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# THE EFFECT OF WORK-LIFE BALANCE AND JOB EMBEDDEDNESS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF JOB SATISFACTION

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## Abstract

Good governance requires improving the bureaucracy that understands the various desires of the community, especially related to public services, so that the Human Resources (HR) of the government apparatus have an important role in achieving Good Governance. The emergence of disparities in behavior that prioritizes individual or group tasks, different acceptance if there are additional tasks outside of their basic duties, objections if required to work outside working hours indicate that there are still problems related to organizational citizenship behavior. The purpose of this study is to determine the direct influence of work-life balance and job embeddedness on organizational citizenship behavior, as well as the indirect influence of work-life balance and job embeddedness on organizational citizenship behavior through job satisfaction of civil servants at the Directorate General of Intellectual Property. The research method used was quantitative research using survey techniques and questionnaires on civil servants of the Directorate General of Intellectual Property with a sample of 235 respondents. Data analysis using Structural Equation Modeling (SEM) with SmartPLS v.3.2.9 software. The results showed that work-life balance and job embeddedness had a positive and significant direct influence on organizational citizenship behavior and a positive and significant indirect influence through job satisfaction.

**keywords:** work-life balance; job embeddedness; job satisfaction; organizational citizenship behavior

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## INTRODUCTION

Humans always play an active and dominant role in every organizational activity, because humans become planners, actors and determinants of the realization of organizational goals (Febriansah, 2018). Competent human resources, able to carry out duties and serve the community and the state are needed in the state government (Prasetya & Yuniawan, 2016). One of the human

resources that has an important role in realizing the goals set by the government is the Civil Servant (PNS). Based on Law Number 5 of 2014 concerning the State Civil Apparatus, a Civil Servant is an Indonesian citizen who meets certain requirements, appointed as a State Civil Apparatus Employee (ASN) on a permanent basis by a civil service supervisory official to occupy government positions. Civil Servants must work professionally and work well in accordance with their respective positions. Government organizations want high-performing Civil Servants and meet the expectations and needs of the organization. The demands on the role of Civil Servants are not only limited to the behavior of doing work attached to the main duties and functions of their position (in-role behavior), but also the extra role in completing work to achieve organizational goals (extra-role behavior). This extra-role behavior is commonly referred to as Organizational Citizenship Behavior (OCB). Organizational citizenship behavior according to Organ, (1988) in Prasetya & Yuniawan, (2016) is an extra individual behavior, which is not directly or explicitly recognizable in a formal work system and which in aggregate can increase the effectiveness of organizational functions.

Of course, in line with national needs and global challenges, good governance requires improving bureaucracy that understands various desires of the community, especially related to public services, so that the Human Resources (HR) of the government apparatus have an important role in achieving Good Governance. But in fact, the phenomenon observed by researchers in the workplace includes many civil servants who only use computers to play games and discuss with colleagues during working hours, while other colleagues are busy with their work. In addition, the emergence of disparities in behavior that prioritizes individual or group tasks, different acceptance if there are additional tasks outside the main duties, objections if required to work outside working hours indicate that there are still problems related to organizational citizenship behavior. There are still employees who lack the skills to establish effective communication with others and the inability of employees to deal with emotions that arise in the work environment. Most employees have the opinion that being diligent or not diligent has no effect on the rewards they receive. This can prevent the formation of organizational citizenship behavior in the work environment. Therefore, to improve the efficiency and effectiveness of organizational work, it is necessary to have employees who can display organizational citizenship behavior. The condition of the state apparatus described above is a serious problem that reflects signs of low symptoms of organizational citizenship behavior among government employees.

Research on organizational citizenship behavior has been widely researched through previous studies with a variety of backgrounds and variables. Previous research has shown that organizational citizenship behavior is influenced by work-life balance Pradhan et al., (2016), job satisfaction Foote & Li-Ping Tang, (2008) and job embeddedness (Mitchell & Lee, 2001). In research conducted by Pradhan et al., (2016) explained that organizational citizenship behavior can be improved through the role of work-life balance. This can be explained because time management, teamwork and work significantly and positively affect organizational citizenship

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behavior. Therefore, according to Batt & Valcour, (2003), it is important for organizations to consider flexible working hours, because it can reduce some of the stresses or stresses that cause work-life imbalances, such as time allocation. Social needs, personal needs and benefits are significant and negatively affect organizational citizenship behavior (Pradhan et al., 2016). When employees support each other in their work, they are more satisfied and develop emotional connections within the organization (Bragger et al., 2005; Rousseau & Aubé, 2010). Based on the above research, work-life balance shows that a balanced experience between time spent at work and time with family increases employee life satisfaction and job satisfaction. This is in contrast to research conducted by Lavanya & Sree, (2021) and Mennita & Tias, (2023) which provided results that work-life balance did not have a significant influence on organizational citizenship behavior.

According to Nostra (2011) that employees who have high job embeddedness in addition to making these employees feel connected to their organization can also cause a sense of comfort while working. This encourages the employee to perform in the organization and try not to complain at work. This behavior reflects one dimension in organizational citizenship behavior, namely the sportmanship dimension. This is in line with research conducted by Anam and Fairuzabadi (2016) explaining that there is a significant influence between job embeddedness and organizational citizenship behavior. This is in contrast to research conducted by Nostra, (2011) and Tumiwa & Pandowo, (2020) which provided results that job embeddedness did not have a significant relationship with organizational citizenship behavior.

Job satisfaction is defined as a pleasant or positive emotional state resulting from an appraisal of a person's job or work experience (Locke, 1999). According to Stumpf, (2014) in Linder (2019), job embeddedness to the organization should be associated with career satisfaction. In this case career satisfaction is understood as a subjective reflection of a person and the evaluation of his professional development refers to the relevant individual dimensions (Heslin, 2005). According to Linder, (2019), individual job embeddedness in the organizational structure creates a feeling that one's values and goals are in accordance with the company's values and goals. Besides this, someone who is attached will more easily achieve his personal goals in the organization. Their job embeddedness will allow to be able to mobilize social relations with colleagues and superiors for information and support. From the things explained above, it explains that if someone has job embeddedness in their organization, their career satisfaction tends to be high. This is in line with the results of research conducted by Linder, (2019), that there is a significant positive relationship between job embeddedness and job satisfaction, where job satisfaction is the result arising from deep job embeddedness.

Based on some previous studies described above, that research on the effect of work-life balance on organizational citizenship behavior and job embeddedness on organizational citizenship behavior there are inconsistent research results from previous researchers where some researchers provide significant relationship results but some other researchers provide insignificant results. In addition, research on the dependent variable of organizational citizenship

behavior using independent variables of work-life balance and job embeddedness through job satisfaction is still minimally studied among researchers, especially within central government agencies, in this case within the Directorate General of Intellectual Property, Ministry of Law and Human Rights. Therefore, researchers want to explore how the direct influence of work-life balance and job embeddedness on organizational citizenship behavior and indirect influence through job satisfaction within the Directorate General of Intellectual Property and contribute knowledge about the relationship between these variables.

This study aims to explore the effect of work-life balance and job embeddedness on organizational citizenship behavior, as well as the effect of work-life balance and job embeddedness on job satisfaction in Civil Servants at the Directorate General of Intellectual Property. In addition, this study also wanted to find out whether job satisfaction has an influence on organizational citizenship behavior. This study also involves an analysis of the mediation of job satisfaction in the relationship between work-life balance and organizational citizenship behavior, as well as job embeddedness and organizational citizenship behavior in Civil Servants at the Directorate General of Intellectual Property.

## **METHODS**

This type of research seen from its perspective can be grouped according to objectives, approaches, levels of explanation and data types (Sinambela Lijan, 2022). According to the perspective of its purpose, this type of research is included in applied research, namely research conducted with the aim of applying, testing and evaluating the ability of a theory that is applied in solving practical problems (Sinambela Lijan, 2022). According to the perspective of his approach, this type of research is included in survey research, which is research conducted on large and small populations, but the data studied is data from samples taken from these populations, so that relative events, distributions and relationships between variables from in-depth observations can be found. Although this survey method does not require a control group like the experimental method, the resulting generalization can be accurate when a representative sample is used (Sinambela Lijan, 2022). According to the perspective of the level of explanation, this type of research is included in causal associative research, which is research that at least contradicts two variables that are connected between one variable and another (Sinambela Lijan, (2022) with a causal relationship, namely a causal relationship, there are independent (influencing variables) and dependent (influenced) variables (Sugiyono, 2013). According to the perspective of data types, this research is included in quantitative research, namely research that uses quantitative data, namely data in the form of numbers or numerical qualitative data (Sinambela Lijan, 2022).

This study used primary data sources using questionnaires in the form of a list of questions regarding organizational citizenship behavior, work-life balance, job embeddedness and job satisfaction given to respondents who had been designated as samples. Researchers also use

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secondary data in the form of documents listing Civil Servants of the Directorate General of Intellectual Property which is used as a basis for sample selection. The quantitative data collection technique used in this study used questionnaires through Google Form distributed via Whatsapp with a structured likert scale of 1-5 (criteria strongly disagree, disagree, neutral, agree and strongly agree) and given to Civil Servants at the Directorate General of Intellectual Property. Data is retrieved only once in a certain time (cross section). In this study, the population of Civil Servants within the Directorate General of Intellectual Property, Ministry of Law and Human Rights amounted to 568 people.

This study uses the Non-Probability Sampling technique, which is a sample selection technique that does not provide equal opportunities for each element or member of the population to be selected as a sample (Sinambela Lijan, 2022). The Non-Probability Sampling technique used is quota sampling. Quota sampling is a technique to determine samples from populations that have certain characteristics to the desired number (quota) (Sinambela Lijan, 2022). In this case, the characteristics set by the researcher are Civil Servant status. After the sample quota is set on each echelon II unit at the Directorate General of Intellectual Property. Axial sampling is a sampling technique based on chance, that is, anyone who happens to meet the researcher can be used as a sample, if it is considered that the person who happened to meet is suitable or in accordance with the provisions as a data source (Sinambela Lijan, 2022). The sample in this study to be taken (n) is 235 Civil Servants in the Directorate General of Intellectual Property.

The data analysis technique used in this study is Structural Equation Modeling (SEM). The software used as an analytical tool is SmartPLS v.3.2.9. The testing steps carried out in this study are evaluation of measurement models, evaluation of structural models and evaluation of the goodness and suitability of models.

## RESULTS AND DISCUSSION

### A. Model Goodness and Fit Evaluation

PLS is a variance-based SEM analysis with the aim of testing model theory that focuses on prediction studies. Therefore, several measures were developed to declare the proposed model acceptable such as R Square, F Square, (Johnson & Wichern, 2002), Effect Size *Mediation Upsilon (v)* (Lachowicz et al., 2018), Q Square (Hair et al., 2019) SRMR (Hair et al., 2019) and Goodness of Fit *Index (GoF Index)* (Wetzels et al., 2009).

#### 1. Coefficient of Determination ( $R^2$ / R Square)

From the calculation of *R Square Adjusted for each endogenous latent variable in Table 14 shows that* the R Square Adjusted value for the Job Satisfaction / JS (M) variable has a value of 0.645 and the *R Square Adjusted for* the Organizational Citizenship Behavior / OCB (Y) variable has a value of 0.694. According to Hair et al (2019), an  $R^2$  value of 0.75 indicates a strong model (*substantial*), 0.50 indicates a medium model (*moderate*) and 0.25 indicates a weak model (*weak*). In this research model, the variables of Job Satisfaction / JS (M) and

Organizational Citizenship Behavior / OCB (Y) are classified as moderate models because they are more than 0.5.

**Table 1 Value of Coefficient of Determination (R2) of the Research Model**

	R Square	R Square Adjusted
<b>JS (M)</b>	0,648	0,645
<b>OCB(Y)</b>	0,697	0,694
<b>Average</b>		0,669

Source: R2 *output* result on SmartPLS v.3.2.9 application

The R2 value of 64.5% in the endogenous variable Job Satisfaction / JS (M) shows that the exogenous variables Work Life Balance / WLB (X1) and Job embeddedness / JE (X2) moderately explain 64.5% of the variance of the endogenous variable Job Satisfaction / JS (M). The R2 value of 69.4% on the endogenous variable Organizational Citizenship Behavior/OCB (Y) shows that the exogenous variables Work-Life Balance/WLB (X1), Job embeddedness/JE (X2) and Job Satisfaction/JS (M) moderately explain 69.4% of the variance of the endogenous variable Organizational Citizenship Behavior/OCB (Y).

## 2. Effect Size (f2)

Based on Hair *et al.* (2017), measurement of the effect of  $f^2$  was carried out after evaluating the coefficient of determination (R2) which aims to determine the effect of exogenous latent variables on endogenous latent variables. To assess the effect of  $f^2$  there are values of 0.02, 0.15 and 0.35 which are respectively expressed small, medium and large effects of exogenous latent variables. While the value of  $f^2$  less than 0.02 indicates the absence of the effect of the exogenous latent variable on the endogenous latent variable. The value of  $f^2$  in the SmartPLS application v.3.2.9 only displays the value of  $f^2$  for direct *effect* only. Based on Table 15, the variable Work-Life Balance / WLB (X1) has an influence effect on the variable Job Satisfaction / JS (M) of 0.766 (large effect), the variable Job Embeddedness / JE (X2) has an influence effect on the variable Job Satisfaction / JS (M) of 0.299 (moderate effect) and the variable Job Satisfaction / JS (M) has an influence effect on the variable Organizational Citizenship Behavior / OCB (Y) of 0.301 (moderate effect).

**Table 2. Effect size value f2**

	JS (M)	OCB(Y)
WLB (X1)	0,766	0,084
JE (X2)	0,299	0,083
JS (M)		0,301

Source: Output result  $f^2$  on SmartPLS application v.3.2.9

## 3. Upsilon Mediation Effect Size (v) or Upsilon Statistics (v)

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Lachowicz *et al.* (2018) proposed the formula *effect size* mediation *upsilon* ( $v$ ) or *upsilon* statistics ( $v$ ). The value of the *upsilon* mediation effect size ( $v$ ) is not in the output results of the SmartPLS v.3.2.9 application so that the calculation is calculated based on the following formula  $v = \beta_{2MX} \beta_{2YM}$ . where  $\beta_{2MX}$  is the *path coefficient* of influence X on M and  $\beta_{2YM}$  is the *patch coefficient* of effect M on Y. The excess effect size of *upsilon* mediation ( $v$ ) delivered by Lachowicz *et al.* (2018) is that the effect size has a scale that can be interpreted as having an estimated 95% confidence interval based on the sampling contribution. The effect size is *unbiased, consistent and efficient* and the effect size is independent of dependence on the sample size. Based on Figure 2 and Table 12 that the mediating effect of *upsilon* ( $v$ ) can be calculated as in Table 16. The interpretation of the statistical value of the mediated effect of *upsilon* ( $v$ ) refers to that recommended by Cohen in Ogbeibu *et al.* (2020) namely 0.175 (high mediation effect), 0.075 (medium mediation effect) and 0.01 (low mediation effect). Based on the calculations in Table 16, the role of Job Satisfaction / JS (M) in mediating the indirect influence of Work Life Balance / WLB (X1) on Organizational Citizenship Behavior / OCB (Y) at the structural level is classified as moderate and Job Satisfaction / JS (M) in mediating the indirect influence of Job embeddedness / JE (X2) on Organizational Citizenship Behavior / OCB (Y) at the structural level is low.

**Table 3. Upsilon Mediation Effect Size (v) or Upsilon Statistics (v)**

No	Influence	Upsilon Statistics (v)	Information
1	WLB(X1) → JS(M) → OCB(Y)	$(0.578)^2 \times (0.508)^2 = 0.086$	Medium Influence
2	JE(X2) → JS(M) → OCB(Y)	$(0.361)^2 \times (0.508)^2 = 0.033$	Low Influence

Source: Author's Processed Results

#### 4. Predictive Relevant (Q2)

Predictive relevant *values* are used to see how well the observations are made and to assess the suitability of the structural relevance of the model. If the predictive relevant Q2 value  $> 0$ , then the observation value is good or has a good *predictive of structural model relevance* and if the predictive relevant Q2 value  $< 0$ , then the observation value is not good / has a poor predictive of structural model relevance. If the value of Q2 is higher than 0, 0.25 and 0.50 describe the accuracy of prediction of small (*small*), medium (*medium*) and large PLS *path models* (Hair *et al.*, 2019). Table 17 shows the value of Q2 in this study. It is known that the value of Q2 on the mediating variable Job Satisfaction / JS (M) is  $0.420 > 0$  and on the dependent variable Organizational Citizenship Behavior / OCB (Y) is  $0.498 > 0$ . By looking at these values, it can be concluded that this study has good observation value because the value of  $Q_2 > 0$  and the value of  $Q_2$  on the variables of Job Satisfaction and Organizational Citizenship Behavior illustrate the accuracy of prediction of the medium PLS path model because the value of  $Q_2 > 0.25$  (Hair *et al.* 2019).

**Table 4 Predictive Relevant Value (Q2)**

	Q <sup>2</sup>
JS (M)	0,420
OCB(Y)	0,498

**Source: Output Blindfolding Construct Crossvalidated Redundancy on SmartPLS application v.3.2.9**

### 5. Model Fit SRMR (*Standardized Root Mean Square*)

Based on Hair *et al.* (2017), *Standardized Root Mean Square* (SRMR) is a model fit measure defined as the mean square root difference between the actual data correlation and the model estimated correlation. Henseler *et al.* (2014) introduced SRMR as a conformity measure for PLS-SEM that can be used to avoid model specification errors. According to Hair *et al.* (2017), SRMR value < 0.08 indicates a fit model with *good fit*. Table 18 shows the SRMR value in this research model of 0.070 < 0.08, then the research model shows a fit model with a good fit.

**Table 5. SRMR value**

	Saturated Model	Estimated Model
SRMR	0,063	0,070

**Source: Output Model Fit on SmartPLS application v.3.2.9**

### 6. Goodness of Fit Index (GoF Index) Evaluation

*Goodness of Fit Index (GoF Index)* is an evaluation of the entire model which is an evaluation of measurement models and structural models, testing the fit of the model as a whole, whether there is a match with the observed value with the expected value in the model. *This GoF Index* is calculated by the formula:

$$GoF\ Index = \sqrt{\text{Rata-rata AVE} \times \text{Rata-Rata R Square}}$$

According to Wetzels *et al.* (2009), the interpretation of *GoF Index values* is 0.1 (*low GoF*), 0.25 (*medium GoF*) and 0.36 (*high GoF*). The average calculation result of AVE is shown in Table 6 which is 0.694 and the average calculation result of *R Square* is shown in Table 9 which is 0.669, so  $GoF\ Index = \sqrt{0,694 \times 0,669} = 0,681$ . The calculation results show that *the model's GoF value is 0.681 including the high GoF category*. Empirical data are able to explain measurement models and structural models with a high degree of fit.

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

The results of data analysis in Table 12 show that the T Statistics value of the Work-Life Balance variable on Organizational Citizenship Behavior is 2.963 greater than the t-table (1.96), P Value = 0.003 < 0.05 and has a positive path coefficient of 0.235. Based on these results, it can be interpreted that Work-Life Balance at the Directorate General of Intellectual Property has a positive and significant influence on the Organizational Citizenship Behavior of Civil Servants. In other words, the better the policy related to Work-Life Balance, the higher the Civil Servant to show Organizational Citizenship Behavior. This is in accordance with social exchange



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theory (Blau, 1964 in Pradhan et al., 2016) suggests that employees who are treated well by their organizations will respond well by engaging in organizational citizenship behavior. Chiaburu and Harrison (2008) in Pradhan et al. (2016) in their research showed that if colleagues support other employees, there will be some kind of analogous effect on other employees to engage in individual organizational citizenship behavior. This attitude is in line with social exchange theory (Blau, 1964 in Pradhan et al., 2016), where if employee X does something for employee Y, then employee Y will feel the need to do something for employee X. It is believed that sharing responsibilities can create an ideal work-life balance for X and Y. In a connected world of work, Coworkers who share work can play an important role in helping each other balance time between work and personal life. Through this kind of wisdom effort, coworkers can provide emotional support to each other and can overcome their work-life balance issues. Lambert (2000) found that Work-Life Balance directly affects Organizational Citizenship Behavior, the greater the work-life benefits obtained by employees, the greater the contribution to Organizational Citizenship Behavior.

### **2. Job embeddedness has a positive and significant effect on Organizational Citizenship Behavior**

The results of data analysis in Table 12 show that the T Statistics value of the Job embeddedness variable to Organizational Citizenship Behavior of 3.634 is greater than the t-table (1.96), P Value = 0.000 < 0.05 and has a positive path coefficient of 0.201. Based on these results, it can be interpreted that Job embeddedness to the Directorate General of Intellectual Property has a positive and significant influence on the Organizational Citizenship Behavior of Civil Servants. In other words, the higher the Job embeddedness of Civil Servants of the Directorate General of Intellectual Property, the higher the Civil Servants to show Organizational Citizenship Behavior. This is according to research conducted by Mitchell et al. (2004), the more a person is attached and embedded in his work or socially bound in an organization, the more likely he or she should display civic behavior. In particular, people may be interdependent or embedded to each other and helpful actions may be consistent with feeling comfortable or fit in being part of that social network. The more an employee fits into the job, co-workers and organization, the more natural it is to engage in civic behavior. Research theories on social exchange (Van Dyne & Ang, 1998 in Mitchell et al., 2004), reciprocal norms (Gouldner, 1960 in Mitchell et al., 2004), perceived organizational support (Rhoades & Eisenberger, 2002 in Mitchell et al., 2004) and alignment of work status (Holtom, Lee, & Tidd, 2002 in Mitchell et al., 2004) suggest that people feel obligated and want to help the people and organizations that have helped them.

### **3. Work-Life Balance has a positive and significant effect on Job Satisfaction.**

The results of data analysis on 12 showed that the T Statistics value of the Work-Life Balance variable on Job Satisfaction was 14.123 greater than the t-table (1.96), P Value = 0.000 < 0.05, and had a positive path coefficient of 0.578. Based on these results, it can be interpreted

that Work-Life Balance in Civil Servants at the Directorate General of Intellectual Property has a positive and significant influence on the Job Satisfaction of its employees. In other words, the better the policy related to Work-Life Balance, the higher the Job Satisfaction of Civil Servants at the Directorate General of Intellectual Property. This is in accordance with previous research that satisfaction and success in family life can lead to job satisfaction and success (Victoria et al., 2019 in Susanto, et al., 2022). Employees who are happy with their personal and professional achievements are more likely to achieve organizational goals (Dousin et al., 2019 in Susanto, et al., 2022), work-life balance has been found to improve employee satisfaction and performance in various industries and countries (Mendis and Weerakkody, 2017; Thevanes and Mangaleswaran, 2018; Victoria et al., 2019; Obrenovic et al., 2020; Rini et al., 2020; Preena, 2021 in Susanto, et al., 2022 ). It was noted that job satisfaction and physician performance were influenced by their perceptions of flexible working hours and supportive supervision (Dousin et al., 2019 in Susanto, et al., 2022). Research by Susanto, et al. (2022) examined the effect of work-life balance on performance in Small and Medium Enterprises (SMEs) through mediation of job satisfaction and moderation of Family-Supportive Supervisor Behavior (FSSB). Empirical results show that work-life balance positively affects job satisfaction and performance. Empirical findings also reveal that job satisfaction partially mediates the relationship between work-life balance and performance.

#### **4. Job Embeddedness has a positive and significant effect on Job Satisfaction.**

The results of data analysis on 12 showed that the T Statistics value of the variable Job Embeddedness to Job Satisfaction of 8.235 was greater than the t-table (1.96), P Value = 0.000 < 0.05 and had a positive path coefficient of 0.361. Based on these results, it can be interpreted that the Job Embeddedness of Civil Servants at the Directorate General of Intellectual Property has a positive and significant influence on the Job Satisfaction of its Civil Servants. In other words, the higher the Job Embeddedness of Civil Servants of the Directorate General of Intellectual Property, the higher the Job Satisfaction of Civil Servants. This is in accordance with the research of Mitchell et al. (2001) showing that on-the-job embeddedness factors more strongly predict job satisfaction, intent to turn and actual turnover compared to off-the-job embeddedness. Studies conducted by Ampofo et al. (2017) show that organizational job embeddedness and community job embeddedness are positively related to life satisfaction. Zhang et al. (2019) took the theory of Conservation of Resource Theory (COR) (Hobfoll, 1989, 2001) through the approach of job embeddedness from a resource perspective and postulated that job embeddedness reflects the status of one's resources. Given the large amount of resources obtained, employees feel compelled to show a positive attitude towards the organization. For this reason, Job Embeddedness is positively associated with job satisfaction and employee job engagement (Ampofo, 2020). Nelly & Rezi (2022) say that job satisfaction and employee performance are influenced by the work environment.

**5. Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior.**

The results of the analysis in Table 12 show that the T Statistics value of the variable Job Satisfaction on Organizational Citizenship Behavior of 5.327 is greater than the t-table (1.96), P Value = 0.000 < 0.05 and has a positive path coefficient of 0.508. Based on these results, it can be interpreted that Job Satisfaction in Civil Servants at the Directorate General of Intellectual Property has a positive and significant influence on the Organizational Citizenship Behavior of its employees. In other words, the higher the Job Satisfaction of Civil Servants of the Directorate General of Intellectual Property, the higher the Civil Servants to show Organizational Citizenship Behavior. This is in accordance with the research of S.Swaminathan & P.D.Jawahar (2013) that the process of improving organizational citizenship behavior depends on employee satisfaction, if employees have good job satisfaction it will affect organizational citizenship behavior and employee performance. In addition, job satisfaction has an influential and significant role as a mediator of organizational citizenship behavior. This can be seen from employees who have a high level of satisfaction will encourage organizational citizenship behavior, especially when getting support from the company (A. P. Prasetyo, 2017). Organizational citizenship behavior is influenced by two main factors, namely external factors or factors that are outside employees such as management systems, corporate culture and leadership systems, while internal factors such as satisfaction, morale and positive attitudes (M.A. Siders, et al., 2001). Job satisfaction is one of the psychological constructs that has received a lot of attention from researchers. There are always various research efforts to examine more deeply these constructs, among others, because job satisfaction seems to be an estuary and at the same time as a means to understand work behavior (Nurjayadi, 2005).

**6. Work-Life Balance has a positive and significant influence on Organizational Citizenship Behavior by mediating Job Satisfaction.**

The results of data analysis in Table 13 show that the indirect influence of Work-Life Balance on Organizational Citizenship Behavior is significant as evidenced by the T Statistics value of 5.571 greater than the t-table (1.96), P Value = 0.000 < 0.05, and has a positive path coefficient of 0.294. Based on these results, it can be interpreted that there is mediation from the variable Job Satisfaction to the relationship of Work-Life Balance to Organizational Citizenship Behavior. In this case Job Satisfaction mediates partially. This is in accordance with the research of Erdianza et al. (2020), there is an influence of work-life balance on organizational citizenship behavior with job satisfaction as a mediator. This happens because employees have been able to divide roles in terms of time and satisfaction at work and also towards their personal lives which brings about internalization of voluntary behavior. The ability of employees to allocate time and feelings of involvement in work and personal life encourages employees to bring a positive balance in the workplace and personal life that ultimately

supports the emergence of job satisfaction, positive contribution behaviors to co-workers and the organization.

#### **7. Job embeddedness has a positive and significant effect on Organizational Citizenship Behavior by mediating Job Satisfaction**

The results of data analysis in Table 13 show that the indirect influence of Job embeddedness on Organizational Citizenship Behavior is significant as evidenced by the T Statistics value of 3.934 greater than the t-table (1.96), P Value = 0.000 < 0.05, and has a positive path coefficient of 0.184. Based on these results, it can be interpreted that there is mediation from the variable Job Satisfaction to the relationship of Job embeddedness to Organizational Citizenship Behavior. In this case Job Satisfaction mediates partially. This is in accordance with the research of Aftab et al., (2022), which examined the effects of two potential sequential mediators, namely job satisfaction and employee engagement on job embeddedness, organizational citizenship behavior and employee turnover intention. The results showed that the relationship between Job Embeddedness and organizational citizenship behavior was significantly mediated by job satisfaction

### **CONCLUSION**

Based on the results of the analysis and discussion of this study, it can be concluded that work-life balance and job embeddedness have a positive and significant influence on organizational citizenship behavior in Civil Servants at the Directorate General of Intellectual Property. In addition, both work-life balance and job embeddedness also have a positive and significant effect on employee job satisfaction. Job satisfaction has a positive and significant effect on organizational citizenship behavior. Job satisfaction was also found to be a mediator between work-life balance and organizational citizenship behavior, as well as between job embeddedness and organizational citizenship behavior. Thus, the results of this study show the importance of work-life balance, job embeddedness and job satisfaction in improving organizational citizenship behavior.

Based on the findings of this study, in terms of improving the Work-Life Balance of Civil Servants within the Directorate General of Intellectual Property, they can pay attention to the WEPL (Work Enhancement of Personal Life) dimension of the WEPL1 indicator so that the work and work skills provided to each Civil Servant of the Directorate General of Intellectual Property can provide positive energy in pursuing activities outside of work that are important to these employees. This can be achieved by implementing policies that pay attention to work-life balance by referring to Presidential Regulation of the Republic of Indonesia Number 21 of 2023 concerning Working Days and Working Hours of Government Agencies and State Civil Apparatus Employees and the need for a study on the implementation of Flexible Working Arrangements at the Directorate General of Intellectual Property as stated in Article 8 paragraph (1) of Presidential Regulation of the Republic of Indonesia Number 21 of 2023 that Employees The State Civil

## The Effect of Work-Life Balance and Job Embeddedness on Organizational Citizenship Behavior: The Mediating Role of Job Satisfaction

Apparatus can carry out official duties flexibly. With the improvement of Work-Life Balance, Civil Servants are expected to increase Job Satisfaction and Organizational Citizenship Behavior. In terms of increasing the Job embeddedness of Civil Servants within the Directorate General of Intellectual Property, it can be done by paying attention to the SC (Sacrifice-Community) dimension so that in assigning tasks to Civil Servants, it is necessary to consider the community or place of residence where the employee lives. With the increase in Job Embeddedness, Civil Servants are expected to increase Job Satisfaction and Organizational Citizenship Behavior. In terms of increasing Job Satisfaction of Civil Servants at the Directorate General of Intellectual Property, it can be done by paying attention to the PRO (Promotion Opportunity) dimension in order to provide promotional opportunities to employees to achieve career advancement or promotion in their work. This can be achieved by implementing talent management and drawing up succession plans within the Directorate General of Intellectual Property. With the increase in Job Satisfaction, it is expected to improve Organizational Citizenship Behavior.

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