lestari et al., 2024). Therefore, we expect that employees who have better

work-life balance will have higher OCB (Handoyo & Kharismasyah, 2024). In conclusion, the existing literature supports the hypothesis that work-life balance positively affects OCB. Companies that prioritize work-life balance initiatives will see an increase in OCB among their employees and have a more engaged and committed workforce. Thus, we propose a hypothesis:

**H3: Work-life balance (WLB) has a positive and significant impact on organizational citizenship behavior (OCB)**

Job stress has been found to decrease Organizational Citizenship Behavior (OCB) among employees (Arrozi et al., 2022). Higher job stress is associated with lower OCB, meaning job stress can prevent employees from doing things beyond their job requirement to benefit the organization, but personal and contextual resources can be a buffer in this relationship, so factors like passion for work, adaptive humor, peer communication, and forgiving climate can mitigate the negative impact of job stress on OCB (Arrozi et al., 2022; Herawati & Sulastrri, 2019). OCB is associated with positive job attitudes and satisfaction, therefore individuals who exhibit OCB tend to go above and beyond their job requirements by doing things that benefit the organization and their colleagues (Farghaly Ali Mohamed et al., 2019). This behavior is doing things that benefit coworkers, work groups, and the company (Herawati & Sulastrri, 2019). In conclusion, job stress indeed hurts organizational citizenship behavior, but this relationship can be moderated by various personal and contextual resources. Employees who experience high job stress may have lower OCB, so we need to create a supportive work environment that fosters positive attitudes and behaviors beneficial to the organization. Therefore, we propose a hypothesis:

**H4: Job Stress (JS) has a negative and significant impact on Organizational Citizenship Behavior (OCB)**

Previous research has consistently shown that organizational citizenship behavior plays an important role in improving employee performance in organizations (Koys, 2001). Engaging in organizational citizenship behavior, such as helping colleagues, adapting to changes in the workplace, and making suggestions for improvement, fosters a positive and cooperative work environment that supports performance (Kim et al., 2013). At the individual and organizational levels, organizational citizenship behavior has been shown to improve employee performance through various mechanisms (Hartnell et al., 2020). Individually, OCB encourages social interaction and knowledge sharing among employees, which leads to increased learning capacity and performance (Indarti et al., 2017). At the organizational level, OCB increases the effectiveness of co-workers and managers, facilitates mutual support in achieving common goals, and enables the organization to adapt quickly to change. These improvements collectively allow employees to

perform at optimal levels (Hartnell et al., 2020). From several studies that show a positive relationship between higher levels of OCB and improved employee performance ratings, productivity, and work quality, thus we hypothesize:

**H5: Organizational citizenship behavior (OCB) has a positive and significant effect on employee performance (EP)**

Organizational citizenship behavior is an important factor in improving employee performance through the mediating variable of organizational citizenship behavior (OCB). Various studies have shown the positive impact of work-life balance on employee performance. Oktafien et al. (2021) found a significant increase in employee performance due to work-life balance. Likewise, Bagaskara et al. (2021) found that work-life balance has a positive effect on employee performance. In addition, Mwangi et al. (2017) suggested a positive and significant relationship between work-life balance and employee performance. Organizational citizenship behavior (OCB) acts as a mediator in this relationship. OCB has been shown to have a positive impact on job satisfaction and performance (Widayati et al., 2020; Yang et al., 2023)

These various findings indicate that fostering a work environment that promotes work-life balance and encourages OCB can improve employee performance. Organizational citizenship behavior plays an important role in this relationship, as OCB was found to have a significant impact on employee performance and organizational effectiveness (Reynaldi et al., 2019; Sadeghi et al., 2016; Yang et al., 2023). Fostering work-life balance and promoting OCB are important strategies to improve employee performance and overall organizational success. Therefore, we make a research hypothesis:

**H6: Work-life balance (WLB) has a positive and significant effect on employee performance which is mediated by organizational citizenship behavior (OCB).**

Job stress is a prevalent problem in modern organizations, and significantly affects employee performance (Adewole et al., 2021). High levels of stress, stemming from heavy workloads and role ambiguity, can reduce organizational citizenship behavior (OCB) among employees (Mohamed et al., 2019). (OCB includes discretionary actions that benefit the organization, such as helping colleagues and maintaining a positive attitude (Senen & Az-Zahra, 2021). Research shows that job stress is negatively correlated with OCB, especially altruism and courtesy, as stressed employees cannot often engage in extra roles. In addition, job stress indirectly affects job performance by first reducing employees' citizenship behaviors, which are important for the task and contextual aspects of work.

Organizational citizenship behavior acts as a mediator between job

stress and job performance, creating a pathway through which stress reduces citizenship behavior, which then hinders employee productivity and overall work outcomes. Research shows that stressed employees tend to conserve their resources and energy, leading to a reduction in behaviors that are not formally required but are important for organizational success behaviors (Mohamed et al., 2019). Addressing job stress and promoting a supportive work environment is essential to encourage positive citizenship behaviors and improve job performance in organizations. From this explanation, we make a hypothesis:

**H7: Job Stress (JS) has a negative and significant effect on Employee Performance (EP) which is mediated by Organizational Citizenship Behavior (OCB).**

## **METHODS**

This study aims to examine the relationships between work-life balance and job stress on employee performance, with the mediating role of organizational citizenship behavior. The survey was conducted at a textile company in Bandung, Indonesia. The number of totals is 210. Given the population size, using the formula formulated by Slovin and considering the representativeness of the population, it was decided to take a survey of 100 employees. All data were collected using questionnaires. Each positively worded questionnaire item offered five response choices: strongly agree (scored as 5), agree (scored as 4), neutral (scored as 3), disagree (scored as 2), and strongly disagree (scored as 1).

The questions in the questionnaire were derived from previous research. To measure the work-life balance variable, 11 question items were used based on a study by Fisher et al. (2009). The job stress variable was measured using 9 question items based on a study by Robbins and Judge (2013). To measure the organizational citizenship behavior variable, 12 question items were used from a study by Organ (1997). Finally, to measure the employee performance variable, question items were used from a study previously conducted by Robbins and Coulter (2016).

Data analysis was performed using the Structural Equation Model (SEM). Smart PLS 3 was used for instrument analysis. PLS-SEM is suitable for exploratory theoretical models because the existing literature on this topic is still limited. The research model analysis was conducted with two main steps; firstly, examining the measurement model, and investigating the structural model, as recommended by Simpson (1990).

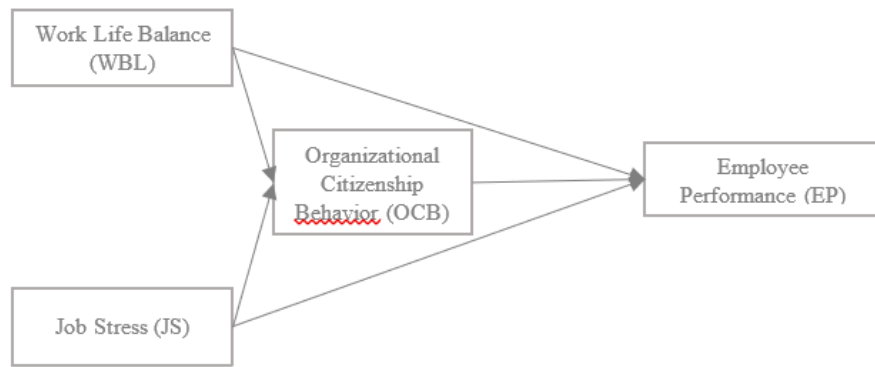


Figure 1. Conceptual Framework

## RESULTS

In the conducted survey, it was found that the majority of respondents were men, with a percentage of 67%. Women followed with 33%. The largest age group was 26–35 years old, comprising 39%, followed by 36–45 years old at 27%, 20–25 years old at 22%, and those over 46 years old at only 12%. The highest education level was high school/vocational school at 55%, followed by bachelor's degrees at 31% and postgraduate degrees at 15%. In terms of work experience, respondents with more than 10 years of experience dominated at 45%, followed by those with more than 5 years of experience at 31%, and those with less than 5 years of experience at 24%.

Table 1. Respondent Profile

Sub Category	Percentage (%)	Frequent
Gender		
Male	67%	67
Female	33%	33
Age		
20 – 25 Year	22%	22
26 – 35 Year	39%	39
36 – 45 Year	27%	27
> 46 Year	12%	12
Education		
High School	55%	55
Bachelor Degree	31%	31
Master Degree	15%	15
Work Experience		
> 10 Years	45%	44
> 5 Years	31%	31
< 5 Years	24%	24

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### Measurement Model

Before proceeding with structural equation modeling, the measurement model must be assessed for scale unidimensionality, validity, and reliability. Unidimensionality is achieved when each item has a positive factor loading with a minimum value of 0.6. Discriminant validity is established if the values of each construct in the HTMT table are below 0.85, while convergent validity is confirmed if the average variance extracted (AVE) exceeds 0.5. Construct reliability is demonstrated if the composite reliability (CR) and AVE values meet or exceed 0.6 and 0.5, respectively.

Table 2 presents the composite reliability (CR) and AVE values of the constructs. Certain items, specifically WLB\_1, WLB\_6, JS\_3, OCB\_6, and OCB\_9, did not meet the minimum requirement for factor loadings. As a result, one of these items was dropped to achieve the ideal AVE, and it was therefore excluded from further analysis. The Cronbach's alpha values were above the minimum threshold of 0.7, indicating that the items for each variable demonstrated strong internal consistency and reliability. Consequently, it can be concluded that all latent constructs in this study—WLB, JS, OCB, and EP—comply with the criteria for convergent validity, construct reliability, and internal reliability.

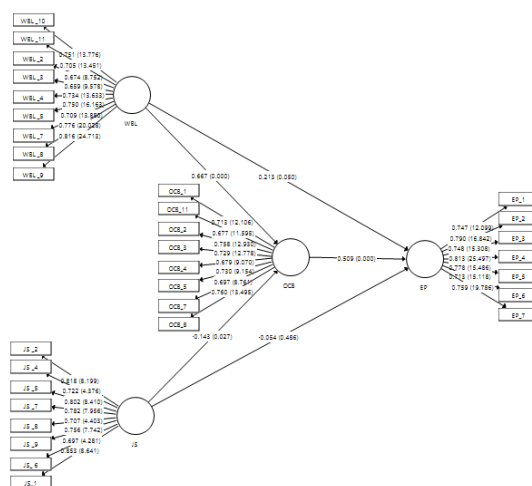


Figure 2. SEM – PLS Output

Table 2. CR and AVE

	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
EP	0.91	0.58
JS	0.92	0.59
OCB	0.90	0.52
WLB	0.91	0.54

Table 2 above presents data on composite reliability (CR) and Average Variance Extracted (AVE). The composite reliability values obtained for all variables vary for all variables from 0.9 to 0.92. With a CR value of that size, it shows that the value is above the 0.7 threshold. Meanwhile, the AVE value varies from 0.52 to 0.59 which is above the threshold of 0.5.

Table 3. HTMT

	EP	JS	OCB	WLB
EP				
JS	0.22			
OCB	0.74	0.26		
WLB	0.61	0.19	0.76	

Table 3 presents the findings of the HTMT ratio. All constructs have values lower than the threshold value, 0.85 (Henseler et al., 2015), indicating conformity with the HTMT ratio. Based on these findings, discriminant validity has been established. No issues relating to validity and reliability emerged in the findings of the measurement model assessment analysis. Therefore, the collected data can be used to assess and analyze the structural model.

Table 4. Hypotheses Testing

Hypothesis	Relationship	Path Coefficients	T Values	P Values	Noted
H1	WBL→EP	0.21	1.95	0.05	Accepted
H2	JS→EP	-0.05	0.68	0.50	Rejected
H3	WLB→OCB	0.67	13.00	0.00	Accepted
H4	JS→OCB	-0.07	1.83	0.03	Accepted
H5	OCB→EP	0.51	4.75	0.00	Accepted
H6	WLB→OCB→EP	0.34	4.14	0.00	Accepted
H7	JS→OCB→EP	-0.07	1.83	0.07	Accepted

Table 4 above presents the results of hypothesis testing in a study examining the relationships between various variables. The study tested 7 hypotheses on work-life balance (WLB), job satisfaction (JS), organizational citizenship behavior (OCB), and employee performance (EP). The results were summarized based on path coefficients, T-values, and P-values to determine if each hypothesis was accepted or rejected. The first hypothesis (H1) which tested the relationship between work-life balance and employee performance

was accepted with a path coefficient of 0.21, T-value of 1.95, and P-value of 0.05. The second hypothesis (H2) which tested the relationship between job satisfaction and employee performance was rejected with a path coefficient of -0.05, T-value of 0.68, and P-value of 0.50. The third hypothesis (H3) which tested the relationship between work-life balance and organizational citizenship behavior was accepted with a path coefficient of 0.67, T-value of 13.00, and P-value of 0.00. The fourth hypothesis (H4) which tested the relationship between job satisfaction and organizational citizenship behavior was accepted with a path coefficient of -0.07, T-value of 1.83, and P-value of 0.03. The fifth hypothesis (H5) which tested the relationship between organizational citizenship behavior and employee performance was accepted with a path coefficient of 0.51, T-value of 4.75, and P-value of 0.00. The sixth hypothesis (H6) which tested the mediated relationship between work-life balance, organizational citizenship behavior, and employee performance was accepted with a path coefficient of 0.34, T-value of 4.14, and P-value of 0.00. The seventh hypothesis (H7) which tested the mediated relationship between job satisfaction, organizational citizenship behavior, and employee performance was accepted with a path coefficient of -0.07, T-value of 1.83, and P-value of 0.07. In summary 6 out of 7 hypotheses were accepted and 1 was rejected.

## **DISCUSSION**

### **Direct Relationship Between Work-Life Balance on Employee Performance**

Hypothesis 1 (H1) was accepted in this study, H1 which states that Work-life balance (WBL) is positively and significantly related to employee performance. The positive relationship between work-life balance (WLB) and employee performance is well-supported in the literature. Numerous studies have indicated that a harmonious balance between work and personal life enhances employee productivity and satisfaction (Irfan et al., 2023; Vernia & Senen, 2022). Factors contributing to this relationship could include organizational support, flexible work arrangements, and effective leadership, which collectively foster an environment conducive to employee well-being (Eshak, 2021; Iddagoda et al., 2021). Improvements in WLB practices could involve implementing more flexible work schedules and promoting a culture that values employee well-being, which has been shown to mitigate stress and enhance job satisfaction (Krishnan & Loon, 2018). Additionally, organizations should consider regular assessments of their WLB policies to ensure they meet the evolving needs of the employee workforce (Faisal et al., 2023). In summary, the evidence strongly supports the assertion that enhancing work-life balance can lead to significant improvements in employee performance, necessitating ongoing attention from organizational leaders.

## **Direct Relationship Between Job Stress on Employee Performance**

H2 was rejected which found that job stress has a negative but not significant effect on employee performance. This is in line with previous research that job stress has a complex relationship with performance outcomes. Several previous studies found that while job stress is negatively correlated with performance, the effect is not always significant (Ahmed, 2013; Muchsinati & Teo, 2022). Factors that contribute to this relationship are employee engagement and the dynamic nature of the work environment which can increase stress levels without affecting performance metrics (Hussain et al., 2019). Improving job stress management can be done by increasing employee engagement and providing better support systems. For example, organizations can implement stress management programs and foster a supportive work culture which can mitigate the negative effect of stress on performance (Noermijati & Primasari, 2015). Focusing on job satisfaction as a mediating variable may yield better performance outcomes as indicated by studies that found it plays a crucial role in stress-performance dynamics (Pelealu et al., 2023; Puspitawati & Atmaja, 2021).

## **Relationship Between Work-Life Balance on Organizational Citizenship Behavior**

Hypothesis 3 (H3) accepted in this study, H3 which states that Work-life Balance (WBL) is positively and significantly related to Organizational Citizenship Behavior (OCB). This finding is in line with previous studies that have consistently shown a positive relationship between work-life balance and organizational citizenship behavior (OCB) (Andrianto & Palupi, 2023; Erdianza et al., 2020). These studies have found that employees who perceive better work-life balance tend to show higher OCB. The relationship between work-life balance and OCB can be attributed to various factors. For instance, the mediating role of job satisfaction has been highlighted, that employees who are satisfied with their job are more likely to engage in OCB when they have good work-life balance (Mashudi & Erdiansyah, 2023). Moreover, organizational commitment has been identified as a key factor that influence the relationship, that employees with strong commitment to their organization are more likely to demonstrate OCB when they perceive balance between work and personal life. Additionally, quality of work life has been found to significantly impact OCB, further emphasizing the importance of these factors in creating positive work environment for OCB (Arivani et al., 2023). By implementing policies and practices that support employee well-being and work-life balance, organizations can potentially improve employee engagement and performance and ultimately better organizational outcomes.

## **Relationship Between Job Stress on Organizational Citizenship Behavior**

Hypothesis 4 (H4) is accepted in this study, H4 which states that Work-life Balance (WBL) has a negative and significant effect on Organizational Citizenship Behavior (OCB). H4 which states that job stress has a negative and significant effect on organizational citizenship behavior has been supported by many previous studies. Mohamed et al. (2019) found that job stress negatively impacted organizational citizenship behavior among Pakistani nurses. Ulfa and Siwi (2021) said that high job stress harms organizational commitment which can lead to fatigue and burnout and ultimately affect organizational citizenship behavior. The factors that contribute to this relationship could be emotional intelligence as suggested by (Widayati et al., 2020) where emotional intelligence has a positive effect on organizational citizenship behavior. Job satisfaction has been consistently shown to have a positive effect on organizational citizenship behavior in studies (Febriyani & Rismanto, 2024; Romi et al., 2020). To further strengthen the relationship between job stress and OCB, several improvements can be made. Firstly, organizations should implement policies and practices that reduce job stress such as providing mental health resources, flexible working hours, and supportive management style. Secondly, creating a culture that values and recognizes OCB can encourage employees to be more active in extra-role behavior despite high levels of job stress. Thirdly, training programs to improve emotional intelligence and work discipline can help employees manage their stress levels and have a positive attitude toward work.

## **Relationship Between Organizational Citizenship Behavior on Employee Performance**

Acceptance of hypothesis 5 (H5) in this study highlights the effect of organizational citizenship behavior (OCB) on employee performance, by previous research (Reynaldi et al., 2019; Sadeghi et al., 2016). Organizational citizenship behavior improves performance through various mechanisms. At the individual level, citizenship behaviors such as helping colleagues can enhance their own learning and skill development, which directly contributes to the quality and quantity of employee performance. At the team or unit level, organizational citizenship behavior (OCB) helps coordinate and integrate members' efforts to achieve common goals. Some contextual factors also influence the relationship between organizational citizenship behavior and employee performance, such as job characteristics that enable knowledge sharing and interdependence (Reynaldi et al., 2019).

## **Mediating Effect of Organizational Citizenship Behavior**

Hypothesis 6 (H6) was accepted in this study investigates the relationship between work-life balance on employee performance mediated by organizational citizenship behavior (OCB). This hypothesis is supported by various studies that show that work-life balance has a positive effect on organizational citizenship behavior (Andrianto & Palupi, 2023; Erdianza et al., 2020; Pradhan et al., 2016). In addition, the impact of work-life balance on job satisfaction and organizational pride has been linked to organizational citizenship behavior (Fiernaningsih et al., 2019). These findings collectively suggest that work-life balance plays an important role in improving employee performance through the promotion of organizational citizenship behavior.

Hypothesis 7 (H7) was accepted in this study shows that organizational citizenship behavior (OCB) mediates the relationship between job stress and employee performance. Acceptance of this hypothesis confirms previous research (Puspitawati & Atmaja, 2021; Ulfa & Siwi, 2021). Emotional intelligence can affect job stress, organizational citizenship behavior, and employee performance (Widayati et al., 2020). Organizational citizenship behavior (OCB) plays a mediating role between work engagement and employee performance (Purnama et al., 2021; Rejeki & Widigdo, 2021). Various factors influence this relationship, including individual differences such as emotional stability, which can moderate the impact of job stress on organizational citizenship behavior. Social support from coworkers and supervisors can help individuals cope with job demands, and maintain organizational citizenship behavior under stress (Kossek et al., 2018). Organizational interventions such as flexible work arrangements, autonomy, and stress management training can reduce strain and maintain sustainable performance (Boedker & Chong, 2022).

## **CONCLUSION**

The research examined whether organizational citizenship behavior mediated the relationships between work-life balance, job stress, and employee performance. Guided by strong theory and previous related studies, seven hypotheses were developed and tested with a sample of survey data from employees of a textile company in Indonesia. This research aimed to examine the relationships between work-life balance, job stress, organizational citizenship behavior, and employee performance. A conceptual framework was developed based on existing literature to formulate seven hypotheses exploring direct and mediated relationships between these variables. Data was collected through a survey of employees at a textile company in Indonesia and analyzed using structural equation modeling.

Several key findings provided partial yet insightful results regarding the hypotheses. It was shown that work-life balance positively

influences both employee performance and engagement in organizational citizenship behavior. This lends empirical support to the commonly cited notion that supporting a harmonious integration of work and personal responsibilities helps improve individual productivity and willingness to contribute discretionary efforts that benefit the organization. Somewhat unexpectedly, however, while job stress negatively impacted organizational citizenship behavior as expected, it did not significantly deter performance outcomes. This nuanced relationship warrants further investigation into potential moderating dynamics. Additionally, organizational citizenship behavior emerged as an important driver of employee performance, corroborating its theorized role in facilitating social conditions conducive to task accomplishment. Most notably, the mediating mechanisms hypothesized - that organizational citizenship behavior would transmit the effects of work-life balance and job stress on performance - were validated based on the quantitative analysis. This has meaningful theoretical implications, filling gaps in understanding by what pathways individual and job characteristics materialize into work outcomes through mediators like citizenship conduct.

### **Academic and Practical Implications**

The study contributes to the understanding of the complex relationships between Work-Life Balance (WLB), Job Stress (JS), Organizational Citizenship Behavior (OCB), and Employee Performance. It highlights the importance of OCB as a mediator in these relationships, which can help explain why some employees perform better despite high job stress levels. The findings support the existing literature on the positive impact of WLB on OCB and employee performance, while also emphasizing the negative effects of JS on OCB and employee performance.

From a practical standpoint, these findings highlight the value for companies to focus organizational resources on cultivating work life policies and a culture encouraging citizenship behaviors. Flexible arrangements, family-supportive supervision, and recognition of extra-role contributions could all incentivize and reward such prosocial conduct shown to benefit performance at multiple levels from individual to group productivity. Stress management also emerged as a continuing priority to circumvent risks of burnout and disengagement.

### **Limitations and Further Research**

The research is based on a good data collection process and analysis techniques. However, there are some limitations. First, relying on self-report surveys from one company reduces generalisability. Multi-source and multi-organisational studies are needed for higher external validity. Second, this cross-sectional design cannot support causal relationships between variables. Longitudinal designs are needed for that. It also provides some practical recommendations for managers.

Family-supportive policies, flexible work arrangements and job redesign that proactively reduces role stressors may preserve citizenship behaviour that enhance organisational effectiveness. For researchers, longitudinal designs will tease out causality, while moderators such as social support will provide insights into tailoring successful interventions. Comparing citizenship behaviour in international and industrial context also provide opportunities to generalise and extend this model. This research adds some new empirical knowledge and provide a foundation for future research in work-family balance, stress, citizenship and performance.

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