

THE EFFECT OF WORK-LIFE BALANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE PERFORMANCE AT THE LEBAK REGENCY PERSONNEL AND HUMAN RESOURCE DEVELOPMENT AGENCY

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ABSTRAK

This study aims to analyze the influence of *Work-Life Balance* and *Organizational Citizenship Behavior* on employee performance at the Lebak Regency Personnel and Human Resources Development Agency (BKPSDM). The study used a quantitative approach with a population of 30 employees and saturated sampling techniques. Data were collected through questionnaires and analyzed by multiple linear regression. The results of the study show that *Work-Life Balance* and *Organizational Citizenship Behavior* have a positive and significant effect both partially and simultaneously on employee performance. The value of the determination coefficient (R^2) of 0.610 or 61.0% indicates that the two variables are able to explain employee performance by 61.0%, while the remaining 39.0% is influenced by other factors outside of this study. Partially, *Organizational Citizenship Behavior* has a more dominant influence than *Work-Life Balance* in improving employee performance

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

INTRODUCTION

Human resources (HR) are the main pillars in organizational development, including in the government sector which is required to provide responsive, transparent, and accountable services. The success of the implementation of public administration is highly dependent on the quality and competence of state civil servants (ASN) who are able to work effectively and professionally. According to Sedarmayanti (2012) in (Soelistya et al., 2021), employee performance is the result of both quality and quantity of work achieved by an employee in carrying out his duties and responsibilities. Good performance is not only measured by the achievement of targets, but also by how individuals carry out tasks

independently, efficiently and contribute to the achievement of organizational goals. In the context of public agencies such as the Lebak Regency BKPSDM, employee performance is an important indicator in measuring the effectiveness of services and the implementation of personnel functions.

The 2024 employee performance target recapitulation data (SKP) shows that of the 30 employees assessed, as many as 28 employees (93.33%) obtained the good category, while only 2 employees (6.67%) obtained the very good category. Although no employees are classified as low or underperforming, the low number of employees with very high or very good performance is still very few. This shows that even though the overall performance targets have been achieved, most employees have not shown optimal performance or exceeded the targets that have been set. In other words, there is still an opportunity to improve the quality of performance so that more employees can enter the highest category, there is still a lot of potential that has not reached the target.

According to Iroth et al., (2022) *Work-life balance* is a condition where a person manages the balance of time and energy between work and personal life, if this balance is disturbed, psychological pressure, work stress and emotional fatigue will arise which have an impact on decreased productivity and work morale. To strengthen the further picture of *work-life balance*, a pre-survey of employees' perspectives on *work-life balance* was also conducted. A pre-survey of 15 employees showed that as many as (66.67%) of 10 respondents admitted that they often find it difficult to divide their time between work and personal life, while (33.33%) of 5 respondents do not experience these difficulties. Furthermore, (66.67%) of 10 respondents stated that their role as employees interfered with family responsibilities, while (33.33%) of 5 respondents did not feel the disturbance. In addition, (60.00%) of 9 respondents rarely have time to socialize or pursue hobbies due to work demands, while (40.00%) of 6 respondents still have time to do these activities. This condition shows the need for more attention to workload management so that the balance of work life and personal life of employees can run optimally.

Robbins in (Riyanto & Helmy, 2020) explained that OCB is voluntary behavior that is not formally regulated in the job description but is very helpful in the smooth running of the organization, the form of OCB includes the willingness to help colleagues, loyalty to the organization and active participation in organizational activities. To strengthen the further picture of *Organizational Citizenship Behavior*, a pre-survey was also conducted on employee perspectives on *Organizational Citizenship Behavior*. Based on the data from the pre-survey results conducted on 15 respondents, it was found that most of the employees showed a positive attitude towards their colleagues and their work. As many as (80.00%) of the 12 respondents were willing to help their colleagues even though it was not their duty, while (20.00%) of the 3 respondents did not have this tendency.

Furthermore, (73.33%) of the 11 respondents still showed work spirit even though they were not supervised by their superiors, while (26.67%) of the 4 respondents did not always show the same thing. However, a different finding can be seen in the level of employee participation in organizational activities, where only (53.33%) of 8 respondents felt that employee participation was good, while (46.67%) of 7 respondents considered the participation to be low. These results show that even though employees have a supportive attitude and a good work ethic, participation in organizational activities still needs to be improved. Most employees are willing to help their colleagues (80%) and remain enthusiastic about working without supervisory supervision (73.33%), but participation in organizational activities is still low (53.33%).

This research is strengthened based on empirical evidence from previous research. Research by Bima et al. (2022), conducted on employees of PT Alfa Retailindo with a quantitative approach, shows that *Quality of Work-life* and *Organizational Citizenship Behavior* simultaneously and partially have a significant effect on employee performance. This emphasizes the importance of work-life balance and voluntary organizational behavior in increasing productivity. In addition, Rohmatiah et al. (2023), through a study on banking sector employees with a survey approach, found that *work-life balance* affects performance through OCB as a mediating variable. These findings strengthen the relevance of similar studies within government apparatus such as the Lebak Regency BKPSDM.

Previous research has provided diverse views on the relationship between *Work-Life Balance*, *Organizational Citizenship Behavior*, and Performance. Maulani et al., (2025) found that Work-Life Balance has a positive effect on employee performance. However, Imami et al., (2023) stated that WLB does not have a direct effect on performance, but rather through OCB as a mediating variable. Meanwhile, research from Zalzela et al., (2023) shows that OCB has a stronger influence on performance than WLB. This difference in results shows that there is a *research gap* that needs to be researched further.

Based on the background that has been described, this study focuses on three main things, namely whether *Work-Life Balance* (WLB) affects the performance of BKPSDM employees of Lebak Regency, whether *Organizational Citizenship Behavior* (OCB) affects employee performance, and whether WLB and OCB simultaneously affect the performance of BKPSDM employees of Lebak Regency. In line with this, the purpose of this study is to analyze the influence of WLB and OCB, both partially and simultaneously, on the performance of BKPSDM employees of Lebak Regency.

RESEARCH METHODS

According to Sugiyono (2024), research methods are scientific ways to obtain data with specific purposes and uses. In this study, a quantitative research method was used. According to (Sugiyono, 2024:16-17) Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. According to (Sugiyono, 2024: 8-9) data is divided into two data directly from the field often called primary data, and documentation data is called secondary data.

According to (Sugiyono, 2024:126), population is a generalized area consisting of objects/subjects that have certain quantities and characteristics that are determined by researchers to be studied and then drawn conclusions. The population in this study is all employees at the BKPSDM of Lebak district which totals 30 people. Based on this number, researchers used a saturated sampling technique, which is a sampling technique when the entire population is used as a sample. (Sugiyono, 2024:133) This technique is used

because the population is relatively small so that all members of the population are considered capable of representing the data needed. In this study, the population and sample taken are all Civil Servants (PNS) at BKPSDM Lebak Regency which amounts to 30 people who will be used as saturated samples in this study. Because the population in this study is relatively small, the procedure used in this study is *nonprobability sampling* with saturated sampling techniques. According to (Sugiyono, 2024:133) saturated sampling is a sample that, when added to the number, will not increase representation so that it will not affect the value of the information that has been obtained so that all populations can be used as samples.

The variables in this study were measured using a questionnaire instrument based on the Likert scale with a value range of 1 to 5, ranging from *strongly disagree* (1) to *strongly agree* (5). The *Work-life balance* variable is a state in which a person can manage and divide between work responsibilities, family life and other responsibilities (Nawarcono & Setiono, 2021). The variable *Organizational citizenship behavior (OCB)* (X2) is a person's behavior at work that arises from his own willingness to help or contribute more, even though it is not part of his main task (Rostiawati, 2022). Employee performance is the result of work produced by individuals in a certain period, which is measured based on the quality and quantity of achievement of tasks and responsibilities that have been set (Basri & Rauf, 2021).

The data collection technique in this study uses two sources, namely primary data and secondary data. Primary data in this study was obtained directly from the field through the distribution of questionnaires. The questionnaire was compiled based on the indicators of each research variable, then distributed directly in paper (physical) form to the respondents. This technique is used to obtain written answers from respondents through a series of closed-ended questions that are manually filled in by respondents (Sugiyono, 2024). Secondary data is data obtained indirectly from other sources such as documentation data (Sugiyono, 2024). This study uses secondary data types derived from agency documentation that are needed to complete this research data, such as from various literature sources and previous research journals.

Data analysis was carried out with the help of SPSS software through several stages, namely instrument tests (validity and reliability) to ensure that the questionnaire was suitable for use, classical assumption tests which included normality, multicollinearity, and heteroscedasticity tests, and multiple linear regression analysis to measure the influence of competence and work motivation on employee performance. In addition, a coefficient of determination test (R^2) was carried out to determine the contribution of independent variables to dependent variables, as well as a hypothesis test with a t-test (partial) and an F-test (simultaneous) at a significance level of 5%. This research was carried out from May to July 2025 at the Lebak Regency Personnel and Human Resources Development Agency (BKPSDM).

RESULTS AND DISCUSSION

To test the validity and reliability of the instrument as well as the strength of the relationship between variables in this research model, a multiple linear regression approach was used with the help of SPSS software. The analysis was carried out through the stages of instrument testing (validity and reliability), classical assumption test, then continued with regression model testing (R^2) and hypothesis (t-test and F test). The validity test aims to measure the extent to which the question items in the questionnaire

are able to reveal data according to the construct being studied. According to (Sujarweni, 2025:83), the validity test is carried out on each statement item by comparing the *value of r calculated* with *the r table*. Number of respondents as many as 30 people, then the degree of freedom (df) = $n - 2 = 28$. Based on the significance level of 5% ($\alpha = 0.05$), the table r value of 0.361 was obtained. Thus, the statement item is said to be valid if the value of r is calculated > 0.361 .

Table 1. Validity Test No.Item	r count	r table	No.Item	r count	No.Item	r count	Verdict
X1.1	0,886	0,361	X2.1	0,685	Y.1	0,647	Valid
X1.2	0,527	0,361	X2.2	0,812	Y.2	0,846	Valid
X1.3	0,388	0,361	X2.3	0,702	Y.3	0,835	Valid
X1.4	0,639	0,361	X2.4	0,704	Y.4	0,800	Valid
X1.5	0,804	0,361	X2.5	0,674	Y.5	0,797	Valid
X1.6	0,567	0,361	X2.6	0,637	Y.6	0,804	Valid
X1.7	0,786	0,361					Valid
X1.8	0,716	0,361					Valid

Source: Results of SPSS 26 data processing, year 2025

It can be found that each questionnaire item has a calculation value of $> r_{table}$ 0.361. So it can be concluded that all question items are declared valid and can be carried out a further series of tests.

Table 2. Reliability Test

Variable	<i>Cronbach's Alpha</i>	N of Items	Remarks
<i>Work-Life Balance</i>	0,830	8	Realiabel
<i>Organizational Citizenship Behavior</i>	0,787	6	Realiabel
Kinerja Pegawai	0,853	6	Realiabel

Source: Results of SPSS 26 data processing, year 2025

The results of the reliability test from *Cronbach's Alpha* value of each variable show a value that > 0.60 so that all these variables can be declared reliable and can be tested further.

Table 3. Uji Normalitas

Tests of Normality			
	Shapiro-Wilk		
	Statistic	df	Sig.
Work life balance	,935	30	,065
Organizational Citizenship Behavior	,940	30	,091
Employee Performance	,942	30	,101
*. This is a lower bound of the true significance.			
a. Lilliefors Significance Correction			

Source: Results of SPSS 26 data processing, year 2025

In the normality test using the *Shapiro-Wilk* method, the *Work-Life Balance* variable showed a significance value of 0.065, *Organizational Citizenship Behavior* of 0.091 and *Employee Performance* of 0.101. Since the three values are all greater than 0.05, it can be concluded that the data from each variable is normally distributed.

Tabel 4. Uji Multikolinearitas

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work life balance	,642	1,558
	Organizational Citizenship Behavior	,642	1,558
	a. Dependent Variable: Employee Performance		

Sumber: Hasil olah data SPSS 26, tahun 2025

The tolerance values of *Work life balance* and *Organizational Citizenship Behavior* are greater than > 0.10 and all VIF values are < 10 so that it can be concluded that there is no correlation between independent variables or no symptoms of multicollinearity.

Table 5. Multiple Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,034	2,859		,362	,720
	Work life balance	,304	,120	,381	2,537	,017
	Organizational Citizenship Behavior	,534	,163	,491	3,275	,003
a. Dependent Variable: Employee Performance						

Source: Results of SPSS 26 data processing, year 2025

In accordance with the regression line equation obtained, the regression model can be interpreted as follows: 1) The value of the constant (α) of Employee Performance (Y) is 1.034 which states that the variables of *Work Life Balance* (X1) and *Organizational Citizenship Behavior* (X2) are 1.034. 2) The value of the regression coefficient B1 of 0.304 indicates that the *Work-Life Balance* variable has a positive effect on Employee Performance. This means that every increase in the *Work-Life Balance* variable by one unit will increase Employee Performance by 0.304. 3) The value of the B2 regression coefficient of 0.534 shows that the *Organizational Citizenship Behavior* variable also has a positive effect on Employee Performance. This means that every increase in the OCB variable by one unit will increase Employee Performance by 0.534.

Table 6. Coefficient of Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,781 ^a	,610	,581	2,168

a. Predictors: (Constant), Organizational Citizenship Behavior, Work life balance

b. Dependent Variable: Kinerja Pegawai

Source: Results of SPSS 26 data processing, year 2025

The result of the Coefficient of Determination (R²) shows that the value of *R Square* is 0.610 or 61.0%. It can be concluded that the variables *Work-Life Balance* and *Organizational Citizenship Behavior* have an influence of 61.0% on Employee Performance. While the remaining 39.0% was explained by other variables that were not studied in this study. These results also show that the influence of independent variables on dependent variables is quite strong.

Tabel 7. Uji t

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,034	2,859		,362	,720
	Work life balance	,304	,120	,381	2,537	,017
	Organizational Citizenship Behavior	,534	,163	,491	3,275	,003

a. Dependent Variable: Employee Performance

Source: Results of SPSS 26 data processing, year 2025

Testing the hypothesis of the *Work-Life Balance Variable* on employee performance, it can be seen that the calculation value for the *Work-Life Balance* Variable is 2.537. With a significance level (α) of 5% and a degree of freedom (dk) = $n - k = 30 - 2 = 28$, a table t-value of 1.701 was obtained. Since $t \text{ calculates} > t \text{ table}$ ($2.537 > 1.701$) and the significance value is $0.017 < 0.05$, H_0 is rejected and H_1 is accepted. Thus, it can be concluded that there

is a significant influence of the *Work-Life Balance variable* on Employee Performance. This means that the better the *Work-Life Balance* that employees have, the employee performance also tends to increase.

Meanwhile, testing the hypothesis of the *Organizational Citizenship Behavior variable* on employee performance, it can be seen that the calculation value for the *Organizational Citizenship Behavior* (OCB) variable is 3.275. With a significance level (α) of 5% and a degree of freedom (dk) = 28, a table t-value of 1.701 was obtained. Since t calculates $>$ t table ($3.275 > 1.701$) and the significance value is $0.003 < 0.05$, H_0 is rejected and H_1 is accepted. Thus, it can be concluded that there is a significant influence of the *Organizational Citizenship Behavior variable* on Employee Performance. This means that the better the organizational citizenship behavior that employees have, the employee performance also tends to improve.

Tabel 8. Uji F

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	198,470	2	99,235	21,114	,000 ^b
	Residual	126,896	27	4,700		
	Total	325,367	29			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Competence

Source: Results of SPSS 26 data processing, year 2025

From the table above, it can be seen that the value of F is calculated as 21.114. With a significance level (α) of 5% and a degree of freedom $df_1 = k = 2$ and $df_2 = n - k - 1 = 30 - 2 - 1 = 27$, the F value of the table was obtained of 3.354. Since F counts $>$ F table ($21.114 > 3.354$) and the significance level is 0.000 ($0.000 < 0.05$), H_0 is rejected and H_1 is accepted. Thus, it can be concluded that there is a significant influence of the variables *Work-Life Balance* and *Organizational Citizenship Behavior* simultaneously on Employee Performance. This means that, together, these two variables affect the ups and downs of Employee Performance.

Based on the research that has been conducted and the results of data processing related to the title of the research hypothesis, in this study there are several things that are explained, namely the following: The Effect of *Work-Life Balance* on Employee Performance, This study aims to determine the effect of *Work-Life Balance* on employee performance. Based on the results of the t-test, t was obtained $>$ t table ($2.537 > 1.701$) and the significance value was $0.017 < 0.05$. This shows that *Work-Life Balance* has a positive and significant effect on employee performance at BKPSDM Lebak Regency, so that the hypothesis proposed in this study can be accepted. *Work-Life Balance* in this study was measured through four indicators.

The highest rated indicator was responsibility to work and family (average 3.49), followed by time balance (3.22), then social life (3.16). Meanwhile, the time to do hobbies obtained the lowest average (2.72). This shows that employees at BKPSDM Lebak Regency are quite capable of carrying out work and family responsibilities in a balanced manner, but still experience limitations in terms of social life and personal time. Thus, the balance in general is relatively good, but non-work aspects such as social and personal activities still need to be improved.

These findings are in line with the results of research conducted by (Maulani et al., 2025) which states that *Work-Life Balance* has a positive and significant effect on employee performance. The study emphasizes that work-life balance can create a stable psychological atmosphere and have a direct impact on work productivity. These results are also reinforced by a study (Solihin & Munandar, 2024) which found that *Work-Life Balance* has a significant relationship with performance improvement, especially in the public service sector. Employees who are able to maintain a balance between work responsibilities and personal life tend to show higher morale and are able to complete tasks well. In addition, (Rosyidi et al., 2024) also revealed that Work-Life Balance contributes to improving employee work performance. When work time and personal time can be managed in a balanced manner, employees become more focused, disciplined, and committed to organizational tasks. Thus, this study provides an empirical contribution that *Work-Life Balance* is one of the important factors that affect employee performance, especially in the local government environment such as the Lebak Regency BKPSDM.

The Influence of *Organizational Citizenship Behavior* on Employee Performance, This study also aims to determine the influence of *Organizational Citizenship Behavior* (OCB) on employee performance. Based on the results of the t-test, the t-value of the table $> t$ -calculated ($3.275 > 1.701$) and the significance value of $0.003 < 0.05$ were obtained. This shows that OCB has a positive and significant effect on the performance of employees at BKPSDM Lebak Regency. Thus, the hypothesis in this study is acceptable. *Organizational Citizenship Behavior* was measured using six indicators, namely: *altruism, conscientiousness, sportsmanship, courtesy, civic virtue, and loyalty*. Based on the tabulation of questionnaire results, the most prominent indicator is *altruism*, this shows that employees at BKPSDM Lebak Regency have an attitude of being willing to help colleagues without being asked. In contrast, *the civic virtue indicator* showed a lower score, which indicated a lack of involvement in organizational activities outside of the core tasks.

These findings are in line with research conducted by (Zalzela et al., 2023) which found that OCB has a positive and significant influence on employee performance, especially in the dimensions of loyalty and responsibility. Voluntary organizational behaviors such as not complaining much, maintaining harmonious working relationships, and active participation in the organization strongly support the achievement of optimal performance. In addition, (Khasbulloh et al., 2023) in their research stated that OCB has a positive relationship and a significant influence on employee performance. Attitudes such as helpful initiatives, loyalty to the institution, and concern for organizational progress are important parts in encouraging work efficiency and effectiveness. Thus, it can be concluded that *Organizational Citizenship Behavior* is one of the important factors that contribute to improving employee performance. Therefore, the Lebak Regency BKPSDM needs to continue to build a work culture that encourages OCB behavior through coaching, open organizational communication, and appreciation for employees who show high dedication and loyalty.

The Effect of *Work-Life Balance* and *Organizational Citizenship Behavior* on Employee Performance, in this study the aim of this study is to find out whether there is a simultaneous significant influence of competency and work motivation variables on employee performance. The results of the simultaneous regression test showed that *Work-Life Balance* (X1) and *Organizational Citizenship Behavior* (X2) had a positive and significant effect on employee performance (Y). This is evidenced by the F-value of $21.114 > 3.354$ with a significance value of $0.000 < 0.05$, which means that the two independent variables together affect the dependent variable. Thus, the hypothesis in this study is acceptable. Based on tabulation analysis, *Work-Life Balance* shows that employees have a tendency to maintain responsibilities between work and family (average highest 3.49), but are still weak in fulfilling time for hobbies (average lowest 2.72). Meanwhile, in *Organizational Citizenship Behavior*, the attitude of *altruism* (helping colleagues) is the most dominant, while *civic virtue* (concern for organizational activities) is still low. These findings show that the performance of employees at BKPSDM Lebak Regency is not only influenced by the balance between work and personal life, but also by the voluntary behavior of employees in supporting the work environment as a whole. Both play an important role and complement each other.

These results are strengthened by research (Rosyidi et al., 2024) which concluded that *Work-Life Balance* and *Organizational Citizenship Behavior* simultaneously make a real contribution to improving employee performance. Employees who are able to maintain a work-life balance and show loyalty, care, and work initiative tend to work more effectively, productively, and responsibly. The same thing is also shown by (Bima et al., 2022), who state that *Quality Work-Life Balance* and *Organizational Citizenship Behavior* have a significant effect on employee performance. The quality of performance is determined not only by the workload or formal tasks, but also by the emotional, social, and professional attitudes of employees in their daily working lives. Thus, it can be concluded that *Work-Life Balance* and *Organizational Citizenship Behavior* are two key factors that can together improve work effectiveness, productivity, and employee integrity at BKPSDM Lebak Regency. Efforts to improve employee performance need to be carried out holistically, not only from the technical side of work, but also through the creation of a balanced and humane work environment.

CONCLUSION

This study comprehensively examines the influence of competence and work motivation on employee performance at the Regional Financial and Asset Management Agency (BPKAD) of Serang Regency. The results of the study showed that *Work-Life Balance* (WLB) was proven to have a positive and significant effect on employee performance with a t-value of $> t$ table ($2.537 > 1.701$) and a significance value of $0.017 < 0.05$. Employees who are able to maintain a work-life balance, especially when it comes to family responsibilities, tend to perform better. However, aspects of social life and personal time still need to be improved. *Organizational Citizenship Behavior* (OCB) also had a positive and significant effect on improving employee performance with a t-value of $> t$ table ($3.275 > 1.701$) and a significance value of $0.003 < 0.05$. Employees show a voluntary attitude of helping (*altruism*), but involvement in organizational activities (*civic virtue*) is still low.

Simultaneously, *Work-Life Balance* and *Organizational Citizenship Behavior* together had a significant influence on employee performance with an F value of $21.114 > 3.354$ with a

significance value of $0.000 < 0.05$. Performance is not only influenced by a balanced division of time between work and personal life, but also by the presence of positive behaviors that appear voluntarily in the work environment. (*R Square*) of 0.610 or 61.0%. It can be concluded that the variables *Work-Life Balance* and *Organizational Citizenship Behavior* have an influence of 61.0% on Employee Performance. While the remaining 39.0% was explained by other variables that were not studied in this study. This emphasizes that the combination of *Work-Life Balance* and *Organizational Citizenship Behavior* plays an important role in creating more optimal employee performance at the Lebak Regency Personnel and Human Resources Development Agency.

The practical implications of this study show the need for improvement efforts in several aspects. In the *Work-Life Balance* (X1) variable, BKPSDM is recommended to implement a more flexible time management policy, such as setting proportional working hours and providing adaptive leave opportunities. This is important because the X1 indicator in the 3rd statement has the lowest calculated r-value, which indicates that there are still employees who have difficulty dividing their time between work and personal life.

In the *Organizational Citizenship Behavior* (X2) variable, it is necessary to improve participatory culture through collaborative internal activities, such as joint training, discussion forums, and giving awards for employees who are active in organizational activities. This recommendation is based on the results of research that shows that the X2 indicator in the 6th statement has the lowest calculated r-value, so employee participation in organizational activities still needs to be increased. Meanwhile, for the Employee Performance variable (Y), BKPSDM is recommended to strengthen the supervision system, set clearer performance standards, and provide competency improvement training. This step is necessary because the Y indicator in the 1st statement has the lowest calculated r value, which indicates that there are still employees who are less consistent in completing work according to the target.

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