



EFFECTIVENESS OF WORK-LIFE BALANCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL COMMITMENT IN WORK FROM HOME CONDITIONS AT THE FINANCIAL EDUCATION AND TRAINING AGENCY: A CONCEPTUAL MODEL

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KeyWords

Work-life balance, Organizational Citizenship Behavior, Organizational Commitment, work from home, conceptual model, COVID-19, Human Resource

ABSTRACT

The COVID-19 pandemic has had various impacts on the business processes of public sector organizations. During this time of a global pandemic, public sector organizations are starting to think about new work styles for their employees. The Financial Education and Training Agency (FETA) implement policies to reduce the number of employees working in the office. Meanwhile, leaders tend to worry that the absence of employees in the office will cause productivity to decline. Work-Life Balance is a theory that the author believes can be a bridge in increasing organizational commitment and organizational citizenship behavior (OCB) of employees.

INTRODUCTION

The COVID-19 pandemic has had various impacts on the business processes of public sector organizations. During this time of a global pandemic, public sector organizations are starting to think about new work styles for their employees. The Financial Education and Training Agency implement policies to reduce the number of employees working in the office. These work styles are called Work From Office and Work from Home (WFO and WFH). Many FETA employees expect to be able to work from home or their home base. The experience of working from home is believed to bring good for yourself and your family, compared to doing work in the office. However, does the application of work from home during this pandemic give the good that employees expect?

The condition of the COVID-19 pandemic has caused organizations to seek rapid and drastic change, which causes the human resources (HR) in them to adapt quickly. It is not uncommon for researchers to find employees who complain. Some employees feel that the workload is getting heavier, time for hobbies is reduced, and work motivation is also reduced. Employees feel that in addition to their work obligations that they must fulfill, employees must also pay attention to their obligations at home. Meanwhile, leaders tend to worry that the absence of employees in the office will cause productivity to decline.

In an article, David Atkins (2020) argues that the consequence of the Work from Home pattern is that leaders assume we are in front of the computer all the time. When there is a task to be done, the leader assumes that the employee can quickly carry out the task. The leadership also considers that with advances in technology and communication, the leadership can maintain productivity and carry out full work supervision of employees to achieve the targets and work quotas that have been set.

In developing countries such as Indonesia, advances in information and communication technology are not accompanied by the provision of equitable facilities and infrastructure. In several evaluation reports on the implementation of training at FETA, not a few trainees have reasons for being constrained by the problem of weak networks they have. Similarly, the level of focus that virtual meeting participants have. Based on observations in the FETA environment, many meeting participants attend more than one virtual meeting at a time. On the other hand, superiors also cannot supervise the activities of their subordinates, so the quality of work decreases. These are challenges faced by many public sector organizations today. Working from home during the COVID-19 pandemic has different challenges and pressures from normal times. The meaning of the term work from home during a pandemic becomes literal, which means working from home, employees prevent disease transmission during a pandemic by not gathering with colleagues in the office, not traveling, and not crowding. In the end, the fulfillment of employee self-actualization needs is reduced and has an impact on reducing the sense of bond between employees and the organization.

Based on discussions with the Internal Compliance Subdivision, information was obtained that the work-life balance and organizational commitment in the Financial Education and Training Agency were considered quite high. Based on the observations made by the author, one example that was obtained was that there were quite a several meetings held outside of working hours and attended by more than 10 (ten) employees without demands for overtime pay. Employees feel part of the organization so they feel that the success of the organization is their success as well. According to sources we met, one of the reasons for the formation of this commitment is that employees are relatively satisfied with the working conditions they experience.

However, there are also employees at one of the FETA agencies who submitted their resignations in the 2019-2021 timeframe. There are 3% of employees who leave the agency and cause a decrease in performance of as much as 4% on an organizational scale (data processed from the performance report of the Tax Education and Training Center (2021).

FETA as an organization that is changing (evolving) to achieve its goals, demands alertness, alertness, and full readiness from the individuals within it. Organizational demands on employees have the potential to cause problems in the balance between work and personal life. Organizations demand that targets are achieved and employees work to meet the needs of their lives and their families. Employees work to meet organizational demands that require employees to fully contribute to achieving targets, on the other hand, employees have personal and family interests that also demand employee attention.

The magnitude of the burden received by employees during the COVID-19 pandemic is one indicator of the cause of the employee's intention to leave or move from the organization. Green et al. (2011) stated that there is a relationship between mental fatigue and the magnitude of the intention to leave the organization. Therefore, this relationship is interesting to study, especially concerning individual and organizational efforts in achieving work and personal life balance, the level of organizational commitment, and its influence on the formation of high organizational citizenship behavior (OCB) during the pandemic with the WFH-WFO work system.

This conceptual paper is expected to be the first step to measure the level of OC and OCB among employees of the Financial Education and Training Agency. Strong OC and OCB will have an impact on the effectiveness of organizational performance so that the organization should be able to identify at which level OC and OCB in FETA employees. Then analyze the factors that can increase the OC and OCB.

LITERATURE REVIEW

A. Work From Home

Work from home or work from home means paid work done primarily from home (minimum 20 hours per week). Working from

home will provide flexible time for workers to provide a balance of life for employees (Crosbie and Moore, 2004).

According to research conducted in Australia, Work From Home can be done by white-collar workers (administrators, managers, professionals, etc.). The WFH policy will benefit employees because of reduced costs, reduced travel time, more flexible working hours, and other benefits. For companies, Work from Home can reduce infrastructure costs. Because the burden of equipment costs moves from the company to the employees' homes (Pennington & Stanford, 2020).

In a study, it was found that Work From Home can reduce the quality of Work-Life Balance if employees are too burdened with work tasks. When they work from home, they can work longer hours to solve work problems. This problem can increase when companies have excessive demands and expectations on employees who do WFH (Bellmann & Hübler, 2020)

In another study, there was an increase in productivity and job satisfaction for employees who did WFH (Bloom et al., 2015). The study revealed that employees who do WFH have a positive effect on employee performance, significantly affect lifestyle changes (for the better), and improve relationships between family members.

B. Work-Life Balance

Delecta, (2011) states that Work-Life Balance is the ability of a person or individual to fulfill tasks in their work and remain committed to their families, as well as other responsibilities outside of work. (Green et al., 2011) defines Work-Life Balance as how far individual effectiveness and individual satisfaction in dealing with work and family roles are compatible with individual life role priorities at a certain point in time. Lockwood (2003) in Purwati (2016) argues that Work-Life Balance is a condition where employees can balance two demands, namely the demands of work and their individual conditions. Based on these definitions, the authors conclude that Work-Life Balance is the role of an individual in balancing work life and life outside of work (personal life) in order to still be able to meet the demands of his work and still be able to prioritize time for individual life.

Schabracq et al., (2004) suggested that several factors affect a person's work-life balance, namely Personality Characteristics, Family Characteristics, Work Characteristics, and Attitudes. Meanwhile, Bradley et al., (2005) argue that there are three aspects of work-life balance, namely time balance, engagement balance, and satisfaction balance.

When employees get satisfaction in carrying out their lives, world life balance, as a result of a supportive work environment, organizational commitment and organizational citizenship behavior can increase. Research in the psychology study program reveals a functional relationship between work-life balance and organizational commitment (Rini & Indrawati, 2019). Meanwhile, in other studies on work-life balance, there is a conclusion that work-life balance has a significant effect on organizational citizenship behavior (Prasetio, 2016).

C. Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior is defined as work behavior that is free, not tied to a formal organizational reward system that can increase organizational effectiveness. Employee performance is not always associated with job satisfaction, but employee performance can be influenced by voluntary work behavior and does not have to be done by employees. Katz and Kahn (in Bateman & Organ, 1983) found on various occasions that organizational performance depends on supra-role behavior. The behavior is not described in the work performed. This behavior is a behavior that facilitates the work system and social interaction in the organization but is not inherent in activities to achieve performance. Examples of these behaviors are: helping coworkers who have work problems, receiving orders without objections, tolerating temporary work disturbance situations without complaint, keeping the work area clean and tidy, making constructive statements about the work unit or its leadership to outsiders; encourage the emergence of a tolerable work climate and minimize the disruption created by interpersonal conflict and protect and safeguard organizational resources. In the end, this supra-role behavior is referred to as citizenship behavior (Bateman & Organ, 1983).

George & Brief (in Jennifer M. George & Gareth R. Jones, 2012) mentions "Organizational citizenship behavior (OCB) is behavior above and beyond the call of duty— that is, behavior not required of organizational members but Still necessary for organizational survival and effectiveness". OCB behavior carried out by employees is voluntary behavior with good intentions. This behavior is not required by the organization, but employees voluntarily carry out these activities. This activity turned out to be important for the survival and effectiveness of the organization. According to Jennifer M. George & Gareth R. Jones, employees have the freedom whether they carry out an activity within the scope of OCB or not. Employees can have the initiative to make innovations beyond their standard operating procedures (SOP). Furthermore, Jennifer M. George & Gareth R. Jones suggested that positive employee attitudes affect employee OCB levels.

Dennis Organ (in Jennifer M. George & Gareth R. Jones, 2012) states that employees who are satisfied at work tend to show OCB behavior because they are willing to give rewards to organizations that have treated them well. Organ noticed that most employees wanted to reward the organization and co-workers fairly. These employees give back the goodness by carrying out various forms of OCB activities.

Ibrahim & Halim (2017) mention "Discretionary working behaviors which are beyond those specified under the formal job descriptions and not directly and explicitly measured and rewarded are termed as OCB". Freedom in work behavior that is outside the formal provisions of the job description and is not directly and explicitly measured and rewarded is referred to as OCB. A workforce that exhibits OCB behavior is the main asset of an organization in this modern era. Where the survival of the organization itself is a challenge. Today's organizational competition requires human resources who are dedicated and able to give something more to the organization. In this competitive and borderless world where customer service and customer satisfaction are in the spotlight, OCB holds an important

element for the organization to grow and develop. OCB behavior by an individual will not affect the overall performance of the organization. OCB effects will be seen when these behaviors accumulate over time, impacting individuals within teams, between groups, across departments, and across organizations. This behavior will be very easily observed by colleagues, supervisors, and the wider community.

During this COVID-19 pandemic, a high level of OCB is highly expected by public sector officials. Managers cannot supervise white-collar employees who run government administration. Meanwhile, there are projects and targets whose outputs and outcomes only appear at the end of the year.

D. Organizational Commitment

According to Buchanan (in Michael et al., 2009), organizational commitment is a person's emotional attachment to a particular organization. Organizational commitment can be measured based on certain parameters, namely: identification (internalization of organizational values and goals), involvement (behavior displayed by employees as part of their work), and loyalty (a sense of belonging to the organization). Employee feelings lead to employee commitment and attachment to the organization as a whole (Morrow, 1993 in Michael, Court, and Petal, 2009) and the existence of organizational support for these employees (Zaitman-Speiser, 2005; Whitener, 2001 in Michael, et.al, 2009).). From the explanation above, it can be concluded that there is an emotional reciprocal relationship between employees and the organization.

Steers (in Sherlywati, 2015) states that organizational commitment is influenced by three elements, namely personality, position or role in the organization, and work experience. Carver (2011) explains that during the last 30 to 40 years, the concept of organizational commitment has been studied in the fields of sociology and psychology. Much research on organizational commitment has been carried out in business management and education. Overall, research has shown that several factors contribute to an employee's commitment to his or her organization and there are different forms of commitment. Carver (2011) also explains that early studies on organizational commitment focused on individual commitment to the organization, whereas more recent research has begun to focus on leader-member exchange and dual commitment theory. Research has also been reported in the business and management literature on employee commitment to the organization. The measuring tools used have also been developed to measure organizational commitment and have been used extensively and relate to other factors, such as organizational support and perceived job satisfaction. One tool that is often used is the three-component model employee commitment survey developed by Meyer and Allen.

Organizational commitment needs to be considered by managers or leaders. Kim et al., (2005) argue that if managers can concentrate on maximizing employee job satisfaction, problems regarding employees' inability to resolve management conflicts, low morale, increased role conflict, the tension between groups, poor overall performance, and disciplinary problems can lead to minimized. Organizational commitment acts as an emotional response, especially when individuals strongly believe in the goals and values of the organization.

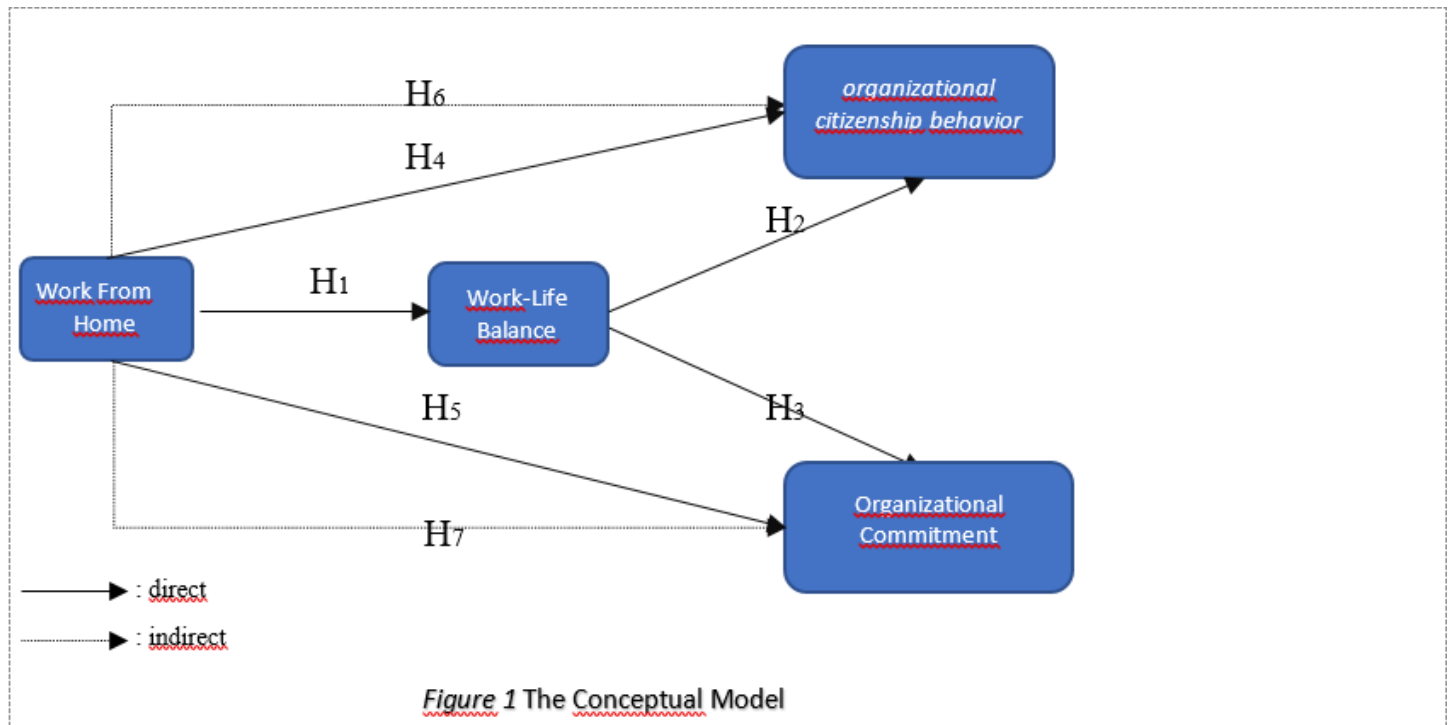
The concept of organizational commitment needs to be considered by the organization, especially by the human resources department and by managers. AL-Jabari, Basel & Ghazzawi, (2019) compiled a literature review on organizational commitment. In their writing, AL-Jabari, Basel & Ghazzawi stated that the human resources department has a key role to understand the factors that shape employee commitment and using them to boost organizational productivity. Idris (in AL-Jabari, Basel & Ghazzawi, 2019) reveals that the role of managers and the human resources department is very crucial, important, and complicated when it comes to how to motivate and retain employees in the 21st century. Furthermore, Singh and Gupta (in AL-Jabari, Basel & Ghazzawi, 2019) mention that the globalization of the workforce through advances in information and communication technology creates many challenges for managers in their role in recruiting human resource talent. The next challenge is how to ensure the employee's work environment can support employee contributions as a long-term asset for the organization. Both roles become very difficult when the human resources department does not understand the concept of organizational commitment.

These organizational commitment concepts lead to the concepts and theories proposed by Meyer & Allen (1991) in which there is a relationship between affective commitment, continuance commitment, and normative commitment to the organization. Based on the opinions above, it can be concluded that organizational commitment is the level of employee attachment to the organization as part of the individual survival efforts in the organization.

Conceptual models

Based on literature studies and previous research, there is a relationship between work from home and work-life balance on organizational citizenship behavior and organizational commitment. There are indications that Work from Home has a direct effect on Work-Life Balance. Work-Life balance has a direct effect on organizational citizenship behavior and organizational commitment. And there is a possibility that Work From Home has an indirect effect on organizational citizenship behavior and organizational commitment.

Based on the above thoughts, the author can formulate a conceptual model as shown in Figure 1 below:



Sources: Crosbie & Moore, (2004), Pradhan et al., (2016), Rini & Indrawati, (2019), Bloom et.al., (2014)

HYPOTHESIS DEVELOPMENT

This research was developed by the authors by analyzing the phenomena that occur between the variables studied to produce a hypothesis. The following is a study that confirms that Work from home is thought to have an influence on Work-Life Balance and have an indirect effect on organizational citizenship behavior and organizational commitment. Based on the conceptual model in Figure 1, seven hypotheses were developed as follows:

- H1: Work From Home affects Work-Life Balance
- H2: Work-Life Balance affects organizational citizenship behavior
- H3: Work-Life Balance affects organizational commitment
- H4: Work From Home has an effect on organizational citizenship behavior
- H5: Work From Home affects organizational commitment
- H6: Work From Home affects Organizational citizenship behavior mediated by Work-Life Balance
- H7: Work From Home affects organizational commitment mediated by Work-Life Balance

METHODOLOGY

This study uses a quantitative method with a survey design. This research was conducted at the Financial Education and Training Agency. The object of the study is the employees of the Financial Education and Training Agency spread across various islands in Indonesia. The unit of analysis or population in this study were the implementing employees of the Financial Education and Training Agency as many as 901 employees. By using the Slavin formula, the required sample is 270 samples.

The use of research methods and designs is implemented in research procedures (steps) starting from finding, identifying, and formulating problems, formulating theories/concepts, and theoretical frameworks, proposing hypotheses, collecting data, analyzing data, and drawing conclusions. In collecting data using research instruments in the form of questionnaires that have been declared valid and reliable. Furthermore, the data that has been collected is processed/analyzed using descriptive and inferential statistics with path analysis techniques using a tool in the form of Smart Partial Least Square (Smart-PLS).

CONCLUSION

This paper aims to develop a conceptual model to investigate the effects of Work From Home on Organizational citizenship behavior and organizational commitment by using Work-Life Balance as an intervening variable or mediator. This conceptual paper consists of research background, literature review, conceptual model, hypotheses, and research methodology of the problem at the finance Education Training Agency, Ministry of finance in Indonesia. The implementation of this paper can provide information about the

relationship of Work from Home on Organizational citizenship behavior and organizational commitment using Work-Life Balance as an intervening variable or a mediator.

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