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The Influence of Work-Life Balance and Organizational Citizenship Behavior (OCB) on Employee Performance at PT Air Minum Bandarmasih (Perseroda) Banjarmasin

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ABSTRACT

Employee performance is an important element in supporting the operational effectiveness of a company, including in the public service sector such as PT Air Minum Bandarmasih (Perseroda) Banjarmasin. Although the performance achievements in the 2023 fiscal year were classified as "good," several operational aspects still did not achieve maximum scores, particularly in terms of work efficiency and timeliness. This study aims to analyze the influence of Work-Life Balance and Organizational Citizenship Behavior (OCB) on employee performance, both partially and simultaneously. This study uses a quantitative approach with a survey method. A total of 100 respondents were selected using the Proportional Stratified Random Sampling technique. The research instrument was a questionnaire that had been tested for validity and reliability. Data analysis was performed using multiple linear regression with SPSS software. The results showed that Work-Life Balance had a positive and significant effect on employee performance, with the dominant dimension being Satisfaction Balance. Organizational Citizenship Behavior (OCB) also had a positive and significant effect on employee performance, with the most prominent dimension being helpfulness (Altruism). Simultaneously, both variables contribute 23.3% to the improvement in employee performance, while the rest is influenced by other factors outside the research model. These findings indicate the importance of strengthening Work-Life Balance policies.

1. Introduction

Human resources (HR) are a key element in ensuring the success of an organization. Even though institutions may be equipped with advanced technology and structured work systems, the achievement of organizational goals still largely depends on the quality and contribution of individuals. High-performing employees are not only capable of fulfilling responsibilities effectively but also play an important role in creating a productive and sustainable work environment. Employee performance is not merely assessed by the level of output achieved but is also influenced by non-technical aspects such as responsibility in completing tasks, discipline in following rules, and the ability to contribute positively to a conducive work atmosphere (Mangkunegara, 2017) . Performance itself is an important benchmark of organizational effectiveness, encompassing quality of work, quantity of tasks, effectiveness, commitment, and timeliness (Kasmir, 2019). Improving employee performance is closely linked to both individual conditions and the organizational environment, including the balance between work and personal life, as well as voluntary behaviors that go beyond formal responsibilities.

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PT Air Minum Bandarmasih (Perseroda) Banjarmasin, as a Regional-Owned Enterprise (BUMD) operating in the public service sector, is tasked with providing clean water to the people of Banjarmasin. As a public service provider, the company is expected to deliver fast, efficient, and high-quality services. However, according to the 2023 performance evaluation conducted by the Financial and Development Supervisory Agency (BPKP) of South Kalimantan Province, the company only scored 69.70, categorized as "Good," which falls short of the "Very Good" category that requires a score above 75. This indicates that improving the quality of operational performance among employees remains an urgent need. One of the approaches to address this challenge is by strengthening Work-Life Balance and Organizational Citizenship Behavior (OCB).

Work-Life Balance emphasizes the importance of managing equilibrium between job demands and personal responsibilities. An imbalance can lead to stress, fatigue, and decreased productivity, making it essential for companies to design policies and work environments that support employees in achieving balance (Hutcheson, 2019). Meanwhile, OCB refers to employees' voluntary behaviors that are not formally required by the organization but have a positive impact on teamwork and organizational effectiveness, such as helping colleagues, showing loyalty, and actively contributing to organizational goals (Robbins & Judge, 2018). Previous studies also confirm the importance of these two variables. Research by Fajar (2024) revealed that Work-Life Balance and OCB significantly affect the performance of Generation Z employees at PT Galang Tinggi Karya. Similarly, Nabilah & Sumartik (2024) found that Work-Life Balance, OCB, and organizational culture collectively contribute to improving employee performance at CV Duta Jaya Makmur. Although conducted in the private sector, the relevance of these variables can also be applied in public organizations such as BUMD. Therefore, this study aims to analyze the influence of Work-Life Balance and Organizational Citizenship Behavior (OCB) on employee performance at PT Air Minum Bandarmasih (Perseroda) Banjarmasin. The results are expected to contribute to the development of human resource management theory while providing practical insights for the company in designing strategies to enhance employee performance through improved balance and constructive workplace behavior. Work-Life Balance is the way an individual manages time and roles between work and personal life so that neither side becomes overly burdensome. This concept explains how balance is achieved between work-related interests and personal needs (Hutcheson, 2019). According to Hudson (2005), Work-Life Balance is related to the level of satisfaction a person experiences in managing various roles in life, enabling them to balance the demands of different aspects of life. In the past, Work-Life Balance was often understood as simply dividing equal time between working in the office and completing tasks at home.

Organizational Citizenship Behavior (OCB) refers to actions carried out voluntarily by individuals beyond their formally assigned duties within an organization. According Kreitner & Kinicki (2014), OCB can be observed through the extent to which individuals adhere to punctuality and attendance at the workplace, exceeding established standards. When OCB is effectively practiced in an organization, the likelihood of employee tardiness tends to decrease. Meanwhile, Robbins & Judge (2018, p. 260) define OCB as "voluntary employee behaviors that are not part of formal job responsibilities but nonetheless contribute to the effective and efficient functioning of the organization."

Employee performance refers to the level of achievement or outcomes attained by an individual in carrying out their roles and responsibilities at work, aligned with the norms, targets, or expectations set by the organization. According to (Mangkunegara, 2017) , employee performance is the qualitative and quantitative result of work accomplished by employees based on the duties and responsibilities previously determined. Similarly, (Adhari, 2020) defines employee performance as the outcomes generated from job responsibilities or specific activities within a given period, reflecting both the quality and quantity of the work performed.

2. Research Methods

This study was conducted at PT Air Minum Bandarmasih (Perseroda) Banjarmasin. The research employed a quantitative explanatory approach using the Proportional Stratified Random Sampling technique to examine the influence of Work-Life Balance and Organizational Citizenship Behavior (OCB) on employee performance. The independent variables in this study are Work-Life Balance and Organizational Citizenship Behavior (OCB), while the dependent variable is Employee Performance. The population in this study consists of all employees of PT Air Minum Bandarmasih (Perseroda) Banjarmasin. Based on company data as of February 2025, the total population was 374 employees. The required sample size was 75 employees; however, to facilitate the distribution of questionnaires and enhance data validity, the sample size was rounded up to 100 respondents, calculated using the Slovin formula with several established criteria (Jaya, 2025).

3. Results And Discussion

The validity test was conducted to determine whether each statement item presented to respondents could be considered valid or invalid. The technique used in this validity test was by comparing the correlation coefficient (r) with the r-table value (N = 30), which is 0.3061.

Table 1. Validity Test Results

Statement Item	Correlation (r_{count})	Reject Measuring	Mark (r_{table})	Information
Work Life Balance (X_1)				
P1	0.837	>	0.3061	Valid
P2	0.834	>	0.3061	Valid
P3	0.505	>	0.3061	Valid
P4	0.696	>	0.3061	Valid
P5	0.798	>	0.3061	Valid
P6	0.277	<	0.3061	Invalid
P7	0.886	>	0.3061	Valid
P8	0.714	>	0.3061	Valid
P9	0.694	>	0.3061	Valid
Organizational Citizenship Behavior (X_2)				
P10	0.756	>	0.3061	Valid
P11	0.551	>	0.3061	Valid
P12	0.519	>	0.3061	Valid
P13	0.532	>	0.3061	Valid
P14	0.710	>	0.3061	Valid
P15	0.261	<	0.3061	Invalid
P16	0.769	>	0.3061	Valid
P17	0.752	>	0.3061	Valid
P18	0.687	>	0.3061	Valid
P19	0.158	<	0.3061	Invalid
P20	0.639	>	0.3061	Valid

Statement Item	Correlation (r_{count})	Reject Measuring	Mark (r_{table})	Information
P21	0.343	>	0.3061	Valid
P22	0.743	>	0.3061	Valid
P23	0.610	>	0.3061	Valid
P24	0.772	>	0.3061	Valid
Employee Performance (Y)				
P25	0.781	>	0.3061	Valid
P26	0.819	>	0.3061	Valid
P27	0.481	>	0.3061	Valid
P28	0.816	>	0.3061	Valid
P29	0.779	>	0.3061	Valid
P30	0.563	>	0.3061	Valid
P31	0.876	>	0.3061	Valid
P32	0.711	>	0.3061	Valid
P33	0.570	>	0.3061	Valid
P34	0.663	>	0.3061	Valid
P35	0.759	>	0.3061	Valid
P36	0.609	>	0.3061	Valid
P37	0.624	>	0.3061	Valid
P38	0.314	>	0.3061	Valid
P39	0.456	>	0.3061	Valid

Source: Processed data, 2025

Based on the results of the validity test, all instruments for each variable—Work-Life Balance, Organizational Citizenship Behavior (OCB), and Employee Performance—in the questionnaire showed that the Work-Life Balance variable had one invalid item, namely P6, with an r-value of 0.277 < r-table of 0.3061. The Organizational Citizenship Behavior (OCB) variable had two invalid items, namely P15 with an r-value of 0.261 < r-table of 0.3061 and P19 with an r-value of 0.158 < r-table of 0.3061. Meanwhile, the Employee Performance variable had all items classified as valid, as the r-value (Corrected Item-Total Correlation) was greater than the r-table value of 0.3061. Therefore, a second stage of validity testing was conducted by re-testing only the items that had been declared valid in the first stage. This re-examination aimed to ensure that all items used in the study met the validity criteria and were appropriate for use in data analysis.

Table 2. Validity Test Results

Statement Item	Correlation (r_{count})	Reject Measuring	Mark (r_{table})	Information
Work Life Balance (X_1)				
P1	0.837	>	0.3061	Valid
P2	0.834	>	0.3061	Valid
P3	0.505	>	0.3061	Valid
P4	0.696	>	0.3061	Valid
P5	0.798	>	0.3061	Valid

Statement Item	Correlation (r_{count})	Reject Measuring	Mark (r_{table})	Information
P7	0.886	>	0.3061	Valid
P8	0.714	>	0.3061	Valid
P9	0.694	>	0.3061	Valid
Organizational Citizenship Behavior (X_2)				
P10	0.756	>	0,.3061	Valid
P11	0.551	>	0.3061	Valid
P12	0.519	>	0.3061	Valid
P13	0.532	>	0.3061	Valid
P14	0.710	>	0.3061	Valid
P16	0.769	>	0.3061	Valid
P17	0.752	>	0.3061	Valid
P18	0.687	>	0.3061	Valid
P20	0.639	>	0.3061	Valid
P21	0.343	>	0.3061	Valid
P22	0.743	>	0.3061	Valid
P23	0.610	>	0.3061	Valid
P24	0.772	>	0.3061	Valid
Employee Performance (Y)				
P25	0.781	>	0.3061	Valid
P26	0.819	>	0.3061	Valid
P27	0.481	>	0.3061	Valid
P28	0.816	>	0.3061	Valid
P29	0.779	>	0.3061	Valid
P30	0.563	>	0.3061	Valid
P31	0.876	>	0.3061	Valid
P32	0.711	>	0.3061	Valid
P33	0.570	>	0.3061	Valid
P34	0.663	>	0.3061	Valid
P35	0.759	>	0.3061	Valid
P36	0.609	>	0.3061	Valid
P37	0.624	>	0.3061	Valid
P38	0.314	>	0.3061	Valid
P39	0.456	>	0.3061	Valid

Source: Processed data, 2025

Based on the results of the follow-up validity test, all instruments for each variable—Work-Life Balance, Organizational Citizenship Behavior (OCB), and Employee Performance—in the questionnaire were found to be valid. The Work-Life Balance variable, consisting of eight statement items, was declared valid; the Organizational Citizenship Behavior (OCB) variable (X2), consisting of thirteen statement items, was declared valid; and the Employee Performance variable (Y), consisting of fifteen statement items, was also declared valid. All statement items across the three research variables showed correlation values greater than the r-table, thereby confirming their validity. These results indicate that the research instruments

used have met the validity requirements and are suitable for use in the subsequent analysis stage.

Next, a reliability test was conducted to examine the consistency of an instrument in measuring a concept, as well as to evaluate its measurement function. In this study, Cronbach's Alpha analysis was used to test the reliability of the questionnaire. If the alpha value is greater than 0.60, the reliability is considered sufficient; meanwhile, if the alpha value exceeds 0.70, it indicates that all items have good reliability and that the overall test demonstrates strong internal consistency. Based on the results of the reliability test, the Work-Life Balance variable (X1) obtained an alpha value of 0.894, the Organizational Citizenship Behavior (OCB) variable (X2) obtained an alpha value of 0.885, and the Employee Performance variable (Y) obtained an alpha value of 0.889. All variables showed Cronbach's Alpha values greater than 0.60, which means they are reliable and meet the required criteria.

Subsequently, classical assumption tests were conducted, consisting of normality test, multicollinearity test, and heteroscedasticity test.

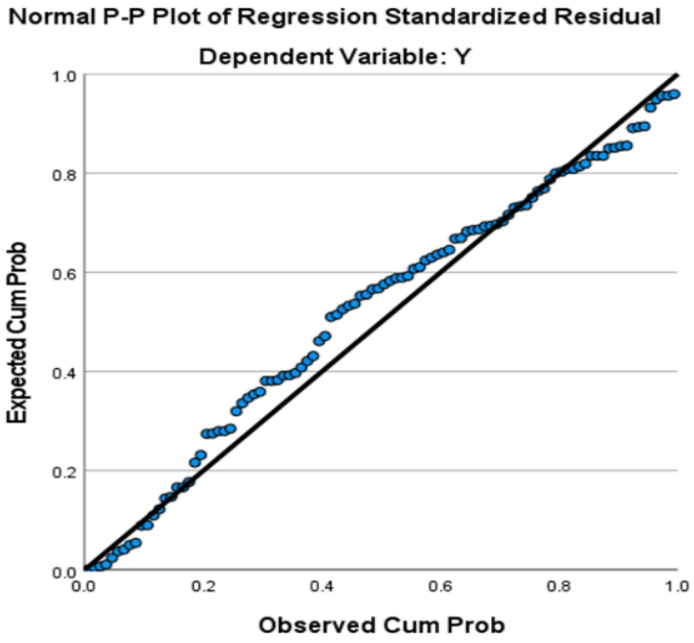

Figure 1. Scatterplot of the Regression Model Data

Based on the output of the P-P Plot of Standardized Residuals, the normality of the data was assessed by observing the distribution of data points along the diagonal axis of the plot. From the graph, it can be seen that the points are scattered around the diagonal line and follow its direction, indicating that the regression model has met the normality assumption. Therefore, the regression model can be considered appropriate and suitable for prediction. Meanwhile, the results of the Multicollinearity Test are presented in the following table:

Table 3. Results of the Multicollinearity Test

Variable	Tolerance	VIF	Conclusion
Work Life Balance (X_1)	0,819	1,220	Multicollinearity does not occur
Organizational Citizenship Behavior (X_2)	0,819	1,220	Multicollinearity does not occur

Source: Processed data, 2025

The results show that the tolerance values for the Work-Life Balance (X1) and Organizational Citizenship Behavior (OCB) (X2) variables are 0.819, which is greater than 0.10. The Variance Inflation Factor (VIF) values for both variables are 1.220. Therefore, it can be concluded that there is no multicollinearity present among the variables in this study.

Next is the Heteroscedasticity Test, as shown in the figure below:

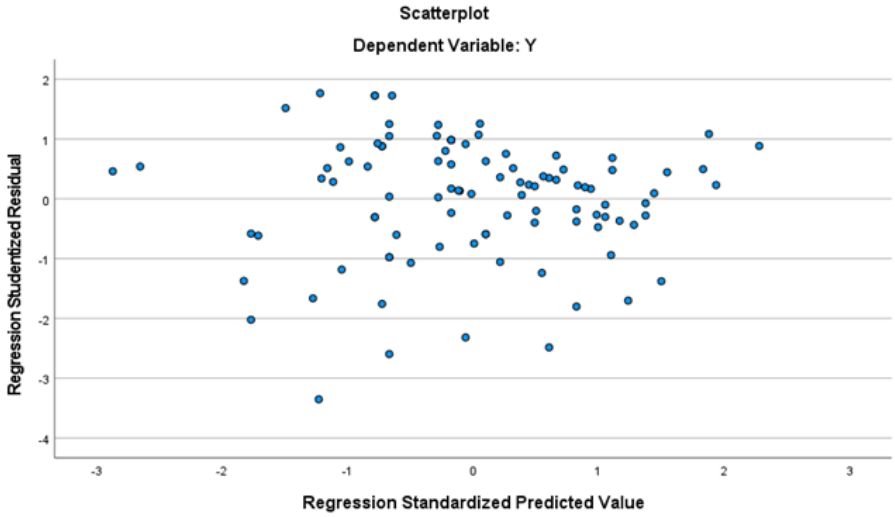

Figure 2. Results of the Heteroscedasticity Test

From the scatterplot above, it can be seen that there is no clear pattern, as the points are randomly distributed above and below the zero line on the Y-axis. Thus, it can be concluded that heteroscedasticity is not present. Therefore, the regression model can be considered appropriate, as it meets the homoscedasticity assumption, and further testing can be conducted.

Hypothesis Testing of Multiple Linear Regression Analysis

Partial Analysis of the Effect of Work-Life Balance on Employee Performance

The paradigm of the effect of Work-Life Balance on the performance of employees at PT Air Minum Bandarmasih (Perseroda) Banjarmasin can be illustrated as follows:

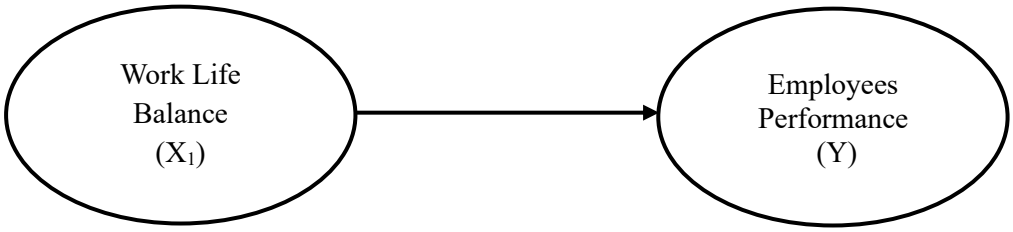

Figure 3. Constellation of Variables X_1 Toward Y

Y = α + β1X1 + ei
Y = 36.582 + 0.826X1
S = 0.473
t_{count} = 5.314
r = 0.473; r^2 = 0.224
if α = 5% and n = 100, then tα;n-1 = t0.05;99 = 1.660

From the data above, the constant value of 36.582 indicates the baseline level of employee performance in the absence of Work-Life Balance. The regression coefficient of 0.826 shows that every one-unit increase in Work-Life Balance will result in an increase of 0.826 in employee performance. Considering the correlation coefficient (r) of 0.473, it can be stated that the relationship between Work-Life Balance and employee performance is a strong positive one. This means that the higher the level of Work-Life Balance, the greater the improvement in employee performance. Based on these findings, the calculated t-value (5.314) compared to the critical t-table value (1.660) shows that t-calculated > t-table. This indicates a significant effect, meaning that the Work-Life Balance variable has a significant influence on employee performance. The magnitude of this influence can be seen from the coefficient of determination (R^2) of 0.224, which means that 22.4% of employee performance is influenced by Work-Life Balance partially, while the remaining 77.6% is affected by other factors.

Partial Analysis of the Effect of Organizational Citizenship Behavior (OCB) on Employee Performance

The paradigm of the effect of Organizational Citizenship Behavior (OCB) on employee performance at PT Air Minum Bandarmasih (Perseroda) Banjarmasin can be illustrated as follows:

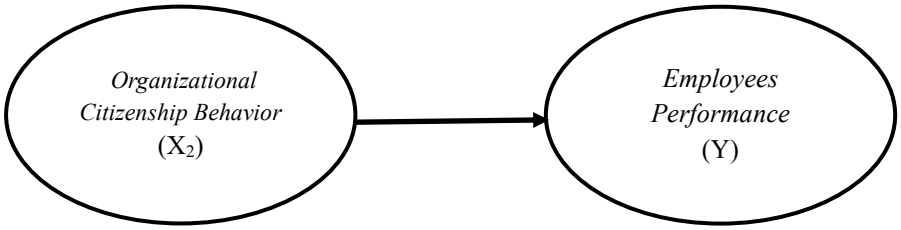

Figure 4. Constellation of Variable X_2 Toward Y

Y = α + β2X2 + ei
Y = 45.557 + 0.422X2
S = 0.288
t_{count} = 2.975
r = 0.288; r^2 = 0.083
if α = 5% and n = 100, then tα;n-1 = t0.05;99 = 1.660

From the above data, the constant value of 45.557 indicates the baseline level of employee performance in the absence of OCB. The regression coefficient of 0.422 shows that every one-unit increase in OCB will result in an increase of 0.422 in employee performance. Considering the correlation coefficient (r) of 0.288, it can be stated that the relationship between OCB and employee performance is positive, meaning that an increase in OCB leads to an increase in employee performance. Based on these findings, the calculated t-value of 2.975 compared to the critical t-table value of 1.660 shows that t-calculated > t-table. This indicates a significant effect, meaning that the OCB variable has a significant influence on employee performance. The magnitude of this influence can be seen from the coefficient of determination (R^2) of 0.083, which means that 8.3% of employee performance is influenced by OCB partially, while the remaining 91.7% is affected by other factors.

Simultaneous Analysis of the Effect of Work-Life Balance and Organizational Citizenship Behavior (OCB) on Employee Performance

The paradigm of the effect of Work-Life Balance and Organizational Citizenship Behavior (OCB) on employee performance at PT Air Minum Bandarmasih (Perseroda) Banjarmasin can be illustrated as follows:

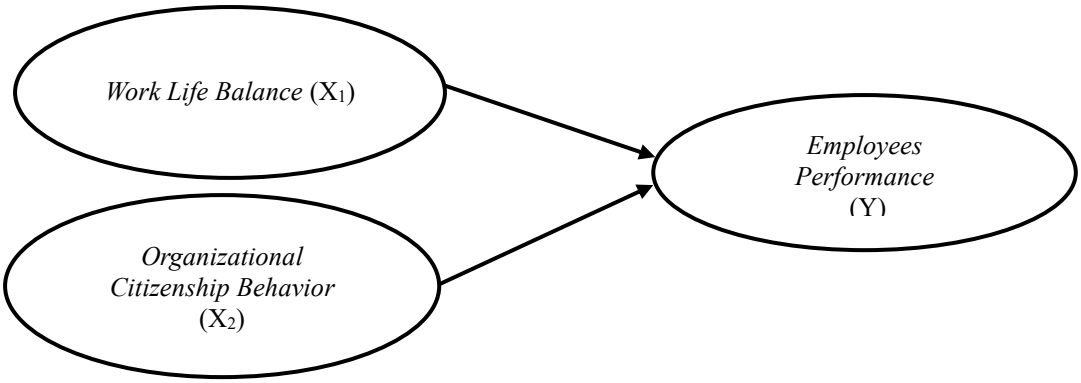

Figure 5. Constellation of Variables X_1 and X_2 Toward Y

$Y = \alpha + \beta 1X1 + \beta 2X2 + ei$
$Y = 32.230 + 0.747X1 + 0.155X2$
$S1 = 0.428$; $S2 = 0.106$
$F_{count} = 14.727$; $F_{table} = 3.09$
$r = 0.483$; $r^2 = 0.233$
if $\alpha = 5\%$ and $n = 100$, then $F_{table} = F_{\alpha;df1;df2} = F_{0.05;2;97} = 3.09$

From the above data, it is found that simultaneously, the correlation coefficient (r) of Work-Life Balance and Organizational Citizenship Behavior (OCB) with employee performance is 0.483. This indicates a moderately strong positive relationship, meaning that the higher the levels of Work-Life Balance and OCB simultaneously, the higher the employee performance will be. Furthermore, the F-calculated value of 14.727 compared with the F-table value of 3.09 shows that F-calculated > F-table. Thus, Work-Life Balance and OCB simultaneously have a significant effect on employee performance. The magnitude of this effect can be seen from the coefficient of determination (R^2) = 0.233, which means that 23.3% of employee performance is significantly influenced by Work-Life Balance and OCB simultaneously, while the remaining 76.7% is influenced by other factors.

Hypothesis Testing of Regression Model

Based on the regression analysis of the influence of Work-Life Balance and Organizational Citizenship Behavior (OCB) on employee performance, the results of hypothesis testing are presented as follows:

Table 4. Hypothesis Testing Results

No	Hypothesis	R^2	T_{count}	T_{table}	Remark
1.	*Work Life Balance* ➔ Employee Performance	0.224	5.314	1.660	Sig
2.	*OCB* ➔ Employee Performance	0.083	2.975	1.660	Sig
3.	*Work Life Balance* and OCB ➔ Employee Performance	0.233	F_{count} 1.727	F_{table} 3.09	Sig

Source: Processed data, 2025

1) The first hypothesis (H_1) is accepted, meaning that Work-Life Balance has a significant effect on employee performance, contributing 22.4%, while the remaining 77.6% of employee performance is influenced by other factors.

2) The second hypothesis (H_2) is accepted, meaning that Organizational Citizenship Behavior (OCB) has a significant effect on employee performance, contributing 8.3%, while the remaining 91.7% of employee performance is influenced by other factors.
3) The third hypothesis (H_3) is accepted, meaning that Work-Life Balance and Organizational Citizenship Behavior (OCB) simultaneously have a significant effect on employee performance, contributing 23.3%, while the remaining 76.7% of employee performance is influenced by other factors.

4. Conclusion And Suggestion

Based on the results of the analysis and discussion in the previous section, the researcher draws the following conclusions: Work-Life Balance and Organizational Citizenship Behavior (OCB) have a significant influence, both partially and simultaneously, on the performance of employees of PT Air Minum Bandarmasih (Perseroda) Banjarmasin.

1) Overall, employees of PT Air Minum Bandarmasih (Perseroda) Banjarmasin demonstrated that maintaining Work-Life Balance and practicing OCB are important factors in improving their performance. Therefore, the company needs to continuously support policies that encourage balance between work and personal life to enhance job satisfaction and productivity.
2) The company is advised to strengthen an organizational culture that fosters mutual support and teamwork, as this will help accelerate service processes and improve overall efficiency.
3) Regular evaluations and recognition of employees' contributions are essential to ensure that Work-Life Balance and OCB are maintained, which in turn will create a more conducive work environment and better company performance.

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