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**The Effect of Organizational Citizenship Behavior (OCB)
and Work-Life Balance (WLB) on Employee
Performance at PT. Singosari 23**

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ABSTRACT

PT. Singosari 23 is a company engaged in the food and beverage sector that has carried the concept of the current generation in Bandar Lampung since August 2020. This company has an organizational culture that adheres to a sense of kinship, where employees are accustomed to working together collaboratively so that they are involved in the company and an organizational existence is formed. citizenship behavior. Implementation of organizational citizenship behavior in companies can improve employee performance and company effectiveness. In addition, work-life balance also has an important role in employee performance in reducing work-related stress. The purpose of this study is to determine the effect of organizational citizenship behavior and work-life balance on employee performance at PT. Singosari 23. The research method used is quantitative, with data collection methods using questionnaires distributed to all employees of PT. Singosari 23 as many as 154 people. The scale of measurement in this study uses a Likert scale. The analysis used is a simple linear regression test using IBM SPSS version 26. The results of this study indicate that the first hypothesis is supported, namely, organizational citizenship behavior affects employee performance, while the second hypothesis is not supported, namely work-life balance does not affect employee performance. Suggestions for the company PT. Singosari 23 is that employees should have more tolerance towards the company, and employees can separate personal and office matters and increase their loyalty to the company.

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INTRODUCTION

Companies must avoid intense competition as they grow. Good HR can help the company achieve its vision and mission and beat the competition. Organizational success depends on employee quality and performance (Darmawati et al., 2013). Good HR can help an organization achieve its goals. Companies must now view human resources as an asset, not a burden. Companies need an appropriate HR management system to comply with norms, regulations, and work culture. Hasibuan (2019) defines management as the science and art of efficiently using human and other resources to achieve a goal. Armstrong (2006) defines human resource management as a strategic and coherent approach to managing an organization's most valuable assets—its people who work individually and collectively to achieve its goals. Human resource management ensures that. The company employs skilled, committed, and motivated people to achieve its vision and mission. Schuler et al. (in Irianto, 2001) state that human resource management aims to boost productivity, improve work life, and ensure legal compliance. Employee involvement boosts productivity. High involvement means more time spent on work rather than avoiding it. This employee engagement has replaced job satisfaction as the most critical workplace attitude.

Hughes et al. (2018) defined job satisfaction as how much people enjoy coming to work or are satisfied with their salary and benefits, while employee engagement is how much they care about their work. Job satisfaction is also linked to organizational citizenship, which involves helping coworkers outside their duties. Organizational Citizenship Behavior (OCB) is thought to make workplaces more supportive. Volunteering to help coworkers is OCB. Employees now work outside of their primary duties and work optimally to quickly and satisfactorily achieve the company's goals. Companies welcome this phenomenon because it is positive and profitable and helps them achieve goals quickly. Organizational Citizenship Behavior (OCB) is an effort by employees to promote the company, its image, and its goals, according to Riggio (2018). Organ et al. (2006) define Organizational Citizenship Behavior (OCB) as an employee's willingness to perform extra-role duties.

Organizational OCB depends on several factors. Job satisfaction, commitment, identity, justice, trust, leadership style, the relationship between leaders and followers, organizational performance, effectiveness, success, customer satisfaction, loyalty, customers, and social capital have all been linked to organizational citizenship behavior (Tabatabaei et al., 2015). Nufus (2011) found that organizational citizenship behavior affects PT. Putra Pertiwi Main Work employee performance. Abiante (2018) found a strong correlation

between organizational citizenship behavior and employee performance in Rivers State Deposit Money Banks. The research of Thiruvankadam and Durairaj (2017) supported these findings by suggesting that every manager should practice organizational citizenship to improve company performance and effectiveness.

Another study by Hanzaee and Mirvaisi (2013) found no effect of organizational citizenship on employee performance. Lukito's (2020) research also found no positive correlation between organizational citizenship behavior and employee performance in the Iranian hotel industry. There needs to be more research on how organizational citizenship affects employee performance. According to Kreitner and Kinicki (2014), OCB is measured by punctuality and attendance above attainable levels. A company's tardiness rate may drop if OCB works. According to Briscoe and Claus (in Armstrong, 2009), performance management is a system in which an organization sets goals, sets performance standards, hires employees, evaluates them, provides feedback, determines training and development needs, and rewards them.

The employees of PT. Singosari 23 has OCB habits. This company was founded on August 27, 2020, in the food and beverage sector, which reflects the current generation. One of his businesses is Nuju Coffee. Bandar Lampung has five Nuju Coffee branches: Sudirman, Singosari (Headquarters), Kedaton, Sukarame, and Kemiling. This company runs Juice Covery and Zozo Garden, healthy drink and restaurant chains, and coffee shops. PT. Singosari 23 evaluates employee performance using KPIs. Bernard (2016) states that key performance indicators help managers determine if their company is succeeding or failing. Additionally, KPIs show company goals and progress based on PT. Singosari 23, employee performance assessments can show if achievements have decreased or increased. Maximum KPIs are A-D, with Excellent, Good, Adequate, and Poor information. According to the data, some employees still arrive late and go home. This may indicate low employee enthusiasm and discipline compliance.

Generally, employee absenteeism recapitulation is used to see the phenomenon of strong or weak OCB. However, it can also be seen through the achievement of increased work targets and company income. It was stated in Putri's research (2013) that an OCB that runs effectively will produce a good organization, which can be seen from the results of timely project completion and increased company revenue. Apart from that, Siagian (in Indrawijaya, 2010) also states that effectiveness is related to the implementation of a job, namely the completion of work on time – effectiveness at PT. Singosari 23 can be seen from data on work target achievements for the last six months. As

shown by the data, employee work results that are not (lower) than the company's project targets indicate problems related to employee performance. According to Mangkunegara (2014), employee performance results from what has been assigned and accountable to employees in terms of quality and quantity achieved.

Many factors affect company employee performance. Work-life balance can boost employee performance. Companies must prioritize work-life balance because it is one of the human resources strategies determining their success. Employee attitudes and behavior can negatively impact work-life imbalance, affecting organizational performance and effectiveness (Aslam, 2015). Work-life balance is now a World at Work Society certification topic (Armstrong, 2006). Combining work and life roles has been shown to improve work-life balance. Family-friendly workplaces also boost job satisfaction. Work-life balance (WLB) balances work, happiness, free time, family, and spiritual growth. Work-life balance involves prioritizing work (career and ambition) and life (happiness, free time, family, and spiritual development), according to Singh and Khanna (2011). Dina (2018) found that Kud Minatan Brondong Lamongan employees perform better with an excellent work-life balance.

According to Handayani (2015), work-life balance is when a person can share roles and feel satisfaction, as shown by low work-family conflict and high facilitation or enrichment. Thevanes and Mangaleswaran (2018) found that work-life balance improves job performance. Organizations must improve work-life balance to boost employee performance. Work-life balance boosts job satisfaction, commitment, involvement, organizational citizenship, productivity, and stress reduction (Armstrong, 2006). Saifullah (2020) found no correlation between work-life balance and Muslim female convection employees' performance. Research on previous research is needed, so researchers want to examine how work-life balance affects the company employees.

In addition to recapitulating employee attendance and work target data, researchers interviewed HRD at PT. Singosari 23 to learn more about Organizational Citizenship Behavior (OCB), Work-Life Balance (WLB), and employee performance. According to an interview with the HRD at PT. Singosari 23, organizational citizenship behavior is practiced in the company. However, some workers need more work awareness. At PT. Singosari 23, work-life balance is still not optimal because employees spend more time in the office to complete their tasks, which may affect employee performance in meeting company goals.

RESEARCH METHOD

Types of research

According to Sekaran and Bougie (2016), the quantitative approach is to test theories and builds facts, shows variable combinations, describes statistics, and estimates and predicts results. Sugiyono (2018) calls this research quantitative because its data is concrete, objective, measurable, rational, systematic, and repeatable. Quantitative research involves studying a population or sample, collecting data with research instruments, and analyzing quantitative or statistical data to prove a hypothesis.

Research Data Source

This research uses primary and secondary data. Sekaran and Bougie (2016) say researchers collect primary data directly. This study used questionnaires to collect primary data. Secondary data comes from statistical bulletins, government publications, published or unpublished information from within and outside the organization, company websites, and the internet.

Object of research

Organizational Citizenship Behavior (OCB) and Work-Life Balance (WLB) affect employee performance in this study. This study targets PT. Singosari 23 employees. This study included 154 PT. Singosari 23 employees. Azwar (2010) defines sampling as selecting an adequate and appropriate number of elements from the population to use as research subjects because the number is limited and within the researcher's resources.

Data collection technique

This study will collect data using a questionnaire. Sekaran and Bougie (2016) define a questionnaire as a list of written questions that have been formulated and will be answered by respondents. This research also uses library research to gather data by reading and studying books about the issue.

This study collected data via a questionnaire. Sugiyono (2018) defines a questionnaire as a data collection method that asks respondents questions or written statements. Research and survey questionnaires can include many questions. Scoring (words to numbers) is needed to facilitate the assessment process and help analyze the data because there are many questions.

Operational Definition of Variables

The indicators used to research and measure the value of each variable are taken from several relevant theories and previous research, and adjustments are made so that these indicators can provide an overview of the value, and their validity can be fulfilled.

Table 1.
Operational Definition of Variables

No.	Variable	Definition	Indicator	Scale
1.	Organizational Citizenship Behavior (OCB)	Organizational Citizenship Behavior (OCB) is an employee's willingness to take on roles that exceed their main role in an organization, so it is called extra-role behavior. (Organ et al., (2006)	1. Altruism 2. Conscientiousness 3. Sportmanship 4. Courtesy 5. Civic Virtue	Likert
2.	Work-Life Balance (WLB)	Work-Life Balance is an effort made by individuals to balance two or more roles. (Fisher et al., 2009)	1. Work Interference with Personal Life (WIPL) 2. Personal Life Interference with Work (PLIW) 3. Personal Life Enhancement of Work (PLEW) 4. Work Personal of Enhancement Life (WEPL)	Likert
3.	Employee performance	Performance is basically what employees do or do not do. In addition, employee performance influences how much they contribute to the organization. (Mathis and Jackson, 2006)	1. Quality 2. Quantity 3. Timeliness 4. Collaboration Ability	Likert

Instrument Test

The validity test can be applied to measure whether a questionnaire is valid. According to Sugiyono (2018) explains that a valid instrument is a measuring tool that can be used to obtain valid data. The main instrument in the factor analysis of this research is applying the Kaiser Meyer Olkin Measure of Sampling Adequacy factor analysis. If the calculated KMO value is lower than 0.5, then factor analysis is not feasible. Meanwhile, if the calculated KMO value is more significant than 0.5, then factor analysis is feasible. According to Sugiyono (2018), a reliable instrument is an instrument that, when used to measure the same object, will produce the same data. According to Ghozali (2018), a research instrument is said to be reliable if it has a Cronbach's Alpha value > 0.60 . If the value is smaller than 0.60, this research questionnaire is unreliable.

Normality test

According to Ghozali (2018), the normality test can be used to test in regression models, confounding, or residual variables with a normal distribution. The normality test is expected if the data is spread around the diagonal line and follows the direction of the diagonal line or histogram graph. If the One-Sample Kolmogrov-Smirnov Test is used, the significance value is more than 0.05.

Simple Linear Regression Test

Ghozali (2016) explained that apart from measuring the strength of the relationship between two or more variables, such as correlation analysis, regression analysis also shows the direction of the relationship between the dependent and independent variables. Sugiyono (2018) states that simple linear regression is based on one independent variable's functional or causal relationship with one dependent variable.

T Test (Partial)

According to Ghozali (2018), the t-statistical test shows how much influence an explanatory or independent variable has in explaining variations in the dependent variable with a confidence level of 95% ($\alpha = 0.05$).

RESULT AND DISCUSSION

Respondent Characteristic

This study distributed questionnaires to all PT. Singosari 23 employees and collected samples. This study sampled 154 PT. Singosari 23 employees. Researchers accepted all 154 questionnaires. The next chapter analyzes and explains it. PT. Singosari 23 respondents' characteristics are explained below based on questionnaire results. According to processed data on respondent

characteristics, PT. Singosari 23 employs 88 men (57.1%). Meanwhile, 42.9% of employees are women (66). This supports Aziz's (2019) findings that F&B companies have tight time constraints and need more male labor, especially in the back office, where men cook, drink, and wash dishes.

According to age data, 97 of PT. Singosari 23's 154 employees are aged 17–25, with a high percentage of 63%, followed by 49 employees aged 26–30, with 31.8%. After that, age >30 is the lowest, with eight people and 5.2%. These respondents agree with Wulandari's (2021) findings that most coffee shop employees are young because they dress neatly and trendily, have more control over social media, have extensive relationships, and can attract young customers. The data shows that 51.3% of PT. Singosari 23's 79 employees have worked 6–12 months. 24.7% of 38 workers worked less than six months. Additionally, 24% of 37 employees have worked more than 12 months. The majority of respondents work 6–12 months. The company is still growing, so employee work hours are based on the number of new outlets. Additionally, research shows PT employees' data processing results. Singosari 23 has 154 employees and several work divisions. The kitchen division has the most 37 employees at 24%. The barista and floor divisions each have 32 employees and 20.8%. The back office has 27 employees, 17.5% – the cashier division of PT. Singosari 23 employs 26 people (16.9%). This matches gender-based responses, where the kitchen dominates work because more workers are needed in the back.

Reliability Test and Validity Test

Based on instrument test calculations, a variable is valid if the KMO value is more significant than 0.5 on both influential independent variables (organizational citizenship behavior (X1), work-life balance (X2), and influenced dependent variables (employee performance). Thus, all independent and dependent variable question items above have a value greater than 0.5, making this research variable's indicator analysis feasible/valid.

In addition, the Cronbach Alpha statistical test determines reliability, with a value > 0.60 indicating reliability. The table shows that the independent and dependent variables are > 0.60. These findings suggest that organizational citizenship behavior (X1), work-life balance (X2), and employee performance (Y) are reliable.

Table 2.
Normality test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		154
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	4.80733602
Most Extreme Differences	Absolute	0.091
	Positive	0.056
	Negative	-0.091
Test Statistic		0.091
Asymp. Sig. (2-tailed)		0.200 ^{c,d}

According to Ghozali (2018), the normality test can be used to test in regression models, confounding, or residual variables with a normal distribution. The normality test is assumed to be expected if using the OneSample Kolmogrov-Smirnov Test, and the significance value is more than 0.05. Regression analysis's benefit is deciding whether increasing the independent variable can affect the increase or decrease in the dependent variable. Based on the results of the Kolmogorov-Smirnov test, the data is usually distributed with a significance value of $0.200 > 0.05$. This result aligns with the normality test, which shows that the data is usually distributed.

Table 3.
Simple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.078	3.717		7.016	0.000
	OCB	0.568	0.094	0.440	6.042	0.000

a. Dependent Variable: KK

Based on the above data, the X regression coefficient of 0.440 indicates that with increased organizational citizenship behavior (X) there is a positive and significant impact on employee performance (Y), assuming other free variables are constant.

Table 4.
Regression Coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	45.133	3.329		13.556	0.000
	WLB	0.056	0.057	0.080	0.983	0.327

a. Dependent Variable: KK

Based on the above data, the X regression coefficient of 0.080 indicates that if there is an increase in work-life balance (X), then there is a positive effect on employee performance (Y), assuming other free variables are constant.

Table 4.
Hypothesis Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.440	4.967		4.115	0.000
	OCB	0.584	0.094	0.452	6.215	0.000
	WLB	0.087	0.051	0.124	1.698	0.092

a. Dependent Variable: KK

Based on the above table showing the significance value of $0,000 < 0,05$ and the result of the t-test (partial) of $6,215 > 1,9758$ means the influence of organizational citizenship behavior indicates a significant positive direction on the performance of employees that occurred in PT. Singosari 23.

Discussion

The Influence of Organizational Citizenship Behavior on Employee Performance

Organizational citizenship behavior is the first independent variable in this research, and employee performance is the dependent variable. Hypothesis testing in this research shows that organizational citizenship behavior positively and significantly affects employee performance. This research shows a table of significance values of $0,000 < 0,05$ and t-test results (partial) of $6,215 > 1,9758$, meaning that the influence of organizational citizenship behavior as the dependent variable shows a significant positive direction on employee performance at PT. Singosari 23, thus, this research supports the proposed hypothesis.

Organizational Citizenship Behavior (OCB) influences employee performance and indicates the behavior of employees who like to help co-workers complete work voluntarily. This is evident from statements 1 and 2, with respondent responses having mean values of 3.96 and 3.74. Apart from that, the statement that received the most responses was "I improve the quality of the field of work in which I work." This is one of the factors that drives the achievement of high performance in the company. According to Zoghbi (2011), this is the understanding that increasing OCB will improve employee performance significantly if job satisfaction increases; it will contribute greatly to improving employee performance.

Apart from that, the results of this research align with what has been done by Nufus (2011), that organizational citizenship behavior significantly influences employee performance. These findings were then strengthened by the research results of Thiruvankadam and Durairaj (2017), which stated and provided suggestions that organizational citizenship behavior needs to be implemented by every manager in the company to improve the company's performance and effectiveness. Good organization can be seen in project completion on time and increased company revenue by carrying out OCB effectively, according to research by Putri (2013). This is also supported by the opinion of Suzana (2017), who states that organizational citizenship behavior is critical to the company's survival. The five dimensions contained in OCB are organizational behavior that can maximize the practical function of the company, which is influenced by productivity efficiency and employee performance.

The Effect of Work-Life Balance on Employee Performance

Work-life balance is the second independent variable in this research. Hypothesis testing in this study shows that work-life balance does not affect employee performance, so the study's results do not support the hypothesis. This is shown from the research results with a significance value of $0.092 > 0.05$ and t-test results (partial) of $1.698 < 1.9758$, which means that the work-life balance variable has no effect on employee performance at PT. Singosari 23. Based on statement 11 with the lowest response, "I find it difficult to complete my office work because I am too overwhelmed with personal matters at work." This is in line with what Aslam (2015) stated, who emphasized that work-life imbalance has several negative impacts on employee attitudes and behavior, affecting organizational performance and effectiveness. Employee performance plays a vital role in the organization's continuity to obtain good employee performance, which is influenced by having a good quality of work life (Badrianto, 2021).

Therefore, organizations today must create a flexible environment to help employees manage their work and life together. So, the better the implementation of work-life balance, the more productive employees will be and be able to provide innovation for better performance because employee performance will increase. However, on the other hand, if you do not have an excellent work-life balance, performance tends to decline and can damage other areas of life. The significant level of work-life balance in this research shows the implementation of work-life balance among PT employees. Singosari 23 has not run well, so it does not influence employee performance. This indicates that the company has not implemented working hours according to standards, so employees complain about low work-life balance. The results of this research are in line with research by Saifullah (2020), which states that there is no significant influence between work-life balance and performance.

CONCLUSION

The results of research that has been conducted regarding the influence of organizational citizenship behavior and work-life balance on employee performance at PT. Singosari 23 then it can be concluded that:

1. Organizational Citizenship Behavior (OCB) positively and significantly affects employee performance. This is in line with the formulation of the first hypothesis and the research results, so the first hypothesis in this research is supported.
2. Work-Life Balance (WLB) does not affect employee performance. This shows that the formulation of the second hypothesis and the research results are not in line, so the second hypothesis in this study needs to be supported.

It is hoped that PT. Singosari 23 needs to increase the implementation of Organizational Citizenship Behavior (OCB) by increasing employee tolerance towards company conditions and providing opportunities for them to provide open input. Implementing appropriate working hour SOPs is essential to ensure a clear separation between personal and work matters. Rewarding loyal employees will encourage greater loyalty in the company. Recommendations for further research are to expand the sample, adjust the research context, and explore existing variables for better results.

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