

## Influence Work-life Balance and Person-organization Fit toward OCB: The Mediated Role Organizational Commitment

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### Keywords:

work-life balance; person-organization fit; organizational commitment; organizational citizenship behavior (OCB)

### Abstract

The first aims of the paper was to investigate the impact work-life balance (WLF) toward organizational commitment, and the effect person-organization fit (POF) toward OCB. Second objective was to examine the mediation role of the organizational commitment in the relationship WLF and POF on OCB. The study design used the quantitative research with the survey method. The sample of this study was all 102 employees of the Transportation Agency in Pati Regency, Central Java, Indonesia. Data were analyzed using multiple linear regression and the Sobel test for mediation. The finding demonstrated WLF had positive-significant effect toward the organizational commitment. Moreover, POF also had a positive-significant influence on the organizational commitment. Furthermore, WLB, POF, and the organizational commitment had a positive-significant influence toward OCB. Organizational commitment was proven to mediate role the effect the WLF on OCB, as well as the influence of POF on OCB.

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## INTRODUCTION

In the era of technology and information which is full of competition, an employee is required to have organizational citizenship behavior (OCB), namely employee behavior which is voluntary and goes beyond normal work duties (Hermawan et al., 2020; McShane et al., 2000; Thomas et al., 2019). Although OCB is not explicitly recognized in the formal reward system, OCB is expected to improve the efficiency and effectiveness of the organization's overall functions (Bret Becton et al., 2008). OCB for organizations has been proven to play an important role in increasing organizational success, especially in improving employee performance (Andrianto & Palupi, 2023; Juniarti et al., 2025).

However, based on a preliminary study on OCB dimension conducted on 20 employees of the Pati Regency Transportation Agency, Central Java, Indonesia, found that the overall level of OCB among employees was still quite low. This was evident from the low mean scores for each of the following, including altruism (3.05 and 3.15), conscientiousness (3.55 and 3.80), sportsmanship (2.90 and 2.55), courtesy (3.50 and 2.90), and civic virtue (3.30 and 2.80). These findings indicate that employees exhibited less helpful behavior toward coworkers, were less compliant with company standards, had a lower tolerance for less-than-ideal working conditions, showed less concern for interpersonal relationships, and took less responsibility for organizational life. Furthermore, interview results also indicated that alignment between individuals and organizations, in terms of time and goals, was an important factor that was expected to be improved. This aimed to increase employee contributions and a sense of belonging to the organization.

Recent studies consistently shows that work-life balance and person-organization fit have a positive-significant influence on OCB. Several studies confirm a direct relationship between work-life balance and OCB (Andrianto & Palupi, 2023; Fitriani et al., 2023; Muliku et al., 2023). Similarly, other studies show a positive-significant influence of person-organization fit on OCB (Christian

et al., 2023; Fikri et al., 2023; Rachmadhan & Suharnomo, 2024; Sulaiman & Cahyono, 2025). Furthermore, empirical research indicates a positive influence of work-life balance on organizational commitment (Jayanti, 2022; Mustika et al., 2023; Widodo et al., 2023). Previous research also confirms the positive influence of person-organization fit on organizational commitment (Alniacik et al., 2013; Park & Hai, 2024). Furthermore, previous research supports a positive relationship between organizational commitment and OCB (Ecinsia et al., 2024; Setyawati et al., 2024; Sihombing et al., 2023). Finally, work-life balance and person-organization fit have also been shown to have a positive-significant influence on organizational commitment, which in turn has a positive-significant influence on OCB (Alfianto & Hadi, 2024; Millenia & Masman, 2024).

Hence several study has confirm connection these relationship, several limitations need overcome. Study previously show contradictory results, which state that work-life balance No own effect direct to OCB (Fitriani et al., 2023). Findings other studies show that indicator person-organization fit, namely compensation And allowance, not yet proven become predictor of OCB (Pradhan et al., 2016). Other studies also confirm that person-organization fit No own effect significant towards OCB (Christian et al., 2023).

Furthermore, the majority of previous studies presented have focused on causal relationships between variables without delving into the mechanisms or processes underlying these relationships. Some studies have used mediating variables such as job satisfaction (Erdianza et al., 2020; Paramita & Waridin, 2006; Tarigan & Ratnaningsih, 2020), but further exploration of other mediating variables that may play a role in different contexts is needed. Furthermore, another limitation is the varied research contexts, ranging from general employees (Aisyah et al., 2023), manufacturing company employees (Ganiyu et al., 2020), and healthcare workers (Paramita & Waridin, 2006), to other private sector employees (Andrianto & Palupi, 2023). While this suggests generalizability, further research in specific contexts, such as government agencies, where unique challenges related to bureaucracy and intrinsic motivation exist, is needed to understand this.

According to the background description, the seven research questions (RQ) are declared: RQ1, how does work-life balance (WLB) affect OCB? RQ2, how does person-organization fit (POF) affect OCB? RQ3, how does WLF affect OCB? RQ4, how does the POF impact the organizational commitment? RQ5, how does the organizational commitment effect OCB? RQ6, how does the WLF impact OCB mediated by the organizational commitment? RQ7, how does the POF affect OCB mediated by the organizational commitment? This study aims to investigate the influence of the WLF and the POF fit on OCB. Furthermore, this study aims to examine the mediating role of the organizational commitment on the influence of the WLF and the POF on OCB as a novelty. This study contributes to the development of human resource management. The results also provide additional information for future research examining the factors influencing OCB. Practically, this study can provide a foundation for leaders in formulating policies, focusing on the work-life balance, the person-organization fit, and the organizational commitment. Based on the research questions, [Figure 1](#) depicts the empirical model and research hypotheses.

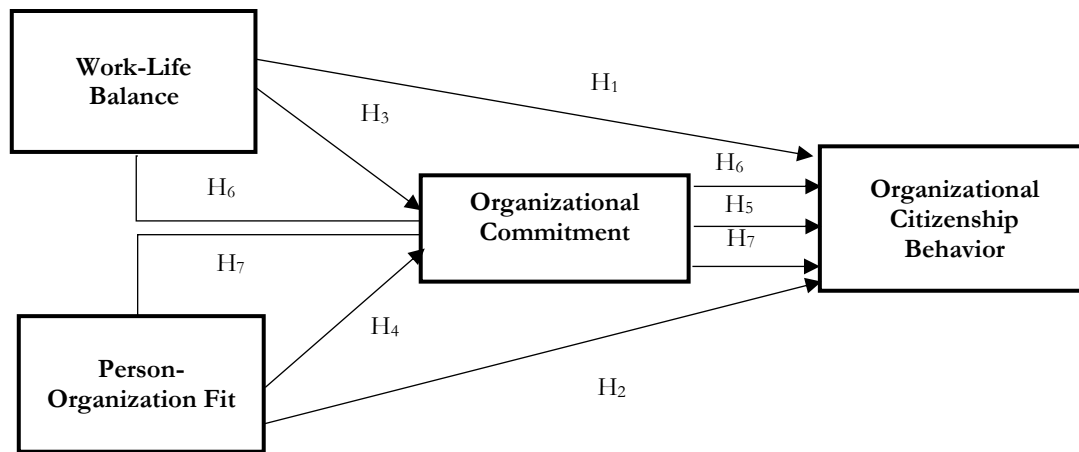


Figure 1. Research Framework Model

## METHODS

### Study Design

The research design used in this study is a quantitative method with a survey approach. Quantitative data is obtained in numerical form, which is then calculated using statistical techniques.

### Population and Sample

The population of this study was all 107 employees of the Pati Regency Transportation Agency, Central Java, Indonesia. The sample was selected using purposive sampling, with the criteria being civil servants, having a minimum high school education, and having a minimum of two years of service. Therefore, based on the established criteria, there were 102 respondents.

### Data Collection Techniques and Instrument Development

The data collection technique in this study used a questionnaire, which included instrument questions about respondent identity and four variables. Work-life balance was measured using indicators from Kalliath & Brough (2008), which consist of three dimensions: suitability, growth promotion, and life priorities. These dimensions were further described in six indicators: work demands, non-work demands, work activities, non-work activities, values of togetherness, and values of responsibility.

Person-organization fit is measured by four dimensions from Kristof-Brown & Guay (2011), namely value congruence, goal congruence, employee needs fulfillment, and personality-culture characteristics congruence. Furthermore, these four dimensions are described in eight indicators including congruence with personality reference to company values, congruence with abilities and work, congruence with work goals and company goals, congruence between individuals and coworkers, wages given according to company capabilities, job needs fulfilled, having similar company activities, and having similar concerns.

Organizational commitment is built from three dimensions from Allen & Meyer (1990), described in seven indicators including strong belief and acceptance of organizational values and goals, loyalty to the organization, willingness to use efforts for the benefit of the organization, benefits to continue working in the organization, taking into account the losses if leaving the organization, willingness to work, and responsibility to advance the organization.

The final OCB variable was measured using five indicators from Organ (1988) including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The five indicators were further elaborated into ten indicators: helpfulness, willingness to help friends, going above and beyond the required workload, desire to advance the organization, tolerance, rarely complaining, maintaining good relationships, avoiding conflict, adapting to change, and initiative.

Quantitative data were collected using a seven-point Likert scale rating system, with the highest score being 7 for Strongly Agree, and the lowest score being 1 for Strongly Disagree.

## Data Analysis Techniques

Descriptive analysis in this study aims to describe or illustrate the collected data. Descriptive analysis used in this study includes frequency, percentage, mean, median, mode, and standard deviation. Furthermore, instrument testing is a process carried out to ensure that research instruments, such as questionnaires, can produce valid and reliable data. Multiple linear regression analysis was conducted to measure the extent to which the dependent variable OCB can be influenced by work-life balance, individual-organization fit, and organizational commitment. Finally, the model was tested using the  $R^2$ , F-test, t-test, and Sobel test.

## RESULTS AND DISCUSSION

### Descriptive Analysis Results

Based on 102 returned questionnaire data, it was found that there were 66 male respondents or 64.7% and 36 female respondents or 35.4%. Regarding employee age data, it is known that there are 7 employees between the ages of 20-30 years or 6.9%, 56 employees between the ages of 31-40 years or 54.9%, 34 employees between the ages of 41-50 years or 33.3%, and the remaining employees between the ages of 50-60 years as many as 5 people or 4.9%. Finally, based on age, 19 people had a high school education level or 18.6%, 14 people had a diploma or 13.7%, 59 people had a bachelor's degree or 57.8% and the remaining 10 people had a master's degree or 9.8%.

**Table 1.** Descriptive Statistics of Variables

Variables	Mean	Median	Mode	Minimum	Maximum
Work-Life Balance	4.16	4	4	1	7
Person Organization Fit	4.07	4	4	2	7
Organizational Commitment	4.17	4	4	2	7
OCB	4.17	4	4	2	7

Based on the results in [Table 1](#), it can be explained that the most frequently chosen answer by respondents for this variable is a score of 4. Furthermore, the average value obtained for work-life balance is 4.16, individual-organization fit is 4.07, organizational commitment is 4.17, and OCB is 4.17. These findings indicate that most respondents gave a moderate assessment of the research variables.

### Validity and Reliability Analysis

**Table 2.** Validity and Reliability Results

Variables	KMO	Loading Factor	Cronbach's Alpha
Work-Life Balance	0.742	0.427	0.701
Person Organization Fit	0.702	0.435	0.705
Organizational Commitment	0.705	0.436	0.709
OCB	0.611	0.458	0.706

Based on [Table 2](#), the KMO value for work-life balance is 0.742, individual-organization fit is 0.702, organizational commitment is 0.705, and organizational citizenship behavior is 0.611. All values are greater than 0.5, indicating that the sample size meets the validity requirements.

Other results show that no factor loading value is smaller than 0.4, so all indicators are declared valid. Furthermore, the reliability test results show that all Cronbach's alpha values are above 0.7; thus, it can be concluded that the data is reliable.

### Multiple Linear Regression

**Table 3.** Results of Multiple Linear Regression Analysis

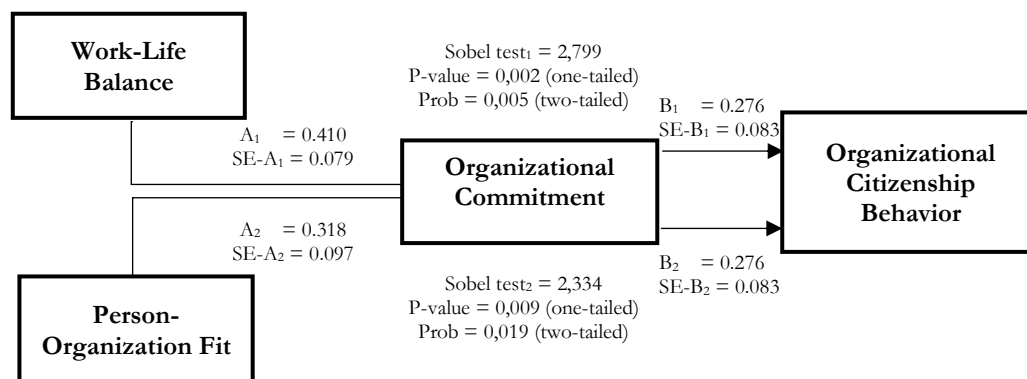
The effect	Beta	Sig.	Decision
Work-Life Balance on OCB	0.382	0.000	H1 accepted
Person Organization Fit towards OCB	0.209	0.015	H2 accepted
Work-Life Balance on Organizational Commitment	0.410	0.000	H3 is accepted
Person Organization Fit to Organizational Commitment	0.318	0.001	H4 accepted
Organizational Commitment to OCB	0.276	0.003	H5 is accepted

Note: Adjusted R-squared = 0.378 and 0.501, F-value = 31.730 and 34.792 (p-value 0.000)

Based on [Table 3](#), the first adjusted R-squared value is 0.378, which means that WLB and POF contribute 37.8% to the organizational commitment. Furthermore, the second adjusted R-squared value is 0.501, which means that work-life balance, individual-organization fit, and organizational commitment contribute 50.1% to OCB. Furthermore, the results show that the F value is 34.792 and the significance value is  $0.000 < 0.05$ , so that work-life balance, individual-organization fit, and organizational commitment have a simultaneous influence on organizational citizenship behavior.

The t-test in this study was used to test the hypothesis, namely to test how significant the direct influence of the independent variable on the dependent variable is. Based on [Table 3](#), it is known that work-life balance has a positive significant effect on OCB with a significance value ( $\beta = 0.382$ ,  $p\text{-value} = 0.000 < 0.05$ ), so H1 is accepted. The next result is that person-organization fit has a positive-significant effect on OCB ( $\beta = 0.209$ ,  $p\text{-value} = 0.015 < 0.05$ ), meaning H2 is accepted. Furthermore, work-life balance has a positive-significant effect on organizational commitment ( $\beta = 0.410$ ,  $p\text{-value} = 0.000 < 0.05$ ), indicating H3 is accepted. Further results show that person-organization fit has a positive-significant effect on organizational commitment ( $\beta = 0.318$ ,  $p\text{-value} = 0.001 < 0.05$ ), the conclusion of H4 is accepted. Finally, organizational commitment has a positive-significant effect on OCB ( $\beta = 0.276$ ,  $p\text{-value} = 0.003 < 0.05$ ), so H5 is accepted.

### Testing the Role of Mediating



**Figure 2.** Sobel Test Results

Based on Figure 2, it is known that in mediation I, the calculated Z value is 2.799 with a sig value of  $0.005 < 0.05$ , meaning that the organizational commitment variable mediates work-life balance on OCB, so that H6 is accepted. Furthermore, in mediation II, the calculated Z value is 2.334 with a sig value of  $0.019 < 0.05$ , meaning that the organizational commitment variable mediates person-organization. fit to OCB.

## **DISCUSSION**

### **The Influence of Work-Life Balance on Organizational Commitment**

First result proven that work-life balance (WLB) has a positive-significant influence on organizational commitment. This means that the better the WLB, the more it increases organizational commitment. The findings of this study are in line with Greenhaus & Allen (2011) state that WLB is a condition can employee meet the work demands and personal life in a balanced manner. When employees perceive this balance, they tend to have higher life and work satisfaction, which ultimately increases commitment to the organization. This is also supported by the statement of respondents with the highest mean score that employees are able to balance the demands of work and personal life without excessive stress. The results of this study support the research conducted by Millenia & Masman (2024) and Alfianto & Hadi (2024) which proves that work-life balance has a positive-significant effect on organizational commitment.

### **The Influence of Person-organization fit on Organizational Commitment**

The second finding indicate that person-organization fit had a positive-significant influence on organizational commitment. The result indicate the more the person-organization fit increases, the more it increases. organizational commitment. Kristof (2011) explains that PO Fit creates a feeling of "fit" and "being in the right place," which strengthens affective commitment to the organization. Employees feel their personal values are accommodated by the organization, so they are more motivated to stay and contribute. This is reinforced by respondents' responses to organizational commitment, which had the highest mean that employees are willing to put in extra effort to help the organization achieve its goals. This indicates the existence of employee affective commitment to their organization. The results This research supports research conducted by Rizqi and Parmin (2022), Mustika et al (2023) who proved that person-organization fit has a positive-significant effect on organizational commitment.

### **The Influence of Work-Life Balance on OCB**

Based on the finding, the study indicate that work-life balance has a positive-significant influence on OCB. This means that the more work-life balance increases, the more it improves. OCB. Netemeyer et al. (1996) explained that when A high work-life balance reduces stress and role conflict, which increases extra-role behaviors such as OCB. Employees with a good work-life balance tend to be more satisfied, have positive emotions, and are willing to help coworkers voluntarily. Podsakoff et al. (2000) stated that affective factors such as job satisfaction and a positive atmosphere (which can arise from work-life balance) are strong predictors of OCB. Work-life balance creates satisfaction and emotional well-being that encourage employees to engage in OCB voluntarily. This is reinforced by the work-life balance indicator that has the highest mean, namely employees feel able to balance the demands of work and personal life without excessive pressure. This indicator indicates that employees experience a positive atmosphere that impacts their willingness to help coworkers in carrying out their duties, which is one of the dimensions of OCB. The results of this study support the research of Andrianto and Palupi (2023), Kulsum et al. (2023) which proves that work-life balance has a positive-significant effect on OCB.

### **The Influence of Person Organization Fit on OCB**

The next finding demonstrate that person-organization fit has a positive-significant influence toward OCB. Hoffman & Woehr (2006) explained that PO Fit has a significant relationship with OCB. Employees with high PO Fit feel more comfortable and engaged, so they are willing to take extra action without being asked. Cable & Judge (1996) found that employees with high perceived value congruence have greater commitment and motivation to support the organization, including through OCB. PO Fit encourages emotional engagement, making employees more willing to go beyond their duties. This is consistent with the highest mean of the POFit indicator, indicating that employees feel motivated to work because the company's goals align with their personal goals. The results of this study support research conducted by Michael et al. (2023) and Fajar and Suharnomo, (2024) which showed that person-organization fit has a positive-significant effect on organizational citizenship behavior.

### **The Influence of Organizational Commitment on OCB**

Based on next the results, the finding declare that organizational commitment has a positive-significant influence on organizational citizenship behavior, meaning it is increasing organizational commitment more increasing organizational citizenship behavior. Meyer & Allen (1997) stated that employees with high affective commitment tend to exhibit extra-role behaviors such as OCB because they feel emotionally attached and want the organization to succeed. Affective commitment creates intrinsic motivation to help, be loyal, and contribute voluntarily to the organization. Similarly, Organ & Ryan (1995) stated that organizational commitment is one of the motivational factors which encourages OCB. Commitment creates a desire in employees to make additional contributions as a form of loyalty and a sense of responsibility. This is reinforced by respondents' responses to organizational commitment, which has the highest mean that employees are willing to make extra efforts to help the organization achieve its goals. The results of this study support research conducted by Agustinus (2023) and Anggi et al. (2024) who proved that organizational commitment has a positive-significant effect on organizational citizenship behavior.

### **The Influence of Work-Life Balance on OCB through Organizational Commitment**

First mediation test state that organizational commitment significant as a mediating variable in the influence of work-life balance on organizational citizenship behavior. Lambert (2000) showed that the work-life balance benefits provided by organizations influence employee commitment, which then encourages positive behaviors such as OCB. WLB creates a sense of appreciation, which then forms commitment, which ultimately increases voluntary contributions (OCB). This is also explained by Allen & Grisaffe (2001) that Normative commitment can also act as a mediator. When employees feel they are treated fairly (for example, through WLB), they feel morally obligated to “repay” the organization with OCB behavior. The results of this study support research conducted by Rahayu and Helmy (2021) and Mohammad and Palupi (2023) which prove that organizational commitment mediates work-life balance on organizational citizenship behavior.

### **The Influence of Person Organization Fit on OCB through Organizational Commitment**

Second mediation testing shows that organizational commitment mediates the influence of person-organization fit on organizational citizenship behavior. Farzaneh et al. (2014) stated that organizational commitment is a significant mediator in the relationship between PO Fit and OCB because value congruence fosters loyalty (commitment), and this loyalty encourages voluntary contribution (OCB). The results of this study support the research conducted by Hasibuan (2022) and Sunaryono et al. (2022) which proves that organizational commitment mediating person-organization fit on organizational citizenship behavior.

## CONCLUSION

Based on the results and discussion, the following conclusions can be stated: (1) Work-life balance has a positive-significant influence toward OCB. (2) Person-organization fit has a positive-significant influence toward OCB. (3) Work-life balance has a positive-significant influence toward organizational commitment. (4) Person-organization fit has a positive-significant influence toward organizational commitment. (5) Organizational commitment has a positive-significant effect on OCB. (6) Organizational commitment is a significant intervening variable that bridges the gap between work-life balance and organizational citizenship behavior. Finally, (7) Organizational commitment is a significant intervening variable that bridges the gap between person-organization fit and OCB.

The research implications of these findings support the theory that work-life balance not only influences organizational commitment but also encourages organizational citizenship behavior. This confirms that employees who perceive a balance between work and personal life tend to be more loyal and willing to make extra contributions to the organization. The finding of organizational commitment as a significant intervening variable between work-life balance/person-organization fit and organizational citizenship behavior supports the mediation model of organizational behavior. This finding strengthens the role of organizational commitment in bridging the influence of psychological variables on positive employee behavior. Although the influence of person-organization fit on organizational citizenship behavior is lower, these results still indicate that the congruence of values, goals, and culture between employees and public organizations remains an important element in fostering commitment and positive behavior in a bureaucratic environment.

Managerial implications suggest that the Department of Transportation needs to promote policies and programs that support work-life balance, such as flexible working hours, appropriate leave, and attention to employee mental and physical well-being. This can increase employee loyalty and productivity. Furthermore, despite its lower impact, the balance between individual and organizational values remains crucial. Therefore, it is important to review recruitment processes, train organizational values, and develop a work culture that is inclusive and adaptable to employee needs. Organizational commitment has been shown to be a key variable linking various factors to OCB. It is crucial for the Department of Transportation to create a work environment that fosters a sense of belonging, trust, and career development opportunities for its employees. To enhance OCB, it is necessary to develop a participatory leadership style, recognize employee initiative, and create effective two-way communication channels.

A limitation of this study is that the Adjusted R Square does not fully explain the variation in the dependent variable, namely the Transportation Agency. Therefore, it is recommended to collaborate with academics or researchers to conduct further research that examines other variables such as job satisfaction, work environment, leadership style, or work engagement as factors that potentially influence commitment and OCB.

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