

Analysis of job satisfaction and work-life balance on employee performance through organizational citizenship behavior at the secretariat of the general election commission of East Java Province

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Abstract

This empirical study proposes to examine the causal relationships and mediating mechanisms between job satisfaction, work-life balance, organizational citizenship behavior (OCB), and employee performance variables within the specific organizational context of the East Java Provincial KPU Secretariat. The research design incorporates five hypothetical pathways: testing the direct effect of job satisfaction on performance measures, evaluating work-life balance as a predictor of employee performance, investigating OCB as a performance determinant, analyzing OCB's mediating effect in the job satisfaction-performance relationship, and examining OCB's mediating role in the work-life balance-performance association. The research population comprises the entirety of civil servants employed within the KPU Secretariat across East Java, numbering 482 individuals. The sample was ascertained through application of the Slovin formula, yielding 82 participants. Data evaluation employed the Partial Least Squares (PLS) methodology. The outcomes substantiate that both job satisfaction and work-life equilibrium exert a consequential and affirmative impact on employee performance. OCB likewise manifests an influential and beneficial contribution to performance. Moreover, evidence establishes that OCB acts as a substantial mediating factor in the connections between job satisfaction and performance, and between work-life equilibrium and performance. Accordingly, employee performance advancement may be attained through job satisfaction and work-life balance promotion that fosters discretionary, altruistic, and proactive conduct.

Keywords: Job Satisfaction; Work-Life Balance; Organizational Citizenship Behavior; Employee Performance

1. Introduction

Every organisation essentially has its own characteristics, structure and work dynamics, depending on its founding objectives and field of activity. State institutions, as part of the government system, have a huge responsibility in maintaining the stability and sustainability of state governance. One of the most crucial state institutions in Indonesia's democratic system is the General Elections Commission (KPU). The KPU is an institution specifically established to organize national elections. The existence of the KPU is inseparable from the development of the political system in Indonesia, which emphasizes the principles of direct, participatory, and accountable democracy. Pursuant to the 1945 Constitution of the Republic of Indonesia, the KPU is a national, permanent, and independent institution. These three characteristics place the KPU in a strategic position, free from political intervention and directly accountable to the constitution and the people [1].

General elections (*pemilu*) in Indonesia, originally meant for choosing members of various legislative bodies, have undergone significant changes since the fourth revision of the 1945 Constitution in 2002. These reforms established direct presidential and vice-presidential elections. Accordingly, the KPU's responsibilities grew to cover not only

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legislative but also presidential, vice-presidential, and regional elections. To support the smooth running of its duties, the KPU has broad authority: from planning and preparing for the implementation of elections, establishing the political parties participating in the elections, forming election committees from the central level to the polling stations (TPS), establishing the number of legislative seats for each electoral district, to establishing the election results and leading all stages of the election process as a whole. The complexity of these tasks requires organizational readiness and human resources that are resilient, professional, and have integrity [2]

The KPU is an institution that has its own recruitment system, especially in terms of appointing commissioners. Unlike other state institutions that adhere to a tiered career system, KPU commissioner positions are not filled through internal promotions or rank increases, but rather through an open selection process that allows any Indonesian citizen who meets the requirements to participate. As stated by Syafrizal [3], this recruitment model creates a high level of diversity within the KPU, as each commissioner comes from a different educational, professional and experiential background. Consequently, in order to work effectively, commissioners must be able to unite around a common institutional vision and mission so that the organisation does not move in different directions. This certainly poses a challenge in building synergy and collective leadership within the KPU, particularly in terms of coordinating operational tasks with the secretariat.

The reality of working in the KPU environment, particularly at the provincial level such as the East Java Provincial KPU, is highly dynamic and complex, forming an integral part of the daily lives of employees. Organizing elections is not just a matter of administration, but is also closely related to time pressure, public expectations, and the responsibility to maintain neutrality and institutional integrity. In this context, job satisfaction is a vital element to note by organizational management. Employee job satisfaction is determined by their contentment with various aspects of their job, including pay, interpersonal dynamics, recognition, and the physical work environment. High job satisfaction can increase work enthusiasm, loyalty, and individual effectiveness in completing tasks. Conversely, if employees feel dissatisfied, it inevitably paves the way for lessened commitment and an increase in internal conflicts.

Another dimension that warrants heightened consideration within the framework of contemporary organizations is the notion of work-life equilibrium. This construct denotes an individual's capacity to orchestrate the exigencies of occupational obligations alongside personal, familial, and broader sociocultural commitments. In practice, employees of the KPU frequently encounter an acute intensification of workload in the period preceding election day, accompanied by inescapable extensions of working hours and a profound moral accountability for the integrity of the electoral process. Such circumstances engender the peril of psychological depletion, occupational strain, and existential disequilibrium that may culminate in diminished productivity. Consequently, it becomes imperative for institutions to institute policies and cultivate an organizational ethos that fortifies this equilibrium, thereby enabling employees to sustain optimal performance without imperiling their personal welfare. This is even more important in the context of the East Java Provincial KPU, which has a strategic role as the organizer of elections in a region with a large number of voters and a high level of social diversity. However, the performance achievements of the East Java Provincial KPU in 2024 still show a discrepancy between targets and actual results. Several indicators that have not reached their targets, such as facilitating cooperation with research institutions (94.12%), employee training (90%), updating voter data (95%), and the distribution of election logistics, which only reached 80%, are a clear indication that this institution faces serious challenges in achieving fully optimal performance. This achievement gap shows that technical success in implementing election stages does not necessarily guarantee success in internal governance, especially in relation to employee management and organizational support for work needs.

The challenges underlying these performance outcomes can be attributed to internal factors, particularly employee job satisfaction and work-life balance. Deficiencies in job satisfaction are reflected in the constrained opportunities for staff participation in training and development activities aligned with their job descriptions, which attained only 90% of the intended target. This shortfall suggests that a proportion of employees have not fully benefitted from competency enhancement initiatives, thereby engendering dissatisfaction in relation to professional growth. Moreover, the relatively low level of achievement in logistics distribution (80%) illustrates the considerable workload pressures encountered in the period preceding elections, which threaten to destabilize employees' work-life balance. Such conditions carry the potential to generate psychological strain, physical fatigue, and declining motivation, ultimately leading to diminished productivity and reduced quality of work. Consequently, the principal issues requiring attention extend beyond the purely technical dimensions of electoral administration and encompass the strategic management of human resources, particularly with respect to fostering job satisfaction and sustaining work-life balance, both of which demonstrably exert a direct influence on the performance of the East Java Provincial KPU.

Occupational conditions that necessitate considerable sacrifices of time and energy, particularly in the face of inadequate facilities, may jeopardize the equilibrium between professional and personal spheres. Such concessions

frequently engender disharmony between occupational demands and private life, precipitating occupational stress, psychological exhaustion, and a diminution in both performance and productivity. The preservation of work-life balance assumes a pivotal role in fostering individual satisfaction and well-being. The presence of this equilibrium exerts a salutary influence on employees' psychological and emotional states. Personnel who sustain an adequate level of work-life balance are typically insulated from tensions arising between professional obligations and familial roles, thereby enabling them to uphold optimal performance. Empirical investigations have further corroborated that work-life balance exerts an influential benefit to employee performance [4,5].

This reciprocal relationship is elucidated through the overarching theoretical framework adopted in this study, namely Social Exchange Theory, initially articulated by George Homans (1958) and afterward extended by Peter Blau (1964). The theory contends that social interactions, including those manifested within organizational and employment contexts, are fundamentally grounded in the principle of reciprocal and mutually advantageous exchange. Employees who feel supported, treated fairly, and appreciated by the organisation, including in terms of work-life balance, tend to reciprocate with positive contributions that exceed formal expectations. One form of such contribution is organizational citizenship behaviour (OCB), which is voluntary work behaviour that is not specified in the employment contract but contributes significantly to the smooth running and effectiveness of the organisation. Therefore, through the SET lens, job satisfaction and work-life balance not only directly affect performance but also indirectly through increased OCB as a tangible manifestation of positive social exchange between employees and the organisation.

This reciprocal relationship is elucidated through the overarching theoretical framework of Social Exchange Theory, initially posited by George Homans (1958) and subsequently elaborated by Peter Blau (1964). The theory posits that social interactions, including those within organizational contexts, are fundamentally structured upon the principle of mutually advantageous exchange, wherein contributions and rewards are reciprocated between parties. Employees who feel supported, treated fairly, and appreciated by the organisation, including in terms of work-life balance, tend to reciprocate with positive contributions that exceed formal expectations. One form of such contribution is OCB, which is voluntary work behaviour that is not specified in the employment contract but contributes significantly to the smooth running and effectiveness of the organisation. Therefore, through the lens of SET, job satisfaction and work-life balance not only directly affect performance but also indirectly through increased OCB as a tangible manifestation of positive social exchange between employees and the organisation.

The inadequate research investigating work-life balance and employee performance associations underscores the requirement for further empirical study. Present evidence indicates a beneficial link among work-life balance and employee performance variables. For instance, study by Dousin et al. [4] concludes that equilibrium between occupational and personal responsibilities plays a crucial role in enhancing the productivity and effectiveness of employees within the service sector. Similarly, research [5] reports that employees who successfully maintain work-life balance exhibit higher morale and superior task performance. Conversely, other investigations have yielded divergent findings. Studies by Foanto et al. [6] and Rahmawati et al. [7] indicate that work-life balance uninfluentially on employee performance. In these contexts, even when employees perceive an equilibrium between professional and personal domains, such balance does not necessarily translate into measurable improvements in performance outcomes.

Evidence regarding job satisfaction effects on employee performance presents mixed and occasionally contradictory findings, emphasizing the necessity for continued research. Numerous studies establish positive relationships between job satisfaction and performance measures. For instance, research by Paparang et al. [8] and Samprastyo et al. [9] demonstrates that elevated levels of job satisfaction directly enhance employee performance. Similarly, Hisan et al. [10] emphasizes that job satisfaction exerts an influential and positive influence on performance, as employees who are content with their work typically exhibit heightened motivation, steadfast loyalty, and a strong commitment to task accomplishment. However, not all studies corroborate this positive linkage. Investigations by Adiyasa et al. [11] and Fauziek et al. [12] indicate that job satisfaction uninfluentially on employee performance. These findings suggest that even when employees report moderate satisfaction with their working conditions, such contentment does not invariably translate into enhanced performance outcomes. Furthermore, Purwadi et al. [13] reports a negative and uninfluential effect of job satisfaction on performance, implying that satisfaction alone may be insufficient to improve work outcomes, particularly in contexts influenced by factors such as organizational pressure, workload, or leadership practices.

The gap indicates that job satisfaction and work-life balance do not guarantee improved performance unless reinforced by other drivers of positive organizational behavior. In this case, organizational citizenship behaviour (OCB) is instrumental in as a reinforcing element that can bridge the relationship between employees' internal conditions and the resulting performance output. OCB enables additional contributions from employees beyond their formal

obligations, such as voluntarily helping colleagues, maintaining a conducive work environment, showing loyalty to the organisation, and taking the initiative to improve work effectiveness.

Organizational Citizenship Behavior (OCB) serves as not only an additional factor but also a crucial intermediary in explaining how job satisfaction, work-life balance, and performance improvement are connected. Workers who have high job satisfaction and can balance their personal and professional lives are more likely to participate in OCB. Such engagement fosters heightened work enthusiasm, strengthens team collaboration, and reinforces commitment to achieving organizational objectives, collectively exerting a positive influence on both the quality and quantity of performance outcomes.

Accordingly, the purpose of this research is to investigate how OCB mediates the connection between job satisfaction, work-life balance, and employee performance. It aims to resolve discrepancies seen in previous studies and provide both theoretical insights for human resource management and practical implications for public institutions, particularly the East Java Provincial General Election Commission (KPU), in formulating performance improvement strategies based on strengthening the values of productive and collective-oriented voluntary work behaviour.

2. Literature review

2.1. Job Satisfaction

Job satisfaction can be conceptualized as an employee's positive affective disposition or evaluative attitude toward their work, the work environment, and interpersonal relationships with colleagues. This satisfaction arises from an individual's evaluation of their work experience, including their achievements and the extent to which these results meet their expectations [14]. Factors that influence job satisfaction include working conditions, salary, opportunities for self-development, relationships between employees, and the rewards and recognition given by the organisation [15-17].

Job satisfaction is a critical determinant of employee motivation, loyalty, productivity, and work quality. Employees who experience high levels of satisfaction are generally more enthusiastic, committed, and inclined to contribute maximally to the organization's objectives. Conversely, low job satisfaction can reduce employee morale and performance. Therefore, management needs to understand how to improve job satisfaction so that organizational goals can be achieved effectively [18,19]

2.2. Work-life balance

Work-life balance (WLB) is a condition in which individuals are able to balance their work and personal lives, including family, thereby creating satisfaction and harmony in life [20-22]. WLB encompasses the ability to fulfil various roles, both as a worker and in one's personal life, which ultimately provides a sense of involvement and satisfaction [23,24]. Furthermore, WLB also functions as a stress management tool, increases productivity, helps employees prioritise responsibilities, improves work quality, provides job satisfaction, and reduces negative impacts on health [25,26]. Thus, WLB is an important factor in maintaining the balance between employees' lives and performance.

2.3. Organizational citizenship behaviour (OCB)

Organizational Citizenship Behaviour (OCB) is when employees engage in extra, voluntary actions that are not required by the organization but still benefit its overall performance [27]. Such behaviours extend beyond formal job descriptions and include assisting colleagues, voluntarily undertaking additional tasks, avoiding conflicts, adhering to rules, and demonstrating tolerance toward workloads or operational disruptions. Engaging in OCB can lead to various benefits such as increasing the efficiency of colleagues and supervisors, saving company resources, and making it easier to recruit and keep top employees [28]. Consequently, OCB is integral to enhancing productivity, strengthening collaboration, and boosting the overall success of the company.

2.4. Employee performance

Employee performance is an important element in assessing organizational success, as it reflects the extent to which individuals are able to complete tasks in accordance with established standards and targets [29,30]. Employee performance is shaped by a multiple factors, including individual ability, experience, dedication, and the presence of objective and transparent metrics [31]. Performance encompasses more than mere work outcomes; it also reflects discipline, accountability, and the quality of work produced [32]. According to Locke and Latham [33], performance can

be evaluated in terms of both the quality and quantity of work accomplished, with evidence indicating that specific, challenging, and attainable goals enhance employee motivation, focus, and commitment [34].

Critical elements for achieving optimal performance include clarity of objectives, appropriate task difficulty, employee commitment, timely feedback, and the complexity of assigned tasks [30]. Moreover, additional factors such as work motivation, the organizational environment, managerial support, and ethical leadership significantly affect employee performance [35,36]. Consequently, employee performance can be enhanced through the implementation of strategic management practices, performance-based evaluation systems such as Key Performance Indicators (KPIs), and the cultivation of a positive and productive work environment.

2.5. The Influence of Job Satisfaction on Employee Performance

Job satisfaction constitutes a pivotal determinant in enhancing employee performance. Anchored in Social Exchange Theory (SET), the relational dynamic between employees and organizations is premised upon reciprocity. Employees who perceive themselves as valued and experience satisfaction in their roles are more inclined to contribute through heightened motivation, unwavering loyalty, and strong commitment toward the attainment of organizational objectives.

Moreover, job satisfaction fosters a constructive work climate, cultivating enthusiasm, accountability, and a stronger orientation toward optimal performance outcomes. This assertion is corroborated by prior studies [8,10], which empirically demonstrate that job satisfaction produces a positive and meaningful effect on employee performance. Consequently, job satisfaction represents not simply a psychological factor but also a strategic tool for strengthening organizational productivity and effectiveness. From this foundation, the hypothesis unfolds as follows:

H1: Job satisfaction is thought to have a positive effect on employee performance.

2.6. The Effect of Work-Life Balance on Employee Performance

Work-life balance refers to an individual's capacity to harmonize occupational demands with personal, familial, and social responsibilities. This equilibrium plays a critical role in safeguarding employees' mental well-being, sustaining their motivation, and maintaining focus in the execution of work tasks. Within the framework of Social Exchange Theory (SET), organizations that actively facilitate balance between professional and personal domains are likely to be reciprocated with heightened loyalty, stronger commitment, and improved performance from their employees.

Employees who effectively maintain work-life balance typically experience higher levels of job satisfaction, enhanced psychological well-being, and reduced role conflict, thereby facilitating optimal performance [37]. In contrast, an imbalance between professional and personal demands may precipitate stress, burnout, and decreased performance [38,39]. Empirical evidence from studies by Dousin et al. [4] and Arifin and Muharto [5] further corroborates that work-life balance exerts a influential and positive influence on employee performance. Accordingly, organizational prioritization of policies and practices that support employees' work-life equilibrium serves as a strategic mechanism for enhancing productivity, fostering loyalty, and promoting overall organizational effectiveness. Informed by the above considerations, the following hypothesis takes shape:

H2: It is hypothesized that work-life balance has a positive effect on employee performance.

2.7. The Influence of Organizational Citizenship Behaviour (OCB) on Employee Performance

Organizational Citizenship Behavior (OCB) denotes discretionary employee actions that extend beyond formal job prescriptions, encompassing practices such as assisting colleagues, upholding ethical standards, and demonstrating loyalty toward the organization. Within the framework of Social Exchange Theory (SET), OCB is conceptualized as a manifestation of reciprocity, whereby employees respond to organizational support and recognition through voluntary contributions, even in the absence of direct rewards.

Employees exhibiting elevated levels of OCB are generally more proactive, collaborative, and committed, thereby fostering a constructive work climate, enhancing operational efficiency, and reinforcing the attainment of organizational objectives. Research by Hikmah and Lukito [40] shows that OCB exerts a positive and influential influence on employee performance. Within the realm of public organizations, OCB assumes a particularly vital role, as it motivates employees to transcend formal job obligations, uphold integrity, and actively contribute to institutional success. Consequently, fostering OCB constitutes a strategic approach to enhancing organizational performance and overall effectiveness. Guided by the preceding insights, the hypothesis is set forth below:

H3: It is suspected that Organizational Citizenship Behaviour (OCB) has a positive effect on employee performance.

2.8. The Influence of Job Satisfaction on Employee Performance through Organizational Citizenship Behaviour (OCB)

Job satisfaction serves as a key driver of Organizational Citizenship Behaviour (OCB), ultimately leading to improved performance outcomes. Employees who feel satisfied with their workplace conditions, remuneration, peer relations, and work-life balance are more likely to demonstrate discretionary behaviours such as supporting colleagues, contributing to organizational programs, and embracing change, despite these actions being excluded from formal appraisal systems.

Grounded in Social Exchange Theory (SET), job satisfaction operates as a mechanism of social reciprocity; employees who perceive themselves as valued and fairly rewarded are more inclined to reciprocate through positive behaviors, including OCB. In this regard, OCB functions as an intermediary that links job satisfaction with employee performance, fostering collaboration, enhancing work effectiveness, and facilitating the attainment of organizational objectives.

Empirical evidence [41,42] also corroborates that job satisfaction influentially influences employee performance, with OCB serving as a mediating variable that reinforces this relationship. Hence, organizations must cultivate conditions conducive to job satisfaction, such as providing equitable rewards and incentives to encourage greater employee contribution and, in turn, bolster overall organizational performance. Given these considerations, the following hypothesis emerges:

H4: It is hypothesized that job satisfaction has a positive effect on employee performance through Organizational Citizenship Behaviour (OCB).

2.9. The Effect of Work-Life Balance on Employee Performance through Organizational Citizenship Behaviour (OCB)

Work-life balance, defined as an individual's capacity to harmonize occupational demands with personal life responsibilities, serves as a crucial determinant in enhancing employee performance. Employees who experience this equilibrium generally demonstrate greater psychological well-being, stronger organizational loyalty, and reduced stress levels, thereby fostering higher motivation to contribute optimally to their work. Based on Social Exchange Theory (SET), when organizations support work-life balance through caring policies and work environments, employees are encouraged to reciprocate with extra positive behaviour, including OCB. OCB includes voluntary actions such as helping colleagues, taking the initiative to solve problems, and actively participating in organizational activities, even though these are not formally required.

Research by Hikmah and Lukito [40] and Raza et al. [43] indicate that work-life balance generates intensified impact on performance via OCB mediation. Civil servants who maintain elevated work-life balance demonstrate increased likelihood of proactive organizational behaviors, subsequently advancing work effectiveness and overall productivity. On this basis, the following hypothesis is set forth:

H5: It is hypothesized that work-life balance has a positive effect on employee performance through OCB.

3. Material and methods

This research applied quantitative methods with explanatory research design to determine connections between job satisfaction and work-life balance as independent factors, and employee performance as the dependent measure. The analysis also examined the intermediary function of OCB. This design not only facilitates the identification of relationships among variables but also provides insight into the indirect mechanisms of influence mediated by OCB.

The study adopted Partial Least Squares (PLS) for data analysis, owing to its robustness in addressing complex models, small samples, and non-normal distributions. The research population comprised 482 civil servants within the Secretariat of the KPU of East Java Province, from which 82 were selected through simple random sampling. The sample size, determined by the Slovin formula with a 10% error margin, was deemed representative due to the population's relative homogeneity.

The PLS analysis was performed in two phases. The external model was used to assess the credibility and dependability of the indicators, including evaluations of convergent and discriminant validity. The inner model, on the other hand,

examined the structural relationships among variables to determine both the direct and indirect effects of the independent, dependent, and mediating constructs.

Hypotheses were tested using t-statistics and p-values, with acceptance criteria defined as $t > 1.96$ or $p < 0.05$, corresponding to a 5% significance level. PLS was selected for its robustness in generating reliable models under conditions of small sample sizes and complex variable structures, making it particularly suitable for examining the effects of job satisfaction and work-life balance on employee performance through OCB.

4. Results

4.1. Research Result

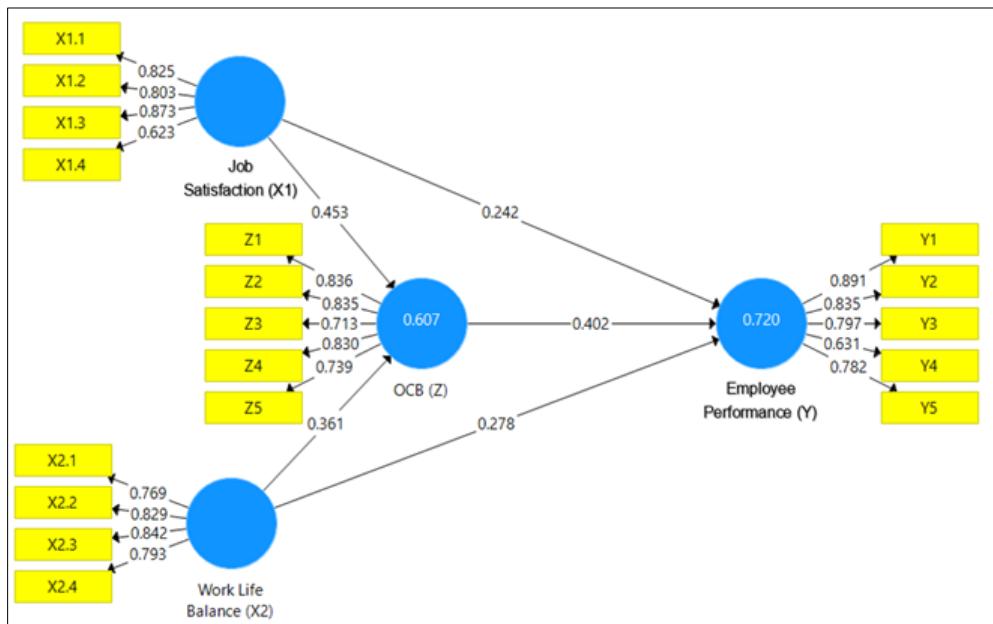
4.1.1. Description of Research Results

Descriptive data analysis is employed to evaluate the responses of participants by examining the outcomes of distributing the survey for each factor.

Table 1 Respondent Characteristics

Profile	Total	Percentage (%)
Gender		
Male	43	52.4
Female	39	47.6
Education		
Senior High School / Vocational High School	12	14.6
Diploma 3	4	4.9
Diploma 4	1	1.2
Bachelor's Degree	57	65.8
Master's Degree	8	9.8
Age		
21–30 years old	36	44.0
31–40 years old	23	28.0
41–50 years old	18	22.0
Over 50 years old	5	6.0

4.1.2. Evaluation of Reflective Measurement Models



Source: smart-PLS output (2025)

Figure 1 Path diagram output (Inner Model)

Figure 1 illustrates the estimated loading factors for each indicator employed to measure the constructs. The results indicate that all indicators meet the validity criterion, with each loading factor equal to or exceeding 0.50. Since the validity assessment through outer loadings has been satisfied, the measurement model is considered appropriate for further analysis. A detailed summary of the estimated outer loadings is provided in Table 2.

Table 2 Outer Loading

	Job Satisfaction (X1)	Employee Performance (Y)	OCB (Z)	Work life balance (X2)
X1.1	0.825			
X1.2	0.803			
X1.3	0.873			
X1.4	0.623			
X2.1				0.769
X2.2				0.829
X2.3				0.842
X2.4				0.793
Y1		0.891		
Y2		0.835		
Y3		0.797		
Y4		0.631		
Y5		0.782		
Z1			0.836	
Z2			0.835	
Z3			0.713	
Z4			0.830	

Following the assessment of convergent validity, the subsequent step involves evaluating reliability. Reliability refers to the ability of instrument indicators to consistently produce stable and replicable values across repeated measurements within the research context. In this study, reliability was assessed using Composite Reliability, rho_A, Cronbach's Alpha, and Average Variance Extracted (AVE). Composite Reliability, rho_A, and Cronbach's Alpha account for the distinct weighting of each indicator in the measurement process. Values exceeding 0.70 for these metrics are considered indicative of satisfactory construct reliability. The results of these reliability assessments, as generated from the SmartPLS PLS Algorithm Report, are presented in Table 3.

Table 3 Composite reliability and Cronbach Alpha Test

	Cronbach's Alpha	rho_A	Composite Reliability
Job satisfaction (X1)	0.788	0.802	0.865
Employee performance (Y)	0.849	0.868	0.893
OCB (Z)	0.851	0.855	0.894
Work-life balance (X2)	0.824	0.831	0.883

The outcomes in Table 3 show that the composite reliability, rho_A, and Cronbach's Alpha assessments demonstrate adequate reliability for all constructs, surpassing the suggested threshold of 0.70. In conjunction with these assessments, Average Variance Extracted (AVE) was employed to assess reliability and validity. AVE quantifies the variance proportion within a construct explained by its indicators after accounting for measurement error. Compared to composite reliability, AVE is considered a more rigorous criterion, with a recommended minimum value of 0.60. The AVE results obtained from the SmartPLS PLS Algorithm Report are summarized in Table 4.

Table 4 Average Variance Extracted (AVE) Test

	Average Variance Extracted (AVE)
Job satisfaction (X1)	0.619
Employee performance (Y)	0.627
OCB (Z)	0.628
Work-life balance (X2)	0.654

As presented in Table 4, the AVE test results demonstrate that all constructs exhibit adequate validity for subsequent analysis, as each construct attains an AVE value exceeding the recommended threshold of 0.60.

Table 5 Cross Loading

	Job Satisfaction (X1)	Employee Performance (Y)	OCB (Z)	Work life balance (X2)
X1.1	0.825	0.702	0.617	0.728
X1.2	0.803	0.566	0.579	0.569
X1.3	0.873	0.651	0.632	0.750
X1.4	0.623	0.499	0.535	0.540
X2.1	0.615	0.603	0.521	0.769
X2.2	0.672	0.672	0.698	0.829
X2.3	0.719	0.647	0.629	0.842
X2.4	0.681	0.577	0.513	0.793
Y1	0.670	0.891	0.720	0.685
Y2	0.665	0.835	0.651	0.699
Y3	0.581	0.797	0.596	0.602
Y4	0.416	0.631	0.373	0.479
Y5	0.689	0.782	0.714	0.580
Z1	0.618	0.648	0.836	0.521
Z2	0.549	0.620	0.835	0.555
Z3	0.505	0.536	0.713	0.469
Z4	0.635	0.661	0.830	0.673
Z5	0.654	0.643	0.739	0.670

The cross-loading results presented in Table 5 are organized by column. Indicators X1.1, X1.2, X1.3, and X1.4 demonstrate stronger correlations with their respective construct, Job Satisfaction (X1), with correlation coefficients of 0.825, 0.803, 0.873, and 0.623, respectively.

These values are higher in relation to their designated construct compared to other constructs. Similarly, indicators X2.1, X2.2, X2.3, and X2.4 exhibit stronger correlations with their corresponding construct, Work-Life Balance. The same pattern is observed across the other constructs, where each indicator shows greater correlation with its associated construct than with alternative constructs. Accordingly, the results confirm that the measurement model demonstrates satisfactory discriminant validity.

Table 6 Fornell-Larcker Criterion

	Job Satisfaction (X1)	Employee Performance (Y)	OCB (Z)	Work life balance (X2)
Job Satisfaction (X1)	0.787			
Employee Performance (Y)	0.775	0.792		
OCB (Z)	0.753	0.789	0.792	
Work life balance (X2)	0.830	0.775	0.737	0.809

Source: Output smart-PLS (2025).

Table 6 dissects the Fornell-Larcker Criterion by examining the connections between different variables. The square root of the Average Variance Extracted (AVE) for Job Satisfaction (X1) is 0.787, while the strongest correlation of Job Satisfaction (X1) with other variables is 0.775. Since the \sqrt{AVE} of Job Satisfaction exceeds its correlation with other constructs, the criterion is satisfied. A comparable pattern emerges for the other variables, wherein each \sqrt{AVE} value

exceeds its correlations with alternative constructs. These findings validate that the discriminant validity requirement, evaluated through the Fornell-Larcker Criterion, has been satisfied.

4.1.3. Structural Model Evaluation

Table 7 R Square

	R Square
Employee Performance (Y)	0.720
OCB (Z)	0.607

Source: Output smart-PLS (2025).

The analysis shows an R-Square of 0.607 for OCB (Z), meaning that Job Satisfaction (X1) and Work-Life Balance (X2) contribute 60.7% to its variance, leaving 39.3% to external influences beyond the model. Similarly, the R-Square for Employee Performance (Y) is 0.720, reflecting that Job Satisfaction (X1), Work-Life Balance (X2), and OCB (Z) together explain 72% of the variance, with 28% attributed to other unobserved variables.

4.2. Predictive Relevance Test

The results of the Q^2 calculation are presented as follows

- $Q\text{-Square} = 1 - [(1 - R_{21}) \times (1 - R_{22})]$
- $= 1 - [(1 - 0.607) \times (1 - 0.720)]$
- $= 0.889$

According to the findings of the analysis, the Q^2 value achieved is 0.889, indicating that the proposed model accounts for 88.9% of the variability in the data. The remaining 11.1% is attributed to factors not considered in this study. Therefore, these results suggest that the research model shows a strong predictive accuracy.

4.2.1. Goodness of Fit (GoF) Test

The GoF calculation outcomes are displayed as follows:

- $GoF = \sqrt{(Communality \times R^2)}$
- $= \sqrt{(0.625 \times 0.664)}$
- $= 0.644$

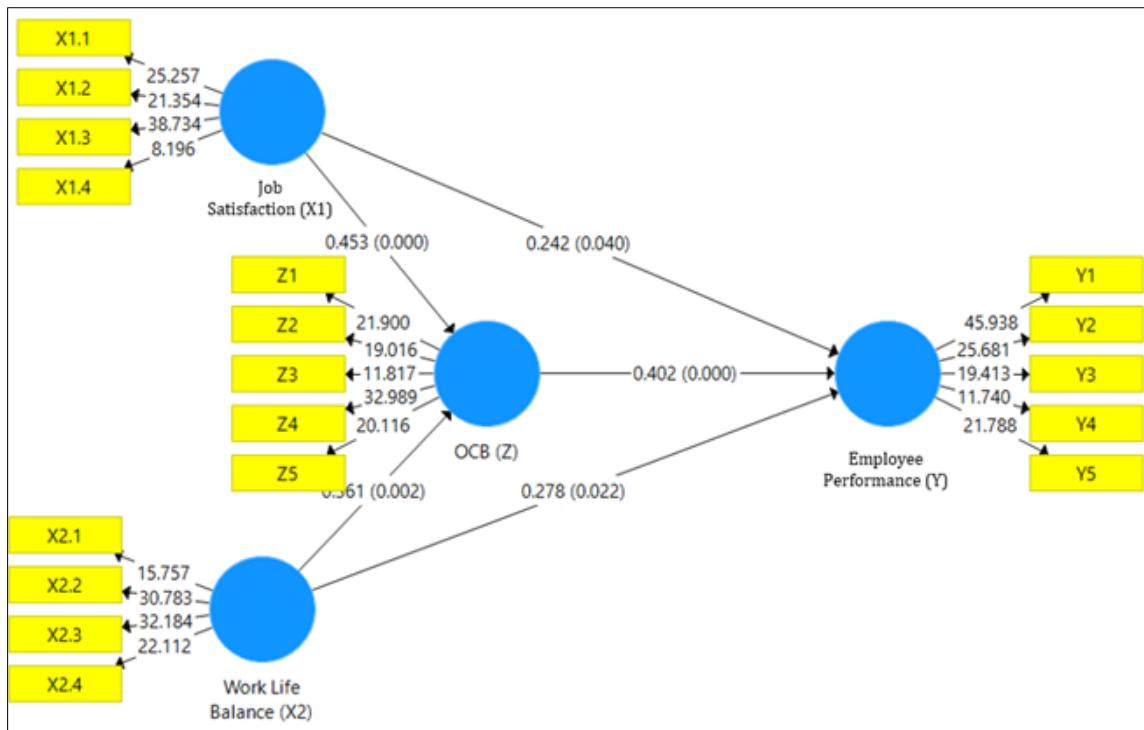
Thus, the Goodness of Fit of 0.644 in this study can be considered 'high'.

To establish hypothesis validation, p-values were analyzed at $\alpha = 5\%$ (0.05) significance level. P-values under 0.05 represent H_0 rejection, confirming statistically meaningful effects, whereas p-values above 0.05 represent H_0 acceptance, indicating negligible effects. Structural model assessment results, generated from SmartPLS Bootstrapping Report, are shown in Table 8.

Table 8 Direct Effect Hypothesis Test

	Original Sample	T Statistics	P Values	Description
Job Satisfaction (X1) -> Employee Performance (Y)	0.242	2.033	0.040	Accepted
OCB (Z) -> Employee Performance (Y)	0.402	5.398	0.000	Accepted
Work life balance (X2) -> Employee Performance (Y)	0.278	2.287	0.022	Accepted

The figure 2 below shows the bootstrapping results for assessing direct impacts by analyzing the values of path coefficients and P-values.



Source: output smart-PLS (2025)

Figure 2 Bootstrapping output with P-Value values

To evaluate whether the indirect or mediating effect hypotheses are supported, p-values were examined at a significance level of $\alpha = 5\%$ (0.05). P-values under 0.05 trigger H_0 rejection, validating significant indirect (mediating) effects, whereas p-values over 0.05 trigger H_0 acceptance, suggesting mediating effects are non-existent. Structural model computation results, processed by SmartPLS Bootstrapping Report, are tabulated in Table 9.

Table 9 Hypothesis Test of Indirect Effect (Mediation)

	Original Sample	T Statistics	P Values	Description
Job Satisfaction (X1) -> OCB (Z) -> Employee Performance (Y)	0.182	2.775	0.006	Accepted
Work life balance (X2) -> OCB (Z) -> Employee Performance (Y)	0.145	3.058	0.002	Accepted

5. Hypothesis test result

From the results of Tables 8 and 9, it can be concluded that the hypothesis stating:

- H1: Findings support the hypothesis that job satisfaction enhances employee performance at the East Java Provincial General Election Commission Secretariat. The effect is both positive and statistically significant, as reflected by a path coefficient of 0.244 and a p-value of 0.040.
- H2: Findings validate that work-life balance yields beneficial effects on employee performance at the East Java Provincial General Election Commission Secretariat. The association maintains statistical significance, evidenced by a path coefficient of 0.278 and p-value of 0.022.
- H3: Results confirm that Organizational Citizenship Behaviour (OCB) enhances employee performance at the East Java Provincial General Election Commission Secretariat. The effect is statistically significant, with a path coefficient of 0.278 and a p-value of 0.022.
- H4: Findings verify that OCB acts as a substantial mediating factor between job satisfaction and employee performance. This is documented by a path coefficient of 0.182 and p-value of 0.006, demonstrating a statistically significant positive mediation effect.

- H5: The results substantiate that OCB significantly mediates the linkage between work-life balance and employee performance. This is documented by a path coefficient of 0.145 and p-value of 0.002, validating a statistically significant positive mediation effect.

6. Discussion

6.1. The Effect of Job Satisfaction on Employee Performance

This research suggests that job satisfaction has a significant impact on the productivity of workers within the East Java Provincial KPU Secretariat. Improved job satisfaction leads to better employee effectiveness. This satisfaction is cultivated through various organizational practices, including the implementation of a fair performance appraisal system, provision of recognition and rewards for high-performing employees, internalization of integrity values, access to training and development, creation of a supportive work environment, flexible working arrangements, and leadership responsiveness to employee aspirations. Furthermore, the data reveal that work has a positive influence on employees' personal lives, which in turn enhances their motivation and energy in carrying out their professional responsibilities.

According to Social Exchange Theory (SET), employees who perceive benefits and support from the organisation are motivated to reciprocate through enhanced performance and loyalty. These data align with antecedent studies, which demonstrate that job satisfaction yields a direct and positive correlation with employee performance [8,10,44]. Therefore, job satisfaction emerges as a critical factor in improving performance, and efforts to strengthen it should be adopted as a sustainable managerial strategy to support the successful implementation of the election process.

6.2. The Effect of Work-Life Balance on Employee Performance

Investigation results demonstrate that preserving work-life balance can significantly augment employee performance at the East Java Provincial KPU Secretariat. Subjects who effectively manage occupational pressures with personal requirements exhibit increased productivity, elevated motivation, and strengthened commitment to institutional obligations. This balance also contributes to maintaining mental and physical well-being, fostering stronger social relationships outside of work, and supporting focus and accountability in carrying out organizational functions. At the KPU, such balance is reflected in flexible working arrangements, proportional workload distribution, leave opportunities following intensive assignments, and a supportive organizational culture that prioritizes employee welfare.

These findings are in line with Social Exchange Theory (SET), which emphasizes reciprocity in organisation-employee relationships: when organizations facilitate work-life balance, employees reciprocate with improved performance. Descriptive evidence further reveals that work contributes positively to employees' personal lives, thereby reinforcing motivation and resilience. Previous research also supports these results [5,45], demonstrating that work-life balance enhances productivity, commitment, and effectiveness. Thus, work-life balance is not only a personal need but also a strategic organizational factor in sustaining performance, professionalism, and long-term institutional success.

6.3. The Effect of Organizational Citizenship Behaviour on Performance

The study conclusions validate that demonstrating Organizational Citizenship Behavior (OCB) can create beneficial outcomes for employee performance within the East Java Provincial KPU Secretariat. Workers who go above and beyond their assigned duties willingly have the ability to greatly enhance both personal and organizational achievement. In the context of the KPU, where workloads are heavy and operational challenges are complex, OCB plays a particularly crucial role. Acts such as assisting colleagues, ensuring the smooth execution of the electoral process, and demonstrating loyalty to the institution reflect high integrity and commitment.

Descriptive findings reinforce this, showing that OCB indicators such as "I am happy to help new employees even though it is not my responsibility" achieved the highest mean score and strong factor loadings. This consistency reflects employees' shared perception of voluntary extra-role behaviour as an integral part of the organizational culture at the KPU. OCB not only enhances cooperation and efficiency but also underpins the institution's ability to achieve its mission effectively.

These findings are in line with Social Exchange Theory (SET), which emphasizes reciprocal relationships, where individuals are encouraged to exhibit positive behaviour because they benefit from the organisation, whether in the form of rewards, appreciation, or support. Employees who apply OCB strengthen solidarity, foster trust, and create a collaborative work climate, which increases individual work effectiveness and team synergy. Previous study, such as

[40], support these findings by showing that OCB encourages employees to be active in additional roles, maintain communication, and strengthen teamwork quality, thereby improving overall organizational performance. Therefore, building and maintaining an OCB culture is an important strategy in supporting the achievement of institutional goals at the East Java Provincial KPU Secretariat.

6.4. The Effect of Job Satisfaction on Employee Performance through Organizational Citizenship Behaviour

Study outcomes reveal that OCB serves as an intermediary factor between job satisfaction and employee performance at the East Java Provincial KPU Secretariat. This indicates that job satisfaction impacts performance through direct pathways and indirect channels via OCB improvement. Employees who experience higher levels of job satisfaction are more inclined to engage in positive discretionary behaviours, such as assisting colleagues, fostering harmonious workplace relationships, and contributing actively to the creation of a supportive organizational climate. In this context, managerial attention to fostering job satisfaction becomes crucial. Providing appropriate rewards, recognition, and incentives can strengthen employee satisfaction, which in turn encourages proactive behaviours that enhance both individual and organizational performance.

These findings are in line with Expectancy Theory [46], which states that motivation is shaped by the expectation that effort will lead to strong performance, the confidence that performance will deliver rewards, and the value of rewards to the individual. Job satisfaction supported by a fair reward system encourages employees to make extra efforts through OCB, which in turn improves individual and organizational performance. Previous studies [47] also confirm that OCB reinforces the relationship between job satisfaction and employee performance. Therefore, effectively managing job satisfaction and fostering a culture of OCB are critical strategies for achieving superior and sustainable organizational performance at the East Java Provincial KPU Secretariat.

6.5. The Effect of Work-Life Balance on Employee Performance through Organizational Citizenship Behaviour

Research data indicate that Organizational Citizenship Behaviour (OCB) represents a mediating parameter between work-life balance and employee performance at the East Java Provincial KPU Secretariat. Employees who optimize work-life balance variables show propensity to implement additional voluntary functions exceeding standard job specifications, ultimately enhancing performance metrics. Consequently, the effect of work-life balance on performance operates not only through a direct pathway but is also strengthened indirectly via OCB, which serves as a crucial psychological and social mechanism linking employee well-being to organizational effectiveness.

This finding is in line with Social Exchange Theory (SET), which emphasizes reciprocity in organizational relationships. Employees who feel organizational support for life balance will reciprocate through OCB, such as helping colleagues, maintaining a conducive working atmosphere, and contributing to the achievement of institutional goals. Previous study [43] also uncover that work-life balance influentially encourages OCB behaviour, which in turn improves overall employee performance. Therefore, effective work-life balance management and strengthening the OCB culture are important strategies for improving employee performance in a sustainable manner.

7. Conclusion

Study outcomes reveal that job satisfaction substantially influences employee performance improvement, demonstrating that higher job satisfaction levels generate enhanced effectiveness in professional duty execution. Correspondingly, achieving work-life balance creates positive performance impacts, with staff who successfully integrate both areas showing increased productivity, efficiency, and consistency in organizational target achievement. In addition, Organizational Citizenship Behaviour (OCB) has a clear contribution to improving employee performance through voluntary behaviour that goes beyond formal duties, thereby increasing the effectiveness and quality of work for both individuals and teams. This study also found that job satisfaction accompanied by OCB can influentially encourage improved performance, as can work-life balance, which triggers proactive and voluntary behaviour, ultimately strengthening overall performance.

According to the results, there are a few suggestions that can be made. The leaders at the East Java Provincial KPU Secretariat need to come up with new ideas to improve job satisfaction. This might involve developing recognition and reward programs, creating opportunities for career progression, and building a supportive work environment. Acknowledging employee achievements; through awards, structured career advancement pathways, and ensuring a comfortable working environment, is particularly crucial, especially during the high-pressure periods before and during election stages. In addition, the balance between work and personal life of employees must be maintained through reasonable workloads and adequate rest time, especially during the intensive election period, so that health and productivity remain optimal. Finally, a work culture that emphasizes OCB values such as mutual assistance, discipline,

and concern for fellow employees needs to be strengthened, for example through teamwork in the preparation and implementation of the election stages so that each task can be completed more effectively.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

Statement of informed consent

Informed consent was obtained from all individual participants included in the study.

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