



Research Paper

The Role of Organizational Commitment in Mediating the Influence of Self-Efficacy and Work-Life Balance on Organizational Citizenship Behavior

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ABSTRACT

Organizational Citizenship Behavior (OCB) refers to individual contributions that exceed workload or role demands at work, aiming to achieve task performance rewards. OCB is intended to enhance the effectiveness and efficiency of organizational functions. Individuals exhibiting high OCB tend to demonstrate strong loyalty to their employing institutions. Several factors influence the realization of OCB, including self-efficacy, work-life balance, organizational commitment, organizational culture, and social support, among others. This study aims to explore the role of organizational commitment in mediating the effects of self-efficacy and work-life balance on Organizational Citizenship Behavior (OCB). The study sampled 52 respondents from a total population of 66 employees, using purposive sampling. The questionnaire employed a 5-point Likert Scale to measure responses to 49 statements. Results indicated that self-efficacy and work-life balance partially and significantly positively influenced OCB. Additionally, self-efficacy and work-life balance significantly positively influenced organizational commitment. Organizational commitment, in turn, significantly positively affected OCB. Therefore, organizational commitment mediated the impact of self-efficacy and work-life balance on OCB. Overall, the hypotheses in this study demonstrate significant and positive mediating effects

1. INTRODUCTION

In organizations, human resources play a crucial role as the primary drivers of achieving organizational goals. Positioned strategically within the organization, human resources must be effectively mobilized to ensure high efficiency and productivity (Bara & Pradesyah, 2020). Human resources are pivotal in maintaining competitiveness and ensuring organizational survival. BKKP (Regional Personnel Agency) holds a central role in civil servant management, necessitating dedicated and responsible performance from its employees. Thus, it is imperative for organizations to align human resources according to their capabilities.

Self-efficacy refers to an individual's belief in their capability to enhance performance, encompassing feelings, cognitive processes, self-motivation, and aspirations (Bandura, 1989). Conversely, Corsun and Enz (1999) define self-efficacy as an individual's belief in exploring their potential to improve job performance. Work-life balance denotes an individual's capacity to manage time effectively between professional responsibilities and personal life (Johnson, 2018). Companies strive to adjust work patterns to enable employees to fulfill home responsibilities while maintaining work commitments, ensuring a balanced life. Employee commitment is exemplified by consistent, dedicated service and the development of attitudes conducive to organizational advancement (Arifin & Sodikin, 2018). Organizational commitment involves embracing the organization's vision, mission, and values, with a personal drive to contribute to its progress and feeling emotionally connected to the company.

BKPP, a non-ministerial governmental body managing the staffing system in Sleman Regency, underscores the importance of self-efficacy in maximizing task performance. In the context of a non-ministerial governmental body managing the staffing system in Sleman Regency, this study aims to investigate how organizational commitment serves as a mediator between self-efficacy, work-life balance, and Organizational Citizenship Behavior (OCB). Specifically, it seeks to understand how employees' belief in their abilities (self-efficacy) and their ability to

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manage professional and personal responsibilities (work-life balance) contribute to OCB. Given the operational demands of such governmental bodies, where effective task performance is crucial, the study underscores the significance of organizational commitment in fostering behaviors that enhance organizational effectiveness and employee performance. Work-life balance addresses the diversity in thinking, marital status, and roles within and outside the organization, crucial for achieving equilibrium between personal and professional spheres

2. LITERATURE REVIEW

2.1. Underlying theory

2.1.1. Organizational Citizenship behaviour (OCB)

The term Organizational Citizenship Behavior (OCB) was first introduced by Organ in the 1980s. However, the concept predates this, as Bernand (1938) had earlier discussed behaviors akin to OCB, describing them as a willingness to cooperate. According to Organ et al. (2006), OCB refers to employee behaviors that are discretionary and not explicitly tied to formal reward systems. These behaviors are aimed at enhancing the effectiveness and efficiency of organizational functions. Employees exhibiting OCB voluntarily go beyond their prescribed roles to support their teams in achieving company objectives. They demonstrate high loyalty to their organization and readily adapt to their roles within it. This behavior underscores their commitment and dedication to organizational success, contributing positively to workplace culture and performance.

2.1.2. Organizational Commitment

According to Allen and Mayer (1993), organizational commitment encompasses emotional attachment, personal identification, and engagement with the organization, as well as the desire to remain a member of it. Meyer (1990) adds that commitment not only influences employee turnover rates but also reflects their willingness to make sacrifices for the organization. Steers (1997) further characterizes organizational commitment as comprising a sense of identification with the organization's values, active involvement in contributing one's best efforts for the organization's benefit, and a strong loyalty and desire to remain associated with the organization. These definitions collectively highlight the multifaceted nature of organizational commitment, emphasizing its significance in fostering employee dedication and enhancing organizational cohesion and performance.

2.2. Self-efficacy

Bandura (1996) introduced the concept of self-efficacy, marking a significant milestone in psychology. Self-efficacy is defined as an individual's belief in their capability to organize and execute actions necessary to achieve desired outcomes. According to Kinicki and Kritner (2003), self-efficacy represents a person's confidence in their ability to succeed in specific tasks. Bandura (1997) further contextualized self-efficacy within social cognitive theory, asserting that it emerges from this theoretical framework. Social cognitive theory posits that learning involves the mastery of knowledge through cognitive processes, where individuals actively engage with and interpret information from their environment. This continuous interaction fosters a cycle of learning and adaptation, shaping both the knowledge and behavior of organizational members. In essence, self-efficacy is not only about believing in one's capabilities but also about how individuals perceive and respond to their environment, continually refining their thoughts and actions based on ongoing experiences and interactions.

In their research, D'Alimunthe and Zuanda (2020) demonstrate a significant and positive relationship between self-efficacy and Organizational Citizenship Behavior (OCB). This finding supports the hypothesis that self-efficacy influences OCB, indicating that employees' willingness to engage in discretionary behaviors that benefit the organization can be enhanced through self-belief. Acceptance of this hypothesis underscores self-efficacy as a critical factor influencing employee OCB. Similarly, Dewi and Sudibya (2016) found that self-efficacy has a positive and significant impact on OCB. Their analysis reveals that higher levels of self-efficacy among employees correlate with increased OCB. This suggests that employees who possess greater confidence in their abilities are more likely to exhibit behaviors that go beyond their formal job requirements to contribute positively to their organization.

Hypothesis 1: Self efficacy positive significant effect on Organizational Citizenship Behaviour (OCB)

In research (Qurbani & Solihin, 2021) based on the results of the research it shows that self-efficacy has a positive and significant effect on organizational commitment. This shows that employees who have strong self-efficacy will be able to make individuals feel strong internal control over the work being done, individuals can feel more committed, involved, and enjoy their work more. In simple terms it can be interpreted that self-efficacy can affect the organizational commitment of an individual. In research (Fung, et.al., 2020). The results in this study indicate that there is a positive direct effect of self-efficacy variables on organizational commitment. In Research (Anggraini & Fauzan, 2022). Showing the results that self-efficacy has a positive effect on national organizational commitment,

based on the results of this analysis shows that the higher the level of self-efficacy of an employee, the higher the organizational commitment. Someone who has self-efficacy tends to have a character in which he feels able to work with co-workers and superiors, works using methods, and is always able to achieve goals in carrying out his duties. So that the hypothesis is accepted in this study by emphasizing that the self-efficacy variable has a significant positive effect on the organizational commitment variable.

Hypothesis 2: Self efficacy positive significant effect on Organizational Commitment

2.4. Work-life balance

Work-life balance, initially recognized in England in the late 1970s, refers to the equilibrium individuals seek between their professional responsibilities and personal life pursuits. According to Dundas, achieving work-life balance involves adeptly managing not only work obligations but also significant personal aspects such as family, community engagement, volunteerism, self-development, travel, and leisure. This concept highlights the importance of aligning career demands with personal aspirations and responsibilities, fostering well-being and enhancing productivity in individuals' lives (Dundas, year). Recent studies provide empirical support for the positive impact of work-life balance on Organizational Citizenship Behavior (OCB) among employees. For instance, Saputri and Helmy (2021) found that higher levels of work-life balance correlate with increased OCB attitudes in employees. Similarly, Iroth and Tatimu (2022) reported a significant positive relationship between work-life balance and OCB, suggesting that improvements in work-life balance can lead to enhanced organizational citizenship behaviors. Anniversary (2022) also confirmed that work-life balance significantly influences OCB, emphasizing that organizations can foster employee welfare and responsibility fulfillment by implementing family-friendly programs. These findings underscore the role of work-life balance in promoting positive workplace behaviors and organizational outcomes. They support the hypothesis that enhancing work-life balance positively impacts employees' willingness to engage in discretionary behaviors that benefit the organization, thereby contributing to overall organizational effectiveness and employee well-being (Saputri & Helmy, 2021; Iroth & Tatimu, 2022; Anniversary, 2022).

Hypothesis 3: Work life balance positive significant effect on Organizational Citizenship Behaviour (OCB)

In their study, Saputri and Helmy (2021) found compelling evidence that work-life balance significantly influences organizational commitment. Their research indicates that as employees achieve higher levels of work-life balance, their commitment to the organization also increases. This underscores the positive impact of work-life balance in fostering a sense of dedication and loyalty among employees. Similarly, Riffay (2019) supports these findings by highlighting the constructive role of work-life balance in organizational commitment. Effective management of time, roles, and satisfaction between work and family responsibilities positively influences organizational commitment. Furthermore, the study's hypothesis testing confirmed a direct and positive relationship between work-life balance and organizational commitment. These results emphasize the importance of organizational strategies that promote work-life balance to enhance employee commitment and overall organizational effectiveness (Saputri & Helmy, 2021; Riffay, 2019). Implementing policies and practices that support work-life balance can create a conducive work environment where employees are motivated to contribute actively to organizational goals while maintaining a healthy work-life integration.

Hypothesis 4: Work life balance positive significant effect on Organizational Commitment

2.5. Organizational commitment and Organizational Citizenship Behaviour (OCB)

In their study, Saputri and Helmy (2021) found that organizational commitment positively influences employee Organizational Citizenship Behavior (OCB). This implies that higher levels of organizational commitment among employees correspond to increased OCB behaviors. Organizational commitment fosters a positive influence on OCB because employees who are loyal and committed tend to exert greater effort to achieve organizational goals and take responsibility for their assigned tasks (Mahardika & Wibawa, 2019). Similarly, findings from other studies support these results. For instance, research by Felicia (2017) and others indicate a significant positive relationship between organizational commitment and OCB. Employees with higher organizational commitment are more likely to engage in discretionary behaviors that benefit the organization, demonstrating their dedication and proactive contribution to organizational success (Felicia, 2017). These findings underscore the critical role of organizational commitment in shaping employee behaviors that contribute to organizational effectiveness and success. They highlight the importance of fostering a work environment where employees feel committed and valued, which can positively impact organizational performance.

Hypothesis 5: Organizational Commitment has a significant positive effect on Organizational Citizenship Behaviour (OCB)

Saputri and Helmy (2021) found that organizational commitment significantly mediates the relationship between work-life balance and employee Organizational Citizenship Behavior (OCB). Their study reveals that the level of organizational commitment among employees enhances the impact of work-life balance on OCB. This suggests that organizational commitment plays a crucial role in strengthening the positive effects of work-life balance on OCB, indicating that higher organizational commitment can mediate the relationship between work-life balance and OCB. Similarly, Sari (2020) corroborates these findings, demonstrating that organizational commitment mediates the relationship between work-life balance and OCB. This study further supports the notion that organizational commitment can effectively bridge the gap between work-life balance and OCB, enhancing employee engagement in behaviors that benefit the organization. These results underscore the importance of fostering strong organizational commitment as a strategy to enhance the positive effects of work-life balance on employee behaviors that contribute to organizational success. Organizations that prioritize work-life balance and cultivate a strong sense of commitment among employees are likely to see an increase in OCB, thereby boosting overall organizational performance.

Hypothesis 6: Organizational Commitment has a positive and significant effect in mediating Work life balance to Organizational Citizenship Behaviour (OCB)

Handayani and Wulandari (2022) found that organizational commitment significantly mediates the effect of self-efficacy on Organizational Citizenship Behavior (OCB). Their analysis revealed a positive and significant relationship where higher levels of self-efficacy, combined with strong organizational commitment, enhance OCB among employees. This highlights the importance of fostering both self-efficacy and organizational commitment to promote behaviors that contribute positively to organizational goals. Thus, emphasizing these factors can effectively enhance OCB within an organization.

Hypothesis 7: Organizational Commitment has a positive and significant effect in mediating Self-efficacy to Organizational Citizenship Behaviour (OCB).

3. METHODS

The study employed a quantitative research approach, specifically utilizing an associative (correlational) research design. The analytical method employed was descriptive. Data collection was conducted through a questionnaire using a Likert scale. The population consisted of employees from BKPP in Sleman Regency, with a total sample size of 52 civil servants (ASNs). Data analysis was performed using the SPSS software application.

4. RESULTS AND DISCUSSIONS

4.1. Validity and Reliability Test

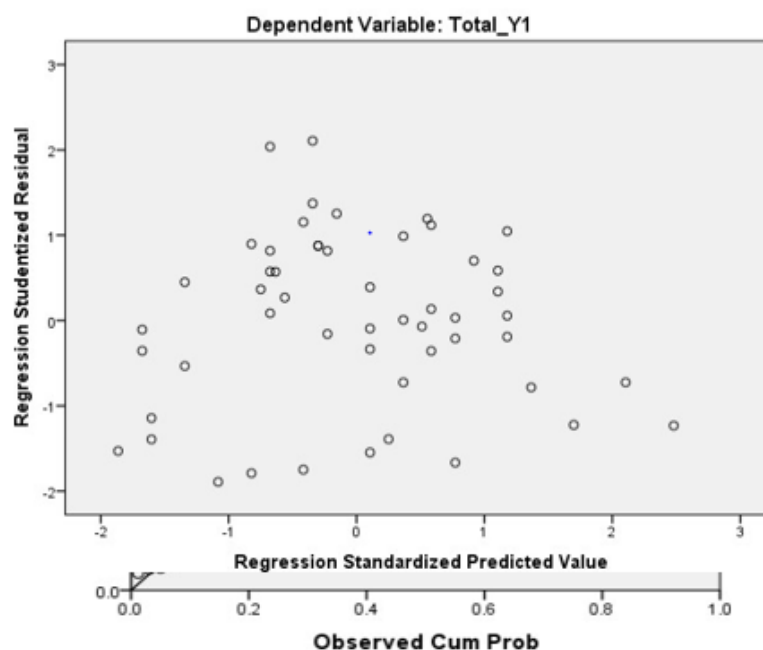
The validity of each variable statement item—self-efficacy, work-life balance, and organizational citizenship behavior—towards organizational commitment was confirmed with significant values ($p < 0.05$). Additionally, the comparison between the critical correlation coefficient (r table) and the obtained correlation coefficient (r count) was less than 0.273.

The reliability of each variable statement item—self-efficacy, work-life balance, and organizational citizenship behavior—towards organizational commitment was established. The Cronbach's alpha coefficients were 0.732 for self-efficacy, 0.760 for work-life balance, 0.779 for organizational citizenship behavior, and 0.825 for organizational commitment. These values indicate strong internal consistency among the items within each variable.

4.2. Classic assumption test

4.2.1. Normality Test

Figure 1. represent the normality test results. The plotted data points (dots) closely follow the diagonal line without significant deviation, indicating that the regression model adheres to normal distribution assumptions.

Figure 1. Scatterplot

4.2.2. Multicollinearity Test

Table 1 presents the results of the Multicollinearity Test. The independent variables, Self-Efficacy and Work Life Balance, exhibit a tolerance value of 0.935, which exceeds the threshold of 0.1 ($0.935 > 0.10$). This indicates absence of multicollinearity. Similarly, the Variance Inflation Factor (VIF) for both Self Efficacy and Work Life Balance is 1.069, well below the threshold of 10.00. Based on these findings, it can be concluded that there is no multicollinearity issue between the independent variables in the regression analysis.

Table 1. Multicollinearity Test

Variable	Tolerance	VIF
Self Efficacy	0.935	1.069
Work life	0.935	1.069

4.2.3. Heteroscedasticity Test

Figure 1 above illustrates that the data points are randomly scattered both above and below the y-axis zero line. This observation leads to the conclusion that there is no heteroscedasticity present in the regression model.

4.3. Multiple Linear Regression Analysis

From the results of the multiple linear regression analysis presented above, the equation is formulated as follows:

$$Y = -6.953 + 0.000X_1 + 0.150X_2 + 0.741$$

Where:

- Y represents Organizational Citizenship Behavior.
- X₁ represents Self Efficacy.
- X₂ represents Work Life Balance.
- X₃ represents Organizational Commitment.

This equation indicates the relationship between the independent variables (Self Efficacy, Work Life Balance, and Organizational Commitment) and the dependent variable (Organizational Citizenship Behavior). Specifically:

The constant value is -6.953.

$B_1 = 0.000$ means Self efficacy significant positive effect on Organizational Citizenship Behaviour .

$B_2 = 0.150$ means work Life Balance significant positive effect on Organizational Citizenship Behaviour.

$B_3 = 0.741$ means that Organizational Commitment has a significant positive effect on Organizational Citizenship Behaviour.

Based on the analysis, the p-value obtained for Self-Efficacy influence Organizational Citizenship Behavior (OCB) is 0.021, which is less than the significance level of 0.05. This indicates a positive and significant effect of Self Efficacy on OCB (Table 2). Furthermore, considering the critical t-value from the statistical table at a significance level of 0.05/2 (two-tailed test) with degrees of freedom $df = 50$ (calculated as $n - 2$, where $n = 52$), the critical t-value is found to be 2.008. Comparing this critical t-value with the computed t-value of 2.379, we find that $2.379 > 2.008$. This confirms that the relationship between Self Efficacy and OCB is statistically significant. In conclusion, Self-Efficacy has a positive and significant influence on Organizational Citizenship Behavior (Y), as evidenced by both the p-value ($0.021 < 0.05$) and the t-value ($2.379 > 2.008$).

Table 2. Self-Efficacy against OCB

Model	Unstandardized coefficients		standardized coefficients	t	sig
	B	S.E	Beta		
Constant	31.642	10.322	0.319	3.066	.003
Self efficacy	0.818	0344		2.379	.021

Based on the result of the analysis in table 3, the p-value obtained for Self-Efficacy influencing Organizational Commitment is 0.019, which is less than the significance level of 0.05. This indicates a positive and significant effect of Self Efficacy on Organizational Commitment. Furthermore, considering the critical t-value from the statistical table at a significance level of 0.05/2 (two-tailed test) with degrees of freedom $df = 50$ (calculated as $n - 2$, where $n = 52$), the critical t-value is found to be 2.008. Comparing this critical t-value with the computed t-value of 2.421, we find that $2.421 > 2.008$. This confirms that the relationship between Self Efficacy and Organizational Commitment is statistically significant. In conclusion, Self-Efficacy has a positive and significant influence on Organizational Commitment, as evidenced by both the p-value ($0.019 < 0.05$) and the t-value ($2.421 > 2.008$).

Table 3. Self-efficacy towards Organizational Commitment

Model	Unstandardized coefficients		standardized coefficients	t	sig
	B	S.E	Beta		
Constant	45.236	12.872	0.324	3.514	.001
Self efficacy	1.038	0.429		2.421	.019

The significance level obtained is 0.002, indicating that Work Life Balance has a positive and significant effect on Organizational Citizenship Behavior (OCB) because $0.002 < 0.05$. Furthermore, comparing the calculated t-value to the critical t-value from the statistical table, where the significance level is $0.05/2 = 0.025$ and degrees of freedom $df = n-2$ or $52-2 = 50$, the critical t-value is 2.008. Based on this comparison, the influence of Work Life Balance on

OCB is statistically significant with a t-value of 3.302, which is greater than the critical t-value of 2.008. Therefore, it can be concluded that Work Life Balance has a positive and significant influence on OCB (Table 4).

Table 4. Work-Life balance against OCB

Model	Unstandardized coefficients		standardized coefficients	t	sig
	B	S.E	Beta		
Constant	18,903	11.296	.423	1.673	.100
Work life balance	0.856	0.259		3.302	.002

Table 5 reveals a significant p-value of 0.006, indicating that Work Life Balance has a positive and significant effect on Organizational Commitment ($0.006 < 0.05$). Furthermore, comparing the calculated t-value to the critical t-value from the statistical table, where the significance level is $0.05/2 = 0.025$ and degrees of freedom $df = n-2$ or $52-2 = 50$, the critical t-value is 2.008. Based on this comparison, the influence of Work Life Balance (X1) on Organizational Commitment (Y) is statistically significant with a t-value of 2.877, which exceeds the critical t-value of 2.008. Therefore, it can be concluded that Work Life Balance has a positive and significant influence on Organizational Commitment.

Table 5. Organizational Commitment to Organizational Citizenship Behaviour

Model	Unstandardized coefficients		standardized coefficients	t	sig
	B	S.E	Beta		
Constant	34.893	14.427	0.77	2.419	.019
Work life balance	0.953	0.331		2.877	.006

Based on the results of the Adjusted R Square test presented in the table above, the Adjusted R Square value is 0.914. This indicates that the variables Self Efficacy, Work Life Balance, and Organizational Commitment collectively explain 91.4% of the variation in Organizational Citizenship Behavior (OCB) among civil servants. The remaining 8.6% ($100\% - 91.4\%$) is attributed to factors not included in this study (Table 6)

Table 6. Coefficient of Determination

Model	R	R Square	Adjust R Square	STD of Estimate
1	0.956 ^a	0.914	0.909	1.411

Table 7 presents the mediation analysis results, indicating that the BootLLCI and BootULCI values (0.0472 and 1.4720, respectively) do not include zero. This signifies that the Organizational Commitment variable mediates the influence of Work Life Balance on Organizational Citizenship Behavior, suggesting a significant mediation effect.

Table 7. Result of the effect of X on Y

Indirect effect(s) of X on Y			
Effect	BootSE	BootLLCI	BootULCI
.7890	.3603	.0472	1.4720
Completely standardized indirect effect(s) of X on Y:			
Effect	BootSE	BootLLCI	BooULCI
Total_Y2	.3077	.1324	.0202

4.3. Mediation Test

Organizational Commitment as a Mediator between Work-Life Balance and Organizational Citizenship Behavior. The mediation analysis indicates that the BootLLCI and BootULCI values for Work-Life Balance and Organizational Citizenship Behavior are 0.0472 and 1.4720, respectively. Since these values do not include zero, it suggests that the Organizational Commitment variable effectively mediates the relationship between Work-Life Balance and Organizational Citizenship Behavior (Table 8).

Organizational Commitment as a Mediator between Self Efficacy and Organizational Citizenship Behavior. Similarly, for Self-Efficacy and Organizational Citizenship Behavior, the BootLLCI and BootULCI values are 0.2527 and 1.1787, respectively. The fact that these values do not include zero further supports that Organizational Commitment mediates the relationship between Self-efficacy and Organizational Citizenship Behavior. These findings underscore the significant mediating role of Organizational Commitment in the relationships between both Work-Life Balance and Self Efficacy with Organizational Citizenship Behavior (Table 8).

Table 8. Result of the effect of X on Y

Indirect effect(s) of X on Y			
Effect	BootSE	BootLLCI	BootULCI
.7890	.3603	.0472	1.4720
Completely standardized indirect effect(s) of X on Y:			
Effect	BootSE	BootLLCI	BooULCI
Total_1	.3077	.1324	.0202
Total_2	.3077	.1324	.0202
Total_3	.3488	.0981	.1383

5. CONCLUSION

Influence of Self-Efficacy on Organizational Citizenship Behavior (OCB). The first hypothesis of this research posits that self-efficacy has a significant positive effect on Organizational Citizenship Behavior (OCB). The results of the t-test indicate that self-efficacy has a significance level of 0.021. These findings affirm that self-efficacy exerts a positive and significant influence on OCB, thereby accepting the first hypothesis (H1). In practical terms, higher levels of self-efficacy among employees at the Staffing Agency for Education and Training of Sleman Regency lead

to increased OCB, and vice versa. This finding aligns with prior research by Dewi and Sudibya (2016), which similarly demonstrated that self-efficacy has a positive and significant effect on OCB. Specifically, it indicates that civil servants with higher levels of self-efficacy tend to exhibit higher levels of OCB. 2. Influence Self efficacy towards Organizational Commitment. The second hypothesis proposed in this study is efficacy significant positive effect on Organizational Commitment. T-test results show that variables self-efficacy has a significance level of 0.019. These results show that efficacy has a positive and significant influence on Organizational Commitment or in other words the second hypothesis (H2) is accepted. It means self-efficacy If the number of civil servants is high, the commitment of civil servants to the Staffing Agency for Education and Training of Sleman Regency employees is increasing and vice versa. This research is in line with (Qurbani and Solihin, 2021) which shows that efficacy positive significant effect on Organizational Commitment. This shows that the higher the level of self-efficacy of civil servant, the commitment produced by civil servants increases.

Influence of Work-Life Balance on Organizational Citizenship Behavior. The third hypothesis examined in this study posits that Work-Life Balance has a significant positive effect on Organizational Citizenship Behavior (OCB). The results of the t-test indicate that Work-Life Balance achieves a significance level of 0.002. These findings demonstrate that Work-Life Balance positively and significantly influences Organizational Citizenship Behavior, thereby confirming the acceptance of the third hypothesis (H3). Put simply, higher levels of work-life balance among employees at the Education and Training Personnel Agency for Sleman Regency lead to increased OCB, and conversely. This finding is consistent with the research of Saputri and Helmy (2021), which similarly underscores the positive and significant impact of Work-Life Balance on Organizational Citizenship Behavior (OCB). It indicates that civil servants who experience higher levels of work-life balance tend to exhibit higher levels of OCB.

Influence of Work-Life Balance on Organizational Commitment. The fourth hypothesis proposed in this study posits that Work-Life Balance has a significant positive effect on Organizational Commitment. The results of the t-test indicate that the variable Work-Life Balance achieves a significance level of 0.006. These findings demonstrate that Work-Life Balance positively and significantly influences Organizational Commitment, thereby confirming the acceptance of the fourth hypothesis (H4). In essence, higher levels of work-life balance among employees at the Education and Training Personnel Agency for Sleman Regency lead to increased commitment, and conversely. This research aligns with the findings of Saputri and Helmy (2021), as well as with Riffay's research (2019), both of which highlight the positive and significant impact of Work-Life Balance on Organizational Commitment. This suggests that civil servants who experience higher levels of work-life balance tend to demonstrate increased commitment to their roles within the Staffing Agency for Education and Training of Sleman Regency.

The Effect of Organizational Commitment on Organizational Citizenship Behaviour (OCB). The fifth hypothesis proposed in this study asserts that Organizational Commitment has a significant positive effect on Organizational Citizenship Behaviour (OCB). The results of the t-test reveal that the Organizational Commitment variable achieves a significance level of 0.000. These findings indicate a robust positive and significant influence of Organizational Commitment on Organizational Citizenship Behaviour (OCB), thereby confirming the acceptance of the fifth hypothesis (H5). In essence, higher levels of Organizational Commitment among employees at the Education and Training Staffing Agency for Sleman Regency lead to increased OCB, and vice versa. This research aligns with the findings of Mahardika and Wibawa (2019), as well as with the research by Felicia (2017), both of which demonstrate that Organizational Commitment significantly enhances Organizational Citizenship Behaviour (OCB). This suggests that civil servants who exhibit higher levels of commitment are more likely to engage in behaviors that contribute positively to their organization.

Organizational Commitment Mediates the Influence of Work Life Balance on Organizational Citizenship Behaviour (OCB). The sixth hypothesis proposed in this study posits that Organizational Commitment mediates the influence of Work Life Balance on Organizational Citizenship Behaviour (OCB). The results of the mediation test indicate that the indirect effect has a BootLLCI value of 0.0472 and a BootULCI value of 1.4720, both of which do not include zero, suggesting statistical significance. In other words, the variable Organizational Commitment serves as a mediator between Work Life Balance and Organizational Citizenship Behaviour. This finding aligns with previous research by Sari (2020) and Saputri & Helmy (2021), which also demonstrate that Organizational Commitment mediates the relationship between Work Life Balance and Organizational Citizenship Behaviour (OCB).

Influence of Work-Life Balance on Organizational Commitment. The fourth hypothesis proposed in this study posits that Work-Life Balance has a significant positive effect on Organizational Commitment. The results of the t-test indicate that the variable Work-Life Balance achieves a significance level of 0.006. These findings demonstrate that Work-Life Balance positively and significantly influences Organizational Commitment, thereby confirming the acceptance of the fourth hypothesis (H4). In essence, higher levels of work-life balance among employees at the Education and Training Personnel Agency for Sleman Regency lead to increased commitment, and conversely. This research aligns with the findings of Saputri and Helmy (2021), as well as with Riffay's research (2019), both of

which highlight the positive and significant impact of Work-Life Balance on Organizational Commitment. This suggests that civil servants who experience higher levels of work-life balance tend to demonstrate increased commitment to their roles within the Staffing Agency for Education and Training of Sleman Regency.

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