

THE EFFECT OF WORK-LIFE BALANCE AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT PT IGP BANTUL INTERNATIONAL

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Abstract

Seeing the importance of work-life balance and job satisfaction for OCB in a company. This study aims to find out whether work-life balance and job satisfaction affect organizational citizenship behavior or not. The respondents in this study were 30 respondents who were employees of PT IGP Internasional Bantul. The results in this study show that work-life balance and job satisfaction have a simultaneous effect on Organizational Citizenship Behavior (OCB) at PT IGP Internasional Bantul.

Keywords: work-life balance, job satisfaction, OCB

Abstrak

Melihat pentingnya keseimbangan kerja hidup dan kepuasan kerja terhadap OCB dalam sebuah perusahaan. Penelitian ini bertujuan untuk mengetahui apakah keseimbangan kerja hidup dan kepuasan kerja berpengaruh terhadap organizational citizenship behavior atau tidak berpengaruh. Adapun responden dalam penelitian ini yakni 30 responden karyawan PT IGP Internasional Bantul. Hasil dalam penelitian ini menunjukkan bahwa keseimbangan kerja-hidup dan kepuasan kerja berpengaruh secara simultan terhadap Organizational Citizenship Behavior (OCB) pada PT IGP Internasional Bantul.

Kata kunci: keseimbangan kerja hidup, kepuasan kerja, OCB

1. Introduction

In an increasingly competitive era, companies must develop effective management strategies and policies, especially in human resource management. This is supported by the statement of Hasibuan (2015), which emphasizes that humans play an active and dominant role in every organizational activity, because they become planners, actors, and determinants of the success of organizational goals. The company has recognized that Human Resources (HR) development is the key to keep growing, as product innovation lies in the people themselves. HR is a key asset that is critical to the development and achievement of organizational goals. HR management is now a must, not an option. For this reason, companies need employee participation to do what is best for the organization.

The success or success of a company is largely determined by the quality of its employees. Because employees are a very important factor to achieve the company's goals. A company will achieve success if employees have behaviors that are in accordance with the job description (in-role) as well as behaviors that exceed the job description (extra-role), known as Organizational Citizenship Behavior (OCB) (Sloat, 1999).

Human resources are the greatest force in the processing of all resources on earth. Allah SWT has created man as a caliph on earth to manage the earth and the resources contained in it for the welfare of humans, other creatures, and the entire universe as a whole. Human Resources, according to Mathis and Jackson, is the design of a formal system used by an organization to ensure that human talent is used effectively and efficiently to achieve the organization's goals.

Human resources are an important component in meeting the needs of any organization. The success and progress of an organization is greatly influenced by professional workforce management. As an individual asset that drives an organization, human resources must be trained and developed their skills. Sharia human resources are human resources who understand sharia law and practice it in every activity. As a great power created by Allah

SWT, humans are assigned as caliphs to oversee natural resources for the welfare of the entire universe, including humans themselves. As Allah SWT states in Surah Al-Jastiyah: "And He has subdued for you all that is in the heavens and all that is on the earth, (as a blessing) from Him. Indeed, in such a thing there are signs (of Allah's power) for those who think" (Department of Religion of the Republic of Indonesia, 2010).

Organizational Citizenship Behavior (OCB) is employee behavior in a company that aims to increase the effectiveness of company performance without neglecting the productivity goals of each employee (Stamper & Dyne, 2001). Organizational Citizenship Behavior reflects "employee added value" which is a type of social behavior that is positive, constructive and aims to help (Aldag & Reschke, 1997). From this definition, it can be concluded that the OCB shown by the employee does not intend to get rewards, salaries or other compensation, but aims to help.

OCB behavior is a behavior taught in Islam, in the Qur'an it is stated that all Muslims should help each other in goodness and piety to Allah and are forbidden to help in sins and transgressions (Al Maidah:2). OCB In an Islamic perspective, OCB is a voluntary action of an individual who is in accordance with Islamic Sharia and solely expects the falah or pleasure of Allah Kamil (2014).

According to Organ (2006), organizational citizenship behavior is an individual's extra-role behavior. The main principle of organizational citizenship behavior is used for several periods of time and if many people engage in this behavior, it can increase the effectiveness of the organization. This is because organizational citizenship behavior plays an important role in the process of reciprocal exchange in the organization (in Maharani, Troena & Noermijati, 2013, p.3). In addition, OCB's behavior in the work team can create a conducive atmosphere, reinforce each other, support each other, and complement each other, so that the stability of the company is maintained and performance will improve.

One of the factors that affect Organizational Citizenship Behavior is work-life balance. Work-life balance is a very important point in a work life in this era. Work balance is also defined as a condition where work responsibilities and activities outside of work are able to be carried out in a balanced portion, which allows a person to walk a life full of satisfaction (Lazar & Ratiu, 2010 in May & Shalahuddin, 2021). To maintain their level of well-being, a worker must be able to maintain a balance between their personal and work lives. Thus, the aspects of happiness and productivity at work will become more stable, able to provide a positive role, able to explore hobbies outside of their work, and able to increase focus. Based on research that has been conducted by May & Shalahudin (2021), Muliku et al. (2023), and Iroth et al. (2022), it is concluded that work-life balance has a significant impact on organizational citizenship behavior.

In addition, the factor that affects Organizational Citizenship Behavior is job satisfaction. Job satisfaction is believed to be able to create a positive attitude of employees where they are willing to put the interests of the company ahead of individual interests. This condition is also able to stimulate employees to do more work than the organization expects. According to Robbins and Judge (2017), job satisfaction that leads to OCB is an element of trust. If employees feel supported by their coworkers, they will be more likely to behave in a voluntary helping manner than employees who have antagonistic peer relationships.

Job satisfaction is unique and can be different for each person based on the values they have. If employees are dissatisfied with their work, they will not feel psychologically satisfied and will eventually develop negative attitudes or behaviors. So there is hope that job satisfaction driven by this positive attitude will increase employee voluntary behavior and provide additional benefits for the company in developing its image and achieving company goals. Based on research that has been conducted by Sholikhah & Frianto (2022) and Iroth et al. (2022), it is concluded that job satisfaction has a significant impact on organizational citizenship behavior.

This research is also based on several previous studies on work-life balance and job satisfaction on organizational citizenship behavior. Based on research conducted by Helmy & Pratama (2021) *Work life balance* has a positive effect on *organizational citizenship behavior*, Zahra & Siregar (2023) found that job satisfaction has a positive and significant effect on OCB in employees processing the PTPN IV Bah Butong factory, the same results were also obtained in the research of Kurniawan et al. (2022) where job satisfaction has a positive and significant effect on *organizational citizenship behavior* (OCB). However, the research is contrary to the research of Wulandari (2019), the results of the study prove that the aspect of job satisfaction does not have a negative influence on OCB in PT. Telkom Magelang.

Improving *the overall Organizational Citizenship Behavior* (OCB) in a company will improve the smooth work process and make it easier to achieve the goals of the organization concerned. Seeing the importance of work-life balance and job satisfaction for OCB in companies, the author is interested in conducting a research entitled "The Influence of Work-Life Balance and Job Satisfaction on *Organizational Citizenship Behavior* (OCB)".

The formulation of the problem in this study is whether there is a relationship between work-life balance and job satisfaction with OCB at PT IGP Internasional Bantul. Is there an influence of work-life balance on OCB PT IGP Internasional Bantul. Is there an influence of job satisfaction on OCB at PT IGP Internasional Bantul.

2. Literature Review

a. Organizational Citizenship Behaviour (OCB)

Performance is defined by Wirawan (2009: 5) as the result of functions or indicators of work or profession in a certain time. As stated by Sulistiyani and Rosidah (2003: 276), a person's performance consists of a combination of a person's abilities, efforts, and opportunities that can be measured through their work results. While working, employees can not only do what has been assigned (intra-role) but can also do other things that are not related to their work. OCB is a term that refers to the behavior of employees who work voluntarily outside of a predetermined task to improve organizational performance (Robbins and Judge, 2008).

Organizational Citizenship Behavior (OCB) is the behavior of individuals who exceed their responsibilities in the workplace. This includes obeying workplace rules and procedures, helping others, and volunteering. One type of prosocial behavior, positive, constructive, and beneficial social behavior is depicted in the behavior. Based on this opinion, Organizational Citizenship Behaviors (OCB) are voluntary behaviors or additional roles performed by individuals in an organization, and these behaviors support the effectiveness of behavior in the leadership of companies and organizations.

According to Organ (1988), quoted by Neuman and Kickul (1998), OCB consists of five indicators, namely:

- a) Altruism, which is behavior that has the impact of helping others with relevant organizational tasks or problems.
- b) Attention, which is behavior that aims to prevent work-related problems with others that may arise.
- c) Sportsmanship, which is the willingness to tolerate circumstances without complaining.
- d) Consistency, which is behavior that aims to help others with organizational tasks or problems.
- e) Community goodness is a person's behavior that shows that a worker cares deeply about the life of the organization and participates in it.

2. Work-Life Balance

Work-life balance is a challenge that more and more people face today. Technology has enabled better relationships, but it often makes it difficult to separate work and personal life. Organizations that understand the importance of work-life balance can create a healthier work environment in the context of human resources, which can ultimately improve employee well-being. People who are able to balance work, family life, and personal interests well are considered to have a work-life balance, according to Lumunon et al. (2019). Wambui et al. (2017) define work-life balance as an attempt to give employees more freedom in the workplace so that they can balance their obligations and their interests outside of work.

How well a person manages many tasks in their personal and professional lives is referred to as work-life balance (Saina et al., 2016). Every job faces challenges such as balancing work with family responsibilities, or maintaining work-life balance (Vyas and Shrivastava, 2017). Many companies offer family-friendly benefits packages to help their employees find a balance between their work and personal lives. These packages include off-site activities, flexible scheduling, job sharing, and more (Ganapathi et al., 2016). Therefore, work-life balance is defined by experts as a person's ability to maintain balance in his life so that he can manage the responsibilities assigned to him personally and professionally.

Worktime, flexibility, well-being, family, demographics, migration, and leisure are all things related to work-life balance. If there is no work-life balance, employees can experience low job satisfaction, low happiness, conflict in work life, and burnout. Therefore, it is important to maintain this balance.

To maintain a balance between work and personal life, it is called work-life balance. This can have a positive impact on employee health, including physical and mental health, as well as personal relationships. A good work-life balance can also increase productivity. Employees who have a sense of balance tend to be more focused, passionate, and productive.

According to Greenhaus et al. (2003), there are several components that form a work-life balance, including:

- a. Time Balance
Manage your time well and set the right priorities between work and personal life.
- b. Role Balance
Maintaining a balance of roles means that one can allocate time, attention, and energy proportionately to meet the needs of each role.
- c. Involvement Balance
Balance of engagement includes a person's ability to be fully involved in every aspect of their life without neglecting other aspects.

3. Job Satisfaction

Handoko (Mahesa, 2010) said that a person's feelings towards their work reflect their job satisfaction. Employees' positive attitude towards the government and everything they encounter in their workplace indicates job satisfaction. Dole and Schroeder (2001) say job satisfaction can be defined as a person's feelings and reactions to the environment in which they work. Celluci and De Vries (1978) define several aspects of job satisfaction, including interests and satisfaction at work, relationships with supervisors, coworkers, promotions, salary, and attitudes. Mas'ud (2004) cited the work satisfaction metrics of Celluci and De Vries (1978) as follows:

- a. Satisfaction with salary
- b. Satisfaction with promotions
- c. Satisfaction with colleagues
- d. Satisfaction with supervisors
- e. Satisfaction with one's own work.

Job satisfaction, according to Luthan (in Kaswan, 2012), is the result of employees' perception of how well their work makes a significant contribution. Tiffin (in Kinanti, 2012) argues that job satisfaction is related to employees' attitudes towards their work, work situations, and cooperation between leaders and fellow employees. Hasibuan (in Wibowo et al., 2014) said that job satisfaction is all types of emotional feelings that are pleasant or unpleasant. Employee emotions will arise if they are satisfied with their work. Employee satisfaction will make employees love their jobs more. Job satisfaction is enjoyed both at work and outside of work. Job satisfaction is basically an emotional response to a person's working conditions. Everyone has a different level of job satisfaction, so to achieve this, one must be able to interact with colleagues, superiors, and comply with company regulations.

According to Umar (2011), job satisfaction is a person's feelings and assessments of their work, especially about their working conditions, which are related to whether their work is able to meet their needs, and desires. Taking these definitions into account, it can be concluded that job satisfaction is a pleasurable psychic state that people who work in their workplace feel when their needs are adequately met. According to Hasibuan (2011), "Job satisfaction is an emotional attitude that is fun and loves the job. This attitude is reflected in the work ethic." Sunyoto (2012) defines job satisfaction as a person's personal trait, so that they have different levels of satisfaction according to the value system that applies to them.

Job satisfaction has several indicators of job satisfaction and is defined as a pleasant or unpleasant emotional state in which employees view their work. According to Hasibuan (2014), the indicators of job satisfaction consist of:

- 1) Enjoying his work, that is, a person likes his work because he can do it
- 2) Loves his job
- 3) Work morale, which is the inner agreement that arises from within a person or group of people to achieve a certain goal according to a set standard
- 4) Discipline, which is a condition that is created and formed through the process of a series of behaviors carried out by an individual or group
- 5) Work achievement, which is the results achieved by a person in completing a given task based on ability, dedication, and time.

Frame of Mind

The relationship between work-life balance and job satisfaction on Organizational Citizenship Behavior (OCB)

Iroth et al. (2022) in their research "The Effect of Work-Life Balance and Job Satisfaction on Organizational Citizenship Behavior in Grapari Telkomsel Manado Employees". The results of the study show that Worklife Balance and Job Satisfaction have a positive effect on Organizational Citizenship Behavior. Another study such as Fitriani et al. (2023) with the research title "The Effect of Work-Life Balance (WLB) on Organizational Citizenship Behavior (OCB) with Job Satisfaction as a Mediating Variable in Employees of PT Okta Rekananda Instrument shows results where there is an influence of work-life balance (WLB) on organizational citizenship behavior (OCB) which is positively mediated by job satisfaction (JS). These results indicate that the job satisfaction variable is able to mediate the influence of work-life balance on the Organizational Citizenship Behavior of PT Okta Rekananda Instrument employees. There is also Fajri (2022) with his research entitled "The Influence of Work-Life Balance of the Millennial Generation on OCB: The Role of Mediating Job Satisfaction" which obtained results that there is a relationship that is positive or also meaningfully proportional. This means that work-life balance can affect job satisfaction which further leads subordinates to increase OCB.

Based on this description, the first hypothesis used in this study can be drawn, namely:

H1 : Work-life balance and job satisfaction have a positive and significant effect on the Organizational Citizenship Behavior (OCB) of PT IGP Internasional Bantul.

The relationship between work-life balance and Organizational Citizenship Behavior (OCB)

Saputri & Helmy (2021) in their research entitled "The Influence of Intrinsic Motivation and Work-Life Balance on Organizational Citizenship Behavior with Organizational Commitment as an Intervening Variable (Study on Non-Civil Servant Employees at the Manpower and Cooperative Office, Small and Medium Enterprises of Kebumen Regency)" with the results of the study, namely that work life balance has a positive effect on organizational citizenship behavior in Non-Civil Servant employees of the Manpower and Small Business Cooperatives Office Medium of Kebumen Regency. The higher the level of work-life balance in non-civil servant employees of the Manpower Office and Small and Medium Business Cooperatives of Kebumen Regency, the higher the organizational citizenship behavior attitude of employees in the institution. Therefore, it is important for every organization to support the achievement of a better work-life balance by its employees, because these conditions tend to create attitudes and voluntary behaviors from workers in the workplace. There is also a study by May & Shalahuddin (2021) entitled "The Influence of Transformational Leadership Style and Work Life Balance on Organizational Citizenship Behavior of Kubu Raya Regency Land Office Employees" with the results of the study as a Work Life Balance variable that has a significant positive effect on the OCB of Kubu Raya Regency Land Office employees. Through the results of the analysis test, it also means that the higher the employee's Work Life Balance aspect, the higher the employee's OCB value. .

Muliku et al. (2023) in a study entitled "The Effect of Work Life Balance, Job Loyalty and Job Embeddedness on Organizational Citizenship Behavior (OCB) at PT Semen Tonasa Packing Plant Bitung" with the results of the study that Work-Life Balance has a positive and significant influence on Organizational Citizenship Behavior (OCB) at PT. Cemented Tonasa Packing Plant Bitung. In this case, workers who are able to achieve a balance between their personal and work lives, tend to have increased intrinsic motivation. This will stimulate them to contribute voluntarily in the organization (OCB).

Based on this description, the second hypothesis used in this study can be drawn, namely:

H2 : Work-life balance has a positive and significant effect on the Organizational Citizenship Behavior (OCB) PT IGP Internasional Bantul.

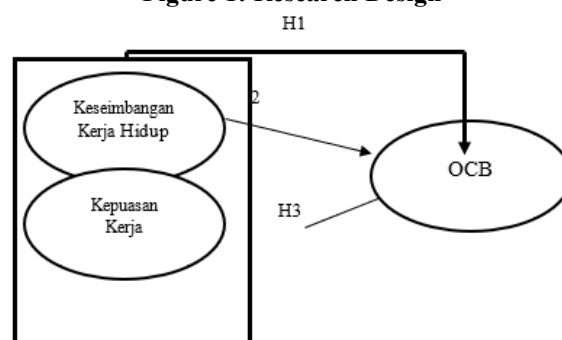
The relationship between job satisfaction and Organizational Citizenship Behavior (OCB)

Setiani & Hidayat (2020) in their research entitled "The Influence of Leadership and Job Satisfaction on Organizational Citizenship Behavior (OCB) in Regional Drinking Water Companies" produced findings that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) in Regional Drinking Water Company (PDAM) Tirta Kamunig. This means that the higher the level of employee job satisfaction, the higher the Organizational Citizenship Behavior (OCB) in the company. Through Sholikhah & Frianto (2022) in the study "The Influence of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) in Retail Companies", it can be concluded that partial job satisfaction has a positive and significant effect on OCB. Saputra et al. (2021) in their study "The Influence of Work Environment, Work Motivation and Job Satisfaction on Organizational Citizenship Behavior (OCB)" obtained findings that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB). The relationship explains that, the higher the tendency of employees to obtain satisfaction with their work, the voluntary behavior or OCB carried out by employees tends to continue to increase.

Based on this description, the third hypothesis used in this study can be drawn, namely:

H3 : Job satisfaction has a positive and significant effect on the Organizational Citizenship Behavior (OCB) of PT IGP Internasional Bantul.

Figure 1: Research Design



3. Research Methodology

Research Design

This study aims to explain the causal relationship between research variables. According to Sugiyono (2014), the causal research method is a research method to determine the influence of one or more independent variables on dependent variables, in this study it aims to determine the influence of independent variables, namely work-life balance and job satisfaction on bound variables, namely Organizational Citizenship Behavior at International IGP Factories.

Population and Research Sample

The population in this study is all permanent and contract employees at the International IGP Pavilion which totals 30 employees. The sample is the same as the population where the e value is 0.5 with a result of 60 respondents.

Validity and Reliability Test

The validity test is used to measure the validity or validity of a questionnaire. A questionnaire is declared valid if the questions on the questionnaire are able to reveal something that the questionnaire will measure. The significance test was carried out by comparing the value of r calculated (*correlation item total correlation*) with the value r of the table with the provision for degree of freedom (df) = n-2, where n is the number of samples. If : $r_{\text{calculate}} > r_{\text{table}}$, then the statement is valid. However, if $r_{\text{counts}} > 0.70$. According to Ghozali (2013).

Analysis of Regresi Linier Berganda

Multiple linear regression analysis is used to measure the strength of the relationship between two or more variables, also indicating the direction of the relationship between dependent variables and independent variables. This test is to test the influence of several independent variables on the dependent variables. This study uses multiple linear regression because it has one dependent variable and more than one independent variable (Ghozali, 2013). The regression equation in this study was to analyze Organizational Citizenship Behavior (OCB) as a dependent variable (Y) with work-life balance (X1) and Job Satisfaction (X2) as independent variables.

4. Results and discussion

Respondent Description

The results of the research in this section have been tested by the questionnaire that has been obtained. Data testing includes validity and reliability, which aims to prevent the author from being mistaken about the actual circumstances. The test carried out by the author by conducting validity and reliability testing using SPSS so that the test results are accurate. The number of respondents was 30 respondents who were employees of PT IGP International. The results of the descriptive analysis are divided into 2 (two) parts, namely gender and age. Based on gender, the number of respondents was 14 people who were female and 16 people who were male. Based on age, the number of respondents was 29 people between 20 – 27 years old, and 1 person over 30 years old.

1. Validity Test

Variabel	Question	r-count	r-table	Information
Work-life balance (X ₁)	X _{1.1}	.789	0,361	Valid
	X _{1.2}	.885	0,361	Valid
	X _{1.3}	.727	0,361	Valid
	X _{1.4}	.905	0,361	Valid
	X _{1.5}	.888	0,361	Valid
	X _{1.6}	.873	0,361	Valid
	X _{1.7}	.896	0,361	Valid
	X _{1.8}	.740	0,361	Valid
	X _{1.9}	.898	0,361	Valid
Job satisfaction (X ₂)	X _{2.1}	.733	0,361	Valid
	X _{2.2}	.774	0,361	Valid
	X _{2.3}	.728	0,361	Valid
	X _{2.4}	.708	0,361	Valid
	X _{2.5}	.792	0,361	Valid
	X _{2.6}	.715	0,361	Valid
	X _{2.7}	.828	0,361	Valid
OCB (Y)	Y ₁	.895	0,361	Valid

	Y ₂	.894	0,361	Valid
	Y ₃	.902	0,361	Valid
	Y ₄	.878	0,361	Valid
	Y ₅	.702	0,361	Valid
	Y ₆	.857	0,361	Valid
	Y ₇	.898	0,361	Valid

The value of the correlation coefficient obtained in the validity test analysis of the work-life balance variable (X₁) with a coverage of 9 questions was recorded that the whole question had a Pearson correlation value (r-calculus) greater than the magnitude of 0.361 (r-table); in other words, the whole question of the work-life balance variable (X₁) is valid. In the 7-question job satisfaction (X₂) question, it was also found that the entire question had a Pearson correlation value (r-calculus) greater than the magnitude of 0.361 (r-table); in other words, the whole question of the job satisfaction variable (X₂) is valid. The same results were also found for the OCB variable (Y) where the total question of 7 questions had a Pearson correlation value (r-calculus) greater than the magnitude of 0.361 (r-table).

2. Reliability Test

Reliability Statistics		
Variabel	Cronbach's Alpha	N of Items
Work-life balance	.950	9
Job satisfaction	.873	7
OCB	.937	7

Referring to the results of the analysis of the reliability test spss data, it is known that all variables are declared reliable with a Cronbach's Alpha value in accordance with the reliability test passing criteria, which is greater than 0.70. In detail, Cronbach's Alpha value on the work-life balance variable is 0.950; the variable of job satisfaction was 0.873; and the OCB variable of 0.937.

3. Multiple Linear Regression Test

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Itself.
		B	Std. Error	Beta		
1	(Constant)	.005	2.560		.002	.998
	Work-life balance	.541	.088	.687	6.114	.000
	Job satisfaction	.314	.125	.283	2.519	.018

a. Dependent Variable: OCB

Through the table of the results of the multiple linear regression analysis of spss above, it is obtained:

$$Y = 0.005 + 0.541 X_1 + 0.314 X_2 + \varepsilon$$

Where this means:

1. If the two independent variables, namely work-life balance (X₁) and job satisfaction (X₂), are not included in the mini-research (research), then Organizational Citizenship Behavior (OCB) will increase by 0.005.
2. The value of the variable coefficient (X₁) = 0.541 is the value of the regression coefficient of the work-life balance variable (X₁) to the Organizational Citizenship Behavior (OCB) variable (Y). In other words, if the work-life balance variable (X₁) increases by 1 unit, it will have a significant positive effect on the increase in the Organizational Citizenship Behavior (OCB) (Y) variable by an average of 0.541 or 54.1%.
3. The value of the variable coefficient (X₂) = 0.314 is the value of the regression coefficient of the work satisfaction variable (X₂) to the Organizational Citizenship Behavior (OCB) variable (Y). The positive coefficient showed that there was a positive relationship between the regression of the job satisfaction variable (X₂) and the Organizational Citizenship Behavior (OCB) variable (Y). If the variable of job satisfaction (X₂) increases by 1 unit, it will have a significant positive effect on the increase in the variable Organizational Citizenship Behavior (OCB) (Y) by an average of 0.314 or 31.4%.

4. T or Partial test

In the t or partial test, it is intended to find out the influence of independent variables (X) where in this study are work-life balance (X₁) and job satisfaction (X₂); separately or partially on the dependent variable or in this study Organizational Citizenship Behavior (OCB) (Y).

Variabel	t (count)	Sign	t (table)
Work-life balance	6.114	.000	2.051
Job satisfaction	2.519	.018	2.051

The Effect of Work-Life Balance on OCB

The results of a partial test were obtained in this study, where for the work-life balance variable the value of t (calculated) was recorded at 6.114 followed by a significance value of 0.000. So that when a comparison is made with the criteria t (table) and the significance value is in accordance with the rules of the t-test, which are respectively 2.051 and 0.05. So it is known that t (count) is greater than t (table) and the significance value in the study is smaller than the significance value of the t-test. This condition states that there is a partial influence of the work-life balance variable on the OCB variable. Or in other words, hypothesis 2 (H₂) is accepted.

The Effect of Job Satisfaction on OCB

The results of a partial test were obtained in this study, where for the variable of job satisfaction the value of t (calculated) was recorded at 2.519 followed by a significance value of 0.018. So that when a comparison is made with the criteria t (table) and the significance value is in accordance with the rules of the t-test, which are respectively 2.051 and 0.05. So it is known that t (count) is greater than t (table) and the significance value in the study is smaller than the significance value of the t-test. This condition states that there is a partial influence of the work satisfaction variable on the OCB variable. Or in other words, hypothesis 3 (H₃) is accepted.

5. F or Simultaneous test

The f or simultaneous test functions or is intended to find out the influence of independent variables (X) where in this study are work-life balance (X₁) and job satisfaction (X₂); jointly or simultaneously on the dependent variables or in this study Organizational Citizenship Behavior (OCB) (Y).

ANOVA

Model	Sum of Squares	df	Mean Square	F	Itself.
1 Regression	911.458	2	455.729	62.606	.000b
Residual	196.542	27	7.279		
Total	1108.000	29			

a. Dependent Variable: OCB

b. Predictors: (Constant), job satisfaction, work-life balance

The results obtained in the simultaneous test in this study were an f value (calculated) of 62.606 and a significance value of 0.000. If the results are reviewed based on the test criteria f where the value of f (table) is 3.35 and the significance of the criterion is 0.05, a condition will be obtained where the value of f (calculated) is greater than the value of f (table). Meanwhile, in the comparison of the significance value, the value of the significance of the research is smaller than the significance value of the test criterion f. This condition shows that hypothesis 1 (H₁) is accepted or in other words there is a simultaneous influence between the variables of work-life balance and job satisfaction on OCB at PT. International IGP Bantul

6. R test or Coefficient of Determination

In the test, the determination coefficient (R²) is used as a tool to find out and project how much the model is able to explain the influence of variable variation on dependent variables.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907a	.823	.809	2.698

a. Predictors: (Constant), job satisfaction, work-life balance

After data analysis with the help of spss 22, the value of the determination coefficient (R Square) of the study was obtained which was 0.809. This value means that Organizational Citizenship Behavior (OCB) is influenced by the variables of work-life balance and job satisfaction in a percentage of 80.9%. While the remaining 19.1% was influenced by other variables that were not studied in this study.

Discussion

The results of the analysis carried out with the help of spss in this study show that there is an influence on independent variables (work-life balance and job satisfaction) on dependent variables (Organizational Citizenship Behavior (OCB)). This is statistically proven by the Pearson correlation value of each variable greater than 0.361 (r-table); This means that the two variables have a fairly strong and significant relationship. In addition, a formula or multiple linear model of the study was also obtained, namely $Y = 0.005 + 0.541 X_1 + 0.314 X_2 + \epsilon$. When viewed in more detail through each existing hypothesis; it can be concluded that the results of this study are:

Hipotesis 1

In the results of the research of the r test or coefficient of determination, the value of the determination coefficient (R Square) of the study was 0.809. This value means that Organizational Citizenship Behavior (OCB) at PT IGP Internasional Bantul is influenced by the variables of work-life balance and job satisfaction in a percentage of 80.9%. Meanwhile, the remaining 19.1% were influenced by other variables that were not studied in this study. In addition, in the f test or simultaneous test, the result was obtained where the value of f (calculated) was greater than f (table), which was $62.606 > 3.35$ respectively. The results of the research significance value were also obtained that were smaller than the significance value of test criterion f, which was $0.000 < 0.05$ respectively. This condition shows that hypothesis 1 which states work-life balance and job satisfaction simultaneously has a positive and significant effect on OCB at PT. IGP International Bantul (H1) is accepted or in other words there is a simultaneous influence between the variables of work-life balance and job satisfaction on OCB at PT. IGP International Bantul. The results of this study are in line with the results of previous research conducted by Iroth et al. (2022) in their research "The Effect of Work-Life Balance and Job Satisfaction on Organizational Citizenship Behavior in Grapari Telkomsel Manado Employees". The results of the study show that Worklife Balance and Job Satisfaction have a positive effect on Organizational Citizenship Behavior.

The main principle of organizational citizenship behavior is used for several periods of time and if many people engage in this behavior, it can increase the effectiveness of the organization. This is because organizational citizenship behavior plays an important role in the process of reciprocal exchange in the organization (in Maharani, Troena & Noermijati, 2013, p.3). In addition, OCB's behavior in the work team can create a conducive atmosphere, reinforce each other, support each other, and complement each other, so that the stability of the company is maintained and performance will improve.

Hipotesis 2

Through multiple linear regression tests, the result was obtained, namely the value of the work-life balance coefficient (X_1) was 0.541 which means that the work-life balance has a positive influence on (Organizational Citizenship Behavior (OCB)). Based on the results of the t-test, the value of t (calculated) was recorded at 6.114 followed by a significance value of 0.000 which means that work-life balance has a significant effect on (Organizational Citizenship Behavior (OCB)) at PT. IGP International Bantul. Or in other words, hypothesis 2 which states that work-life balance has a significant positive effect on (Organizational Citizenship Behavior (OCB)) has been accepted. The results of this study are in line with the results of previous research conducted by the research of Pratama et. al (2022) with the research title Work-Life Balance and Happiness in the Workplace, How Does It Affect Organizational Citizenship Behavior (OCB)? In the study, the results were obtained that the hypothesis that the work-life balance has a significant effect on OCB is accepted. So it can also be concluded that if the work-life balance in an organization/company is higher, the higher the OCB level in that environment. There is also research by Conoras et. al (2023), Fadhillah et. al (2019), and Fajri (2022) with the results that work-life balance has a positive and significant effect on OCB.

Hipotesis 3

Through multiple linear regression tests, the results were obtained, namely the value of the work satisfaction coefficient (X_2) was 0.314 which means that job satisfaction has a positive influence on (Organizational Citizenship Behavior (OCB)). Based on the results of the t-test, the t-value (calculated) was recorded at 2.519 followed by a significance value of 0.018, which means that job satisfaction has a significant effect on (Organizational Citizenship Behavior (OCB)) at PT. IGP International Bantul. Or in other words, hypothesis 3 which states that job satisfaction has a significant positive effect on (Organizational Citizenship Behavior (OCB)) has been accepted. The results of this study are in line with the results of previous research conducted by Aziz (2020) and Setiani & Hidayat (2020) which stated that there is a significant positive attachment or relationship between job satisfaction and OCB. Where this means that the higher the aspect of employee job satisfaction, it will also encourage the increase in the company's OCB which at the same time will also help accelerate the process of achieving company goals.

5. Conclusion

Referring to the results of research and discussion in the previous chapter related to research on work-life balance and job satisfaction on Organizational Citizenship Behavior (OCB) employees of PT IGP Internasional Bantul, so that conclusions can be drawn, namely:

1. Work-life balance and job satisfaction have a simultaneous effect on Organizational Citizenship Behavior (OCB) at PT IGP International. The influence caused by the two independent variables is positive and significant on Organizational Citizenship Behavior (OCB). So if there is a tendency where the more work-life balance and the more satisfied an employee is with his work, the higher the level of Organizational Citizenship Behavior (OCB).
2. Work-life balance has a positive effect on the Organizational Citizenship Behavior (OCB) PT IGP Internasional Bantul. So it can be said that the hypothesis is accepted, or in other words, the more balanced work and life an employee is, the more the company's Organizational Citizenship Behavior (OCB).
3. Job satisfaction has a positive effect on the Organizational Citizenship Behavior (OCB) of PT IGP Internasional Bantul. So it can be said that hypothesis two is accepted, or in other words, the more satisfied an employee is with his work, the more it will increase the company's Organizational Citizenship Behavior (OCB).

Suggestion

Because in this study, the r test or determination coefficient showed that the value of the determination coefficient (R Square) of the study was 0.809, which means that the variables of work-life balance and job satisfaction were in a percentage of 80.9%. Meanwhile, the remaining 19.1% were influenced by other variables that were not studied in this study. So that further research can be conducted on other variables related to their influence on organizational citizenship behavior.

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