



Analysis of Organizational Citizenship Behavior Based on Employee Engagement, Organizational Justice, and Work-Life Balance

Nicholas Saputra Chaniago^{1*}); Noor Arifin²;

(^{1,2}) Department of Management, Faculty of Economics & Business, Nahdlatul Ulama Islamic University 1 Jepara

***Author Correspondent:** nichoarplos@gmail.com

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ABSTRACT

Purpose: This study aims to examine the influence of employee engagement, organizational justice and work-life balance on organizational citizenship behavior at the village hall office in Keling District. The population of this study is village hall employees in Keling sub-district. **Methodology:** the research design used is quantitative research. The population in this study is employees at the village hall office in Keling sub-district with a total of 113 people. The total population in this study is 113 people. The sampling technique used saturated samples, so that a sample of 113 people was obtained. The primary data needed is collected by survey by distributing a questionnaire using a google form to individuals or individuals. **Result:** The results of this study show that employee engagement has a significant positive effect on the organizational citizenship behavior of the village hall office in Keling District, organizational justice has a significant positive effect on the organization citizenship behavior of the village hall office in Keling District work-life balance has a significant positive effect on the organization citizenship behavior of the village hall office in Keling District. **Findings:** This study highlights the importance of good employee engagement, high organizational equity, and maintaining a work-life balance that is conducive to achieving high organizational citizenship behavior. **Novelty:** This study describes the interaction between employee attachment, organizational justice, and work-life balance in the context of organizational citizenship behavior in the organization of village hall offices. **Originality:** This study contributes to organizational citizenship behavior regarding the productivity of village hall office employees in Kecamatan Keling by overcoming the gap in understanding these variables. **Conclusion** Practical thinking is a recommendation for village hall office employees in Keling sub-district to develop strategies to improve organizational citizenship behavior in accordance with the expectations and goals of the organization. The population of this study is employees of the village hall office in Keling District. **Type of Paper:** Quantitative empirical research.

KEYWORDS

Employee engagement; organizational justice; work-life balance; Organization Citizenship Behavior

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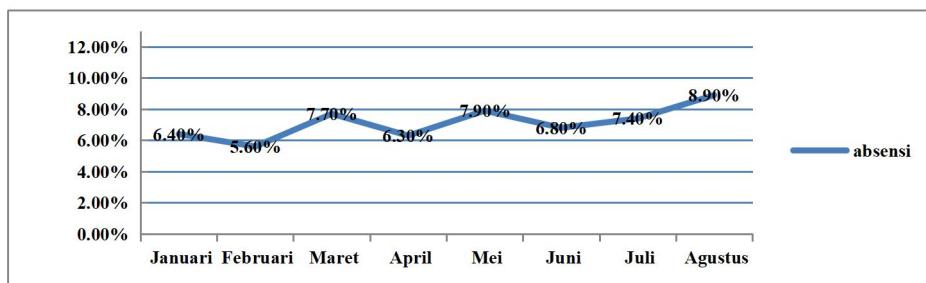


INTRODUCTION

Human resources (HR) are a very important asset for a company. Indonesia has a fairly dense population, this means that Indonesia also has abundant human resources. The abundant human resources can be a profit if the productivity is high, but it will be a problem if the resources are not productive. One of the efforts to increase human resource productivity is through the implementation of OCB (*Organizational Citizenship Behavior*). OCB is the voluntary behavior of an employee to be willing to do tasks or work outside of his responsibilities and obligations for the progress or profit of the company (Mayer, 2021).

In developing employees, efforts are needed from the company so that employees have a better and appropriate attitude at work. This attitude consists of in-role and extra-role (Oktaviani & Arifin, 2023). Employees are willing to give the best for the organization beyond what is required. This extra-role attitude is often referred to as organizational citizenship behavior (OCB). OCB is very important to be researched in companies so that there is an acceleration of the company in achieving its best performance (Oktaviani & Arifin, 2023). Many organizations pay less attention to the attitude of OCB of these employees. The OCB problem can be seen from the employee attendance chart below:

Figure 1. Employee Attendance Graphic



Indications of OCB problems at the village hall office often appear, where there is a lack of a helpful and voluntary attitude among fellow employees, late to work and often absent from work whose average figure is > 7% where normally 2-3% (Oktaviani & Arifin, 2023) This shows the low behavior of non-compliance with the rules by employees, so it is said that OCB behavior in the organization is low.

The village hall office has an important role in supporting public services at the village government level. However, there are often challenges in creating a conducive work environment, such as the lack of employee involvement in extra-role behavior, which is part of OCB (Saputri & Helmy, 2021).

In the realm of human resource management, the term organizational citizenship behavior is behavior that is not part of the tasks that have been formally required for an employee but as a whole encourages the effective functioning of the organization. Employees are often faced with unpleasant conditions in an effort to increase human resources to carry out their duties. They must always be faced with various tasks that are urgent and required to be completed immediately. They are required not only to work as they are in the perspective of working or to work only in accordance with their official duties (intra-roles), but they are faced with working beyond what they should do in their duties (extra-roles). This extra-role work behavior is often referred to as organizational citizenship behavior (Saputri & Helmy, 2021).

Organizational citizenship behavior. The personality base for OCB reflects the characteristics of employees who are cooperative, helpful, caring and sincere. Meanwhile, the basis of attitude indicates that employees involved in OCB to retaliate for organizational actions (Virgiana & Sitio, 2021). Organizational civic behavior is defined as the behavior of independent individuals. OCB is employee behavior that is carried out voluntarily, sincerely, and happily without having to be ordered and controlled by the organization, but basically the organization wants its employees to

behave OCB (Virgiana & Sitio, 2021). The difficult task for every organization to realize performance and effectiveness improvement is to encourage the willingness of members or employees to have a willingness to work extra roles or OCB attitudes to perform more than what has been determined. The dimensions of OCB are: (1) Altruism (voluntary attitude), (2) Conscientiousness (doing things that benefit the organization to exceed the minimum requirements specified), (3) Sportsmanship (tolerance in situations that are less than ideal or uncomfortable in the organization), (4) Civic virtue (participation and responsibility in organizational activities and caring for the survival of the organization), and (5) Courtesy (preventing problems from co-workers in the organization).

Employee engagement is an individual's involvement, satisfaction, and enthusiasm with the work they do. Employees will engage and express themselves physically, cognitively, and emotionally while working at the company where they work. Employee engagement refers to the extent to which employees are fully involved in their work so as to strengthen their OCB towards the job and the company. The employees involved in the work and OCB of the company will work to achieve the company's competitive advantage by achieving high productivity, good customer service, and lowering the employee turnover rate (Paramitha & Rijanti, 2022). Research on the influence of employee engagement on OCB has been conducted (Hidayati & Priyono, 2022) which results in employee engagement has a positive and significant effect on OCB. Different research results were conducted (Legowo & Soliha, 2022) shows that employee engagement has no significant effect on OCB. The results of these different studies show the importance of further research on the relationship between employee engagement and OCB. Research shows that employees' emotional, cognitive, and physical attachment to work greatly influences their behavior at work. In some village hall offices, employees feel undervalued, thus lowering their level of attachment to work and organization.

Employee engagement is individual involvement, satisfaction, and enthusiasm with the work they do. Employees will engage and express themselves physically, cognitively, and emotionally while working at the company where they work (Paramitha & Rijanti, 2022). Employees who feel engaged with the company, then the employee already has awareness of the business. So that employees will give all their best abilities and skills to the success of the company. Employee engagement refers to the extent to which employees are fully involved in their work so as to strengthen their OCB towards the job and the company. The employees involved in the work and OCB of the company will work to achieve the company's competitive advantage by achieving high productivity, good customer service, and lowering the employee turnover rate. There are 3 characteristics or indicators of employee engagement, including: (1) Vigor, (2) Dedication, (3) Absorption (Nazmah et al., 2022).

Organizational justice is a concept of employee perception of the extent to which they are treated fairly in the organization. Injustice in the organization not only reduces work performance but also reduces the quality of work and cooperation between Awang and Ahmad workers in (Tjut Allya & I Gede, 2019). This can be shown by providing fair or equal treatment to employees, not discriminating between employees and others according to what can be called sensitive, so that it can make employees OCB in a job or company. This research is also supported by (Sanhaji et al., 2016) which states that if employees give a balanced response to what happens in the company, OCB will be formed in the employee. Organizational justice. organizational justice is the perception of employees whether the organization treats them fairly or not.

Organizational justice is a concept in the organization that is very important for employees to feel (Ardi & Sudarma, 2015). There are four comparative references that can be used by employees, namely within themselves, outside themselves, inside others and outside others. stated that organizational justice has a positive and significant effect on Organizational Citizenship Behavior (Ardi & Sudarma, 2015). states that organizational justice has a positive and significant effect on Organizational Citizenship Behavior (Nazmah et al., 2022). (Hermanto & Srimulyani, 2022) stated that organizational justice has a positive and significant effect on OCB. The variables of organizational justice are by 3 indicators, namely distributive, procedural and interactional justice.

Injustice can cause the absence of bonds between members of the organization and can hurt individuals and harm the company (Tjut Allya & I Gede, 2019). Injustice allowed to drag on can lead to deviant behavior in the workplace (Tjut Allya & I Gede, 2019). Perceptions of injustice in workload sharing, incentivization, or recognition of employee contributions can affect their motivation to participate in activities that support the organization outside of primary responsibilities (Tjut Allya & I Gede, 2019). This is in line with several studies that show that there is a significant influence of organizational justice on OCB (Tjut Allya & I Gede, 2019). And on the contrary, there is research that shows that there is no significant influence of Organizational Justice on OCB (Ardi & Sudarma, 2015).

Work-life balance is a situation where individuals are able to manage and divide between work responsibilities, family life and other responsibilities so that there is no conflict between family life and work career and there is an increase in motivation, productivity and loyalty to work. (Shalahuddin, 2021). Work-life balance is defined as a person's level of satisfaction with his or her involvement to "fit" with the dual role he or she has in life (Fitriani et al., 2024). *Work life balance* related to the compatibility between time and effort to work and carry out activities outside of work in order to achieve a harmonious life (Fitriani et al., 2024). *Work-life balance* It is a need to balance the demands of work life with the demands of life outside of work so that they can live a satisfying life. Work-Life Balance in general deals with working time, flexibility, welfare, family, demographics, migration, leisure and so on. Work-life balance is essential because the failure to achieve work-life balance results in low job satisfaction, low happiness, worklife conflict, and burnout in employees. Here are some definitions and definitions *Work-Life Balance* from several book reference sources: According to Singh and Khanna in (Iroth et al., 2022), work-life balance is a broad concept that involves setting the right priorities between work (career and ambition) on the one hand and life (happiness, leisure, family and spiritual development). This can be interpreted that work-life balance can affect organizational citizenship behavior. Indicators to measure Work-Life Balance according to McDonald and Bradley in Pangemanan et al., (2017) consist of: Time balance, Involvement balance, Satisfaction balance.

Officers who carry out the strategy *Work Life Balance* indicates better health conditions and good well-being. With the heavy workload felt by employees at the Village Hall Office in Keling sub-district, it results in work outside operating hours will disrupt the balance and health condition of the employee. This is in line with several studies that show that there is a significant influence of Work Life Balance on OCB (Saputri & Helmy, 2021). Work life balance has a positive effect on OCB (Saputri & Helmy, 2021). *Work-life balance* positive and significant effect on OCB (Iroth et al., 2022). *Work-life balance* positive and significant effect on OCB (Shalahuddin, 2021) And on the contrary, there is a study that shows that there is no significant influence of Work Life Balance on OCB (Fitriani et al., 2024). Many employees at village halls face challenges in maintaining a balance between work responsibilities and personal lives, especially in the context of flexible but often stressful work due to limited resources.

Practically, this study is expected to provide information on how Employee Engagement, organizational justice and work-life balance affect OCB of village hall employees in Keling sub-district. Meanwhile, theoretically, this research will contribute thinking to previous research as support, and additional information related to employee OCB, increasing knowledge and understanding of the concepts of employee engagement, organizational justice and work-life balance in an organization.

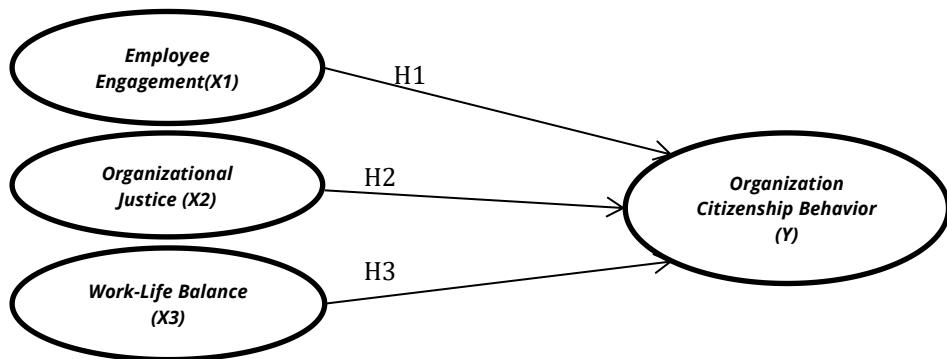
METHOD

Analysis Method

This type of research is a quantitative approach that aims to analyze how much the influence of the variables of work attachment, organizational justice, and work-life balance on organizational citizenship behavior in the village hall office in Keling sub-district. In this study, the variables studied consisted of independent variables, namely, work attachment (X1), organizational justice (X2), and work-life balance (X3). and bound variables, namely Organizational citizenship behavior (Y). The

framework used to demonstrate the process of testing relationships between variables will be described as follows:

Figure 2. Frame of mind



To determine the limitations of this study, the following hypotheses between variable relationships are proposed:

H1 : The Positive Influence of Employee engagement on Organizational Citizenship Behavior of the Population and Civil Registration Office in Jepara Regency

H2 : The Positive Influence of Organizational Justice on Organizational Citizenship Behavior of the Population and Civil Registration Office in Jepara Regency

H3 : The Positive Influence of Work-Life Balance on Organizational Citizenship Behavior of the Population and Civil Registration Office in Jepara Regency.

The population used in this study is employees of the Village Hall Office in Keling district. The sampling technique used is saturated samples, a technique that specifies the sample when all members of the population are used as research samples. The sample used in this study is the total population of 113 people. The survey obtained data from a survey that was directly filled in by the respondents. The researcher distributed questionnaires, a list of questions to respondents, and selected some of the alternative answers available. The data source and data used in this study are the main data. This key data is also known as original data. The source of the research data is the most important factor in determining how the data is collected. The data source was obtained from the results of the completed survey distributed by the researchers and filled in by the research sample, namely employees at the village hall office in Keling sub-district.

RESULTS AND DISCUSSION

RESULTS

Descriptive Analysis

Respondents in this study involved 113 employees at the village hall office in Keling sub-district. This study uses a sample of 113 respondents taken from the population of employees at the village hall office in Keling sub-district which totals 113 people. All research samples were given questionnaires in the form of google forms, questionnaires that were distributed as many as 113 questionnaires, out of the total questionnaires distributed by respondents who filled out as many as 113 respondents, so all samples filled out questionnaires. The characteristics of the respondents included gender, age, and length of service, which are distributed as shown in Table 1 below:

Table 1 Respondent Demographics

	Sum	Percentage
Gender		
Man	91	80,5%
Woman	22	19,5%
Age		
18-30	7	6,2%
31-40	42	37,2%
41-50	40	35,4%
>50	24	21,2%
Long Time Working		
3 - 4 years	76	67,3%
5 - 6 years	27	23,9%
>7 years old	10	8,8%

Based on the table above, it can be concluded that the most dominant gender of respondents is men with a total of 91 people with a percentage of 80.5%. While the lowest is the female gender as many as 22 people with a percentage of 19.5%.

Validity Test

The validity test with r table was obtained from the Product Moment Value Table from the degree of freedom (df) = n - 2, n is the number of respondents and the significance (error level) used, which is 5%, and the number of initial respondents is 113 people, then the r value of the table is 0.1548 and a variable is said to be reliable if it gets a Cronbach alpha value of > 0.6.

Table 2. Validity Test

Inquiry Number	r count	r Table	Information
Employee engagement			
KK01	0,671	0,1555	Valid
KK02	0,769	0,1555	Valid
KK03	0,704	0,1555	Valid
Organizational Justice			
KO01	0,789	0,1555	Valid
KO02	0,674	0,1555	Valid
KO03	0,750	0,1555	Valid
Work-Life Balance			
KKK01	0,776	0,1555	Valid
KKK02	0,738	0,1555	Valid
KKK03	0,814	0,1555	Valid
Organizational Citizenship Behavior			
OCB01	0,347	0,1555	Valid
OCB02	0,337	0,1555	Valid
OCB03	0,349	0,1555	Valid
OCB04	0,329	0,1555	Valid
OCB05	0,442	0,1555	Valid

Based on the results of the validity test in the table above, it is known that all statements or indicators of the four variables (employee engagement, organizational justice, work-life balance and organizational citizenship behavior) show a calculated value > rtable 0.1555. Thus, all of the above variable indicators/indicators are declared valid and qualified as a measure of independent

variables (employee engagement, organizational justice, work-life balance) and dependent variables (organizational citizenship behavior).

Reliability Test

Reliability test is a measurement tool used to assess all items or questions in this study. The method applied is to use Cronbach's alpha formula. In general, an instrument is considered reliable if its Cronbach alpha value is more than 0.6. (Sutrischastini & Riyanto, 2017).

Table.3 Reliability Tests

Variable	Cronbach's Alpha	Cronbach's Alpha	N of Items's
<i>Employee engagement</i>	0, 846	0,6	3
<i>Organizational Justice</i>	0, 861	0,6	3
<i>Work-Life Balance</i>	0,884	0,6	3
<i>Organization Citizenship Behavior</i>	0,606	0,6	5

Based on the results of data processing, the variable questionnaire in the study was reliable, because it had a Cronbach's Alpha value greater than 0.6 (Cronbach Alpha > 0.6).

Multiple Linear Regression

To analyze using multiple regression line analysis, it is necessary to pay attention to the values listed in the coefficients in the following table:

From the results of data processing, multiple regression equations were obtained as follows:

Table 4. Multiple Linear Regression Measurement Results

Type	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	1,522	0,462	
1 <i>Employee Engagement (X1)</i>	0,247	0,074	0,289
<i>Organizational Justice (X2)</i>	0,213	0,074	0,248
<i>Work-Life Balance (X3)</i>	0,179	0,063	0,233

$$Y = 1.522 + 0.247 X1 + 0.213 X2 + 0.179 X3$$

Variable Y = Organization Citizenship Behavior (OCB)

The explanation is as follows:

1. A Constant value of 1.522 means that in the variable conditions of Employee Intimacy (X1), Organizational Justice (X2), and Work-Life Balance (X3) with a value of zero, the level of Organization Citizenship behavior is 1.522.
2. The X1 coefficient of 0.247 means that if the Employee engagement (X1) increases by one unit, while the other variable is fixed, the Organization Citizenship Behavior (Y) variable will increase by 0.247.
3. The X2 coefficient is 0.213, which means that if organizational justice (X2) increases by one unit, while the other variables are fixed, the Organization Citizenship Behavior (Y) variable will increase by 0.213.
4. The X3 coefficient is 0.179, which means that if the Work-Life Balance (X3) increases by one unit, while the other variables are fixed, the organizational citizenship behavior (Y) variable will increase by 0.179.

Classic Assumption Test

Normality Test

Based on the results of data processing, the value of Asymp. Sig. (2-tailed) is 0.200c. Based on this value, the decision is that the regression model follows the normal distribution because of the Asymp value. Sig. (2-tailed) of 0.200 is greater than 0.05.

Multicollinearity Test

Based on the results of data processing, the value of the VIF variable is as follows:

Table 5. Multicollinearity Test

Independent variables	VIF
<i>Employee engagement</i>	1,133
<i>Organizational Justice</i>	1,105
<i>Work-Life Balance</i>	1,032

Based on the table, it is known that the VIF values are all below 10, so the conclusion is that the regression model escapes multicollinearity.

Heteroscedasticity Test

The following are the results of the heteroscedasticity test from the glyc test.

Table 6. Heteroscedasticity Test

ANOVA Table	F value calculated		Significance of F
		0,825	0,483b
Variable	Calculated t-value		Significance t
<i>Employee engagement</i>		-0,927	0,356
<i>Organizational Justice</i>		0,732	0,466
<i>Work-Life Balance</i>		1,271	0,206

Based on the results of data processing, the significance value of the employee engagement variable was 0.356, the organizational justice and work-life balance variables were 0.466 and 0.206 were greater than 0.05, meaning that employee engagement, organizational justice and work-life balance did not occur symptoms of heteroscedasticity.

Determination Test (R2)

Table 7. Determination Test (R2)

Model Summaryb					
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,525a	0,276	0,256	0,27902	1,837

The value of the correlation coefficient (R) of 0.525 means that the relationship between the three independent variables of Employee engagement, Organizational Justice, and Work-Life Balance with the bound variable Organizational Cityzenship Behavior (OCB) is very strong, In the interpretation of the determination coefficient (R Square), if the independent variable is more than two, what is analyzed is the adjusted determination coefficient (adjusted R Square), it is known that the value is 0.256 which means 2.56 percent variation in variable changes Organizational

Citizenship Behavior (OCB) can be predicted by the variables Employee engagement, Organizational Justice, and Work-Life Balance while the remaining 97.44 percent (100-2.56) is explained by other variables outside the model.

Hypothesis Testing t-test (Partial test)

The t-test is known as the partial test, which is to test how each independent variable affects its own independent variable.

Table 9. Test Results t

Type	t	Sig
(Constant)	3,292	0,001
Employee Engagement (X1)	3,328	0,001
1 Organizational Justice (X2)	2,894	0,005
Work-Life Balance (X3)	2,814	0,006

Judging from the table above, the results of hypothesis testing each partially independent variable against its dependent variables can be analyzed as follows.

1. It is known that the significant value for the employee engagement variable (X1) has a value of 0.001 smaller than the alpha value of 0.05 and the t-value of 3.328 is greater than the t-value of table 1.658 so that it can be concluded that the employee engagement variable partially has a positive and significant effect on organizational citizenship behavior, then H1 is declared **accepted**. in other words, the higher the Employee engagement, the higher the Organization Citizenship Behavior.
2. It is known that the significant value for the organizational justice variable (X2) has a value of 0.005 smaller than the alpha value of 0.05 and the calculated t value of 2.894 is greater than the t-value of table 1.658 so that it can be concluded that the organizational justice variable partially has a positive and significant effect on organizational citizenship behavior, so H2 is declared **accepted**. In other words, the higher the organizational justice, the higher the organizational citizenship behavior.
3. It is known that the significant value for the work-life balance variable (X3) has a value of 0.006 smaller than the alpha value of 0.05 and the calculated t-value of 2.814 is greater than the t-value of table 1.658 so that it can be concluded that the work-life balance variable partially has a positive and significant effect on organizational citizenship behavior, so H3 is declared **accepted**. in other words, the higher the work-life balance, the higher the organizational citizenship behavior.

Test F

The F test is used to test that each independent variable has a significant effect on the jointly bound variable $\alpha = 0.05$ and accepts or rejects the hypothesis, The results of the calculation of the F test can be seen in the following table:

Table 8. F Test Results

NEW ERA						
	Type	Sum of Squares	Df	Mean Square	F	Sig
1	Regression	3,229	3	1,076	13,823	0.000b
	Residual	8,486	109	0,078		
	Total	11,715	112			

The results of the statistical test F showed that the significance value for the effect of employee engagement (X1), organizational justice (X2), and work-life balance (X3) on organizational citizenship behavior (Y) was 0.000, which means that the value was less than 0.05. Then the result of the F value is calculated as 13.823 which means that it is greater than the value of the F value of the table 2.69, Thus, in accordance with the basis of decision-making in the F test, it can be concluded that employee engagement (X1), organizational justice (X2), and work-life balance (X3) simultaneously have a significant effect on organizational citizenship behavior (Y).

DISCUSSION

Employees who feel tied to the organization tend to show more extra-role behaviors, such as helping colleagues, taking the initiative in completing tasks, and behaving proactively in improving service quality. This attachment creates a greater sense of responsibility for the tasks at hand (Legowo & Soliha, 2022). When employees feel treated fairly by the organization, they tend to be more willing to take pro-social actions, support the organization's goals, and show high loyalty. Organizational justice fosters a sense of trust and a good relationship between employees and management (Tjut Allya & I Gede, 2019). Employees who feel they have a work-life balance are more likely to be motivated to make extra contributions at work. They can maintain the physical and mental well-being necessary to carry out tasks with dedication and without feeling pressured, thus improving the quality of OCB's behavior (Iroth et al., 2022). To increase OCB in the village hall office, it is important for management to pay attention to these three factors. Developing programs that increase employee engagement, ensure organizational justice, and provide support for employees' work-life balance will result in more motivated and productive employees. This in turn will improve the overall performance of the organization and create a more harmonious work environment.

CONCLUSION

Based on the results of multiple linear regression analysis, it can be concluded that partially or simultaneously employee engagement variables have a significant positive effect on Organizational Citizenship Behavior, organizational justice has a significant positive effect on Organizational Citizenship Behavior and work-life balance has a significant positive effect on Organizational Citizenship Behavior in employees of the Village Hall office in Keling District.

The next research is expected to discuss, add or analyze other variables that affect Organizational Citizenship Behavior, such as job demand variables, knowledge management, talent management and others. Furthermore, it is hoped that it can add to the theoretical foundation with the latest theories and research, the respondents used are varied or have different characteristics from the respondents of this study.

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