

The Mediating Effect of Organizational Citizenship on the Relationship between Work-Life Balance and Intention to Leave

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Abstract. This research aimed to empirically examine the mediating effect of organizational citizenship behavior on the relationship between work-life balance and intention to leave in a hotel context through three hypotheses. The questionnaire technique collected data. Questionnaires were distributed to 209 employees of four-star and five-star hotels in the City of Malang, East Java, Indonesia. The data collected were analyzed by the structural equation model using the GeSCA software. Two hypotheses were accepted—one with a positive effect and the other with a negative effect—and one hypothesis was rejected. Work-life balance was a predominant factor that formed employees' intention to leave the company at which they worked. Research findings help leaders understand conditions in the field regarding work-life balance, organizational citizenship behavior (OCB), and intention to leave. Leaders must encourage a balance between employees' work and personal lives to foster employees' OCB and minimize their intention to leave. This research found that OCB is a useful mediator variable. This indicates that when employees attain work-life balance, their intention to leave will decrease. In other words, when employees attain work-life balance, their organizational pride increases, and their intention to resign decreases.

Keywords: OCB, GeSCA, Hotel

1 Introduction

In Indonesia, tourism is one of the most significant generators of foreign exchange income. A large number of tourist destinations can be found in Indonesia, especially in East Java. The City of Malang, the second-largest city in East Java, has various tourist destinations. Numerous tourist destinations, starting from waterfalls, beaches, garden tourism, and museums to tourist rides and malls, are present in this city. The wide variety of destinations attract both local and foreign visitors. This has encouraged services industries, especially in the hotel sector, to develop expeditiously and eventually invited fierce competition to this sector. This competition is due to the many actors, big or small, being engaged in the sector. Today's hotel businesses have experienced significant changes.

A star hotel is a business that uses a building or a part of a building specifically made available for everyone to stay, eat, and procure services and other facilities on payment and qualifies as a star hotel [1]. The foreign hotel services companies thriving in Indonesia are generally classified into two, namely those actively using their brand names and those

distributing hotel operators to meet local hotel demands. One way a company can take to win the competition is to well-manage its employees. Business activities will not run smoothly unless employees perform their works well. For this reason, an organization requires good employees. According to Nicholas [2], good employees may significantly contribute to sales and productivity. In the hotel sector, adequate human resources' role assumes tremendous importance, given that this sector is dependant upon employee-rendered services. Hotels must have employees who do not have favorable and are willing to perform extra-role works to improve their effectiveness. State that the behavior behaviors demonstrated by employees are indicative of employees' strong OCB, which will add to their organization's strength in the competition [3].

The most prominent challenge human resource management may face in maintaining employee quality is the intention to leave for other companies. Regarding the high turnover rate of hotel employees in Malang, Satwari et al. [4] found one of the four-star hotels in Malang having a high turnover rate (29 percent). This was caused by the failure to achieve expected work satisfaction with superior to employees playing a big part in this failure. Numerous theories have been developed. Many research studies have been conducted to shed light on the factors influencing intention-to-leave-related work satisfaction [5]. Besides work satisfaction, work-life balance also strongly affects employees' intention to leave. Work-life balance is especially important when an organization has to manage highly technical professionals because their high commitment and loyalty are needed. States that workplace spirituality has a significant negative influence on nurses' intention to leave and positively influence OCB [6]. The many research studies having been conducted primarily place OCB as a dependent variable and designate work-life balance as a mediator variable [7][6]. Furthermore, work-life balance is mostly related to organizational commitment and turnover intention [8][9][10]. Therefore, this research was deemed necessary to carry out.

2 Literature Review

2.1 Work-Life Balance

Work-life balance (WLB) is defined as an appropriate control for how, when, and when one works. Work-life balance is attainable when an individual can meet his or her needs in family and at work. In the 1980s, the focus shifted to effective policy-making for WLB about male and female employees [11]. WLB concerns how one can balance work demands and personal as well as family needs [12]. WLB is one's ability to perform work and demonstrate commitment in his or her life and other non-work responsibilities [13]. Frame and Hartog [11] state that WLB allows employees to flexibly use work hours to balance work or duties against other commitments such as family, hobbies, arts, and education instead of only work. According to Clark [14], WLB indicators include border, permeability, flexibility, and blending.

2.2 Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is an aspect of a unique and derived company from an individual's activities at work. A company achieves success if in working employees perform their chief tasks and extra tasks such as cooperating, helping others, offering suggestions, and so forth. A prosocial behavior or action beyond the described role is called

OCB. George and Jones [15] states, "Organizational citizenship behavior (OCBs) is above and beyond the call of duty that is, behavior that is not required of organizational members but necessary for organizational survival and effectiveness." Meanwhile, Schermerhorn et al. [12] states, "Organization citizenship behavior is a willingness to go beyond the call of duty or go the extra mile in one's work." The two propositions reveal that OCB is the willingness of an individual as an employee to go beyond the call of duty or role at his or her company voluntarily. Several OCB dimensions can be used for measuring OCB at a company. Podsakoff et al. [16] in his work divided OCB into seven dimensions: helping behavior, organizational compliance, sportsmanship, organizational loyalty, individual initiative, civic virtue, self-development.

2.3 Intention to Leave

Intention to leave is identical to turnover intention, as stated by Miller [17]. According to Kuvas in Nouri and Parker [18], turnover intention refers to the probability of an employee leaving his or her work and organization at his or her own will. Elevated intention to leave is manifested in the behavior of resignation. Intention to leave is the strongest predictor of turnover [19]. Salleh et al. [20] disclose that intention to leave is the most decisive variable predictive of turnover. Thus, identifying the precursors of intention to leave may shed light on what turnover is actually intended to leave. It represents an individual's thinking to quit, find a job elsewhere, and leave an organization. The indicators of an intention to leave developed by Sumarto [21] include thinking about quitting, the tendency to look for a job vacancy, the possibility of finding a job at another company, and thinking about leaving the workplace. Meanwhile, according to Hafid and Prasetyo [22], the indicators of an intention to leave include thinking about quitting, a tendency to look for a job vacancy, the possibility of finding a job at another company, and thinking about leaving the workplace.

2.4 Hypotheses Development

Every individual sets life priorities and works towards those priorities. Aligning these priorities with an organization's needs will bring out extra-role behaviors in employees towards the organization. This is because employees feel that organizational tasks equate personal tasks. Hence, employees will voluntarily engage in extra-role behaviors towards their organization. Hafid and Prasetyo [22] defined work-life balance as the individual perception that work and non-work activities are compatible and promote growth by their current life priorities. With the creation of work-life balance, an organization hopes that every employee can give the best contribution to it, as reflected in their organizational citizenship behavior (OCB).

To date, there has been an absence of research analyzing the relationship between work-life balance and organizational citizenship behavior (OCB), but the research by Baral and Bhargava [23] reveals that work-life balance has a favorable implication on employees' attitudes and behaviors essential for organizational effectiveness. These behaviors include employees' willingness to perform anything for the organization where they work beyond their designated tasks and responsibilities, as reflected in the organizational citizenship behavior (OCB). This urges the organization to help employees manage their work demands and family needs when they are part of it.

H1: Work-life balance has an effect on organizational citizenship behaviour.

Organizational citizenship behavior (OCB) is a work behavior beyond job description demonstrated by employees in the organization in which they work. This behavior holds substantial importance with employees in exercising their responsibilities for their job, devoting extra time, labour, and thought to complete the work assigned to them. According to Schermerhorn et al. [12] organization citizenship is the willingness to carry out work beyond responsibilities. An individual who has a high degree of organization citizenship will do everything for their organization, although not needed, to help with organizational performance. OCB serves as an indicator that employees feel a sense of belonging in the company and unwilling to move out or leave the company.

H2: Organizational citizenship behaviour has an effect on intention to leave.

The work-life balance represents the balance between one's role in work and his or her role in the family. Success and balance between work and personal and social lives are one of one's purposes of attempting to fulfil the need for self-actualization upon his or her potentials. Work-life balance management is a crucial strategy for ensuring employee performance. From the employees' perspective, work-life balance is a choice between managing work and personal obligations and the obligations for family. Meanwhile, from the company's viewpoint, work-life balance is a challenge to create a conducive culture in which employees can focus on their work while at the workplace [24]. One of the research works aiming to study and analyze the relationship between work-life balance and intention to leave is one by which Noor [25] found that work-life balance is negatively related to intention to leave. Similarly, the research conducted by Suifan et al. [26] found that WLB practice has a significant, adverse effect on turnover intention.

H3: Work-life balance has an effect on intention to leave.

3 Method

This research employed a quantitative method and explanatory research design. Employees other than top managers of four- and five-star hotels in the City of Malang, East Java, Indonesia, were subjected to this research. The population consisted of 439 employees from 9 hotels. Slovin's formula calculated the sample size at an error tolerance of 5%. With 209 respondents selected as the research sample, the sample distribution at each hotel was determined based on the stratum. After the sample was distributed based on the stratum, questionnaires were distributed randomly to the employees' lot-selected sample. In developing the questionnaires, the researchers were guided by the operationalization of three variables, namely work-life balance, organizational citizenship behavior, and intention to leave.

The questionnaires contained 22 questions and used a Likert scale on a continuum from strongly agree to disagree strongly. The data collected were then analyzed descriptively and inferentially. For the inferential analysis, this research employed the GSCA (Generalized Structured Component Analysis). The aim was to derive a powerful structural model for the predictive purpose. GSCA was also used to confirm theories and explain the presence of the relationship between latent variables. With stress on data and limited estimation procedure, model misspecification will have little influence on the parameter estimation [27].

4 Result and Discussion

4.1 Validity and Reliability

Based on the results of the validity test, the instrument used in this study is valid. Validity values can be seen from the average variance extracted (AVE), with AVE of the three variables that score above 0.5. Therefore, it can be said that all items of each variable are valid. Meanwhile, the reliability value can be seen from the alpha value; the study results showed that the alpha value of all variables is more significant than 0.6. Therefore, it can be said that all items in this study are reliable.

4.2 Outer Model Measurement

The loading factor results show the value of the correlation between each item and its corresponding variable. This means that it measured the outer model. As stated by Hair [28], outer model measurement is intended to measure the specification of the relationship between an indicator/item and a given variable or construct. The result shows that flexibility and blending came out as the dominating indicators for the variable work-life balance with a loading value of 0.907. As for the erratic organizational citizenship behavior, sportsmanship became a dominating indicator with a loading value of 0.910. Meanwhile, planning to resign emerged as a dominating indicator for the variable intention to leave with a loading value of 0.901.

4.3 Inner Model Measurement

The measurement of the inner model is intended to find out the relationships that can be of interest. The inner model is also used to determine the specification of the relationship between variables and constructs. The results showed that the goodness of fit model was 0.607. It was also found that in this study, the model studied was very good at explaining relationships. That can be seen from the GFI value ($0.996 > 0.9$). Therefore, according to the GFI criteria, the overall path diagram is suitable for prediction. Meanwhile, the SRMR value of 0.067 is smaller than the cut-off value (0.08). Based on the criteria, the construct formed is stated to be suitable for prediction.

4.4 Hypotheses Testing

According to the analysis results, as presented in Table 1, the effect of work-life balance on organizational citizenship behavior measured 0.845. The hypothesis testing of the effect of work-life balance on organizational citizenship behavior yielded a critical ratio of 41.73*. The critical ratio (CR) was with an asterisk ($CR > T\text{-table} = 2.00$). Thus, it can be said that work-life balance plays a significant role in forming organizational citizenship behavior (84.5%). This shows that when an employee can balance between his or her life and work, their willingness to work at their company will be stronger.

The hypothesis testing of the effect of work-life balance on leave intention yielded a critical ratio (CR) of 0.57. The critical ratio (CR) was without an asterisk ($CR > T\text{-table} = 2.00$). Thus, it can be interpreted that there was no significant effect of work-life balance on the intention to leave. The coefficient of the effect of work-life balance on the intention to leave was -0.062, showing that work-life balance hurt intention to leave. It can be said that the

sense of comfort derived from work-life balance was inversely proportional to intention to leave—the greater the comfort, the smaller the intention to leave.

Table 1. Results of GSCA Path Analysis (Path Coefficient)

Exogenous	Endo-genous	Path Estimate	SE	CR
<i>WLB</i>	<i>OCB</i>	0.845	0.02	41.73*
<i>WLB</i>	<i>ITL</i>	-0.062	0.109	0.57
<i>OCB</i>	<i>ITL</i>	-0.587	0.109	5.4*

The hypothesis testing on the effect of organizational citizenship behavior on the intention to leave yielded a critical ratio (CR) of 5.40*. The critical ratio (CR) was with an asterisk ($CR > T\text{-table} = 2.00$). It can be interpreted that there was a significant effect of organizational citizenship behavior on the intention to leave. The coefficient of the effect of organizational citizenship behavior on the intention to leave was -0.587*, showing that organizational citizenship behavior has a negative effect on the intention to leave. This suggests that the effect is inversely proportional. The stronger the employee's voluntariness to work at the company, the smaller the intention to leave.



Fig. 1. Path Analysis Model

4.5 Indirect Effect Hypothesis Testing

Indirect effect hypothesis testing aims to test the indirect effect of an exogenous variable on an endogenous variable through a mediator variable. The testing criteria state that $T \text{ statistics} \geq t\text{-table} (1.96)$, hence it can be said that there was a significant effect of an exogenous variable on endogenous variable through a mediator variable. The effect of work-life balance on the intention to leave through organizational citizenship behavior yielded $T \text{ statistics}$ of 5.342. This indicates that $T \text{ statistics} > t\text{-table} (1.96)$. The indirect effect of work-life balance on the intention to leave through organizational citizenship was -0.496, stating that work-life balance negatively affected intention to leave through organizational citizenship behavior.

5 Conclusion

The empirical results are indicative of the following. Firstly, two hypotheses were accepted, one with a positive effect, and the other with a negative effect. Another hypothesis was rejected. Secondly, it was found out that work-life balance comes out as the most prominent factor in developing employees' OCB and intention to leave. Every individual sets life priorities and works towards those priorities. Aligning these priorities with an

organization's needs will bring out extra-role behaviors in employees towards the organization. This is because employees feel that organizational tasks equate personal tasks. Hence, employees will voluntarily engage in extra-role behaviors towards their organization. Baral and Bhargava [23] reveals that work-life balance has a favorable implication on employees' attitudes and behaviors essential for organizational effectiveness. These behaviors include employees' willingness to perform anything for the organization where they work beyond their designated tasks and responsibilities, as reflected in the organizational citizenship behavior (OCB). This urges the organization to help employees manage their work demands and family needs when they are a part of it.

This research reveals that the effect of work-life balance on the intention to leave was weak. Thus, the hypothesis formulated was rejected. Work-life balance management is a crucial strategy for ensuring employee performance. From the company's viewpoint, work-life balance is a challenge to create a conducive culture in which employees can set their focus on their work while they are at the workplace [24]. This result is in line with the research by Noor [25], which found that work-life balance has a negative relationship with the intention to leave.

Human resource is an indispensable aspect of a company. It occupies a strategic position in companies engaging in today's global competition and other resources such as raw materials, finances, and technology. This shows that human resources propel all components of companies, especially those engaged in the hospitality industry. One of the efforts companies, especially hotel companies, can nurture their human resources is to foster employees' work-life balance. From the company's viewpoint, work-life balance is a challenge to create a conducive culture in which employees can focus on their work while at the workplace [24]. Then, Schermerhorn defined organization citizenship as the willingness to carry out work beyond responsibilities. An individual who has a high degree of organization citizenship will do everything for their organization, although not needed, to help with organizational performance. OCB serves as an indicator that employees feel a sense of belonging in the company and unwilling to move out or leave the company.

According to Kuvav in Nouri and Parker [18], turnover intention refers to the probability of an employee leaving his or her work and organization at his or her own will. When there is an increase in the intention to leave, the rates of turnover and absenteeism will see a rise. Intention to leave indicates the attitudinal tendency or the extent to which an employee is likely to leave an organization or resign voluntarily. Elevated intention to leave is manifested in the behavior of resignation. Intention to leave is the strongest predictor of turnover [19].

Similarly, Salleh et al. [20] disclose that intention to leave is the most decisive variable predictive of turnover. Thus, identifying the precursors of intention to leave may shed light on what turnover is intended to leave. It represents an individual's thinking to quit, find a job elsewhere, and leave an organization.

5.1 Research Limitations

Similar research should be conducted in different industries, such as food and beverage, transportation, banking industries, or other services industries. The sample employed should be different or larger. The research should also be conducted on a broader area to see distinctions between one city and another.

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