



Effect of Work-Life Balance and Person-Organization Fit on Organizational
Citizenship Behavior through Organizational Commitment on Employees of PT.
Baba Rafi Indonesia

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APA Citation:

Andrianto, M. A., & Palupi, M. (2023). Effect of Work-Life Balance and Person-Organization Fit on Organizational Citizenship Behavior through Organizational Commitment on Employees of PT. Baba Rafi Indonesia. *TIJAB (The International Journal of Applied Business)*, 7(1), 12-30.

Submission Date: 03/10/2022

Revision Date : 27/01/2023

Acceptance Date: 01/02/2023

Published Date : 28/03/2023

Abstract

Background: Well-managed human resources can be a competitive advantage for organizations. The step to creating competitive resources is organizational citizenship behavior. Organizational citizenship behavior can be obtained for every organization if employees have organizational commitment which is influenced by work-life balance and person-organization fit.

Objective: This study aims to examine and analyze the effect of work-life balance and person-organization fit on organizational citizenship behavior through organizational commitment.

Method: The research was conducted on employees of PT. Baba Rafi Indonesia located in Sidoarjo, East Java, and the Special Capital Region of Jakarta with a sample of 108 respondents. The analytical tool used is the Partial Least Square (PLS) quantitative method.

Results: The results showed that: (1) work-life balance has a significant positive effect on organizational commitment; (2) person-organization fit has a significant positive effect on organizational commitment; (3) work-life balance has a significant positive effect on organizational citizenship behavior; (4) person-organization fit has a significant positive effect on organizational citizenship behavior; (5) organizational commitment has a significant positive effect on organizational citizenship behavior; (6) work-life balance has a significant positive effect on organizational citizenship behavior through organizational commitment; and (7) person-organization fit has a significant positive effect on organizational citizenship behavior through an organizational commitment to employees of PT. Baba Rafi Indonesia.

Conclusion: Work-life balance and person-organization fit affect organizational citizenship behavior through an organizational commitment to employees of PT. Baba Rafi Indonesia.

Keywords: organizational citizenship behavior; organizational commitment; person-organization fit; work-life balance

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1. Introduction

The existing era of globalization provides a changing landscape in emerging markets, technological advances, cultural revolutions, and the multi-generational composition of the workforce around the world (Panicker et al., 2018). Organizations that support economic activities are also inseparable from the current globalization. More than ever, organizations are turning to competitiveness, performance, and other positive organizational outcomes (Yildiz, 2019). Human resources play a role in many activities in the company. Currently, organizations are starting to link organizational success with existing human resources (Kumari & Thapliyal, 2017). The step to be able to create competitive resources is organizational citizenship behavior (Taşkıran & İyigün, 2019). Organizational citizenship behavior is an informal behavior that goes beyond what is formally expected of them to contribute to the welfare of the organization and the human resources in it (Greenberg, 2011). Hitt et al. (2011) define organizational citizenship behavior as a behavior that refers to a colleague's willingness to engage in important organizational behaviors that go beyond prescribed job duties, such as helping coworkers with their work or expending extra effort to bring positive publicity to the organization. Meanwhile, according to Organ et al. (2006), organizational citizenship behavior is a manifestation of extra-role behavior that increases the bond between members of the organization, generates positive emotions and binds members, and creates consensus rather than conflict.

Organizational citizenship behavior can be obtained for every organization if the employees already have organizational commitment. Furthermore, the factors that influence organizational commitment for employees are work-life balance and person-organization fit. Many researchers have examined the dynamics of these variables, but there have been inconsistent results. PT. Baba Rafi Indonesia is a company known for its superior product, namely Turkish kebabs. This company has become a kebab company with the largest branches in the world. Currently, thousands of branches have been established in Indonesia and more than sixty branches are spread across nine countries, including Singapore, Malaysia, Brunei Darussalam, China, Philippines, Bangladesh, India, Sri Lanka, and the Netherlands. PT. Baba Rafi Indonesia's vision is to become the largest, most profitable, and most influential kebab franchise business in the world. But, based on a preliminary study conducted by a researcher, employees of PT. Baba Rafi Indonesia tend to show low organizational citizenship behavior.

This study aims to fill the research gap that has been carried out in previous research. The focus of the problem in this study aims to explore how the relationship between work-life balance and person-organization fit can affect organizational citizenship behavior, as well as how the role of organizational commitment is a mediating variable, especially in employees of PT. Baba Rafi Indonesia.

2. Literature Review

2.1. Work-Life Balance

Work-life balance is a condition by which a person can balance the demands of work and family needs (Schermerhorn et al., 2005). Furthermore, work-life balance in the view of employees is a choice in managing work obligations and being responsible for the family. In contrast to the company's view, work-life balance is defined as a challenge to create a corporate culture that supports employees to focus on their work in the workplace. Based on some of the definitions above, it can be concluded that work-life balance is a condition in which the individual as an employee is at a balance point between the demands and commitments of a person to his current career or job with the demands on family life and other environments outside his work. It is hoped that conflicts that will occur between career and personal life outside of work responsibilities can be minimized. Taşdelen-Karçkay and Bakalim (2017) identify three indicators that can be used as a work-life balance assessment, including:

1. Time balance is defined as devoting a balanced amount of time to work and family roles.

2. Involvement balance refers to the amount of psychological involvement that is balanced between work and family roles.
3. Satisfaction balance refers to a balanced amount of satisfaction in work and family roles.

2.2. *Person-Organization Fit*

According to Hitt et al. (2011), person-organization fit is the suitability between individuals and organizations that have an important impact on job satisfaction, commitment, and performance. While (Handler, 2004) defines person-organization fit as a multidimensional building consisting of three types, namely values, personality, and work environment. Based on some of the definitions above, it can be concluded that person-organization fit is the level of suitability or compatibility of an employee as an individual with the organization as a unified group that includes all aspects and has long-term implications such as job satisfaction, employee commitment, and job performance. Abdalla et al. (2018) identified two indicators that can be used as an assessment of person-organization fit, such as:

1. Value congruence is the suitability of the individual's intrinsic value with the organization. This is considered important because individuals who value the same as the organization will be more adaptable and tend to want to stay with the organization.
2. Goal congruence is the match between individual goals and organizational goals as reflected by leaders and co-workers.

Organizations have certain goals, so the people in the organization also have certain goals. If organizational goals and individual goals conflict with each other, it is unlikely that different goals can be achieved.

2.3. *Organizational Commitment*

Organizational commitment is an attitude that shows the extent to which a person knows, is bound, and sides with his organization and his goals and desires to stay with his membership (Robbins & Judge, 2016). Hitt et al. (2011) explain that organizational commitment is a broad attitude towards the organization as a whole that represents how strongly an individual identifies and values associated with the organization. A strong commitment is a positive attitude toward the organization, while a weak commitment is a less positive attitude toward the organization. Based on the definitions above, it can be concluded that organizational commitment is a condition in which an employee has loyalty to the organization so that the employee can identify himself as part of the organization and exert all efforts to achieve organizational goals.

According to Edison et al. (2016), the organizational commitment of employees depends on their personal needs and goals being met. Four factors influence organizational commitment, including:

1. Logical factors. Employees who stay in a company are caused by logical considerations, such as the employee having a strategic position, getting adequate compensation, or having difficulty in finding another job that is more in line with his abilities and personality.
2. Environmental factors. Employees who are committed to the company due to a pleasant environment, are involved in several tasks to achieve company goals, feel valued, and have the opportunity to innovate.
3. Expectation factors. Employees who have organizational commitment, because these employees have the opportunity to have a career and reach a higher work position.
4. Emotional bonding factors. Employees are committed to the company because they feel they have a high emotional bond. The emotional bond can be in the form of a family atmosphere, the company provides services for life, etc.

Valaei & Rezaei (2016) identified three indicators that can be used as an assessment of organizational commitment, namely:

1. Affective commitment, shows emotional ownership, identification, and involvement of employees in an organization/company. Individuals with a high level of affective commitment expand their power and vitality on behalf of the company because they want to be like that and put more effort into the task;

2. Normative commitment shows the belief that an individual is bound to the organization after entering the company. Employees with a high degree of normative commitment extend their vitality and passion on behalf of the company. This is because they have a feeling that they should perform the behavior;
3. Continuance commitment is the tendency to engage in procedures that rely on the costs or benefits that individuals feel related to continuing involvement or losses associated with leaving the organization.

2.4. *Organizational Citizenship Behavior*

Organizational citizenship behavior (OCB) is a behavior that goes beyond the normal job duties of employees (McShane & Von Glinow, 2008). Similar to McShane, Newstrom (2007) describes organizational citizenship behavior as employee behavior freely to increase organizational success even though it exceeds the workload. Such behavior is often characterized by spontaneity, voluntary, constructive outcomes, and discretion.

Based on some of the definitions above, it can be concluded that organizational citizenship behavior is a voluntary behavior, not a forced action on matters that prioritize the interests of the organization. This voluntary behavior is shown by a cooperative and critical attitude beyond the assigned roles and responsibilities. This individual behavior is a form of performance satisfaction that is not formally ordered and is not directly and openly related to the formal reward system. Organizational citizenship behavior is very important because it can provide benefits for organizational development. The following are the benefits of organizational citizenship behavior (Organ et al., 2006) including increasing the productivity of managers and coworkers, resource efficiency, optimizing the maintenance function to reduce the need for scarce resources, as an effective means of coordinating group activities work, improve the organization's ability to attract and retain the best employees and make the workplace more attractive, increase organizational stability in terms of performance and ability to adapt to existing changes and create social capital. Alshihabat and Atan (2020) identified five indicators that can be used as an assessment of organizational citizenship behavior, including:

1. Altruism is helping others at work through extra-role behavior.
2. Courtesy is engaging in actions designed to reduce conflict or organizational difficulties
3. Sportsmanship, maintaining a positive attitude in the face of adverse working conditions.
4. Civic Virtue, having a genuine concern for the welfare of the organization.
5. Conscientiousness, diligently following all work rules and policies even when there is little possibility of negative consequences for not following them.

2.5. *Conceptual framework*

A conceptual framework is a logical orientation, association, and everything that forms thoughts, structures, plans, and practices that underlies and implements all projects in research (Kivunja, 2018). This study points out that work-life balance and person-organization fit as independent variables with the assumption that these two variables affect organizational citizenship behavior as the dependent variable which is mediated by organizational commitment. Based on the description that has been explained, it can be described that the conceptual framework of the research is as follows (see Figure 1).

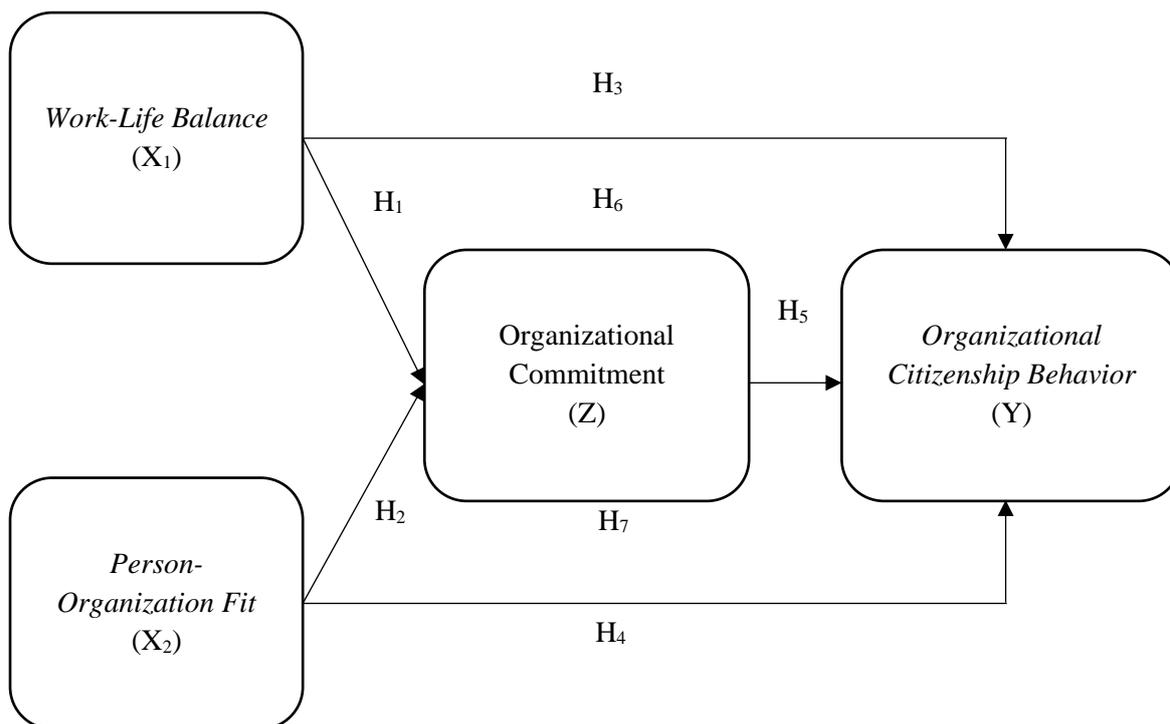


Figure 1. Conceptual framework

H1 = Work-life balance has a significant positive effect on organizational commitment

The balance between work demands and family needs is a driving factor for creating organizational commitment, which is known as work-life balance (Schermerhorn et al., 2005). Moreover, organizational commitment is described as the loyal attitude of employees to the organization (Luthans, 2006). Several studies have found that a higher work-life balance will increase the commitment tendency to the organization (Akter et al., 2019; Harini et al., 2019; Mengistu & Worku, 2020; Nurdin et al., 2021; Pradhan et al., 2016; Sari & Seniati, 2020; Shabir & Gani, 2020; Talukder, 2019). This empirical evidence leads to the research hypothesis that work-life balance has a significant positive effect on organizational commitment.

H2 = Person-organization fit has a significant positive effect on organizational commitment

Person-organization fit has an important impact on satisfaction, commitment, and job performance (Hitt et al., 2011). Its implications can show the extent to which the employees desire to stick with their organization (Robbins & Judge, 2016). This significant relationship has been found in several studies (Alla & Rajaa, 2017; Margaretha & Wicaksana, 2020; Nuansa et al., 2018; Pattnaik et al., 2020; Soelton, Noermijati, et al., 2020; Widodo et al., 2020). Thus, this research hypothesizes that person-organization fit has a significant positive effect on organizational commitment.

H3 = Work-life balance has a significant positive effect on organizational citizenship behavior

The efforts to minimize conflicts between work demands and life outside work encourage employees to be more willing to give their best effort. This shows that there is a link between work-life balance and organizational citizenship behavior as found by several studies (Afni & Amar, 2019; Erdianza et al., 2020; Fiernaningsih et al., 2018; Gunawan et al., 2020; Heriyadi et al., 2020; Pradhan et al., 2016; Soelton, Anees, et al., 2020; Thevanes & Harikaran, 2020). Therefore, the research hypothesis states that work-life balance has a significant positive effect on organizational citizenship behavior.

H4 = Person-organization fit has a significant positive effect on organizational citizenship behavior

The compatibility between personal and organizational values is a factor that influences the positive bond between employees and the organization. This positive bond encourages employee volunteerism to do work that exceeds their work duties. A few studies have found that higher compatibility between personal and organizational values will increase organizational citizenship behavior (Astuti & Sulisty, 2017; Chung, 2017; Soelton, Noermijati, et al., 2020; Suwanti & Udin, 2020). This leads to research on the hypothesis that person-organizational fit has a significant positive effect on organizational citizenship behavior.

H5 = Organizational commitment has a significant positive effect on organizational citizenship behavior

Employees can easily carry out formal and informal behavior in the organization along with identifying the values associated with the organization. The stronger the identification of personal values associated with the organization, employees will be more likely to contribute to the organization as found by several studies (Fazriyah et al., 2019; Jehanzeb, 2020; Pahirathan, 2018; Pradhan et al., 2016; Soelton, Anees, et al., 2020; Soelton, Noermijati, et al., 2020; Utami et al., 2021; Wilkanandya & Sudarma, 2020). Therefore, this research hypothesis is that organizational commitment has a positive effect on organizational citizenship behavior.

H6 = Work-life balance has a significant positive effect on organizational citizenship behavior through organizational commitment as a mediating variable

Employees who can manage work obligations and family responsibilities demonstrate organizational commitment which can encourage organizational citizenship behavior (Pradhan et al., 2016; Wilkanandya & Sudarma, 2020). Employees who are committed to the organization will be involved in both formal and informal behavior including job duties. This statement encourages the research hypothesis that work-life balance has a significant positive effect on organizational citizenship behavior through organizational commitment as a mediating variable.

H7 = Person-organization fit has a significant positive effect on organizational citizenship behavior through organizational commitment as a mediating variable

Similar characteristics and the tendency to fulfill each other's needs between employees and organizations will increase organizational commitment. This commitment drives employees to work in achieving organizational goals, both formally and informally (Soelton, Noermijati, et al., 2020). Based on these findings, the researcher proposes a hypothesis that person-organization fit has a significant positive effect on organizational citizenship behavior through organizational commitment as a mediating variable.

3. Method

The research design is an activity plan developed by a researcher to solve a problem and obtain valid data according to research objectives (Arikunto, 2006). The method used in this study is the Partial Least Square (PLS) method which is one of the alternative methods of the Structural Equation Model (SEM). This research belongs to the type of explanatory research which aims to determine the effect of work-life balance and person-organization fit on organizational citizenship behavior through organizational commitment with a study on employees of PT. Baba Rafi Indonesia. The data collection and employee information in this study were obtained through a survey, and by distributing questionnaires to the research sample.

3.1. Sample / Participants

The population in this study were all employees of PT. Baba Rafi Indonesia many as 108 employees. This study uses a saturated sample or census in processing data with the rationalization of all employees contained in PT. Baba Rafi Indonesia. Referring to the explanation above to represent the population,

the number of samples in this study was 108 respondents. The number of research respondents was above the minimum sample size threshold. The minimum small sample size used by PLS-SEM is 30 samples (Afthanorhan et al., 2015; Chin et al., 2003).

3.2. *Instrument(s)*

This study uses a type of quantitative data in the form of a Likert scale where respondents' answers are processed using statistical calculation techniques. This study uses primary data sources which are defined as data that refers to information from the first party (respondents) regarding perception variables for specific purposes (Sekaran, 2006). The primary data in this study is the perception of the respondents.

3.3. *Data collection procedures*

The method of data collection in this study is the results of the respondent's answers to the questionnaire. Questionnaires are data collection by distributing forms containing written statements that are used to obtain information from respondents, then respondents are asked to fill out the list of statements. The number of questionnaires distributed in this study amounted to 108 questionnaires.

3.4. *Data analysis*

SEM is the second generation of multivariate analysis technique that allows researchers to examine the relationship between complex variables, both recursive and non-recursive to obtain a comprehensive picture of the entire model (Ghozali, 2013). SEM can test both structural models and measurement models. The structural model is the relationship between the independent and dependent constructs, while the measurement model is the relationship (loading value) between indicators and (latent) constructs. The data processing method used in this study is the Structural Equation Model (SEM) modeling equation. This is because SEM is a more powerful technique when compared to regression. In addition, SEM can provide more valid results for complex models.

PLS-SEM aims to test the predictive relationship between the constructs by seeing whether there is a relationship or influence between the constructs. PLS is not only used as a confirmation of theory but also to build relationships that have no theoretical basis or to test propositions. The logical consequence of using PLS-SEM is that the test can be carried out without a strong theoretical basis, ignoring some assumptions (nonparametric), and the accuracy of the prediction model is seen from the value of the coefficient of determination (R^2). PLS-SEM is very suitable to be used in research that aims to develop theory.

4. **Results**

4.1. *Descriptive analysis*

The respondents of this study were all employees of PT. Baba Rafi Indonesia. The sampling method used in this study was a saturated sample or census with a total sample of 109 respondents. The characteristics in this study were grouped according to gender, age, division/department where they worked, and the length of time employees worked at PT. Baba Rafi Indonesia.

Table 1. Descriptive analysis based on the characteristics of the respondent

Characteristics	Total	Percentage
Gender		
Male	80	74.1%
Female	28	25.9%
Age		
<20 years old	1	0.9%
20-25 years old	25	23.1%
26-30 years old	38	35.2%
31-35 years old	23	21.3%
36-40 years old	14	13.0%
41-45 years old	4	3.7%
46-50 years old	2	1.9%
51-55 years old	1	0.9%
Division/Department		
HRD & Legal	5	4.6%
Franchise Development	6	5.6%
Production	1	0.9%
Project	25	23.1%
General Affairs	10	9.3%
Accounting & Finance	13	12.0%
Audit	2	1.9%
Operational	16	14.8%
Logistics (Surabaya, East Java)	12	11.1%
Logistics (Jakarta, DKI Jakarta)	6	5.6%
IT	2	1.9%
Side Business Support	6	5.6%
Marketing Communication & Strategic Partnership	4	3.7%
Work Period		
<1 year	39	36.1%
1-3 years	13	12.0%
3-5 years	8	7.4%
5-7 years	15	13.9%
7-10 years	8	7.4%
>10 years		

Based on Table 1, it can be seen that the majority of respondents are male with a percentage of 74.1%. This indicates that the majority of employees of PT. Baba Rafi Indonesia is dominated by men compared to women who only have a percentage of 25.9%. Most respondents are aged 26-30 years with a

percentage of 35.2%. This percentage is higher than the percentage of other age groups. The second largest age group of respondents, namely at the age of 20-25 years with a percentage of 23.1%; the third largest age group of respondents is at the age of 31-35 years with a percentage of 21.3%; the fourth largest respondent age group is 36-40 years old with a percentage of 13.0%; the fifth largest age group of respondents is 41-45 years old with a percentage of 3.7%; the sixth largest age group is at the age of 46-50 years with a percentage of 1.9%; the last one is for the age group with the smallest percentage compared to other age groups, namely in the age group under 20 years and 51-55 years with each having a percentage of 0.9%.

Based on division or departments, most respondents came from the Project division with a percentage of 23.1%. This percentage is higher than the percentage from other divisions. The second largest respondent division is the Operations division with a percentage of 14.8%; the third largest respondent division is from Accounting with a percentage of 12.0%; the fourth largest respondent division is from Logistics (Surabaya, East Java) with a percentage of 11.1%; the fifth largest respondent division is from General Affairs with a percentage of 9.3%; the sixth to eighth largest divisions, namely from Franchise Development, Logistics (Jakarta, DKI Jakarta), and Side Business Support with each percentage of 5.6%; the ninth largest respondent division is from HRD & Legal with a percentage of 4.6%; the tenth largest respondent division, namely from Marketing Communication & Strategic Partnership with a percentage of 3.7%; and three divisions with the smallest percentage of respondents compared to the percentage of other divisions, namely the IT and Audit division with a percentage of 1.9% each and the Production division which has a percentage of 0.9%.

A descriptive analysis based on the variables is also presented in Table 2. The categories refer to the interval value by subtracting the maximum and minimum values, divided by the number of classes. These calculations produce an interval value of 0.80. Therefore, the addition of one interval means a higher category. The categories are divided into five: very low (1.00-1.80), low (1.81-2.60), neutral (2.61-3.40), high (3.41-4.20), and very high (4.21-5.00). It can be concluded that all the research variables are classified as high. In other words, the employees have a work-life balance, able to adapt to organizational vision, are highly committed to the organization, and exhibit a good attitude towards the organization.

Table 2. Descriptive analysis based on the research variables

Variables	Mean	Category
Work-life balance	3.83	High
Person-organization fit	3.59	High
Organizational commitment	3.6	High
Organizational citizenship behavior	3.82	High

4.2. Descriptive analysis

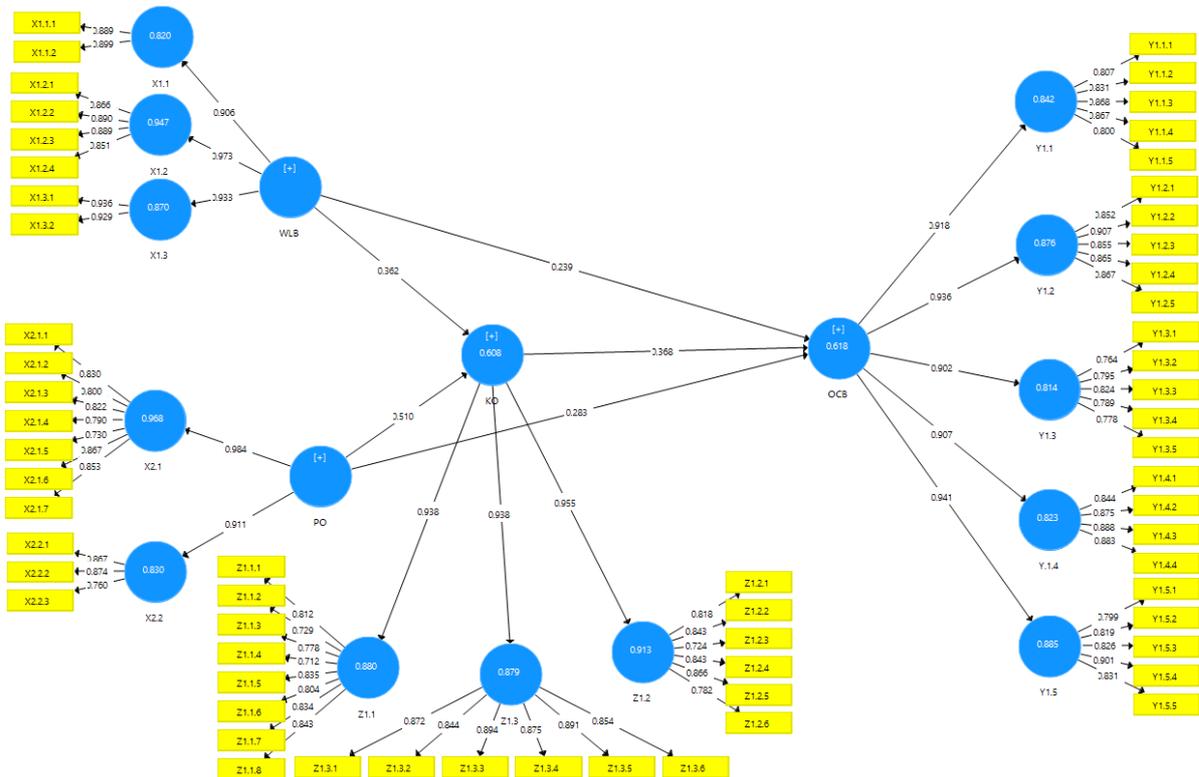


Figure 2. Structural equation model after bootstrapping

Structural Equation Model (SEM) analysis was performed to test convergent validity and discriminant validity. Convergent validity is obtained through a loading factor with a minimum value of 0.50. The following variables or constructs were analyzed to obtain the loading factor values (see Figure 2). It can be concluded that the research variables indicators are classified as valid with a loading factor >0.50 (see Table 3).

Table 3. Results of convergent validity analysis

Indicator	Item	Loading Factor
Work-life balance		
Tine balance	X1.1.1	0.889
	X1.1.2	0.899
Involvement balance	X1.2.1	0.866
	X1.2.2	0.890
	X1.2.3	0.889
Satisfaction balance	X1.2.4	0.851
	X1.3.1	0.936
	X1.3.2	0.929
Person-organization fit		
Value congruence	X2.1.1	0.830

Indicator	Item	Loading Factor
	X _{2.1.2}	0.800
	X _{2.1.3}	0.822
	X _{2.1.4}	0.790
	X _{2.1.5}	0.730
	X _{2.1.6}	0.867
	X _{2.1.7}	0.853
Goal congruence	X _{2.2.1}	0.867
	X _{2.2.2}	0.874
	X _{2.2.3}	0.760
Organizational commitment		
Affective commitment	Z _{1.1.1}	0.812
	Z _{1.1.2}	0.729
	Z _{1.1.3}	0.778
	Z _{1.1.4}	0.712
	Z _{1.1.5}	0.835
	Z _{1.1.6}	0.804
	Z _{1.1.7}	0.834
	Z _{1.1.8}	0.843
Normative commitment	Z _{1.2.1}	0.818
	Z _{1.2.2}	0.843
	Z _{1.2.3}	0.724
	Z _{1.2.4}	0.843
	Z _{1.2.5}	0.866
	Z _{1.2.6}	0.782
Continuance commitment	Z _{1.3.1}	0.872
	Z _{1.3.2}	0.844
	Z _{1.3.3}	0.894
	Z _{1.3.4}	0.875
	Z _{1.3.5}	0.891
	Z _{1.3.6}	0.854
Organizational citizenship behavior		
Altruism	Y _{1.1.1}	0.807
	Y _{1.1.2}	0.831
	Y _{1.1.3}	0.868
	Y _{1.1.4}	0.867
	Y _{1.1.5}	0.800
Courtesy	Y _{1.2.1}	0.852
	Y _{1.2.2}	0.907

Indicator	Item	Loading Factor
Sportsmanship	Y _{1.2.3}	0.855
	Y _{1.2.4}	0.865
	Y _{1.2.5}	0.867
	Y _{1.3.1}	0.764
	Y _{1.3.2}	0.795
Civic virtue	Y _{1.3.3}	0.824
	Y _{1.3.4}	0.789
	Y _{1.3.5}	0.778
	Y _{1.4.1}	0.844
	Y _{1.4.2}	0.875
Conscientiousness	Y _{1.4.3}	0.888
	Y _{1.4.4}	0.883
	Y _{1.5.1}	0.799
	Y _{1.5.2}	0.819
	Y _{1.5.3}	0.826
	Y _{1.5.4}	0.901
	Y _{1.5.5}	0.831

Evidence of discriminant validity was also obtained based on the root value of average variance extracted (AVE). Table 4 shows the root value of AVE which is greater than the relationship between constructs. Therefore, it can be concluded that the research model is classified as valid.

Table 4. Results of discriminant validity analysis

	Organizational commitment	Organizational citizenship behavior	Person-organization fit	Work-life balance
Organizational commitment	0.777*			
Organizational citizenship behavior	0.730	0.774*		
Person-organization fit	0.723	0.689	0.789*	
Work-life balance	0.661	0.648	0.585	0.845*

*Indicates the root value of AVE

Table 5 shows the results of the composite reliability test. The research variable is classified as reliable if it meets the composite reliability value >0.70 with an AVE value >0.50 (Ghozali & Latan, 2015). It can be concluded that all variable indicators are classified as reliable so that measurement model testing can be carried out.

Table 5. Results of composite reliability analysis

	Cronbach's alpha	Composite reliability	The average variance extracted (AVE)
Organizational commitment	0.965	0.968	0.603
Organizational citizenship behavior	0.971	0.973	0.599
Person-organization fit	0.932	0.943	0.623
Work-life balance	0.943	0.952	0.715

4.3. Measurement model analysis

The measurement model is evaluated through the coefficient of determination (R²) to see the correlation between the construct and its significance value. The Q-square value (Q²) is also used to measure the relevance of predictions in research models. Both tests were carried out using Partial Least Square (PLS).

Table 6. Results of measurement model analysis

Independent variables	Dependent variables	R-square
Work-life balance Person-organization fit	Organizational commitment	0.608
Work-life balance Person-organization fit Organizational commitment	Organizational citizenship behavior	0.618

Table 6 shows that work-life balance and person-organization fit explain 60.8% of organizational commitment variables. Both also explain 61.8% of organizational citizenship behavior variables along with organizational commitment variables. The R-square value is calculated in the Q-square formula and obtains the value of 0.850. This shows that the total influence of work-life balance and person-organization fit variables is 85% on organizational citizenship behavior through organizational commitment.

4.4. Hypothesis testing

Significance values and path parameters between latent variables were obtained to test the research hypothesis. The test results as shown in Table 7 show that:

1. There is a significant positive effect between work-life balance (X1) on organizational commitment (Z). This indicates that the higher the employee's perception of work-life balance, the more organizational commitment increases. (H1)
2. There is a significant positive effect between person-organization fit (X2) on organizational commitment (Z). This indicates that the higher the employee's perception of person-organization fit, the more organizational commitment increases. (H2)
3. There is a significant positive effect between work-life balance (X1) on organizational citizenship behavior (Y). This indicates that the higher the employee's perception of work-life balance, the more organizational citizenship behavior increases. (H3)

4. There is a significant positive effect between person-organization fit (X2) on organizational citizenship behavior (Y). This indicates that the higher the employee's perception of person-organization fit, the more organizational citizenship behavior increases. (H4)
5. There is a significant positive effect between organizational commitment (Z) on organizational citizenship behavior (Y). This indicates that the higher the employee's perception of organizational commitment, the more organizational citizenship behavior increases. (H5)
6. There is a significant positive effect between work-life balance (X1) on organizational citizenship behavior (Y) through organizational commitment (Z). (H6)
7. There is a significant positive effect between person-organization fit (X2) on organizational citizenship behavior (Y) through organizational commitment (Z). (H7)

Table 7. Results of hypothesis analysis

Category	Original Sample (O)	T Statistics ((O/STDEV))	P-Value	Inference
Direct effect				
Work-Life Balance \square Organizational Commitment	0.362	3.352	0.001*	H ₁ accepted
Person-Organization Fit \square Organizational Commitment	0.510	5.233	0.000*	H ₂ accepted
Work-Life Balance \square Organizational Citizenship Behavior	0.239	2.046	0.041*	H ₃ accepted
Person-Organization Fit \square Organizational Citizenship Behavior	0.283	2.510	0.012*	H ₄ accepted
Organizational Commitment \square Organizational Citizenship Behavior	0.368	3.251	0.001*	H ₅ accepted
Indirect effect				
Work-Life Balance \square Organizational Commitment \square Organizational Citizenship Behavior	0.133	2.469	0.014	H ₆ accepted
Person-Organization Fit	0.188	2.596	0.010	H ₇ accepted

Category	Original Sample (O)	T Statistics (O/STDEV)	P-Value	Inference
□ Organizational Commitment □ Organizational Citizenship Behavior				

5. Discussion

The research analysis was carried out starting with descriptive analysis, validity tests, reliability tests, as well as analysis of measurement models leading to prove the research hypotheses. The conclusion that work-life balance can affect organizational commitment is accepted because the positive effect of work-life balance increases the organizational commitment of employees. It also means that if employees' perceptions of work-life balance tend to be low, organizational commitment is decreasing. The ability of employees to spend sufficient time for themselves and family life has an impact on organizational commitment. This is in line with several findings that work-life balance has a significant positive effect on organizational commitment (Akter et al., 2019; Harini et al., 2019; Mengistu & Worku, 2020; Nurdin et al., 2021; Pradhan et al., 2016; Sari & Seniati, 2020; Shabir & Gani, 2020; Talukder, 2019).

It should be noted that the perspective of employees also plays a role in the effect of work-life balance on organizational commitment. As Momani (2017) found, the work-life balance did not have a significant positive effect on organizational commitment because selected female employees in Jordan saw that the work they did interfere with their personal lives and reduced loyalty to the company. The point of view that was mentioned is also related to the conclusion that person-organization fit has a significant positive effect on organizational commitment. Alignment of employee values and goals with the place of work is a determining factor in determining commitment. If employees are still considering changing jobs because there is no match between their values and goals, organizational commitment will tend to be low (Haerani et al., 2020). This shows that continuity commitment is not fulfilled as an indicator of organizational commitment.

The role of work-life balance and person-organization fit was also found to be important in increasing organizational citizenship behavior. From a work-life balance perspective, employees are more motivated to perform tasks that exceed their obligations when they reach a minimum point of conflict between demands and non-working activities (McShane & Von Glinow, 2008). The minimal conflict experienced also increases the tendency of employees to do voluntary work because of their commitment to the organization. This also applies to person-organization fit where employees will be more comfortable when their values and goals match the place of work. This suitability creates positive emotions that create bonds between employees and the company so that they voluntarily do things outside of their obligations to the company (Colquitt et al., 2011). The strength of this bond is also related to organizational commitment where the identification of employees' values towards the company represents a commitment to work (Hitt et al., 2011). This reinforces the findings of researchers that person-organization fit influences organizational citizenship behavior through organizational commitment.

The findings presented show the relationship between work-life balance, person-organization fit, organizational commitment, and organizational citizenship behavior, especially among employees of PT. Baba Rafi Indonesia. Nonetheless, these findings point out the role of other variables such as employee demographics and company size. Gender differences lead to different perspectives that affect employee commitment and volunteerism at work (Harwiki, 2016). Bigger company size such as Badan Usaha Milik Negara (BUMN) does not require conformity of personal values with the organization because voluntary work can occur spontaneously and become the employees' characteristics (Haerani et al., 2020). Employee demographics and company size are two factors that can be considered for further research including their application.

6. Conclusions

Based on the results of the previous analysis and discussion, it can be concluded that: (1) work-life balance has a significant positive effect on organizational commitment; (2) person-organization fit has a significant positive effect on organizational commitment; (3) work-life balance has a significant positive effect on organizational citizenship behavior; (4) person-organization fit has a significant positive effect on organizational citizenship behavior; (5) organizational commitment has a significant positive effect on organizational citizenship behavior; (6) work-life balance has a significant positive effect on organizational citizenship behavior through organizational commitment; and (7) person-organization fit has a significant positive effect on organizational citizenship behavior through an organizational commitment to employees of PT. Baba Rafi Indonesia.

This study recommends that companies need to improve the work-life balance of employees, especially their role satisfaction in the company. This can be realized through a refreshing program. In addition, employee person-organization fit can be improved through training and development programs. Both are the basis for increasing employee continuance commitment to the company. Affirmation of voluntary meetings can also be done to increase organizational citizenship behavior.

The research that has been carried out still has some limitations. Future research should consider a bigger scope of the research, more efficient media of data collection, and present the urgency of the research more clearly to the respondents.

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