



The Influence of Work Stress and Work-Life Balance on Organizational Citizenship Behavior of Civil Servants at the Department of Population and Civil Registration of Pontianak

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ARTICLE INFO

Keywords: Work Stress, Work-Life Balance, Organizational Citizenship Behavior

Received : 29, March

Revised : 30, April

Accepted: 23, May

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ABSTRACT

The aim of this study is to evaluate the influence of job stress and work life equilibrium on organizational citizenship behavior of Civil Servants at Department of Population and Civil Registration of Pontianak. The method utilised is associated quantitative with saturation sampling methodology such that all the participants of 49 participants were used as the sample. Data was acquired by surveys and interviews. Analysis of data utilising a multiple linear regression model with the equation $Y = 2.281 - 0.461X_1 + 0.804X_2$. The conclusion of this study showed that the association among work stress and work life balance with organizational citizenship behavior is categorized as very strong with correlation coefficient (R) of 0.841. The coefficient of determination (R²) value is 0.708 which implies 70.8% of the variation in organizational citizenship behavior is explained by job stress and work-life balance and the rest is influenced by other parameters which are outside the study model. Simultaneous test outcome shows that job stress and work life equilibrium have significant impact on organizational citizenship behavior together. In comparison, the partial test reveals that workplace stress has a negative and significant impact, while work-life balance has a positive and significant impact on organizational citizenship behavior.

INTRODUCTION

Within organizations and government entities, human resources are crucial as the driving power to achieve organizational objectives. Human resources are people that are ready, competent and attentive and may be used to meet the objectives of the organization (Werther & Davis in Sutrisno, 2017). The employee's productivity is not only judged based on the official performance but also based on the additional contribution via Organizational Citizenship Behavior (OCB) that's behavior conducted by the employee without formal incentives rather than part of work requirements (Simarmata, 2022). Work stress is a tension that arises due to the relationship among workers and their occupations that may influence the physical, mental and emotional circumstances of employees (Tegowati, 2024). Meanwhile, balance among work and life is a balanced ratio of time and effort spent on job and personal pursuits, such as family and hobbies (Naseem, 2020 in Mustikarini, 2024).

This phenomena was especially witnessed in the Civil Registration and Population Office of Pontianak, which is a government agency that offers population management functions, such as demographic registration, a civil registration, and the utilisation of population information for public services. This institution has 50 employees, consisting of 43 Civil Servants and 7 Government Employees with Work Agreements (PPPK), with most employees working in the Population Registration Service Division (25.58%) (Department of Population and Civil Registration of Pontianak, 2025). The shortage of employees in this division by 10 people causes some employees to take on workloads in other divisions and carry out additional tasks to meet the daily service target of 250 data entries per day.

The empirical issues that arise from this include increased job stress and concerns in preserving balance among work and life. Excessive workload forces employees to complete work beyond normal working hours, which are regulated in the Pontianak Mayor Regulation Number 16 of 2022, with impactive working hours of 42.5 hours per week. Study by Surya & Rihayana (2024) shows that high workload reduces work-life balance and increases work stress, which has the potential to hinder employee contributions to the organization. As an indication of the impact of anxiety and work-life equilibrium, employee absence rates were seen to range among 2.16%-2.21% throughout 2022-2024, then fell to 2.01% in 2025 (Department of Population and Civil Registration of Pontianak, 2025), demonstrating the impact of job pressure on employees' attendance.

The urgency of this study is supported by employee performance data which shows good to very good ratings during 2022-2025 (Department of Population and Civil Registration of Pontianak, 2025), as well as public satisfaction surveys which increased from 85.22% in 2022 to 91.65% in 2025. However, this survey also indicates problems related to service time, quality of employee interaction, and consistency of service completion, which according to Kim & Yeo (2024) can be influenced by employee work stress levels. Additionally, Job stress and work-life balance are significant factors in employee absenteeism (Bhattaru et al., 2024).

Various prior studies have been individually conducted on job stress, work-life balance, and OCB. The study gap is in the setting of local government institutions in Indonesia, especially the Department of Population and Civil Registration of Pontianak. Fujiyanto et al. (2025) highlights the impact of work-life balance on performance. Zahrah & Yuliana (2025) points out the negative influence of work stress regarding efficiency. Study Dewani & Swatantra (2024) shows that OCB affects employee performance, but not all of its dimensions are significant. So far, extensive empirical study has never been conducted concurrently on the impact of stress at work and balance among work and life on OCB of Civil Servants at this institution.

This study is unique in that it examines the simultaneous impact of stress at work and work-life equilibrium on OCB of Civil Servants, utilising immediate employee data from the Population and Civil Registration Office of Pontianak in the period 2022–2025. This position complements previous studies that only examined parameters partially or in corporate contexts (Fujiyanto et al., 2025; Zahrah & Yuliana, 2025; Dewani & Swatantra, 2024). This technique enables to measure the empirical impact of stress at work and work-life equilibrium to extra employee behaviours not mentioned in traditional job descriptions.

This study intends to investigate the influence of job stress and work life balance on OCB of Civil Servant at the Department of Population and Civil Registration in Pontianak. In the present study, job stress is operationalized as role conflict, overload and role ambiguity; The work-life balance is conceptualised as time equilibrium, participation equilibrium and fulfilment balance; and OCB is operationalized as altruism, conscientiousness, sportsmanship, civility and civic virtue.

LITERATURE REVIEW

Work Stress

Work stress is described as the sensation of pressure that people encounter in their employment (Mangkunegara, 2013 in Tegowati, 2024, p. 154). Nugroho (2008) defines stress as a condition of feeling pressured characterized by discomfort, difficulty, and obstacles experienced emotionally. Long-term job stress may have significant impacts on employee health issues such as chronic tiredness, sleep difficulties, and weakened immune system which in turn leads to a deterioration in overall performance (Nerotou & Andjarwati, 2026).

The indicators of work stress in this study include: (1) role conflict, (2) overload, and (3) role ambiguity. Work stress is influenced by these factors because they are related to mismatches in job demands, excessive workload, and unclear roles in work (Gibson et al., 2012 in Tewal et al., 2017). Suminar et al. (2026) discovered that job anxiety had a negative and significant impact on OCB, meaning that changes in work stress were related to alterations in employee OCB. Pemayun & Wibawa (2017) similarly shows similar findings that job stress has a negative impact on organizational citizenship behavior of personnel at the Cooperative Office of Bali Provincial Government.

H1: Work Stress (X1) has a significant impact on Organizational Citizenship Behavior (Y) of Civil Servants at the Department of Population and Civil Registration of Pontianak.

Work Life Balance

Work-life balance is the capacity to feel control and remain productive and competitive at work while maintaining a happy, healthy personal life and having sufficient time to relax (Bhende, 2020 in Mustikarini, 2024). According to Delecta (2011), balance among work and life does not only relate to the link among job and family duties, but also the individual's involvement in several other facets of life, therefore having a wider scope in expressing total life balance. A good work-life balance condition allows individuals to carry out their roles in personal life without pressure or burden from work, thereby reducing stress and fatigue (Iroth et al., 2022).

This concept is measured by three different aspects: (1) time balance, which is the balanced allocation of time among work and personal life; (2) involvement balance, the level of balanced emotional involvement in work and personal life; and (3) satisfaction balance, the satisfaction felt in work roles and personal life (Saputra & Masdupi, 2025). According to Sembiring et al. (2025), work-life balance has a positive and significant impact on organizational citizenship behavior. Ardiansyah & Khalid (2026) found that maintain a work-life equilibrium does not significantly affect organizational citizenship behavior in different study objects.

H2: Work-Life Balance (X2) has a significant impact on Organizational Citizenship Behavior (Y) of Civil Servants at the Department of Population and Civil Registration of Pontianak.

Organizational Citizenship Behavior

Organizational Citizenship Behavior is behavior that helps maintain and improve the psychological and social setting of the organization and promotes the performance of employees (Farh, Zhong, & Organ, 2003 in Simarmata, 2022, p. 176). OCB is defined as voluntary employee behavior outside of official activities that helps to improve organizational success (Aprilianto, 2025). OCB is a kind of commitment among staff members to the organization with extra efforts in the manner of time and energy to assist the accomplishment of common objectives (Alseikh & Shohibah, 2019). The presence of organizational citizenship behavior also correlates with the good impact on the organization.

The indicators of OCB consist of: (1) altruism, behavior that prioritizes the interests of others through voluntary assistance; (2) conscientiousness, compliance beyond minimum standards and punctuality in work; (3) civic virtue, willingness to attend meetings, engage in organizational activities, and care about organizational information; (4) sportsmanship, tolerance for non-ideal conditions and not complaining; and (5) courtesy, polite behavior and preventing problems with coworkers (Simarmata, 2022). The dependent parameter of this study is OCB which is influenced by work stress and work-life balance as evidenced by the empirical findings of Hikmah & Lukito (2021) and Firdaus et al. (2024) which correlate both factors to an increase in OCB of workers.

H3: Work Stress (X1) and Work-Life Balance (X2) simultaneously have a significant impact on Organizational Citizenship Behavior (Y) of Civil Servants at the Department of Population and Civil Registration of Pontianak.

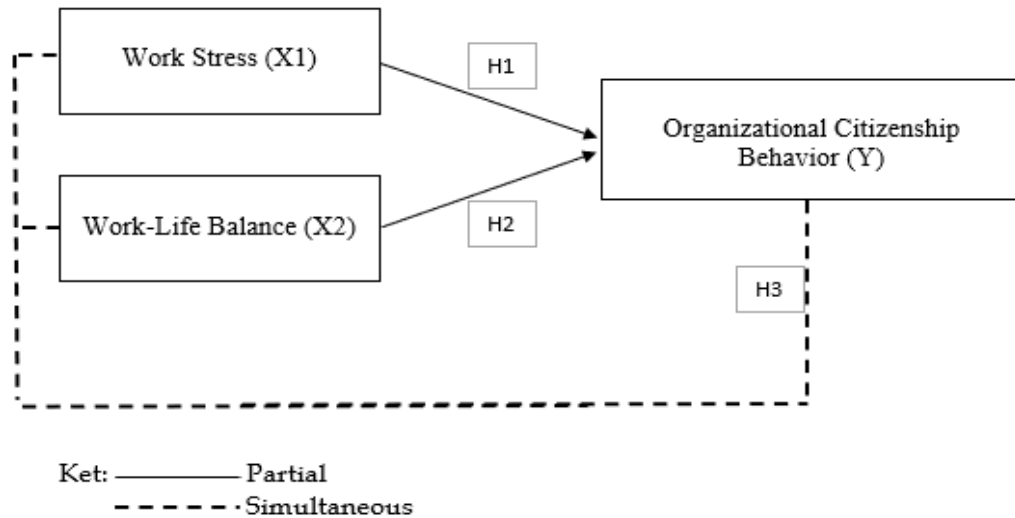


Figure 1. Conceptual Framework

METHODOLOGY

This study employed an associative quantitative approach to examine the effect of work stress and work-life balance on organizational citizenship behavior. The associative approach was used because it allows researchers to identify relationships among variables and formulate empirical explanations regarding the phenomena being studied (Siregar, 2017). The population consisted of all civil servants at the Department of Population and Civil Registration of Pontianak, totaling 49 employees, excluding the Head of Department. Because the population was relatively small, this study applied a saturated sampling technique, in which all members of the population were used as research respondents (Sugiyono, 2013).

Data were obtained from primary and secondary sources. Primary data were collected through interviews with the Head of General Affairs and Personnel Subdivision and questionnaires distributed to civil servants at the Department of Population and Civil Registration of Pontianak. Secondary data included employee numbers, staffing needs and shortages, absenteeism records, performance ratings, and public satisfaction survey results. This study used two independent variables, namely work stress (X1) and work-life balance (X2), and one dependent variable, namely organizational citizenship behavior (Y). The research instrument was measured using a Likert scale to assess respondents' attitudes, opinions, and perceptions toward the research variables, with scores ranging from 1 to 5, from strongly disagree to strongly agree (Sugiyono, 2013).

The data were analyzed using instrument testing, classical assumption testing, multiple linear regression, correlation coefficient, coefficient of determination, simultaneous test (F-test), and partial test (t-test) (Siregar, 2017; Machali, 2021). Validity was assessed by comparing the item-total correlation with the r-table value, while reliability was tested using Cronbach's Alpha with a minimum criterion of $\alpha > 0.60$ (Siregar, 2017). The classical assumption tests included normality, linearity, and multicollinearity tests, with the criteria of sig. > 0.05 for normality, linearity at $\alpha = 0.05$, and VIF < 10 with tolerance > 0.10 for multicollinearity (Machali, 2021). Multiple linear regression was then used to

examine the effect of work stress and work-life balance on organizational citizenship behavior through the model $Y = a + b_1X_1 + b_2X_2$. The F-test measured the simultaneous effect, while the t-test measured the partial effect of each independent variable (Siregar, 2017).

STUDY OUTCOMES

Data Analysis

Study Instrument Test

a. Validity Test

The validity test was done by correlating the score of each statement in the Work Stress, Work-Life Balance and Organizational Citizenship Behavior parameters with the total achieve and then, comparing the r-table value. The outcome obtained for r-table is 0.2816 with $\alpha = 0.05$, $n = 49$ and $df = 47$. Below is an outcome of validity test parameter Work Stress (X1).

Table 1. Validity Test Outcomes

Parameter	Indicator	r-count	r-table	Description
Work Stress (X1)	X1.1	0.753	0.2816	Valid
	X1.2	0.666		
	X1.3	0.619		
	X1.4	0.663		
	X1.5	0.793		
	X1.6	0.713		
	X1.7	0.769		
	X1.8	0.781		
	X1.9	0.154		
Work-Life Balance (X2)	X2.1	0.829	0.2816	Valid
	X2.2	0.788		
	X2.3	0.843		
	X2.4	0.839		
	X2.5	0.786		
	X2.6	0.833		
	X2.7	0.869		
	X2.8	0.698		
Organizational Citizenship Behavior (Y)	Y.1	0.824	0.2816	Valid
	Y.2	0.727		
	Y.3	0.833		
	Y.4	0.847		
	Y.5	0.797		
	Y.6	0.833		
	Y.7	0.782		
	Y.8	0.815		
	Y.9	0.856		
	Y.10	0.842		
	Y.11	0.787		
	Y.12	0.823		
	Y.13	0.810		

Y.14	0.863
Y.15	0.832
Y.16	0.825
Y.17	0.719
Y.18	0.774
Y.19	0.798
Y.20	0.833

Source: Processed Data, 2026

The outcomes of the r-count value of all parameters in the Work Stress (X1) parameter, Work-Life Balance (X2) and Organizational Citizenship Behavior (Y) are more than the r-table of 0.2816. This shows that all the elements of the statement match the standards of validity and may be used as study instruments.

b. Reliability Test

The reliability test aims at evaluating the consistency of the survey questions as measurement tools. In this study, Cronbach's Alpha was used to examine the reliability of the instruments in which an alpha value of > 0.60 was considered dependable. The outcomes are shown in the following.

Table 2. Reliability Test Outcomes

Parameter	Cronbach's Alpha	N of items	Minimum Reliabilities	Description
Work Stress (X1)	0.835	9	0.60	Reliable
Work Life Balance (X2)	0.854	8		
Organizational Citizenship Behavior (Y)	0.972	20		

Source: Processed Data, 2026

Table 2 present that the Cronbach's Alpha values of all parameter are above 0.60 which means that the questionnaire questions are dependable and consistent for study purposes.

Classical Assumption Testing

a. Normality Test

To check if the rest of the information belong to a normal distribution, the normality test was performed using the Kolmogorov-Smirnov method. The following outcomes are presented.

Table 3. Normality Test Outcomes

Test	Value
N (Sample)	49
Kolmogorov-Smirnov Z	.099
Asymp.Sig.(2-tailed)	.200 ^{c,d}

Source: Processed Data, 2026

The Asymp. Sig. value of 0.200 exceeds 0.05, indicating that the dataset satisfies the normality assumption.

b. Linearity Test

The linearity test was conducted employing the Test for Linearity method. Significance of linearity < 0.05 and departure from linearity > 0.05 indicates linear connection. The findings of Work Stress (X1) and Organizational Citizenship Behavior (Y) are given in Table 4.

Table 4. Linearity Test Outcomes

Relationship between Variables	Sig.Deviation from Linearity	Sig. Linearity	Description
Organizational Citizenship Behavior * Work Stress	.265	0.000	Linier
Organizational Citizenship Behavior * Work Life Balance	.321	0.000	Linier

Source: Processed Data, 2026

The variation from Sig.Deviation from Linearity of 0.265 (>0.05) shows the linear link between job stress and Organizational Citizenship Behavior. The deviation value of 0.312 (> 0.05) indicates that the relationship between work-life balance and Organizational Citizenship Behavior is also linear.

c. Multicollinearity Test

The multicollinearity test was done using tolerance and VIF values. The model is free from multicollinearity as Tolerance > 0.10 and VIF < 10 . Outcomes are given in Table 5.

Table 5. Multicollinearity Test Outcomes

Parameter	Tolerance	VIF
Work Stress	1.000	1.000
Work-Life Balance	1.000	1.000
Dependent Parameter: Organizational Citizenship Behavior		

Source: Processed Data, 2026

The tolerance and VIF values indicate no multicollinearity issues between independent parameters.

Hypothesis Test

a. Multiple Linear Regression Analysis

The influence of Stress at work and Balance Among Work and Life on Organizational Citizenship Behavior was analysed using multiple regression. Table 6 displays the findings.

Table 6. Multiple Linear Regression Analysis Outcomes

Parameter	Coefficients	t Statistic	Significance Value
(Constant)	2.281	5.077	.000
Work Stress	-.461	-4.819	.000
Work-Life Balance	.804	9.298	.000
Dependent Parameter: Organizational Citizenship Behavior			

Source: Processed Data, 2026

Based on the above table 6, the multiple linear regression equation on the impact of stress at work and work-life equilibrium on organizational citizenship behavior is as follows:

$$Y = 2.281 - 0.461X_1 + 0.804X_2$$

- 1) Constant (a) 2.281 Constant (a) of 2.281 shows that if the parameters work stress (X1) and work-life balance (X2) are treated equally to zero then the value of Organizational Citizenship Behavior (Y) is 2.281.
- 2) The value of the regression coefficient of the work stress parameter (b1) is - 0.461, which suggests that if the work stress parameter rises by one unit, then the Organizational Citizenship Behavior parameter falls by 0.461 units.
- 3) The value of the regression coefficient of the work-life balance parameter (b2) is 0.804 which suggests that if the work-life balance parameter rises by one unit, the Organizational Citizenship Behavior parameter will increase by 0.804 units.

b. Correlation Coefficient

Multiple correlation coefficient is employed to quantify the strength of the association among three or more parameters. The values of the correlation are shown in below.

Table 7. Correlation Coefficient Test Outcomes (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.708	.695	.33555
Predictors: (Constant), Work Stress, Work-Life Balance.				
Dependent Parameter: Organizational Citizenship Behavior				

Source: Processed Data, 2026

According on Table 7, the relationship coefficient (R) value is 0.841 which means that job stress levels and balance among work and life with Organizational Citizenship Behavior have a very strong link because among 0.80-1.000.

c. Coefficient of Determination

The coefficient of determination (R²) of this investigation is shown in table 7 above. The R2 outcome is 0.708 which suggests that 70.8% of the Organizational Citizenship Behavior can be clarified through job stress and equilibrium among work and life and the other 29.2% is impacted by other factors not studied in this study.

d. Simultaneous Impact Test (F Test)

The F test is used to assess simultaneously the impact of all independent parameters on the dependent parameter. The test was performed using SPSS and the outcomes are shown in table 8.

Table 8. Simultaneous Test Outcomes (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	12.533	6.267	55.656	.000 ^b

Residual	5.179	.113
Dependent Parameter: Organizational Citizenship Behavior		
Predictors: (Constant), Work Stress, Work-Life Balance.		
<i>Source: Processed Data, 2026</i>		

According on the outcomes of the simultaneous test (F test) in Table 8, it reveals that $F\text{-count} = 55.656 > F\text{-table} = 3.20$ and the significance value is $0.000 < 0.05$, meaning H3 is accepted. Therefore, Work Stress and Work-Life Balance have a considerable influence concurrently on Organizational Citizenship Behavior of Civil Servants at the Department of Population and Civil Registration of Pontianak.

e. Partial Impact Test (t Test)

The partial test is done to examine the influence of every parameter that is independent independently on Organizational Citizenship Behavior as shown in Table 9, the test findings are described as follows.

Table 9. Partial Test Outcomes (t Test)

Study Parameter	Coefficients	t Statistic	Significance Value
(Constant)	.172	.357	.723
Work Stress	.558	4.715	.000
Work-Life Balance	.378	3.142	.004
Dependent Parameter: Organizational Citizenship Behavior			

Source: Processed Data, 2026

According to the outcomes of the partial test in table 9 above, then the value of t-count is compared with the value of t-table. The findings of the partial test are detailed below:

- 1) Work Stress has an impact on OCB our of Civil Servants in the Department of Population and Civil Registration of Pontianak, with a t-count value (-4.819) smaller than the t-table value (-2.01174) with a significance value of $0.000 < 0.05$, this means that H1 is accepted. It indicates that Work Stress has a strong partial influence on Organizational Citizenship Behavior.
- 2) The influence of Work-Life Balance on OCB of Civil Servants at the Department of Population and Civil Registration of Pontianak demonstrates that t-count value (9.298) is greater than t-table value (2.01174) with a significance value of $0.000 < 0.05$, so that H2 is accepted. This suggests that balancing work and life has considerable partial influence on Organizational Citizenship Behavior.

DISCUSSION

The Impact of Work Stress (X1) on Organizational Citizenship Behavior (Y)

Based on the partial test outcomes, it can be seen that the parameter Work Stress has a significant impact on the OCB of Civil Servants in the Population and Civil Registration Service Pontianak with t-count = $-4.819 < t\text{-table} = -2.01174$. with a significance level of $0.000 < 0.05$ and a negative regression coefficient $b1 = -0.461$. This conclusion is consistent with the study of Suminar et al. (2026) which

stated that work anxiety has a negative and significant impact on OCB, meaning the lower the amount of work stress, the greater the employee OCB. This is also in line with the study of Pemayun & Wibawa (2017) which shows that job stress has a negative influence on Organizational Citizenship Behavior of staff at the Cooperative Office of the Bali Provincial Government. The outcomes of this study reveal that the more the stress, the less the chance to display OCB.

The Impact of Work-Life Balance (X2) on Organizational Citizenship Behavior (Y)

In this study, Work-Life Balance has a partially significant impact on the OCB of Civil Servants at the Department of Population and Civil Registration of Pontianak, with $t\text{-count} = 9.298 > t\text{-table} = 2.01174$ and the significance value is $0.000 < 0.05$, with positive regression coefficient $b_2 = 0.804$. This outcome confirms the study conducted by Sembiring et al. (2025) which shows that work-life balance has a positive and substantial partial influence on OCB for PT Bank Sumut Medan, Human Resources Division workers. Similarly, Rusadi et al. (2025) also observed that work-life balance had a favourable and substantial influence on OCB of workers of the Department of Education and Culture of Jeneponto Regency.

The Simultaneous Impact of Work Stress (X1) and Work-Life Balance (X2) on Organizational Citizenship Behavior (Y)

The F test indicates the $F\text{-count} = 55.656 > F\text{-table} = 3.20$ with a value of significance of $0.000 < 0.05$. So, Work Stress and Work Life Balance concurrently have a substantial influence on OCB. The coefficient of determination $R^2 = 0.708$ shows that 70.8% of the variance in OCB can be explained by these two factors. This outcome is consistent with the studies of Hikmah & Lukito (2021) and Firdaus et al. (2024), which both found a significant combined impact of job stress and work-life balance on OCB in the private sector, although the sector differs, strengthening the evidence that this relationship is also relevant in government institutions.

CONCLUSION AND RECOMMENDATIONS

This study proves that Work Stress and Work-Life Balance have a substantial influence on the OCB of Civil Servants at the Department of Population and Civil Registration of Pontianak, both partly and concurrently. The output of multiple linear regression analysis produces the equation $Y = 2.281 - 0.461X_1 + 0.804X_2$ which shows that Work Stress has a negative connection direction while balancing work and life has a positive connection direction with OCB. The value of the multiple correlation coefficient of 0.841 shows that there is an extremely close connection among Workplace Stress and Work-Life Balance with OCB. While the value of the coefficient of determination of 0.708 shows that 70.8% of the variation in OCB can be attributed to these two parameters in the study model.

The outcomes imply that the change of Stress at work and Balance among Work and Life are related to the change of the employee OCB. Partially Job Stress has a regression coefficient value of -0.461 and Work-Life Balance of 0.804 which

shows that the two factors contribute to the explanation of the variance of OCB. The outcome of the simultaneous test with the F-count value of 55.656 is more than the F-table value of 3.20 and the significance value of 0.000 which indicates that the two factors combined have a significant influence on OCB.

From the practical side, the findings of this study may be used to control the Work Stress and Work Life Balance which can affect the degree of OCB of workers. The strong link among the independent factors and the dependent factor implies which alters in Balance among Work and Life and Work Stress are related to alterations in the level of OCB in the study model.

ADVANCED RESEARCH

It is advised that future studies incorporate other factors that are thought to impact OCB. The findings of this study show that 29.2% of the variance of OCB is accounted for by other parameters outside the study model. Possible parameters to examine include work happiness, organizational dedication, leadership style, and organizational culture, these aspects might aid in voluntary and participative employee behaviour in government institutions. The addition of these parameters is anticipated to give a more thorough knowledge of the drivers of OCB among Civil Servants, so that subsequent studies may build a more full and accurate model able to explain the factors affecting organizational behavior in the public sector.

ACKNOWLEDGMENTS

The writers would like to thank all Civil Servants at the Department of Population and Civil Registration in Pontianak who were willing to be responders and give data to this study. The authors also acknowledge the Faculty of Economics and Business, Universitas Muhammadiyah Pontianak for the academic help they offered throughout the study process.

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