

# Analyzing Work-Life Balance and Workplace Happiness: Their Impact on Organizational Citizenship Behavior

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**Abstract.** Work-life balance refers to a perceived state of equilibrium between workload and personal life, or between work and non-work conditions, positively impacting the quality of both work and personal life for employees. Numerous studies have demonstrated that employees' perception of Work-Life Balance (WLB) positively influences Happiness at Work and Organizational Citizenship Behavior (OCB), both directly and indirectly, mediated by other variables. Therefore, this study aims to analyze the relationships among these three variables, using a sample of 116 bank employees working in service and operational units. Data collection was conducted through a questionnaire comprising 29 items, adapted from the research questionnaires of Greenhouse, Fisher, and Organ. The analysis method employed is path analysis with Simple and Multiple Linear Regression. The results indicate that WLB has a positive and significant effect on Happiness at Work and OCB, Happiness at Work has a positive and significant effect on OCB, and Happiness at Work can mediate the effect of WLB on OCB. These findings suggest that the OCB perceived by bank employees can be directly enhanced by managing WLB and indirectly through Happiness at Work.

**Keywords:** Work Life Balance, Happiness At Work, Organizational Citizenship Behavior

## 1. Introduction

In the 5.0 era, every organization requires employees who are proactive, collaborative, and committed to high-performance standards, achieving excellence through employee efficiency and effectiveness [46]. However, excessive demands at work can create challenging situations for individuals, necessitating efforts to address them, one of which is balancing personal life and work [26]. Work-life balance (WLB) refers to the extent to which individuals can balance their work roles and non-work roles [15]. From an employee's perspective, WLB is an option for managing work obligations and personal life or family responsibilities, while from a

company's perspective, WLB is a challenge for employees to focus on their workplace responsibilities [9]. According to a study by [43], the workload assigned to employees can foster enthusiasm to pursue happiness in both personal and family roles. Employees believe that excelling in tasks given by supervisors brings pride to their families. Personal life helps employees relax and feel ready to complete tasks assigned by supervisors, and family support motivates employees at work.

On the other hand, happiness at work arises when employees experience enjoyable moments in a pleasant work environment [44]. Employees who cannot fully utilize their work time and still complain about their jobs have a high probability of work-related stress [2]. Happiness at work (HW) is crucial for individuals because those who feel happy at work can generate positive feelings, making them feel more fulfilled, more productive, and reducing turnover, thereby creating quality talent [41]. Continuous workplace happiness stems from employees' direct experiences dealing with their superiors. HW can influence workplace behavior, such as job engagement, pride, satisfaction, and emotional bonds with colleagues, making employees organizational citizens. HW motivates employees to be loyal to the organization, adjust work schedules, and assist colleagues [13]. Employee happiness at work can create a conducive and mutually beneficial environment between employees and the company. This condition leads employees to willingly engage in extra-role behaviors that enhance the organization, or Organizational Citizenship Behavior (OCB). Organ (1988) defines OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate promotes the effective functioning of the organization." OCB involves voluntary individual actions to support the organization's overall goals and functions.

Studies by [52] and [39] found that work-life balance affects OCB. However, studies by [29] and [51] found no impact of work-life balance on OCB. These differing research results highlight a research gap. This gap directs this study towards exploring the influence of WLB on OCB.

[25] study shows that the banking profession is considered to have relatively stable jobs with minimal disruptions, allowing bank employees to maintain a work-life balance and thus participate in organizational citizenship behavior (OCB). In contrast, observations conducted by researchers on bank employees through interviews revealed an interesting phenomenon related to work-life balance. The interviews indicated that the informants experienced work-life balance disruptions. One cause was the informants' inability to balance personal life and work, leading to disrupted happiness at work and hindering organizational citizenship behavior. Based on these occurrences, this study aims to further investigate the company's work-life balance and its impact on happiness at work and their roles in enhancing organizational citizenship behavior.

## 2. Literature Review

Work-life balance (WLB) is the equilibrium between workload and personal life, correlating with improved work quality and personal life [11] ; [16]. [24] and [34] identified several negative impacts of low work-life balance, including family conflict, work conflict, and stress. Positive impacts of work-life balance, as mentioned in studies by [33] and [57], include reduced absenteeism, increased productivity, and reduced conflict.

Happiness at work (HAW) is defined as a feeling of happiness with the job itself, satisfaction with job characteristics, and overall happiness with the organization [10]. This feeling of happiness positively influences the workplace. HAW is a powerful tool that helps organizations attract innovative and enthusiastic individuals who contribute to organizational success. Therefore, HAW should be a primary focus of human resource management, and its accurate measurement is essential [12]; [44]. According to [47] and [49], low happiness at work can lead to turnover intention, burnout, and job insecurity. According to [21] and [40], positive impacts of happiness at work include the ability to achieve higher levels of goals and challenges.

Organ (1997) defines Organizational Citizenship Behavior (OCB) as an employee's behavior that contributes to the organization by helping others and coworkers explicitly and without reward. OCB is considered a crucial parameter of organizational performance ([17] ; [58]). Encouraging and rewarding OCB is a smart management strategy, as it helps create a better work environment and supports the organization's long-term goals. [59] and [60] suggest factors influencing OCB include leadership style, work motivation, and individual involvement in the organization. [55] and [56] mention several impacts of low OCB, including turnover intention, loss of concern, and loss of voluntary behavior. According to [5], OCB has positive impacts such as improving team productivity, increasing HR efficiency, and enhancing the organization's ability to manage HR.

### *The Impact of Work-Life Balance on Happiness at Work*

Happiness at work can support a conducive work environment without hindering a company's productivity. On the contrary, happiness at work can increase individual productivity due to pride in their job. The relationship between work-life balance and happiness at work occurs when employees feel enthusiastic, energetic, and excited about their work, based on their ability to balance personal and work matters. This balance allows them to focus and enjoy their work. [54] found a significant relationship between gratitude, work-life balance, and happiness among employees. This aligns with the studies by [42], which show a positive and significant relationship between work-life balance and happiness at work. Similar findings were reported by [7], [23], Bataineh, K. Adnan (2019), and [27]. Based on these theoretical insights and previous relevant research, the following hypothesis is proposed:

H1: Work-life balance positively affects happiness at work.

### *The Impact of Happiness at Work on Organizational Citizenship Behavior*

Individuals with high happiness at work (HAW) are likely to engage in organizational citizenship behavior (OCB) or organizational citizenship behavior. The impact of HAW on OCB is also based on social exchange theory, which states that employees' concern for the organization occurs when they feel cared for by the company [4]. Therefore, when employees experience HAW, they are likely to exhibit OCB. [30] showed that the higher the quality of the social exchange relationship between employees and the organization, the more employees tend to engage in OCB. [46] found that HAW positively relates to OCB, with similar results reported by [31], [39], [53], and [37]. Based on these theories and previous relevant research, the following hypothesis is proposed:

H2: Happiness at work positively affects organizational citizenship behavior.

### *The Impact of Work-Life Balance on Organizational Citizenship Behavior*

Achieving work-life balance can generate enthusiasm for contributing more. OCB can increase employee and leadership productivity, more efficient resource management, and support team function maintenance. Employees who can balance their work and personal activities will reduce absenteeism, improve performance, and lead to organizational citizenship behavior, thereby influencing organizational productivity [38]. [19] found a positive relationship between WLB and OCB. Studies by [20] and [52] also show a positive relationship between WLB and OCB. Based on previous relevant research, it can be concluded that WLB can influence OCB with the following hypothesis:

H3: Work-life balance positively affects organizational citizenship behavior.

### *Happiness at Work Mediates the Relationship Between Work-Life Balance and Organizational Citizenship Behavior*

A good balance between work and personal life (WLB) enables employees to feel more satisfied and happy (HAW). Employees who are happy at work are likely to have higher motivation to voluntarily participate in behaviors that support the organization, such as helping coworkers, providing constructive ideas, or contributing beyond their job duties. Happiness can also influence employees' positive attitudes toward the organization, job engagement, and job satisfaction, all of which can contribute to the tendency to exhibit OCB. Based on previous relevant research, it is highly probable that HAW can mediate the relationship between WLB and OCB with the following hypothesis:

H4: Happiness at work mediates the relationship between work-life balance and organizational citizenship behavior.

The model illustrating the relationships between the variables is:

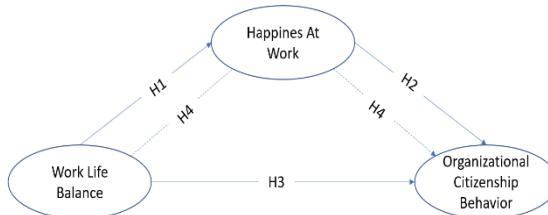


Figure 1: Research Model

### 3. Research Methode

This study was conducted in the service and operational units of each branch office of Bank BPD DIY. Bank BPD DIY has seven branch offices in the Special Region of Yogyakarta, including the Main Branch Office, Senopati Branch Office, Sleman Branch Office, Bantul Branch Office, Wonosari Branch Office, Wates Branch Office, and Bank BPD DIY Syariah. The research was conducted in September 2023 with the subjects being employees in the service and operational units at each branch office of Bank BPD DIY. The sampling technique used in this study is nonprobability sampling, where elements in the population do not have an equal chance of being selected as samples[48]. Specifically, quota sampling was employed, which involves selecting samples from the population that have specific characteristics until the desired quota is reached. To ensure fairness and representation at each branch, a target of 20 respondents was set for each branch, allowing each branch office to select its employees. The questionnaire was distributed to employees via Google Forms. The WLB questionnaire was adopted by [15] and adapted by [8], consisting of 4 items. The HAW questionnaire was taken from [10] and adapted by [45], consisting of 9 items. The OCB questionnaire was sourced from Organ (1997) and adapted by [28], consisting of 16 items. This study employs Path Analysis as the analytical tool to test the hypotheses, using SPSS 26 software. Path Analysis is an extension of multiple linear regression analysis, or it can be described as the use of regression analysis to estimate causal relationships between variables (causal models) that have been previously established based on theory [14].

### 4. Results and Discussion

#### 4.1. Results

A total of 116 respondents completed the questionnaire. The majority of respondents were from the Wates Branch Office, totaling 32 employees (27.6%), followed by the Main Branch Office with 19 employees (16.4%), and the Bantul Branch Office with 18 employees (15.5%). The remaining 40.5% were from the Sleman, Wonosari, Senopati Branch Offices, and the headquarters. The majority of the respondents were female, with 75 employees (64.7%), while

41 employees were male (35.3%). Instrument testing analysis showed that all question items for the three research variables were valid, and all three research variables were also reliable. Descriptive statistical analysis indicated that the Work-Life Balance variable had an average score of 3.30, placing it in the medium category. The Happiness At Work variable had an average score of 3.54, indicating a high level. The Organizational Citizenship Behavior variable had an average score of 5.46, also indicating a high level.

Table 1. Linier Simple Regression Result

Variable	B	Beta	t	Sig	Result
(Constant)	2,756		11,648	,000	
<i>Work-Life Balance</i>	,240	,310	3,478	,001	Significance

Tables 1 and 2 present the data processing results using regression analysis. However, before reporting these results, the classical assumption tests, which are prerequisites for conducting multiple regression analysis, will be presented. The classical assumption tests indicated that there was no multicollinearity, and no heteroscedasticity, and the data were normally distributed. Therefore, the multiple regression results can be used as a basis for decision-making.

In Table 1, it can be seen that the significance value for the Work-Life Balance variable with Happiness At Work is 0.001, which is less than 0.05. This means that Work-Life Balance has a positive and significant effect on Happiness At Work, hence H1 is accepted.

Table 2. Linier Multiple Regression Result

Variable	B	Beta	t	Sig	Result
(Constant)	2,069	,	9,579	,000	
<i>Happiness At Work</i>	,403	,536	6,973	,000	Significance
<i>Work-Life Balance</i>	,117	,202	2,621	,010	Significance

Table 2, it can be seen that the significance value for the variable Happiness At Work to Organizational Citizenship Behavior is 0.000, which is less than 0.05. This means that Happiness At Work has a positive and significant effect on Organizational Citizenship Behavior, so H2 is accepted. The same table also shows that the significance value for the variable Work-Life Balance to Organizational Citizenship Behavior is 0.010, which is less than 0.05. This means that Work-Life Balance has a positive and significant effect on Organizational Citizenship Behavior, so H3 is accepted.

The mediation test results using the Sobel test show that the Two-Tailed Probability value is 0.000. The criterion for accepting an indirect effect is when the Two-Tailed Probability is less than 0.05. Therefore, it can be concluded that the variable Happiness At Work can mediate the

effect of Work-Life Balance on Organizational Citizenship Behavior. There is a difference in mediation test results between the direct and indirect effects using the Sobel test; the researcher decided to use the results from the online Sobel test considering its higher accuracy, so H4 is accepted.

#### **4.2. Discussion**

The descriptive statistics show that Work-Life Balance has a moderate interpretation score. This indicates that the Work-Life Balance among employees at the BPD DIY Bank branch offices is quite good, and employees feel satisfied with both their work and non-work lives, which will eventually impact their happiness at work. Employees who can balance various activities and demands in their work and non-work lives will feel happy while working. This finding aligns with the research results of [18] and [50].

The descriptive statistics show that Happiness At Work has a high interpretation score. This indicates that the Happiness At Work among employees at the BPD DIY Bank branch offices is good, ensuring that all employees have strong emotional ties and a sense of belonging to the company. Good Happiness At Work will enhance Organizational Citizenship Behavior. Employees with emotional ties to the company will have the initiative to protect the organization from any threats to maintain its image. A strong sense of belonging to the company can inspire employees to continuously generate creative ideas for the company's development and feel proud when representing the company in public. This aligns with the research findings of [1] and [3].

The descriptive statistics show that Work-Life Balance has a moderate interpretation score. This indicates that the Work-Life Balance among employees at the BPD DIY Bank branch offices is quite good, and employees are fairly satisfied with both their work and non-work lives, which will eventually foster good Organizational Citizenship Behavior. Employees who can balance their work and non-work lives will have more enthusiasm and energy in their work, prompting them to voluntarily contribute more to the company. Such voluntary behavior can include caring for fellow employees and concern for the company's development. This is supported by the research findings of [1] and [22].

Based on the research findings, it is expected that the management of BPD DIY Bank should improve their HR management so that the service and operational unit employees of the BPD DIY Bank branch offices can maintain their existing work-life balance by managing their time and activities both inside and outside of work. This can foster enthusiasm and spirit in work, ensuring that employees always have positive energy to engage in voluntary behavior within the company.

## **5. Conclusion and Recommendation**

Work-Life Balance has a positive and significant effect on Happiness At Work. Happiness At Work has a positive and significant effect on Organizational Citizenship Behavior. Work-Life Balance has a positive and significant effect on Organizational Citizenship Behavior. Happiness At Work can be a mediating variable that influences the relationship between Work-Life Balance and Organizational Citizenship Behavior.

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