

THE ROLE OF WORK-LIFE BALANCE AND EMPLOYEE LOYALTY ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF EMPLOYEES OF THE IMPLEMENTING CENTER FOR HOUSING AND SETTLEMENT AREA PROVISION IN NUSA TENGGARA I

Muhammad Firza Bachtiar

Fakultas Ekonomi dan Bisnis, Universitas Mataram

Corresponding Email: firzabachtiar6@gmail.com

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Abstract

This study aims to analyze the influence of Work-Life Balance and Employee Loyalty on Organizational Citizenship Behavior (OCB) among employees of the Housing and Settlement Area Provision Implementation Center of Nusa Tenggara I. Organizational Citizenship Behavior (OCB) is voluntary employee behavior outside of formal duties that is beneficial to the organization. This study uses a quantitative approach with a population of 68 employees, using a saturated sampling technique. Data collection was carried out through a questionnaire using a Likert scale, and analyzed using multiple linear regression. The results of the study indicate that partially Work-Life Balance and Employee Loyalty have a positive and significant effect on OCB. Simultaneously, both variables also have a significant effect on OCB. This finding emphasizes the importance of government HR management paying attention to employee work-life balance and building employee loyalty.

Keywords: *Work-Life Balance, Employee Loyalty, Organizational Citizenship Behavior.*

INTRODUCTION

In today's era of globalization, human resources play a crucial role in achieving goals and carrying out every process. Human resources are a crucial asset for any organization. With qualified and educated human resources, organizational management can be used as a benchmark for an organization's effectiveness and success. High demands and targets from companies on their employees will encourage the emergence of Organizational Citizenship Behavior (OCB). OCB is individual behavior that is not valued by a formal reward system but when combined with similar behavior in a group will produce effectiveness. OCB is a term used to describe all positive and constructive employee actions and behaviors that are not part of their formal job description. It is anything that employees do, of their own volition, that supports their coworkers and benefits the organization as a whole.(Organ, 1988)in the book(Pranitasari et al., 2024)OCB Indicators by Organ(1988)These are Altruism, Civic Virtue, Prudence, Courtesy, and Sportsmanship. OCB is also influenced by two factors: internal and external. Internal factors include job satisfaction, organizational commitment, personality, morals, and motivation. External factors include leadership style, trust in the leader, and organizational culture.(Titisi, 2014).

"An effective organization is one where people are fully engaged in building the company and can work outside their formal duties, trying to improve the organization's performance without providing any direct results,"(Dewi & Suwandana, 2016; Robbins & Judge, 2007). The balance between a person's personal and professional life is known as work-life balance. Employees view work-life balance as a decision to balance work and personal commitments, such as family responsibilities, while companies view it as a challenge to create a work environment that encourages employees to concentrate on their work. According to McDonald and Bradley(2005)Work-life balance is the ability to manage the multiple demands that arise simultaneously between life and work, and to do so in a productive and moral manner. Time balance, role balance, and engagement balance are markers of work-life balance.(Greenhaus et al., 2003). Another research conducted by Annisa(2022)explains that Work-Life Balance has a positive and significant impact on Organizational Citizenship Behavior (OCB), meaning employees can balance their work and personal lives while still being able to help other employees. However, another study conducted by Fitriani(2023b)explains that Work-Life Balance does not have a positive effect on Organizational

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Citizenship Behavior (OCB). Work loyalty is one factor that contributes to the formation of OCB. Employees' dedication and work attitude are closely linked to their work activities, so they will consistently perform tasks to a high standard. This will lead to employees feeling satisfied with their jobs. Siswanto(Kalbu, 2022; 2021)Employee loyalty is a sense of devotion demonstrated by employees who are loyal to the company and strive to achieve its main goals. The following are indicators of employee loyalty according to Powers.(2000)Staying within the company, Willing to work overtime to complete tasks, Maintaining company confidentiality, Advertising the company to consumers and the public, Complying with regulations without the need for close supervision, Willing to prioritize the interests of the organization over personal interests, Not lying, stealing, or gossiping, Purchasing and utilizing company goods, Participating in company social activities and providing recommendations for improvement.

Another study conducted by Nur et al.(2024)explains that Employee Loyalty has a positive and significant effect on Organizational Citizenship Behavior (OCB), meaning that loyal employees tend to have a high commitment to the company, which is reflected in voluntary actions to help coworkers, complete additional tasks, and actively participate in organizational activities. This loyalty creates a harmonious and productive work environment, where employees feel valued and motivated to contribute beyond their formal responsibilities. This is especially important in the property industry, which requires strong teamwork and individual initiative to succeed in complex development and construction projects. The Nusa Tenggara I Housing Provision Implementation Center is part of the PUPR service which focuses on the construction of flats, special houses, self-help houses and public infrastructure and facilities. One indicator of Organizational Citizenship Behavior (OCB) is altruism (helping behavior). Therefore, to measure the level of OCB in a company, look at how often employees help each other without being asked or ordered.

Table 1.1.Altruism Level of Employees of the Housing and Settlement Area Provision Implementation Center for Nusa Tenggara I

No	Question	Amount	Presentation
1	Never	-	-
2	Seldom	1	1.5%
3	Often	35	51.5%
4	Always	32	47%
5	Total	68	100%

Employee Questionnaire Data for the Nusa Tenggara I Housing Provision Implementation Center The data above illustrates the level of altruism among employees at the Housing Provision Implementation Center. The level of altruism is very high, at 51.5% of the 68 employees. *Work-Life Balance*There are three indicators, one of which is time balance. Therefore, to measure the level of work-life balance within a company, we can look at how often employees leave on time.

Table 1.2.Time Balance Level of Employees of the Implementing Center for the Provision of Housing and Settlement Areas of Nusa Tenggara I

No	Question	Amount	Presentation
1	Never	2	2.9%
2	Seldom	23	33.8%
3	Often	25	36.8%
4	Always	18	26.5%
5	Total	68	100%

Employee Questionnaire Data for the Nusa Tenggara I Housing Provision Implementation Center The data above illustrates the time balance of employees at the Housing Provision Implementation Center. The time balance rate is quite high, at 36.8% of the 68 employees. One indicator of employee loyalty is remaining with the organization. Therefore, to measure employee loyalty within a company, an employee's length of service can be used.

Table 1.3Employee Loyalty Level of Employees of the Housing and Settlement Area Provision Implementation Center for Nusa Tenggara I

No	Question	Amount	Presentation
1	<1 Year	11	16.2%
2	1-5 Years	29	42.6%
3	>5 Years	28	41.2%
4	Total	68	100%

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Employee Questionnaire Data for the Nusa Tenggara I Housing Provision Implementation Center The data above provides an overview of how long employees stay at the Nusa Tenggara I Housing Provision Implementation Center. The existing loyalty level is quite high, which is at 42.6% of the total 68 existing employees.

LITERATURE REVIEW

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is a self-motivated action that increases efficiency in an organization's operations. Because it can improve organizational culture and operational efficiency, OCB plays a vital role in government agencies. Employees who exhibit OCB behavioral patterns are often immediately viewed as the organization's most valuable assets.(Robbins & Coulter, 2017). The factors that influence OCB consist of internal factors and external factors. Internal factors consist of (1) Job satisfaction, (2) Organizational commitment, (3) Personality, (4) Employee morale, and (5) Motivation. External factors are influenced by (1) Leadership style, (2) Trust in leadership, and (3) Organizational culture.(Titisari, 2014).

Big Five Personality Traits Theory(Costa & McCrae, 1999)explains that personality dimensions (neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness) influence various aspects of work life. One of these five dimensions, conscientiousness, encompasses four personality traits: organized, responsible, persistent, and achievement-striving. People with conscientious personalities tend to have the ability to plan, prioritize tasks, and manage time well.

Organizational Commitment Theory(Meyer et al., 1993)explains that the measures of union commitment found reflect four underlying dimensions: union loyalty, responsibility to the union, willingness to work for the union, and belief in the union. The theory also explains that normative commitment develops as a result of socialization experiences that emphasize the appropriateness of remaining loyal to one's superior or through the receipt of benefits that create in employees a sense of obligation to reciprocate. According to Organ(1988; Safitri, 2016)There are five indicators of Organizational Citizenship Behavior which include Altruism (Helping Behavior), Civic Virtue (Membership Responsibility), Conscientiousness (Benefit), Courtesy (Respect), and Sportsmanship (Sportsmanship).

Work-Life Balance

According to Frame and Hartog(2003), Work-Life Balance refers to the ability of individuals to spend their working time flexibly between work and their personal life, family, hobbies, education, and other activities to maintain balance and avoid being too busy with their work. There are three indicators *Work-Life Balance* (Greenhaus et al., 2003) which includes: (1) Time Balance, This element relates to how time is divided between work and personal life. In addition to practicing effective time management and setting priorities, people should allocate enough time for their work, hobbies, and interpersonal relationships. (2) Role Balance, This component relates to an individual's ability to balance the various tasks they perform, including those of a spouse, parent, employee, and member of society. Maintaining role balance means being able to allocate time, attention, and energy proportionally to meet the needs of each function. and (3) Involvement Balance, This factor relates to how involved a person is in their work, family, health, hobbies, and social life, among other areas. The ability to be fully engaged in one area of one's life without sacrificing other areas is referred to as engagement balance.

EMPLOYEE LOYALTY

According to Siswanto(Kalbu, 2022; 2021)Employee loyalty is a sense of loyalty that is reflected in the existence of employees who remain and work at the company and provide maximum ability to achieve the Company's main goals. According to Power(2000)There are ten indicators of Employee Loyalty, namely: Remaining in the organization, Willing to work overtime to complete work, Keeping the Company's business secrets, Promoting the company to customers and the general public, Complying with regulations without the need for strict supervision, Willing to sacrifice personal interests for the benefit of the organization, Not gossiping, lying or stealing, Buying and using Company products, Contributing to the Company's social activities, and Offering suggestions for improvement.

THE EFFECT OF WORK-LIFE BALANCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

This research is supported by Annisa's research(2022)which shows a positive relationship between work-life balance and corporate citizenship behavior. Specifically, further research by Amri et al.(2024)showed a positive relationship between work-life balance and organizational citizenship behavior. Comparative research by Anggraeni et al.(2024)found a positive correlation between work-life balance and organizational citizenship behavior. The

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research hypothesis of Fitriani et al.(2023a)refuted because it shows that organizational citizen behavior is not influenced by work-life balance. Therefore, the first hypothesis in this study can be formulated as follows:

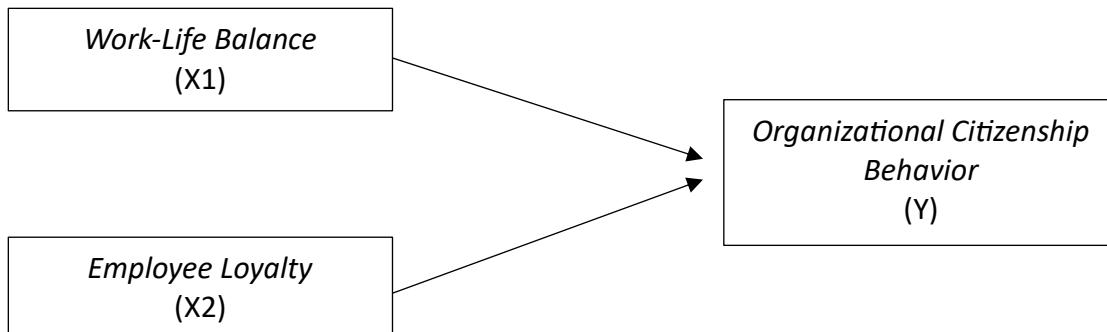
H1 = Work-Life balance has a positive and significant effect on the Organizational Citizenship Behavior of Employees at the Implementing Center for Housing and Settlement Area Provision in Nusa Tenggara I.

THE EFFECT OF EMPLOYEE LOYALTY ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

This research is supported by research conducted by Karo & Marlon(2024)which shows a positive relationship between Employee Loyalty and Organizational Citizenship Behavior. Other research conducted by Rani(2018)specifically shows a positive relationship between Employee Loyalty and Organizational Citizenship Behavior. Similar research conducted by Soegandhi et al.(2013)showed a positive relationship between Work-Life Balance and Organizational Citizenship Behavior. This differs from research conducted by Fitriani et al.(2023b), indicating that Work-Life Balance has no effect on Organizational Citizenship Behavior, thus rejecting the research hypothesis. Therefore, the first hypothesis in this study can be formulated as follows:

H2 = Employee Loyalty has a positive and significant effect on the Organizational Citizenship Behavior of Employees at the Nusa Tenggara I Housing Provision Implementation Center

Figure 2.1Conceptual Framework



RESEARCH METHODS

This research is quantitative with an associative approach. The study population consisted of all 68 employees of the Housing and Settlement Provision Implementation Center of Nusa Tenggara I, using a saturated sampling technique. Data were collected using a five-point Likert-scale questionnaire. Data analysis used validity and reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing.

RESULTS AND DISCUSSION

VALIDITY TEST

Table 4.1. Validity Test Results

Item	Outer Loadings	Description	Item	Outer Loadings	Description
<i>ORGANIZATIONAL CITIZENSHIP BEHAVIOR</i>					
Y.1	0.789	Valid	Y.9	0.818	Valid
Y.2	0.701	Valid	Y.10	0.731	Valid
Y3	0.745	Valid	Y.11	0.790	Valid

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Table 4.1. Validity Test Results

Y4	0.778	Valid	Y.12	0.794	Valid
Y5	0.753	Valid	Y.13	0.777	Valid
Y.6	0.638	Valid	Y.14	0.735	Valid
Y.7	0.693	Valid	Y.15	0.729	Valid
Y.8	0.785	Valid			
<i>Work-Life Balance</i>					
X1.1	0.770	Valid	X1.6	0.656	Valid
X1.2	0.895	Valid	X1.7	0.857	Valid
X1.3	0.751	Valid	X1.8	0.875	Valid
X1.4	0.914	Valid	X1.9	0.856	Valid
X1.5	0.910	Valid			
<i>EMPLOYEE LOYALTY</i>					
X2.1	0.726	Valid	X2.16	0.802	Valid
X2.2	0.762	Valid	X2.17	0.752	Valid
X2.3	0.668	Valid	X2.18	0.835	Valid
X2.4	0.759	Valid	X2.19	0.697	Valid
X2.5	0.747	Valid	X2.20	0.781	Valid
X2.6	0.762	Valid	X2.21	0.703	Valid
X2.7	0.722	Valid	X2.22	0.525	Valid
X2.8	0.729	Valid	X2.23	0.636	Valid
X2.9	0.697	Valid	X2.24	0.652	Valid
X2.10	0.660	Valid	X2.25	0.867	Valid
X2.11	0.785	Valid	X2.26	0.866	Valid
X2.12	0.818	Valid	X2.27	0.898	Valid
X2.13	0.870	Valid	X2.28	0.839	Valid
X2.14	0.795	Valid	X2.29	0.727	Valid
X2.15	0.817	Valid	X2.30	0.778	Valid

Source: Primary data processed with SPSS version 25

Based on Table 4.8 above, it can be seen that all statement items contained in all questionnaires regarding Work-Life Balance, Employee Loyalty, and Organizational Citizenship Behavior in this study have a calculated correlation

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coefficient value (r count) that is greater than the standard correlation value (r table), which is 0.238. This indicates that the instrument used is valid.

RELIABILITY TEST

Table 4.2. Reliability Test Results

Variables	Cronbach's Alpha	N of items	Description
Work-Life Balance	0.941	9	Reliable
Employee Loyalty	0.971	30	Reliable
OCB	0.944	15	Reliable

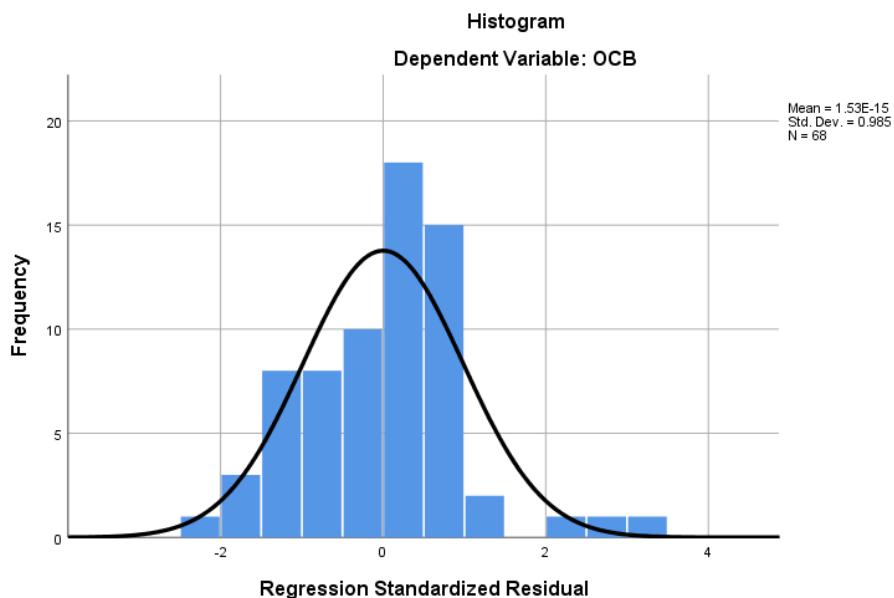
Source: Primary data processed with SPSS version 25

Based on Table 4.9 above, it can be seen that the Cronbach alpha value of all variables, namely Organizational Citizenship Behavior (Y), Work-Life Balance (X1), and Employee Loyalty (X2), is greater than 0.60. Therefore, it can be concluded that the data is reliable or acceptable, which means that the questionnaires can be used in research.

CLASSICAL ASSUMPTION TEST

Normality Test

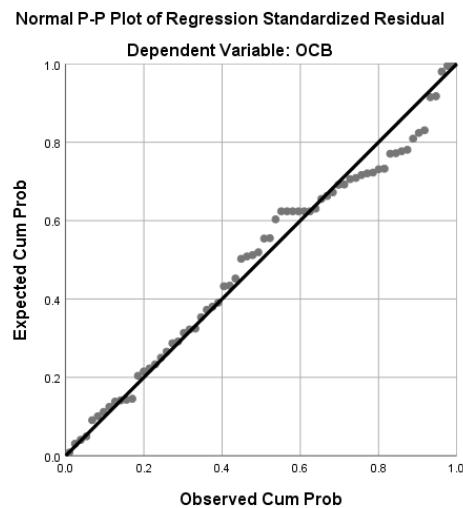
Figure 4.1Histogram



Source: Primary data processed by SPSS version 25

Based on Figure 4.4, it can be seen that the line forms a bell shape and is in the middle, then the blocks are close together, showing that the data is normally distributed.

Figure 4.2 Normal Curve P-Plot



Source: Primary data processed by SPSS version 25

Based on Figure 4.5 above, it is clear that the points surrounding the line still follow a straight line and do not spread out too much. Therefore, it can be concluded that the assumed model conforms to normality and is suitable for use.

Table 4.3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		68
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.68981141
Most Extreme Differences	Absolute	.098
	Positive	.098
	Negative	-.081
Test Statistic		.098
Asymp. Sig. (2-tailed)		.172 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Primary data processed by SPSS version 25

Based on the results of the normality test using the Kolmogorov-Smirnov test in table 4.11 by determining the degree of confidence (α) of 5%. The requirement of the normality test is if the Asymp.Sig (2-tailed) value is > 0.05 then the

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data is normal, whereas if the Asymp.Sig (2-tailed) value is < 0.05 then the data is not normally distributed. Based on the results of the normality test on the data used in this study through the IBM SPSS 25 program, the following results were obtained: it is known that the Asymp.Sig (2-tailed) value of the research variables, namely Work-Life balance and Employee Loyalty, is obtained at ($0.172 > 0.05$), so it can be concluded that the data is normally distributed.

Multicollinearity Test

Table 4.4. Multicollinearity Test Results

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	19.510	3.985		4.896	.000
	WLB	.439	.146	.361	3.017	.004
	EL	.230	.053	.519	4.333	.000

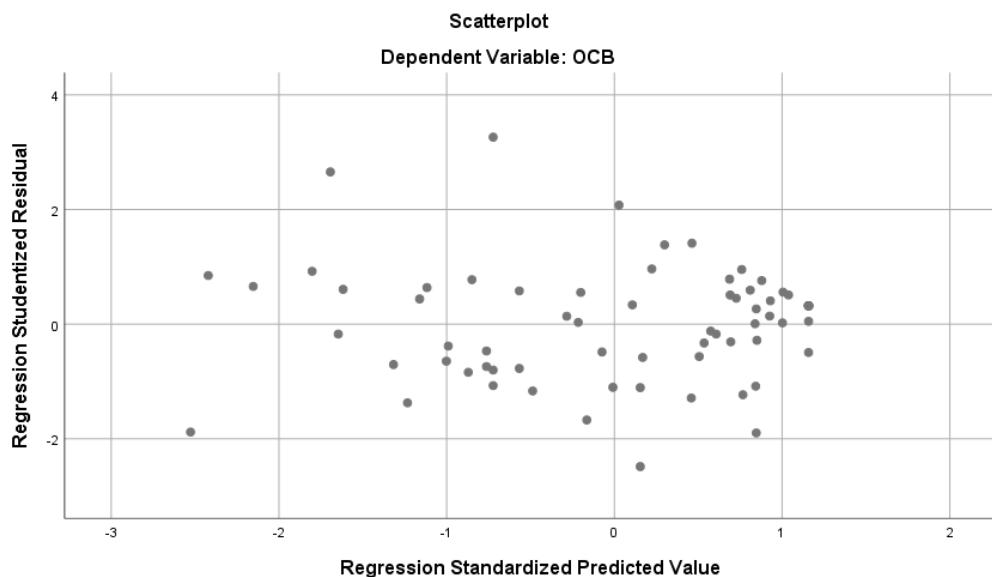
a. Dependent Variable: OCB

Source: Primary data processed by SPSS version 25

Based on table 4.12 above, it can be seen that the tolerance value of the independent variable Work-Life Balance is $0.311 > 0.10$ and the VIF value is $3.213 < 10$ (no multicollinearity occurs), the Employee Loyalty variable has a tolerance value of $0.311 > 0.10$ and a VIF value of $3.213 < 10$ (no multicollinearity occurs). From the table above, it can be seen that the independent variable does not show symptoms of multicollinearity against the dependent variable.

Heteroscedasticity Test

Figure 4.3 Heteroscedasticity Test Results



Source: Primary data processed by SPSS version 25

From Figure 4.6 above, it shows that there are no symptoms of heteroscedasticity, because the residual distribution forms a distribution of data points that is not patterned and/or wavy.

MULTIPLE LINEAR REGRESSION ANALYSIS

Table 4.5 Multiple Linear Regression Test Results

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Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	1.746	.283		6.180	.000
	X1	.385	.095	.558	4.069	.000
	X2	.235	.116	.277	2.023	.047

a. Dependent Variable: Y

Source: Primary data processed by SPSS version 25

Based on the results of the multiple linear regression above, it can be explained as follows:

$$Y = a + b_1 x_1 + b_2 x_2 + e$$

Based on the results of multiple linear regression, the regression equation obtained is:

$$Y = 1.746 + 0.439 x_1 + 0.230 x_2 + e$$

The results of the regression equation and interpretation of the multiple linear regression analysis are:

- The constant value (a) is 1.746. This means that if there is no influence of the independent variables consisting of the Work-Life Balance and Employee Loyalty variables equal to zero, then the magnitude of the dependent variable (Organizational Citizenship Behavior) is 1.746.
- The regression coefficient value for the Work-Life Balance variable (b1) is 0.439 with a positive direction. This means that every increase in the Work-Life Balance variable will increase the Organizational Citizenship Behavior variable by 0.439, assuming the other independent variables remain unchanged.
- The regression coefficient value for the Employee Loyalty variable (b2) is 0.230 with a positive direction. This means that every increase in the Employee Loyalty variable will increase the Organizational Citizenship Behavior variable by 0.230, assuming the other independent variables remain unchanged.
- The regression coefficient of each independent variable, namely Work-Life Balance and Employee Loyalty, has a positive value, meaning that both independent variables have a positive effect on the dependent variable, namely Organizational Citizenship Behavior.

HYPOTHESIS TESTING

t-Test (Partial)

Table 4.6. t-Test Results (Partial)

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	1.746	.283		6.180	.000
	X1	.385	.095	.558	4.069	.000
	X2	.235	.116	.277	2.023	.047

a. Dependent Variable: Y

Source: Primary data processed by SPSS version 25

The formula for finding the t table is as follows:

$$Df = nk - 1$$

$$= 68 - 2 - 1$$

$$= 65$$

$$table = 1,997 \text{ (attachment 12)}$$

Information:

n = number of respondents

k = number of independent variables

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- The calculated t value of the Work-Life balance variable (X1) is 4.069 with a significance level of 0.000. So the calculated t value is greater than the t table value ($4.069 > 1.997$) and the significance level is smaller than the standard significance level ($0.000 < 0.05$). So H_0 is rejected and H_1 is accepted. From these criteria the hypothesis is accepted which means that the Work-Life Balance variable individually has a positive and significant effect on the Organizational Citizenship Behavior of Employees of the Housing and Settlement Area Implementation Center for Nusa Tenggara I.
- The calculated t value of the Employee Loyalty variable (X2) was 2.023 with a significance level of 0.047. So the calculated t value is greater than the t table value ($2.023 > 1.997$) and the significance level is smaller than the standard significance level ($0.047 < 0.05$). So H_0 is rejected and H_1 is accepted. From these criteria the hypothesis is accepted which means that the Employee Loyalty variable individually has a positive and significant effect on the Organizational Citizenship Behavior of Employees of the Housing and Settlement Area Implementation Center for Nusa Tenggara I.

f-test (Model)

Table 4.7. Test Results f (Model)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.429	2	4.215	60.002	.000 ^b
	Residual	4.566	65	.070		
	Total	12.995	67			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Primary data processed by SPSS version 25

The way to find out the F table value can be found out using the following formula:

$$Df = nk - 1$$

$$= 68 - 2 - 1 = 65$$

Ftable = 3.138 (attachment 13)

Information:

n = number of respondents

k = number of independent variables

From the results of the F test in table 4.14, it can be seen that the calculated F value is 60.002 and the F table value is 3.138, and the significance value is 0.000. because the calculated F value is greater than the F table ($60.002 > 3.138$) and the significance value is below 0.05 ($0.000 < 0.05$), it can be concluded that the research equation model is valid, so that the independent variables can be used to predict the dependent variables or can be said to meet the assumptions of the feasibility of a research model.

Coefficient of Determination Test (R2)

Table 4.8. R square results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.805 ^a	.649	.638	.265	.649	60.002	2	65	.000

a. Predictors: (Constant), X2, X1

Source: Primary data processed by SPSS version 25

- Based on the table above, the R value is 0.805 or 80.5%. This indicates a significant relationship between the variables Work-Life Balance and Employee Loyalty and Organizational Citizenship Behavior.

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- The R square value of 0.649 shows that the independent variables, namely Work-Life Balance (X1) and Employee Loyalty (X2), have an influence on Organizational Citizenship Behavior (Y) of 64.9%, while the remaining 35.1% is explained by other variables not studied.

The Influence of Work-Life Balance on Organizational Citizenship Behavior

Based on the results of the study above, it was found that the Work-Life Balance variable has a positive and significant effect on Organizational Citizenship behavior in Employees of the Implementing Center for Housing and Settlement Area Provision of Nusa Tenggara I. This result was obtained through a partial t-test and there are 3 indicators that are used as benchmarks in the Work-Life Balance variable. From the results of the Partial t-test, it can be said to have a positive and significant effect because the calculated $t > t$ table, which is $4.069 > 1.997$ with a significance value of $0.000 < 0.05$. This value indicates that H_a is accepted, which states that Work-Life Balance has a positive and significant effect on Organizational Citizenship Behavior (OCB).

Based on respondents' responses to the work-life balance survey, the average score was 4.27, which is considered very satisfactory. This indicates that work-life balance is being implemented effectively. This encourages employees to effectively manage their time between work and personal matters. Therefore, it can be concluded that the Work-Life Balance variable has a positive and significant effect on Organizational Citizenship Behavior. This is in line with the theory proposed by Greenhaus et al.(2003)Work-Life Balance is a condition in which an individual is able to balance the roles in their personal life with those in the workplace. When employees are able to manage this balance, they will feel satisfied and comfortable, thus encouraging them to contribute more to the organization in the form of voluntary behavior or Organizational Citizenship Behavior. This is in line with McDonald and Bradley's opinion.(2005), an individual's ability to manage several demands between life and work in a positive way will create a healthy psychological condition, thereby increasing the individual's tendency to be cooperative and voluntary in the workplace.

This research is also in line with several previous studies conducted by Tahniah(2022)stated that Work-Life Balance has a positive and significant effect on Organizational Citizenship Behavior. Similarly, research conducted by Fitriani et al.(2023b), stated that Work-Life balance has a positive and significant influence on Organizational Citizenship behavior. The likely reason for this finding is that the majority of respondents in this study were employees with a relatively high level of work-life balance, as evidenced by the distribution of responses to the work-life balance variable, which indicated a very satisfied category. Based on the characteristics of the respondents, the majority of employees were civil servants. Civil servants have scheduled working hours, and if they work outside of normal hours, there is no guarantee of overtime pay. Therefore, with scheduled working hours, they can allocate time for their personal matters without having to worry about work.

The Influence of Employee Loyalty on Organizational Citizenship Behavior

Based on the results of the study above, it was found that the Employee Loyalty variable has a positive and significant effect on Organizational Citizenship behavior in Employees of the Implementing Center for Housing and Settlement Area Provision of Nusa Tenggara I. These results were obtained through a partial t-test and there are 10 indicators that are used as benchmarks in the Employee Loyalty variable. From the results of the Partial t-test, it can be said to have a positive and significant effect because t count $> t$ table, which is $2.023 > 1.997$ with a significance value of $0.047 < 0.05$. This value indicates that H_a is accepted, which states that Employee Loyalty has a positive and significant effect on Organizational Citizenship Behavior (OCB).

Based on respondents' responses to the Employee Loyalty study, the average score was 4,437, which is considered very satisfying. This indicates that the implementation of Employee Loyalty is very effective. This encourages employees to stay with the company. Therefore, it can be concluded that the Employee Loyalty variable has a positive and significant effect on Organizational Citizenship Behavior. This result is in line with Siswanto's opinion.(2021)which states that Employee Loyalty is a sense of loyalty demonstrated by the presence of employees who remain and work at the company, and give their maximum ability to achieve organizational goals. Employees who have high loyalty usually have a sense of ownership of the organization, so they are willing to do voluntary work outside of their main duties without expecting compensation, which is a real form of Organizational Citizenship Behavior.

This research is also in line with several previous studies conducted by Nur et al. (2024)stated that Employee Loyalty has a positive and significant influence on Organizational Citizenship Behavior. Similarly, research conducted by Karo & Marlon(2024), states that Employee Loyalty has a positive and significant influence on Organizational Citizenship behavior. The possible reason for this result is that the majority of respondents in this

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study were employees with a fairly high level of Employee Loyalty, as evidenced by the distribution of answers for the Employee Loyalty variable, which showed a very satisfied category. Based on the characteristics of the respondents, the majority of employees worked for 1-5 years, and many also worked for more than 5 years. With such a long work duration, it indicates how loyal they are to the Company. Behind the contract as a civil servant, there are still 4 employment statuses where the contract is short-term, such as Individual Consultant, but they still remain until now.

CONCLUSION

Based on the results of research conducted on employees of the Nusa Tenggara I Housing Provision Implementation Center regarding the Influence of Work-Life Balance and Employee Loyalty on Organizational Citizenship Behavior (OCB), the following conclusions were obtained:

- **Work-Life Balance has a positive and significant effect on Organizational Citizenship Behavior.**

Research results show that the better the work-life balance employees perceive, the higher their organizational citizenship behavior. This demonstrates that a balance between work and personal life can encourage employees to engage in voluntary activities outside of their formal duties, such as helping coworkers and actively participating in organizational activities.

- **Employee Loyalty has a positive and significant effect on Organizational Citizenship Behavior.**

Research results show that higher employee loyalty to the organization also significantly contributes to improved organizational citizenship behavior. Loyal employees tend to demonstrate higher levels of commitment, actively participate in organizational activities, and undertake additional tasks beyond their formal responsibilities, thus positively impacting organizational effectiveness.

- **Work-Life Balance and Employee Loyalty simultaneously can explain the variability of Organizational Citizenship Behavior by 64.9%.**

This means that these two variables have a very important role in shaping Organizational Citizenship Behavior in the work environment of the Nusa Tenggara I Housing and Settlement Area Provision Implementation Center.

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