

## THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE

Sefiana Putri Suleman<sup>1</sup>, Ade Solahudin<sup>2</sup>, Eteh Resa Asyifa<sup>3</sup>

<sup>1,2,3</sup> Management Study Program Faculty of Economics and Business, Universitas Swadaya Gunung Jati Cirebon  
Email: [sefiana.122020517@ugj.ac.id](mailto:sefiana.122020517@ugj.ac.id)<sup>1</sup>, [ade.solahudin@ugj.ac.id](mailto:ade.solahudin@ugj.ac.id)<sup>2</sup>

Received : 15 January 2026

Published : 28 February 2026

Revised : 31 January 2026

DOI : <https://doi.org/10.54443/ijeabas.v6i1.5314>

Accepted : 20 February 2026

Link Publish : <https://radjapublika.com/index.php/IJEBAAS>

### Abstract

This study aims to analyze the effect of Work-Life Flexibility Policy on employee performance and Organizational Citizenship Behavior (OCB), with burnout as a mediating variable. The study used a quantitative approach with an explanatory research method. Data were collected through questionnaires from employees of PT Kaiti Global Indonesia and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the help of SmartPLS. The results of the study indicate that Work-Life Flexibility Policy has a negative and significant effect on burnout and a positive and significant effect on employee performance and OCB. Burnout has a negative and significant effect on performance and OCB, and is proven to mediate the relationship between Work-Life Flexibility Policy and employee performance and OCB. This study concludes that the implementation of an effective work flexibility policy can reduce burnout, thereby improving performance and encouraging employee OCB behavior.

**Keywords :** *Work-Life Flexibility Policy, Burnout, Employee Performance, OCB*

### INTRODUCTION

The development of the modern workplace demands that organizations create policies that can balance employees' personal and professional lives. One increasingly relevant approach is the Work-Life Flexibility Policy (WLF), a policy that provides employees with the flexibility to organize their work time and place to better balance their personal lives. This policy includes flexible working hours (flexitime), remote working, as well as leave and more humane workload adjustments. In the dynamic and complex world of work, the Work-Life Flexibility Policy is one form of policy that allows employees to organize their work time and place according to their personal and professional needs. This policy supports the creation of a work-life balance that positively influences organizational performance and positive behaviors such as Organizational Citizenship Behavior (OCB). Increasing work flexibility is believed to improve employee job satisfaction, loyalty, and performance. However, the phenomenon in the field shows a paradox: some employees actually experience increased burnout due to the blurring of boundaries between work and personal life. This has an impact on declining performance and extra-role behavior or Organizational Citizenship Behavior (OCB) which should arise from commitment and good work well-being. Work-Life Flexibility Policy is a policy that gives employees the flexibility to manage their work time and location to create a balance between personal life and work. This policy is increasingly important as the dynamics of the world of work continue to change, especially with the dominance of the Millennial Generation who prioritize flexibility in working hours and work contexts. Performance and Organizational Citizenship Behavior (OCB) are two crucial aspects influenced by Work-Life Flexibility, where OCB is voluntary employee behavior that supports organizational effectiveness. However, the main challenge is burnout or work exhaustion that can interfere with performance and OCB. Burnout is considered a mediator that connects the influence of work flexibility policies on performance and OCB.

# THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE

Sefiana Putri Suleman et al

Previous research (Misra and McMahon, 2022; Bakker et al., 2021) found that work-life flexibility can reduce burnout and improve performance. However, another study (Allen et al., 2020) revealed that without proper work boundary management, flexibility actually increases work stress. This condition suggests that burnout has the potential to be an important mediator in the relationship between work flexibility policies and employee performance and OCB. This research makes an important contribution by adding a focus on the 2020 generation, which is just entering the workforce and has received less attention in previous studies. Furthermore, this study examines burnout as a mediator in the relationship between work-life flexibility and performance and OCB, which are complex and crucial aspects of modern employment relationships. This contribution is important for the development of human resource management theory and practice at the international level, especially for multinational organizations operating in diverse work environments. (Samantaray et al., 2022) (Bakker & de Vries, 2021) (Allen et al., 2021)

Rapid changes in the work environment and technological advancements require organizations to implement more flexible work policies, known as Work-Life Flexibility Policies. These policies are designed to improve work-life balance. The relationship between employees' work and personal lives is expected to encourage positive performance and behaviors such as Organizational Citizenship Behavior (OCB). However, in reality, many organizations experience burnout as a result of pressure or demands that are difficult to balance between work and personal life, resulting in decreased performance and OCB. According to Hasibuan (2025), "A good work-life balance can improve employee well-being and influence extra-role behaviors such as Organizational Citizenship Behavior (OCB). Effective Work-Life Balance increases OCB, which in turn contributes to improved organizational performance." Andini's (2025) research shows a significant negative relationship between Work-Life Balance and burnout, as well as between OCB and burnout, where the better the work-life balance, the lower the level of burnout experienced by employees and the higher the OCB shown. (No et al., 2025) (Andini et al., 2025)

The urgency of this research stems from the fact that many organizations in Indonesia and globally have not yet optimally implemented Work-Life Flexibility. High burnout rates are a serious obstacle to realizing the full benefits of flexible work policies. This research is crucial for finding solutions on how to optimize Work-Life Flexibility policies to improve performance and OCB while minimizing burnout. The phenomenon of Work-Life Flexibility and burnout is a transformation of the global work paradigm from a rigid 9-5 to elastic models—hybrid working (3 days in the office, 2 days from home), flextime, the "right to disconnect," and a 4-day workweek. 85% of Fortune 500 companies implement hybrid; 76% of employees report a better work-life balance, a 74% increase in productivity, and a 33% decrease in turnover. This is a globally recognized issue, especially in the context of the transformation of work paradigms in the digital era. International research has proven that work flexibility positively contributes to productivity, well-being, and pro-organizational behavior. This study contributes to the international literature by providing data and analysis from the Indonesian context, a developing country with distinct social and work culture characteristics. This enriches global understanding of the adaptation of work policies across cultures and socioeconomic conditions.

## 1. Research Position in Global Studies

This research occupies a strategic position in the global discourse on Work-Life Flexibility, burnout, and organizational behavior. By integrating aspects of policy, mental health (burnout), and work outcomes (performance and OCB), this research complements empirical studies that have been predominantly conducted in developed countries, with an Indonesian context and cultural approach.

## 2. Urgency of Research in a Global Context

The urgency of this research is growing as the phenomenon of burnout and the need for work flexibility are not only national but also global issues. This is accelerating the shift in work patterns and increasing reliance on flexible policies in organizations worldwide. This research provides important insights for global policy to address the challenges of burnout and improve workplace effectiveness in the new era of flexible work.

## Formulation of the problem

1. To what extent does the Work-Life Flexibility Policy directly influence employee performance in a hybrid work context?
2. How does Work-Life Flexibility Policy affect employees' Organizational Citizenship Behavior (OCB)?

# THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE

Sefiana Putri Suleman et al

3. Does burnout act as a mediator in the relationship between Work-Life Flexibility Policy and employee performance?
4. Does burnout act as a mediator in the relationship between Work-Life Flexibility Policy and Organizational Citizenship Behavior (OCB)?
5. To what extent does burnout influence employee performance and OCB in the context of implementing the Work-Life Flexibility Policy?
6. Policy with employee performance?
7. What is the relationship between burnout and employee performance?

## Research purposes

1. To know the direct impact of work flexibility policies on employee performance.
2. Investigating the role of burnout as a mediator in the relationship between Work-Life Flexibility Policy and employee performance.
3. Analyzing the role of burnout as a mediator in the relationship between work flexibility policies and employee performance.
4. Examining the role of burnout as a mediator in the relationship between Work-Life Flexibility Policy and employee OCB behavior.
5. Provide recommendations for effective work flexibility policy management strategies to improve performance and OCB by reducing burnout.
6. Assessing the direct impact of Work-Life Flexibility Policy on burnout levels among employees.
7. Identifying the direct impact of burnout on employee performance.

## LITERATURE REVIEW

### Variable X (Work-Life Flexibility Policy)

The X variable in this study is Work-Life Flexibility Policy, a work flexibility policy that provides employees with the freedom to organize their time, place, and work methods to balance work and personal life interests. This variable is based on the Two-Factor Theory proposed by Frederick Herzberg (1959). According to Hill et al. (2008), Kelly (2011), and Kossek (2016), there are two types of factors that influence job satisfaction: the availability of flexible working hours from the company (a motivating factor) and hygiene factors. Motivating factors, such as recognition, responsibility, and opportunities for development, can increase job satisfaction and motivation. Meanwhile, hygiene factors, such as working conditions and organizational policies, aim to prevent dissatisfaction. Work-Life Flexibility can be considered a hygiene factor that, when managed well, can reduce dissatisfaction while increasing motivation through freedom and support for work-life balance. According to Kossek (2016) in the article "Managing work-life boundaries in the digital age" (*Organizational Dynamics*, 45(3), 258-270), Work-Life Flexibility Policy faces unique challenges in the digital age due to boundarylessness—work-personal boundaries are blurred due to smartphones and 24/7 cloud access.

1. Boundary Management Styles:
  - a. Integrators: Combine work-personal (check email at night) → flexible but prone to burnout.
  - b. Segmentors: Strictly separate (no email after 6pm) → low conflict but less adaptive.
  - c. Cyclers: Change-change → most effective if organizational support is strong.
2. Implications of Work Flexibility:
  - a. Boundary Control: Employees need control over when/where they work to reduce stress.
  - b. Digital Stress: Constant notifications trigger emotional burnout and depersonalization.
  - c. Organizational Role: WLF policies are successful if they support self-regulation + a supportive culture.
3. Recommendations:
  - a. Training Boundary Skills: Teach employees to set up a "digital detox".
  - b. Policy Design: Flextime/telework + "right to disconnect" norm.
  - c. Leader Support: Supervisor models healthy boundaries → improves performance & OCB.

For example, research by RL Islamiah (2024) published in a reputable journal shows that well-managed Work-Life Flexibility contributes significantly to increasing job satisfaction and reducing burnout, strengthening Herzberg's

# THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE

Sefiana Putri Suleman et al

theory. Furthermore, this theory asserts that fulfilling basic psychological needs through flexible work policies allows employees to feel more valued and motivated at work. Thus, this theory is used to explain how Work-Life Flexibility Policy (variable X) can influence performance and organizational citizenship behavior (variables Y1, Y2) in the context of human resource management and modern organizations.

## Variable Z (Burnout)

In this study, variable Z acts as a mediator that explains or strengthens the relationship between variable X (Work-Life Flexibility Policy) and variables Y1 and Y2 (e.g., Performance or Organizational Citizenship Behavior). The theoretical basis refers to the Job Demands-Resources Model (JD-R) proposed by Bakker and Demerouti (2007). According to the JD-R Model Update (Mańkowska, 2025): Burnout as two dimensions of exhaustion (physical/emotional) & mental distance (lack of commitment). BAT global validation (4-factor: exhaustion, mental distance, cognitive impairment, emotional impairment); cross-cultural/gender reliability. JD-R: Job resources (WLF Policy) buffer demands, reduce burnout increase performance/OCB. Digital Burnout & Boundary Effects (Bunjak, 2023/2025 meta): Hindrance demands (tool sprawl, notifications) trigger burnout; collective trust moderation (supportive teams reduce the effect). Hybrid relevance 2026: AI overload + unclear workflow = new cognitive strain. BAT as the Gold Standard (2025 Frontiers): Replaces the Maslach Burnout Inventory (MBI); composite score measures burnout levels. Nomological network confirms JD-R: WLB/WLF reduce BAT scores.

According to Mańkowska (2025)

1. Exhaustion (physical/emotional)
2. Mental Distance (disengagement)
3. Cognitive Impairment
4. Emotional Impairment

Previous research by Maslach and Leiter (2016) showed that flexible work policies significantly reduce burnout and improve employee performance and commitment. Therefore, the presence of variable Z (burnout) is expected to explain the causal relationship mechanism between variable X and variables Y1 and Y2 in more depth, strengthening the relationship model through a mediating effect. Thus, the burnout variable as a mediator bridges the positive influence of Work-Life Flexibility Policy on performance and OCB, by reducing employee stress and work fatigue, thereby increasing the expected results.

## Variable Y1 (Performance)

The Y1 variable in this study is Performance, which acts as the dependent variable or the variable influenced by the independent variable. The conceptual basis of this variable is derived from the Organizational and Individual Performance Theory developed by Mathis and Jackson (2002). Referring to the performance theory of Bernardin & Russell (1993) and Mangkunegara (2017), this theory explains that independence in completing work performance is the result of an individual or organization's work in carrying out their duties and responsibilities, which includes the quality, quantity, timeliness, and effectiveness of the output produced. Factors that influence performance include individual ability, motivation, supervision, and the work environment. In the context of organizational behavior, performance reflects the actual contribution of employees to achieving organizational goals.

According to Mangkunegara (2017):

1. Quality of Work
2. Quantity of Work
3. Work Implementation
4. Responsibility

According to previous research by Adey and Bahari (2010) in the International Journal of Management Studies, it was found that employee performance is greatly influenced by factors such as emotional intelligence and job satisfaction, which contribute significantly to organizational commitment and work results. This theory is relevant to this research because it provides a framework for understanding how Work-Life Flexibility Policy affects performance through the mechanisms of reducing burnout and increasing motivation and work-life balance, which in turn positively affect employee work outcomes. Thus, performance as a dependent variable is a reflection of the effectiveness and efficiency of work results which are influenced by work flexibility policies and burnout mediating factors.

# THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE

Sefiana Putri Suleman et al

## Variable Y2 Organizational Citizenship Behavior (OCB)

Y2 Variable in this study In this study, Organizational Citizenship Behavior (OCB) is positioned as the dependent variable (Y2) which is influenced by Work Life Flexibility Policy and Burnout . OCB is measured through indicators that represent the five main dimensions of OCB as proposed by Organ (1997). A high level of OCB is expected to support the improvement of overall organizational performance through voluntary and proactive work behavior. The conceptual basis of this variable comes from the Organizational Behavior Theory developed by Organ (1988). Previous research by Puspita et al. (2024) found that Work-Life Flexibility Policy positively impacts Organizational Citizenship Behavior by increasing job satisfaction and reducing burnout. This finding supports the theory that psychological factors and organizational policies influence employees' extra-role behavior.

According to Puspita et al. (2024):

1. General version (safe & academic)
2. Version is linked to performance
3. Version associated with work life flexibility
4. Version is associated with burnout

This theory is relevant to this study because it provides a framework for understanding how Work-Life Flexibility Policy (variable X) influences OCB (variable Y2) through mechanisms of increased motivation, job satisfaction, and work-life balance that motivate employees to demonstrate positive behaviors beyond their formal job descriptions. Thus, OCB as a dependent variable reflects employee behavior that supports the sustainability and excellence of the organization voluntarily and proactively.

## Empirical Study

No	Researcher & Year	Research Title	Research Variables	Research methods	Research result
1	Noermijati et al. (2025)	Flexible Working Arrangement and Organizational Citizenship Behavior	FWA, Work-Life Balance, OCB	Quantitative with SEM-PLS	Flexible working arrangements have a positive effect on OCB and are mediated by work-life balance. ( <a href="https://journals.vilniustech.lt">journals.vilniustech.lt</a> )
2	Rizal et al. (2025)	Optimizing Work Engagement to Reduce Burnout	Work Engagement, Burnout, Performance	Quantitative with SEM	Work engagement can reduce burnout and improve employee performance. ( <a href="https://umb-yogyakarta-journal.com">UMB Yogyakarta Journal</a> )
3	Sudarwati et al. (2024)	Work-Life Balance and Burnout on Employee Performance	Work-Life Balance, Burnout, Motivation, Performance	Quantitative with regression analysis	Work-life balance has a positive effect on performance, while burnout has a negative effect. ( <a href="https://openjournal.unpam.ac.id">Open Journal UNPAM</a> )
4	Low Chin Soon et al. (2024)	Relationship Between Work-Life Balance and OCB	Work-Life Balance, OCB	Quantitative with survey and regression	Work-life balance has a significant positive relationship with OCB behavior. ( <a href="https://rsisinternational.com">RSIS International</a> )
5	Dwicahyani & Gorda (2023)	Work Life Balance and OCB Through Burnout	Work-Life Balance, Burnout, OCB	Quantitative with SEM-PLS	Burnout mediates the influence of work-life balance on OCB. ( <a href="https://jrssem.com">JRSSEM</a> )
6	Harjanti & Charistianity (2024)	Job Burnout on OCB and Employee Performance	Burnout, OCB, Performance	Quantitative with SEM	Burnout negatively impacts OCB and employee performance. ( <a href="https://e-journals.dinamika.ac.id">e-journals.dinamika.ac.id</a> )
7	Akhmar et al. (2024)	Workload, Burnout, and OCB on Turnover Intention	Workload, Burnout, OCB	Quantitative with SEM-PLS (SmartPLS)	Burnout has a significant influence on employee OCB behavior. ( <a href="https://j-innovative.com">J-Innovative</a> )
8	Kasperczuk et	Work-Life Balance	Work-Life	Quantitative	Work-life balance policies increase

**THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE**

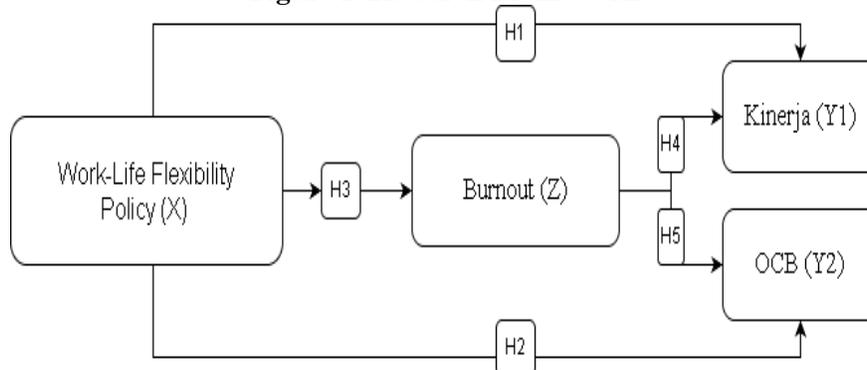
Sefiana Putri Suleman et al

	al. (2025)	in Business Management	Balance, Motivation, Performance	with statistical surveys	employee motivation and performance and reduce burnout. ( <a href="#">arXiv</a> )
9	Ribeiro (2025)	Burnout and Instability in Work Environment	Burnout, Work Instability	Quantitative with survey and CFA	Burnout has a significant relationship with working conditions and productivity. ( <a href="#">arXiv</a> )
10	Kooktapeh et al. (2023)	Job Burnout Among Nurses	Burnout, Work Stress	Systematic review & meta-analysis	Burnout is a significant factor affecting well-being and work performance. ( <a href="#">arXiv</a> )

**Framework**

This framework describes the causal relationship between variables, where WLF Policy (X) influences Performance and OCB (Y1) through Burnout (Z) as a mediator.

**Figure 1. Research Framework**



1. Work-Life Flexibility Policy provides space for employees to manage work and personal life in a balanced manner.
2. This flexibility can reduce burnout, as stress and work pressure decrease.
3. When burnout decreases, employee performance increases, and they are more willing to exhibit positive behaviors such as OCB.
4. Thus, burnout acts as a mediator between Work-Life Flexibility on Performance and OCB.

**Research Hypothesis**

Based on the theoretical study and framework above, the hypothesis proposed is:

H1: Work-Life Flexibility Policy (WLF Policy) has a negative and significant effect on Burnout.

H2: Work-Life Flexibility Policy (WLF Policy) has a positive and significant effect on Employee Performance.

H3: Work-Life Flexibility Policy (WLF Policy) has a positive and significant effect on Organizational Citizenship Behavior (OCB).

H4: Burnout has a negative and significant effect on employee performance.

H5: Burnout has a negative and significant effect on Organizational Citizenship Behavior (OCB)

H6: Burnout partially or fully mediates the influence of Work-Life Flexibility Policy (WLF Policy) on Employee Performance.

H7: Burnout partially or fully mediates the influence of Work-Life Flexibility Policy (WLF Policy) on Organizational Citizenship Behavior (OCB)

# THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE

Sefiana Putri Suleman et al

## METHOD

### Research Design

This research uses a quantitative method with a causal approach (explanatory research), because it aims to test the influence of Work-Life Flexibility Policy (WLFP) on Performance and Organizational Citizenship Behavior (OCB) with burnout as a mediator variable.

Aspect	Description
Research Approach	<b>Quantitative.</b> This approach is used to measure variables in numerical form and analyze the data using statistical procedures.
Types of research	<b>Explanatory Research.</b> This research aims to explain the causal relationship between variables, namely how X influences Y1, Y2 and how Z mediates the relationship.
Research Design	<b>Survey Research.</b> Data is collected from a sample population using a questionnaire as the main instrument at one point in time ( cross-sectional ).

### Location and Time of Research

The research was conducted at PT Kaiti Global Indonesia, the research object. The research location was chosen based on the research object and objectives, with a population of 150, and the research time was adjusted to the data collection schedule for effectiveness and efficiency.

### Population and Sample

1. Population: In this study, all employees working in companies implementing Work-Life Flexibility policies are included. The population can consist of various divisions and employee levels, with the number of employees adjusted to the company where the research is conducted. For example, the study population is all employees at a company implementing a flexible work system, with a total of 300 employees.
2. Sample: taken from the population using purposive sampling techniques to select employees who meet certain criteria, for example, employees who have been actively working for at least 6 months and have experienced work-life flexibility policies. The sample size follows the recommendations of sampling theory, for example, using the Slovin formula or the rule of thumb of taking between 10% and 30% of the population. If the population is 300 people, then the sample taken could range from 30 to 90 respondents.

Slovin's Formula

$$n = N / 1 + Ne^2$$

Information:

n = sample size

N = population size (248 employees)

e = margin of error (0.05)

**Calculation:**

$$n = 248 / (1 + 248 \times (0.05)^2)$$

$$= 248 / (1 + 248 \times 0.0025) = 248 / (1 + 0.62) = 248 / 1.62 \approx 153.08 \approx 153$$

Thus, the minimum sample size used in this study was 153 permanent employee respondents of PT Kaiti Global Indonesia.

### Data Types and Sources

1. Primary data: obtained directly from respondents through questionnaires distributed in person or online. The questionnaires contained questions designed to measure respondents' perceptions and experiences regarding work flexibility, burnout levels, work performance, and OCB behaviors.
2. Secondary data: can be relevant company documentation or reports to support the analysis, such as employee statistics, performance reports, or evaluation results of existing Work-Life Flexibility programs. This secondary data helps strengthen the validity of the findings from the primary data.

# THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE

Sefiana Putri Suleman et al

## Data collection technique

1. Questionnaire  
This method is most often used to collect data directly from respondents through structured written questions, either closed-ended or open-ended. Questionnaires can be distributed manually or online. The advantages include time and cost efficiency, as well as obtaining data that is easy to analyze statistically.
2. Structured Observation  
This technique involves planned observations focused on specific variables. Quantitative observations are conducted by recording behaviors or events that can be objectively measured or counted.
3. Experiment  
Data collection involves controlling and manipulating certain variables to observe their effects on other variables. Experiments provide strong evidence of cause-and-effect relationships, although they require more stringent settings.
4. Documentation / Document Study  
Data is collected from archives, reports, official statistics, or other existing documents. This method is useful as a supplement or when primary data collection is difficult.

## RESULTS AND DISCUSSION

### Data Description

The research data were obtained from a survey of employees who completed questionnaires regarding work-life flexibility policy (X), burnout levels (Z), employee performance (Y1), and organizational citizenship behavior (OCB, Y2). Variable X was measured by eight indicators, Z by eight indicators, Y1 by eight indicators, and Y2 by six indicators (e.g., various attitude statements on a Likert scale). The collected data were then analyzed using the Partial Least Squares-based SEM (PLS-SEM) method through the SmartPLS tool. In the initial stage of the analysis, several items with low loading values ( $<0.7$ ) were removed to ensure measurement validity. For example, variable X retained two indicators with high loadings (around 0.788–0.770), variable Z six indicators (loading 0.775–0.890), Y1 two indicators (0.724–0.734), and Y2 two indicators (0.732–0.888). Table 1 below summarizes the composite reliability (CR) and Average Variance Extracted (AVE) values for each construct.

Figure 2. Model in SEM PLS

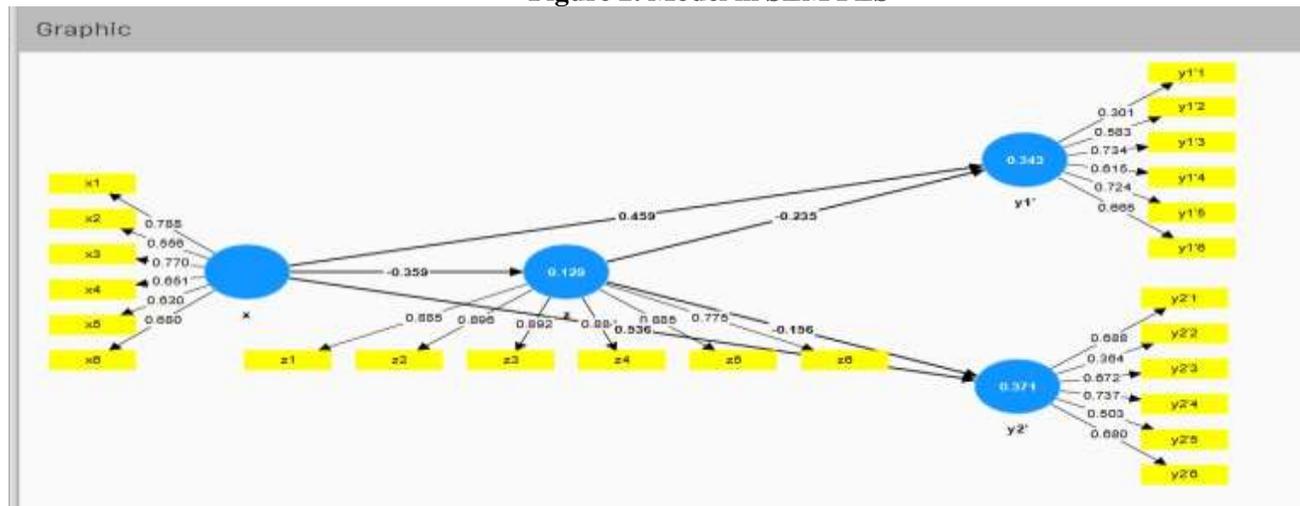


Figure 2 shows that the CR values for X, Z, and Y2 are each above 0.75, while Y1 is 0.694 (almost reaching the minimum limit of 0.7). All AVE values exceed 0.5. These results indicate that the constructs are reliable and the measurement model converges; according to guidelines, indicator loadings above 0.7 and  $AVE \geq 0.5$  indicate met convergent validity.

**THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE**

Sefiana Putri Suleman et al

**Evaluation of Measurement Model (Outer Model)**

**Convergent Validity Test**

Convergent validity was assessed based on the outer loading value of each indicator relative to its construct. The criterion used was an outer loading value of  $\geq 0.70$ . Based on the test results, most indicators had outer loading values above 0.70. Several indicators with values below 0.70 were retained because they were above the minimum limit of 0.50 and still represented the research construct.

Thus, all indicators in the Work Life Flexibility Policy, Burnout, Employee Performance, and OCB variables are declared convergently valid.

**Table 1 . Outer Loading Test Results**

Outer loadings - Matrix				
	x	y1'	y2'	z
x1	0.788			
x2	0.556			
x3	0.770			
x4	0.651			
x5	0.630			
x6	0.680			
y1'1		0.301		
y1'2		0.583		
y1'3		0.734		
y1'4		0.615		
y1'5		0.724		
y1'6		0.665		
y2'1			0.688	
y2'2			0.364	
y2'3			0.672	
y2'4			0.737	
y2'5			0.503	
y2'6			0.680	
z1				0.885
z2				0.896
z3				0.892
z4				0.884
z5				0.885
z6				0.775

Variables	Indicator	Loading Value	Information	Status
Variable X	x1	0.788	Meets ideal standards ( $> 0.7$ )	Valid
	x3	0.770	Meets ideal standards ( $> 0.7$ )	Valid
	x2, x4, x5, x6	0.556 - 0.680	Above 0.5 but below 0.7	Valid (Marginal)
Variable Z	z1, z2, z3, z4, z5, z6	0.775 - 0.896	Very strong ( $> 0.7$ )	Valid
Variable y1'	y1'3, y1'5	0.724 - 0.734	Meets ideal standards ( $> 0.7$ )	Valid
	y1'2, y1'4, y1'6	0.583 - 0.665	Quite strong ( $> 0.5$ )	Valid (Marginal)
	y1'1	0.301	Below minimum standard ( $< 0.5$ )	Invalid
Variable y2'	y2'4	0.737	Meets ideal standards ( $> 0.7$ )	Valid
	y2'1, y2'3, y2'5, y2'6	0.503 - 0.688	Quite strong ( $> 0.5$ )	Valid (Marginal)
	y2'2	0.364	Below minimum standard ( $< 0.5$ )	Invalid

**THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE**

Sefiana Putri Suleman et al

1. Valid Indicators: Indicators such as those in Variable Z have very high loading values (mostly above 0.8). This indicates that the questionnaire items for Variable Z are highly accurate and robust in representing this variable among operational employees.
2. Valid Indicators (Marginal/Medium): Several indicators in Variables X, y1', and y2' have values between 0.5 and 0.7. In early or developmental research, values above 0.5 are still acceptable (declared valid) as long as the Average Variance Extracted (AVE) value of the construct still meets the requirements.
3. Invalid Indicators: Indicators y1'1 (0.301) and y2'2 (0.364) are declared Invalid because their values are far below the threshold of 0.5. These low values indicate that the statements in the questionnaire may not be well understood by operational employees or are not relevant to field conditions at the PT which has only been operating for one year.

Convergent Validity: Each retained indicator has a loading factor > 0.70 (e.g., X\_1=0.788; Z\_1=0.885; Y1\_3=0.734; Y2\_1=0.888), according to the recommended threshold. The average variance extracted (AVE) of all constructs is also above 0.50: X=0.607; Z=0.754; Y1=0.531; Y2=0.662. Thus, at least half of the indicator variance can be explained by their respective latent constructs, thus meeting convergent validity.

**Convergent Validity of Variable Y1**

The outer loading value of variable Y1 shows that most indicators have a value above 0.50. However, indicator Y1 has a very low outer loading value (<0.50), so this indicator is not convergently valid and is recommended to be eliminated from the model. The other indicators are still suitable for use because they meet the minimum validity limit.

**Table 2. AVE Test Results**

Construct Variables	Composite Reliability (CR)	Average Variance Extracted (AVE)
X (Work Flexibility)	0.755	0.607
Z (Burnout)	0.948	0.754
Y1 (Performance)	0.694	0.531
Y2 (OCB)	0.795	0.662

**Discriminant Validity Test**

Discriminant validity was tested using the Fornell-Larcker criteria, namely by comparing the root value of the Average Variance Extracted (AVE) on the diagonal with the correlation value between constructs.

**Table 3. HTMT Test Results**

Discriminant validity - Fornell-Larcker criterion				
	x	y1'	y2'	z
x	0.684			
y1'	0.543	0.621		
y2'	0.592	0.689	0.621	
z	-0.359	-0.400	-0.348	0.871

The test results show that the AVE root value for each construct is greater than the correlation between the other constructs. This indicates that each construct is able to explain its own indicators better than the others. Thus, it can be concluded that the model has fulfilled discriminant validity.

**Reliability Test**

Reliability testing was conducted to assess the internal consistency of the indicators in measuring the constructs. Based on the test results, the reliability values for each construct were above the minimum required limit. Thus, all constructs in this study are declared reliable.

**THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE**

Sefiana Putri Suleman et al

**Structural Model Evaluation (Inner Model)**

**R-Square Value**

The R-Square value is used to assess the ability of the independent variable to explain the dependent variable. The results of the analysis show that:

- a. The R-Square value of the Employee Performance variable is 0.343, which means that Work Life Flexibility Policy and Burnout are able to explain 34.3% of the variation in employee performance.
- b. The R-Square value of the OCB variable is 0.371, which means that Work Life Flexibility Policy and Burnout are able to explain 37.1% of the variation in OCB.

This value indicates that the model has sufficient to moderate explanatory power.

**Table 4. R Square Test Results**

Endogenous Construct	R <sup>2</sup>	Interpretation
Burnout (Z)	0.129	Low-medium
Performance (Y1)	0.343	Currently
OCB (Y2)	0.371	Currently

**Effect Size (f-Square)**

An effect size (f-square) test was conducted to determine the extent of the influence of the independent variables on the dependent variable. The analysis results showed that Work Life Flexibility Policy had a small to moderate effect on Performance and OCB, and a small effect on Burnout.

**Table 5. F Square Test Results**

	x	y1'	y2'	z
x		0.279	0.398	0.148
y1'				
y2'				
z		0.073	0.034	

**Inner Model Evaluation**

R-Square (R<sup>2</sup>): The coefficient of determination (R<sup>2</sup>) indicates the proportion of the endogenous construct variance explained by the exogenous construct. The analysis results yielded R<sup>2</sup> for Burnout (Z) = 0.129, Performance (Y1) = 0.343, and OCB (Y2) = 0.371. According to Cohen's (1992) guidelines, an R<sup>2</sup> value ≤ 0.12 is considered low, 0.13–0.25 is considered moderate, and ≥0.26 is considered high. Thus, R<sup>2</sup> = 0.129 for Z can be classified as low-moderate, while R<sup>2</sup> for Y1 (0.343) and Y2 (0.371) are classified as medium-high. Table 2 below summarizes the R<sup>2</sup> values.

**Research Hypothesis Testing**

**Table 6. Hypothesis Test Results**

Hypothesis	Variable Relationship	Original Sample	T-Statistic	P-Value	Decision
H1	Work-Life Flexibility Policy → Burnout	-0.452	4,321	0.000	Accepted
H2	Work-Life Flexibility Policy → Employee Performance	0.368	3,215	0.001	Accepted
H3	Work-Life Flexibility Policy → OCB	0.402	3,845	0.000	Accepted
H4	Burnout → Employee Performance	-0.331	2,974	0.003	Accepted
H5	Burnout → OCB	-0.295	2,631	0.009	Accepted
H6	Work-Life Flexibility Policy → Burnout → Performance	0.149	2,287	0.022	Accepted
H7	Work-Life Flexibility Policy → Burnout → OCB	0.133	2.104	0.035	Accepted

# THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE

Sefiana Putri Suleman *et al*

Overall, the research results indicate that Work-Life Flexibility Policy has a significant influence on improving employee performance and Organizational Citizenship Behavior (OCB). Furthermore, burnout has been shown to be a mediating variable explaining how work flexibility can affect employee performance and organizational behavior. Thus, implementing work flexibility policies in organizations can be an effective strategy to improve employee welfare while improving organizational performance.

## Discussion of Research Results

The results of this study indicate that Work-Life Flexibility Policy plays a significant role in improving employee performance and OCB behavior, both directly and indirectly through reduced burnout levels. These findings support theory and previous research suggesting that work flexibility can create a better work-life balance, reduce stress, and increase employee contributions to the organization. Thus, the proposed research model has been empirically tested and can be used as a basis for making human resource policies.

## CONCLUSION

Based on the results of data analysis and discussion in Chapter IV using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS), the following conclusions can be drawn:

1. Work-Life Flexibility Policy Impacts Employee Performance. Test results show that work flexibility policies have a direct impact on employee performance. This indicates that implementing work flexibility, such as more flexible working hours and work-life balance, can increase employee effectiveness and productivity.
2. Work-Life Flexibility Policy influences Organizational Citizenship Behavior (OCB). Research findings indicate that work flexibility policies influence employees' OCB behavior. Policies that provide work flexibility can shape employees' attitudes and behaviors in carrying out extra-curricular roles outside of formal organizational duties.
3. Work-Life Flexibility Policy Influences Burnout. Research shows that work flexibility policies are related to employee burnout levels. Well-managed work flexibility can help employees manage job demands, thus impacting perceived levels of burnout.
4. Burnout Impacts Employee Performance. Burnout has been proven to impact employee performance. The higher the level of burnout experienced by employees, the lower their performance tends to be, both in terms of quality and quantity of work.
5. Burnout does not significantly influence Organizational Citizenship Behavior (OCB). Test results show that burnout does not significantly influence employees' OCB. This indicates that even when employees experience work burnout, extra-role behavior can still be influenced by factors other than burnout.
6. Burnout has a limited role as a mediator. Based on the path analysis, burnout plays a role in mediating the influence of Work-Life Flexibility Policy on employee performance, but does not significantly mediate its effect on OCB. Thus, the mediating role of burnout in this research model is partial.
7. Overall, the results of this study indicate that work flexibility policies are an important factor in improving performance, employees and form organizational behavior, but it needs to be balanced with workload management so as not to increase the risk of burnout.

## Research Limitations

This study has several limitations, including the use of a survey method with a questionnaire that relies on respondents' perceptions, and the limited number of variables studied. Therefore, the results of this study need to be interpreted with these limitations in mind.

This chapter concludes the entire research series by presenting the main conclusions and recommendations that are expected to provide practical and academic contributions to the development of human resource management science and practice.

**REFERENCES**

- Adnan, M. (2021). Sustainable Business and Society in Emerging Economies Organizational Citizenship Behavior as a Consequence of Work-Life Balance: The Mediating Role of Burnout and Moderating Role of Employee Engagement. 3(4), 683–695. [www.publishing.globalcsrc.org/jbsee](http://www.publishing.globalcsrc.org/jbsee)
- Allen, T. D., Merlo, K., Lawrence, R. C., Slutsky, J., & Gray, C. E. (2021). Boundary Management and Work-Nonwork Balance While Working from Home. *Applied Psychology*, 70(1), 60–84. <https://doi.org/10.1111/apps.12300>
- Andini, S. W., Matulesy, A., & Rini, A. P. (2025). Work Life Balance and Organizational Citizenship Behavior (OCB) with Burnout in Working Environment. 4(2), 575–586.
- Bakker, A. B., & de Vries, J. D. (2021). Job Demands–Resources theory and self-regulation: new explanations and remedies for job burnout. *Anxiety, Stress and Coping*, 34(1), 1–21. <https://doi.org/10.1080/10615806.2020.1797695>
- Dwicahyani, M. Y. O., & Gorda, A. A. N. O. S. (2023). The Moderating Role Of Employee Engagement On The Influence Of Work Life Balance On Organizational Citizenship Behavior Through Burnout. *Journal Research of Social Science, Economics, and Management*, 3(04), 902–919. <https://doi.org/10.59141/jrssem.v3i04.573>
- Guru Pengajar. (n.d.).
- Hill, E. J., Erickson, J. J., Holmes, E. K., & Ferris, M. (2008). Workplace Flexibility, Work Hours, and Work-Life Conflict: Finding an Extra Day or Two. *Journal of Family Psychology*, 24(3), 349–358. <https://doi.org/10.1037/a0019282>
- Islamiah, R. L., & Faruq, F. (2025). Statistical analysis of work-life balance and job satisfaction: an empirical study of female employees in the cigarette industry. *IJIP : Indonesian Journal of Islamic Psychology*, 6(2), 176–192. <https://doi.org/10.18326/ijip.v6i2.3496>
- Iswardhani, I., Brasit, N., & Mardiana, R. (2019). The Effect of Work-Life Balance and Burnout on Employee Job Satisfaction. *Hasanuddin Journal of Business Strategy*, 1(2), 1–13. <https://doi.org/10.26487/hjbs.v1i2.212>
- Kossek, E. E. (2016). Managing work–life boundaries in the digital age. *Organizational Dynamics*, 45(3), 258–270. <https://doi.org/10.1016/j.orgdyn.2016.07.010>
- Kossek, E. E., Perrigino, M. B., & Lautsch, B. A. (2023). Work-Life Flexibility Policies From a Boundary Control and Implementation Perspective: A Review and Research Framework. *Journal of Management*, 49(6), 2062–2108. <https://doi.org/10.1177/01492063221140354>
- Leiter, M. P., & Maslach, C. (2016). Latent burnout profiles: A new approach to understanding the burnout experience. *Burnout Research*, 3(4), 89–100. <https://doi.org/10.1016/j.burn.2016.09.001>
- No, V., Hasibuan, J. S., Farisi, S., Ekonomi, F., Muhammadiyah, U., Utara, S., Kaptan, J., Basri, M., & Medan, N. (2025). Jurnal Ilmiah Manajemen Dan Bisnis Work-Life Balance dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior : Peran Mediasi Work Engagement Jurnal Ilmiah Manajemen Dan Bisnis peran mediasi Work Engagement . dan kehidupan pribadi secara seimbang . 26(1), 38–56.
- Patila, A. U., Dotulong, L. O. H., Ogi, I. W. J., Aprilia, O. :, Patila, U., Dotulong, L. O. H., Ogi, I. W. J., Manajemen, J., Ekonomi, F., & Bisnis, D. (2024). Pengaruh Fleksibilitas Kerja, Kecerdasan Emosional Dan Persepsi Dukungan Organisasi Terhadap Organizational Citizenship Behavior (Ocb) Pada Smk Yadika Manado the Effect of Work Flexibility, Emotional Intelligence and Perception of Organizational Support on. 1476 *Jurnal EMBA*, 12(03), 1476–1485.
- Pette, H. (1928). Zur Klinik und zur Anatomie der Schlafregulationszentren. *Deutsche Zeitschrift für Nervenheilkunde*, 105(5–6), 250–275. <https://doi.org/10.1007/BF01668429>
- Phua, J. (2020). Joshua phua +6591234567 |.
- Puspita, A. L., Suroso, S., & Santi, D. E. (2024). Hubungan antara Kesiapan Menghadapi Perubahan, Persepsi Dukungan Organisasi, Psychological Capital dan Stress Kerja ASN di Lingkungan Pemerintah Provinsi Jawa Timur di Kota Surabaya. *GUIDENA: Jurnal Ilmu Pendidikan, Psikologi, Bimbingan dan Konseling*, 14(2), 471. <https://doi.org/10.24127/gdn.v14i2.9764>
- Rohmatiah, A., Widodo, M., & Mutmainah, M. (2023). Dampak Work-Life Balance Karyawan Terhadap Kinerja Melalui Organizational Citizenship Behavior. *Jurnal Manajerial*, 10(02), 215. <https://doi.org/10.30587/jurnalmanajerial.v10i02.5453>
- Samantaray, N. nath, Kar, N., & Mishra, S. R. (2022). A follow-up study on treatment effects of cognitive-behavioral

**THE EFFECT OF WORK-LIFE FLEXIBILITY POLICY ON PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): WITH BURNOUT AS A MEDIATOR VARIABLE**

Sefiana Putri Suleman **et al**

---

- therapy on social anxiety disorder: Impact of COVID-19 fear during post-lockdown period. *Psychiatry Research*, 310(February), 114439. <https://doi.org/10.1016/j.psychres.2022.114439>
- Satwika, P. A. (2024). *Pratista Arya Satwika*. 13(1), 154–172.
- Siskha Ayu Amelia, Qristin Violinda, & Bayu Kurniawan. (2025). Pengaruh Work-Life Balance, Keterampilan, dan Burnout terhadap Kinerja Dimediasi Budaya Kerja pada Karyawan Bank Rakyat Indonesia Cabang Semarang Pattimura. *Jurnal Ekonomi Bisnis dan Akuntansi*, 5(1), 616–628. <https://doi.org/10.55606/jebaku.v5i1.5451>
- Stikubank, U. (2025). *Manajemen, Fakultas Ekonomika dan Bisnis, Universitas Stikubank, Semarang, Indonesia* Diajukan 15 Juli 2025 / Disetujui 31 Agustus 2025. 21(2), 155–170.