



RESEARCH ARTICLE

# The Influence of Work-Life Balance and Organizational Support on Organizational Citizenship Behavior: Moderated by Burnout

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## Abstract

This study examines the effects of work-life balance (WLB) and perceived organizational support (POS) on organizational citizenship behavior (OCB), with burnout as a moderating variable. Using a quantitative cross-sectional design, data were collected through a questionnaire survey of 150 service-sector employees in Jakarta, Bekasi, and Tangerang and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings show that WLB and POS have significant positive effects on OCB, whereas burnout has a significant negative effect. Burnout also significantly weakens the positive effects of WLB and POS on OCB, indicating that employees are less likely to engage in extra-role behavior when they experience higher levels of exhaustion. The model demonstrates strong explanatory power ( $R^2 = 0.842$ ). These findings suggest that organizations should strengthen work-life balance practices, enhance organizational support, and implement structured burnout prevention strategies to sustain employees' extra-role behavior.

## Keywords

Work-life Balance; Perceived Organizational Support; Burnout; Organizational Citizenship Behavior; PLS-SEM.

## 1 | INTRODUCTION

The increasingly dynamic business environment, driven by digitalization and more flexible work arrangements, has blurred the boundaries between employees' work and personal lives. This shift impacts not only operational effectiveness but also the quality of interactions among employees and with customers, particularly in service-based organizations. Companies now rely not only on in-role performance but also on extra-role behaviors that foster teamwork, service continuity, and organizational adaptability. These voluntary actions are referred to as Organizational Citizenship Behavior (OCB), which encompasses discretionary behaviors beyond formal job requirements that enhance organizational effectiveness (Podsakoff et al., 2000; Worku & Debela, 2024). OCB plays a critical role in ensuring smooth operations, improving relationships among employees, and creating a collaborative work environment. It helps organizations become more responsive to market changes and customer demands, facilitating adaptability and long-term success.

Although Organizational Citizenship Behavior (OCB) is often linked to positive outcomes for organizations, its emergence is closely tied to employees' psychological states and the work environment. In service-oriented settings, where there is constant pressure to meet targets, frequent changes, and high interaction demands, employees are more prone to emotional exhaustion and a decrease in psychological energy. In such situations, employees may become less motivated to assist colleagues, uphold service quality, or engage in other voluntary behaviors that benefit the organization (Ooh et al., 2025; Zhu & Yang, 2025). As a result, understanding the factors that encourage OCB and identifying the conditions that diminish it is crucial, especially in the service industry, where teamwork, initiative, and a strong sense of collaboration are critical for long-term success. Addressing these factors can help organizations maintain high levels of employee engagement, ensuring that OCB continues to contribute to a positive and productive work environment.

One important factor associated with positive workplace behavior is Work-Life Balance (WLB), which reflects an individual's ability to manage work and non-work roles in a satisfactory and sustainable way. Recent studies indicate that WLB remains a highly relevant issue in contemporary organizations and is increasingly linked to work flexibility, job demands, and employee well-being (Zaitouni et al., 2024). Theoretically, better WLB helps preserve employees' time, energy, and positive affect, thereby increasing the likelihood of extra-role contributions. Empirical evidence also supports a positive relationship between WLB and OCB, including in the Indonesian context, although the strength of this relationship may vary across sectors and organizational settings (Barokah et al., 2025; Mutamadra & Claudia, 2024; Sasongko & Mansyur, 2025). At the same time, imbalance between work and non-work roles is often associated with higher burnout, indicating that WLB may be closely linked to employees' capacity to sustain positive behavior at work (Demerouti et al., 2001; Maslach et al., 2001; Stanley & Sebastine, 2023).

Another key factor closely related to extra-role behavior is Perceived Organizational Support (POS), which is the belief that employees have regarding the organization's value of their efforts and concern for their well-being. According to Organizational Support Theory, when employees feel supported, they tend to exhibit positive attitudes and behaviors that are beneficial to the organization, including Organizational Citizenship Behavior (OCB) (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Research in various organizational settings confirms that POS has a strong, positive impact on OCB (Kao et al., 2023; Park & Kim, 2024). In Indonesia, studies have shown that organizational support strengthens employees' willingness to engage in actions beyond their formal job duties, emphasizing the role of support in encouraging voluntary behaviors that improve overall organizational effectiveness (Narwastu et al., 2023). A supportive environment plays a crucial role in fostering employee engagement and collaboration.

Despite the positive roles of WLB and POS, their effects on OCB may not be equally strong under all conditions. Burnout is particularly relevant in this regard because it reflects a state of emotional exhaustion and resource depletion that reduces employees' capacity to invest effort in extra-role behavior. From the Conservation of Resources (COR) perspective, individuals who experience resource loss tend to conserve their remaining resources and reduce discretionary effort (Hobfoll, 1989). Likewise, the Job Demands-Resources (JD-R) model suggests that when demands are high and recovery is insufficient, employees become less able to translate available resources into positive work behavior (Demerouti et al., 2001). Previous studies also indicate that burnout is negatively related to OCB and can reduce broader forms of positive work behavior (Ooh et al., 2025; Sariraei et al., 2024). This suggests that burnout should be examined not only as a consequence of work stress, but also as a contingency factor that may weaken the positive effects of WLB and POS on OCB.

Based on these considerations, this study is motivated by the need to clarify how WLB and POS contribute to OCB while also examining burnout as a psychological condition that may alter the strength of these relationships. Previous studies have explored WLB, organizational support, and burnout in relation to employee performance and work attitudes, and several have identified their direct links with positive organizational outcomes (Irfan et al., 2023). However, empirical testing that places OCB as the focal outcome and burnout as a moderating variable remains limited, particularly in the context of service-sector employees working in competitive urban environments with high service intensity and coordination demands. Therefore, this study aims to analyze: (1) the effect of work-life balance on organizational

citizenship behavior, (2) the effect of perceived organizational support on organizational citizenship behavior, and (3) the moderating role of burnout in the relationships between WLB, POS, and OCB. Practically, the findings are expected to provide a basis for developing organizational support policies, structured work-life balance practices, and burnout prevention strategies to strengthen employee OCB and sustain service performance.

## 2 | BACKGROUND THEORY

Organizational Citizenship Behavior (OCB) is one of the constructs most closely associated with organizational effectiveness because it reflects employees' voluntary behaviors that go beyond formal job requirements and contribute to the functioning of the organization. OCB includes behaviors directed toward individuals, such as helping coworkers, as well as behaviors directed toward the organization, such as maintaining organizational image, complying with rules, and supporting collective goals (Lee & Allen, 2002; Podsakoff et al., 2000). In service-based organizations, where coordination, responsiveness, and collaboration are essential, OCB becomes particularly important because organizational performance depends not only on task completion but also on employees' willingness to contribute beyond prescribed roles.

However, OCB is not cost-free. From the Conservation of Resources (COR) perspective, individuals seek to retain, protect, and invest valued resources such as time, energy, and psychological capacity. When these resources are depleted, individuals become more likely to conserve what remains and reduce discretionary effort, including extra-role behavior (Hobfoll, 1989). This perspective helps explain why OCB, although beneficial for organizations, may fluctuate depending on employees' resource conditions. Previous evidence also suggests that emotional exhaustion and related forms of strain are negatively associated with OCB, indicating that employees' willingness to engage in prosocial behavior is sensitive to psychological depletion (Ekowati et al., 2023; Ooh et al., 2025).

One important antecedent of OCB is Work-Life Balance (WLB), which refers to an individual's perceived ability to manage work and non-work roles in a satisfactory and sustainable manner. WLB does not necessarily imply an equal division of time, but rather a sense that role demands can be fulfilled effectively without excessive conflict (Haar et al., 2014). Recent literature also shows that WLB remains a central issue in contemporary organizations and is increasingly linked to work flexibility, job demands, and employee well-being (Zaitouni et al., 2024). Theoretically, good WLB helps individuals preserve energy, maintain positive affect, and recover from work demands, thereby increasing their capacity to contribute beyond formal job expectations. In this sense, WLB can be understood as a personal resource that supports the emergence of OCB.

Empirical studies generally support a positive relationship between WLB and OCB. In the Indonesian context, WLB has been reported to enhance OCB among employees in higher education and hospital settings (Barokah et al., 2025; Hasibuan et al., 2025). Similar evidence has also been found in other contexts, where WLB contributes to positive organizational behavior directly or through related attitudes such as commitment (Pradhan et al., 2016). Nevertheless, the literature also indicates that the strength of the WLB-OCB relationship is not always consistent. In some work settings, the effect of WLB on OCB is weaker or statistically insignificant, suggesting that contextual conditions such as job pressure, service intensity, and organizational climate may influence how far balanced employees are willing and able to engage in extra-role behavior (Sasongko & Mansyur, 2025). This variation implies that WLB alone may not be sufficient to explain OCB across different organizational settings.

In addition to WLB, Perceived Organizational Support (POS) is another major antecedent of OCB. POS refers to employees' general belief that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Organizational Support Theory suggests that when employees perceive strong support, they feel obligated to reciprocate through attitudes and behaviors that benefit the organization. This logic is also consistent with Social Exchange Theory, which views positive treatment from the organization as a basis for reciprocal behavior (Blau, 1964). Therefore, employees who perceive high organizational support are more likely to demonstrate OCB as a form of positive reciprocity.

Prior empirical findings have consistently shown that POS is positively associated with OCB. Cross-cultural evidence indicates that organizational support is related to citizenship behavior, although the strength of this relationship may vary depending on the work context and supporting organizational conditions (Chiaburu et al., 2015). More recent studies also confirm that POS can enhance OCB through psychological mechanisms and supportive organizational climates (Kao et al., 2023; Park & Kim, 2024). In the Indonesian context, organizational support has likewise been shown to encourage employees to contribute beyond formal role expectations through favorable work attitudes and stronger engagement with the organization (Narwastu et al., 2023). Thus, POS can be understood as an organizational resource that promotes OCB, particularly when employees perceive support as meaningful, consistent, and relevant to their work demands.

Although WLB and POS are generally expected to strengthen OCB, their positive effects may depend on employees' psychological condition, particularly burnout. Burnout refers to a prolonged state of emotional exhaustion and psychological depletion resulting from chronic work stress (Maslach et al., 2001). In the Job Demands-Resources (JD-R) framework, burnout emerges when job demands exceed the resources available for coping and recovery, reducing

employees' motivation and functional capacity (Demerouti et al., 2001). From both COR and JD-R perspectives, burnout is not merely a negative outcome of stressful work conditions; it can also act as a limiting condition that reduces employees' ability to translate available resources into positive work behavior.

This argument is supported by previous studies showing that burnout is negatively related to OCB and other constructive forms of work behavior (Ooh et al., 2025; Sariraei et al., 2024). Employees who experience high burnout tend to conserve their remaining energy for core job responsibilities rather than invest it in discretionary contributions. In this context, even when employees have relatively good WLB or perceive strong organizational support, those resources may become less effective in encouraging OCB if employees are already exhausted. WLB may help preserve personal resources, and POS may provide relational and organizational resources, but burnout can weaken the behavioral expression of both by limiting recovery capacity, emotional energy, and willingness to engage in extra-role effort. This reasoning is also consistent with evidence showing that WLB is related to lower burnout (Shafariah & Gofur, 2025; Stanley & Sebastine, 2023) and that organizational support may help employees cope with work strain and psychological exhaustion (Ren et al., 2024).

Based on this synthesis, burnout is positioned in this study as an important contingency factor in the relationships between WLB, POS, and OCB. When burnout is low, employees are more likely to convert personal and organizational resources into voluntary, prosocial behavior. In contrast, when burnout is high, the positive effects of WLB and POS on OCB may weaken because employees prioritize recovery and in-role performance over discretionary contribution. This perspective helps explain why prior findings on the WLB-OCB and POS-OCB relationships may vary across sectors and organizational settings, especially in service environments characterized by high service intensity, coordination demands, and emotional labor. Therefore, this study uses burnout not only as a direct predictor of OCB, but also as a moderating variable that may clarify when and under what conditions WLB and POS are more or less effective in promoting organizational citizenship behavior.

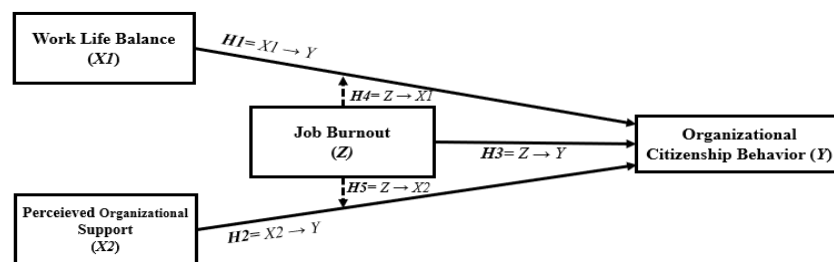


Figure 1. Research Model

The research model depicted in Figure 1 illustrates the relationships between work-life balance (X1), perceived organizational support (X2), job burnout (Z), and organizational citizenship behavior (Y). Hypotheses H1 and H2 suggest direct impacts of X1 on Y and X2 on Y, respectively. Additionally, H3 and H5 propose direct effects of job burnout (Z) on both organizational citizenship behavior (Y) and the perceived organizational support (X2). H4 indicates that job burnout (Z) mediates the relationship between work-life balance (X1) and organizational citizenship behavior (Y).

### 3 | METHOD

This study employed a quantitative associative approach with a cross-sectional design to examine the effects of work-life balance (WLB) and perceived organizational support (POS) on organizational citizenship behavior (OCB), with burnout as a moderating variable. The relationships among constructs were tested in a single structural model using Partial Least Squares Structural Equation Modeling (PLS-SEM). This approach was selected because the study aims to test both direct and moderating effects in a predictive model involving multiple latent constructs measured by several indicators (Hair et al., 2017, 2019).

The population consisted of service-sector employees working in Jakarta, Tangerang, and Bekasi who had experienced flexible work policies in their organizations. The sample was selected using non-probability purposive sampling. Respondents had to meet three criteria: (1) being permanent employees, (2) having at least six months of work experience, and (3) working in units affected by flexible work policies. Permanent employees were selected because they were assumed to have more stable exposure to organizational practices, while a minimum tenure of six months was considered sufficient for respondents to understand their work environment, organizational support, and job demands. A total of 150 valid responses were included in the analysis. This sample size was considered adequate based on PLS-SEM reporting guidelines and minimum sample size considerations for PLS-SEM,

particularly for models involving several latent variables and interaction effects (Hair et al., 2019; Kock & Hadaya, 2018).

Data were collected using a structured questionnaire with a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was distributed in December 2025 through online and offline channels with the assistance of HR representatives or organizational liaisons. Before the main survey, a pilot test involving approximately 20–30 respondents who met the sampling criteria was conducted to assess item clarity and initial reliability.

The measurement instruments were adapted from established scales. Work-life balance was measured using items adapted from Brough et al. (2014), which capture employees' subjective perceptions of balance between work and non-work roles. Perceived organizational support was measured using items adapted from the Survey of Perceived Organizational Support developed by Eisenberger et al. (1986) and supported by the review of Rhoades and Rhoades & Eisenberger (2002). Burnout focused on the emotional exhaustion dimension, drawing on the conceptualization of burnout proposed by Maslach et al. (2001) and its adaptation to the Indonesian context by Widhianingtanti & van Luijelaar (2022). Organizational citizenship behavior was measured based on the OCB dimensions synthesized by (Podsakoff et al., 2000).

Data analysis was conducted using SmartPLS software in several stages. First, descriptive statistics were used to present respondents' profiles and general response tendencies. Second, the measurement model (outer model) was evaluated through convergent validity, construct reliability, and discriminant validity. Convergent validity was assessed using outer loadings ( $\geq 0.70$ ) and Average Variance Extracted (AVE) ( $\geq 0.50$ ). Construct reliability was examined using Cronbach's alpha and composite reliability. Discriminant validity was assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio (Cronbach, 1951; Fornell & Larcker, 1981; Hair et al., 2019; Henseler et al., 2015).

Third, the structural model (inner model) was evaluated by examining collinearity using the Variance Inflation Factor (VIF), explanatory power using  $R^2$ , and effect size using  $f^2$  (Hair et al., 2019; O'Brien, 2007). To test the moderating role of burnout, interaction terms between WLB and burnout ( $WLB \times Burnout$ ) and between POS and burnout ( $POS \times Burnout$ ) were created in SmartPLS. Hypothesis testing was then performed using a bootstrapping procedure with 5,000 subsamples to obtain path coefficients, t-values, p-values, and confidence intervals for both direct and moderating effects (Hair et al., 2019).

This study applied basic research ethics principles by ensuring voluntary participation, explaining the purpose of the research to respondents, maintaining data confidentiality, and obtaining informed consent before questionnaire completion. All data were reported in aggregate form without identifying individual respondents or organizations.

## 4 | RESULTS AND DISCUSSION

### 4.1 Results

#### 4.1.1 Overview of Respondents

The characteristics of the respondents were examined to provide a clear picture of their profiles. Valid questionnaire data from 150 respondents were analyzed to capture a broad range of demographic and professional details. Table 1 outlines a summary of these characteristics, covering aspects such as age, gender, education level, job position, and tenure within the organization. By understanding these factors, we can better interpret the findings and understand the various influences that shape the respondents' behavior and perspectives. This breakdown offers valuable insights into the sample population and serves as a foundation for evaluating the research outcomes.

Table 1. Respondent Characteristics (n = 150)

Characteristics	Frequency (n)	Percentage
<b>Gender</b>		
Male	80	53.3
Female	70	46.7
<b>Age</b>		
19-29 years	92	61.3
30-39 years old	43	28.7
40-49 years old	15	10
<b>Highest Level of Education</b>		
Bachelor's Degree	84	56
Master's degree	44	29.3

D3	22	14.7
<b>Type of Company</b>		
Bank / Financial Institution	44	29.3
Fintech	37	24.7
E-commerce / Marketplace	30	20
Telecommunications	24	16
Hospitality / Tourism	10	6.7
Professional Services / Consulting	5	3.3
<b>Position</b>		
Executive Staff	50	33.3
Senior Staff	41	27.3
Supervisor	27	18.0
Manager	22	14.7
Department Head	10	6.7
<b>Work Location</b>		
Jakarta	90	60.
Bekasi	45	30
Tangerang	15	10
<b>Years of experience</b>		
4-8 years	76	50.7
1-3 years	53	35.3
6-12 Months	13	8.7
> 8 Years	8	5.3

Descriptive analysis was conducted using the mean and standard deviation (SD) of each variable on a 1–5 Likert scale. As shown in Table 2, Work-Life Balance (mean = 2.47) and Perceived Organizational Support (mean = 2.55) were both below the scale midpoint, while Job Burnout was relatively higher (mean = 3.14). Organizational Citizenship Behavior was at a moderate level (mean = 2.76). These results suggest that respondents tended to perceive work-life balance and organizational support as not yet optimal, while burnout symptoms were relatively noticeable.

#### 4.1.2 Descriptive Analysis of Research Variables

Descriptive analysis was conducted using the mean and standard deviation (SD) of each variable on a 1–5 Likert scale. As shown in Table 2, Work-Life Balance (mean = 2.47) and Perceived Organizational Support (mean = 2.55) were both below the scale midpoint, while Job Burnout was relatively higher (mean = 3.14). Organizational Citizenship Behavior was at a moderate level (mean = 2.76). These results suggest that respondents tended to perceive work-life balance and organizational support as not yet optimal, while burnout symptoms were relatively noticeable.

Table 2. Descriptive Statistics of Variables (Average Indicator Scores)

Variable	Mean	SD	Min	Max
Work-Life Balance (X1)	2.47	0.85	1.0	4.89
Perceived Organizational Support (X2)	2.55	0.93	1.0	4.78
Job Burnout (Z)	3.14	1.16	1.0	4.88
Organizational Citizenship Behavior (Y)	2.76	0.89	1.07	4.8

Table 2 shows that Work-Life Balance (mean = 2.47) and Perceived Organizational Support (mean = 2.55) tend to be below the midpoint of the scale (3), while Job Burnout is relatively higher (mean = 3.14). Organizational Citizenship Behavior is at a moderate level (mean = 2.76). These findings provide an initial context that respondents tend to feel that work-life balance and organizational support are not yet optimal, while symptoms of burnout are relatively noticeable.

#### 4.1.3 Evaluation of the Measurement Model (Outer Model)

The measurement model was evaluated through convergent validity, construct reliability, and discriminant validity. Convergent validity was first assessed through outer loadings. Based on Table 3, all indicators for Work-Life Balance, Perceived Organizational Support, Organizational Citizenship Behavior, and Job Burnout had outer loadings above 0.70, indicating adequate convergent validity.

Convergent validity was assessed by examining both outer loading and Average Variance Extracted (AVE) values. Outer loading indicates the strength of the relationship between the indicators and the construct, providing insights into how well each indicator represents its corresponding construct. AVE, on the other hand, measures the proportion of

variance in the indicators that is explained by the construct itself (Fornell & Larcker, 1981). Together, these metrics help determine whether the indicators truly reflect the underlying construct, ensuring the accuracy and reliability of the measurement model. Proper evaluation of convergent validity is crucial for confirming that the constructs are well represented by their indicators.

Table 3. Outer Loading of Indicators (Bootstrapping Results)

Variable	Item	Outer Loadings	
Work-Life Balance	X1.1	0.977	Valid
	X1.2	0.853	Valid
	X1.3	0.863	Valid
	X1.4	0.849	Valid
	X1.5	0.829	Valid
	X1.6	0.865	Valid
	X1.7	0.874	Valid
	X1.8	0.861	Valid
	X1.9	0.831	Valid
Perceived Organizational Support	X2.1	0.97	Valid
	X2.2	0.894	Valid
	X2.3	0.89	Valid
	X2.4	0.903	Valid
	X2.5	0.864	Valid
	X2.6	0.905	Valid
	X2.7	0.898	Valid
	X2.8	0.893	Valid
	X2.9	0.87	Valid
Organizational Citizenship Behavior	Y.1	0.825	Valid
	Y.2	0.836	Valid
	Y.3	0.853	Valid
	Y.4	0.884	Valid
	Y.5	0.882	Valid
	Y.6	0.858	Valid
	Y.7	0.877	Valid
	Y.8	0.86	Valid
	Y.9	0.858	Valid
	Y.10	0.871	Valid
	Y.11	0.859	Valid
	Y.12	0.852	Valid
	Y.13	0.871	Valid
	Y.14	0.839	Valid
	Y.15	0.84	Valid
Job Burnout	Z.1	0.987	Valid
	Z.2	0.913	Valid
	Z.3	0.913	Valid
	Z.4	0.917	Valid
	Z.5	0.926	Valid
	Z.6	0.922	Valid
	Z.7	0.909	Valid
	Z.8	0.923	Valid

According to Table 3, all indicators in Work-Life Balance, Perceived Organizational Support, Organizational Citizenship Behavior, and Job Burnout demonstrate outer loadings of 0.70 or higher. This meets the established criteria for convergent validity, confirming that the constructs are well represented by their indicators.

Reliability was evaluated by assessing both Cronbach's alpha and composite reliability for each construct. These measures help ensure that the constructs in the model are consistently represented by their respective indicators. As presented in Table 4, all constructs achieved Cronbach's alpha and composite reliability values greater than 0.70, which indicates a high level of internal consistency and reliability. This confirms that the measurement model is stable and dependable, ensuring that the constructs are well-represented and reliable for further analysis.

Table 4. Construct Reliability and Convergent Validity

Variable	Cronbach's alpha	Composite reliability	
Work-Life Balance (X1)	0.959	0.965	Reliable
Perceived Organizational Support (X2)	0.97	0.974	Reliable
Organizational Citizenship Behavior (Y)	0.974	0.977	Reliable
Job Burnout (Z)	0.976	0.98	Reliable

According to Table 4, all constructs show Cronbach's alpha and Composite Reliability (CR) values greater than 0.70, as well as Average Variance Extracted (AVE) values exceeding 0.50. These results demonstrate that the research instrument is both reliable and capable of explaining a sufficient amount of variance in the indicators, ensuring its validity for measuring the constructs accurately.

Discriminant validity was evaluated using the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT). According to Table 5, the diagonal values for each construct were higher than their correlations with other constructs, indicating good discriminant validity. Additionally, Table 6 shows that the highest HTMT value was 0.589, which is below the threshold of 0.85. These results confirm that all constructs meet the discriminant validity standards, ensuring they are distinct from one another and not overly correlated.

Table 5. Fornell–Larcker Criteria

Construct	Job Burnout	OCB	POS	WLB
JB	0.927	-0.567	-0.022	0.023
OCB	-0.567	0.858	0.574	0.358
POS	-0.022	0.574	0.899	-0.112
WLB	0.023	0.358	-0.112	0.868

Table 5 presents the Fornell–Larcker criteria, which show the diagonal values representing the square root of the Average Variance Extracted (AVE) for each construct. These values are higher than their corresponding off-diagonal correlations, indicating that each construct is distinct from the others. The results confirm the discriminant validity of Job Burnout (JB), Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), and Work-Life Balance (WLB).

Table 6. Heterotrait–Monotrait Ratio (HTMT)

Construct	JB	ME1	ME2	OCB	POS	WLB
JB	1.0	0.121	0.055	0.579	0.063	0.051
ME1	0.121	1.0	0.089	0.064	0.102	0.077
ME2	0.055	0.089	1.0	0.086	0.165	0.108
OCB	0.579	0.064	0.086	1.0	0.589	0.366
POS	0.063	0.102	0.165	0.589	1.0	0.12
WLB	0.051	0.077	0.108	0.366	0.12	1

The Fornell–Larcker results show that the diagonal value of each construct is greater than the correlation with other constructs. In addition, the highest HTMT value is 0.589 (less than 0.85). Thus, all constructs meet discriminant validity.

#### 4.1.4 Structural Model Evaluation (Inner Model)

The structural model was assessed using several metrics, including Variance Inflation Factor (VIF),  $R^2$ , effect size ( $f^2$ ), and bootstrapping results. These measures help determine the model's validity, reliability, and predictive power. According to Table 7, the VIF values for all constructs ranged from 1.02 to 1.05, which suggests that there are no issues with multicollinearity. This indicates that the constructs in the model are not highly correlated with each other, ensuring the robustness of the model for further analysis and interpretation.

The presence of multicollinearity in the structural model was assessed using the Variance Inflation Factor (VIF). According to the guidelines provided by Hair Jr. et al. (2019), a VIF value below 5 indicates that multicollinearity is not a significant concern. This ensures that the model's constructs are not highly correlated with each other, thus supporting the validity of the results.

Table 7. VIF Values (Structural Model)

Predictor	VIF
Job Burnout to OCB	1.02
Job Burnout x Work-Life Balance to OCB	1.039

Job Burnout x POS to OCB	1.04
POS to OCB	1.047
Work-Life Balance to Organizational Commitment	1.028

Table 7 demonstrates that all Variance Inflation Factor (VIF) values fall within the range of 1.02 to 1.05, which is well below the threshold of 5. This indicates that the model does not suffer from multicollinearity problems. The absence of multicollinearity ensures that the constructs in the model are independent of each other, supporting the reliability and accuracy of the analysis.

The coefficient of determination ( $R^2$ ) measures the proportion of variance in an endogenous construct that is explained by the exogenous constructs in the model.  $R^2$  values help assess the model's predictive power and the strength of relationships between variables. In PLS-SEM,  $R^2$  values are typically interpreted as follows: 0.75 indicates substantial explanatory power, 0.50 represents moderate explanatory power, and 0.25 reflects weak explanatory power. These benchmarks help to evaluate how well the model fits the data and the extent to which the independent variables account for the variation in the dependent variable.

 Table 8.  $R^2$  Values

Endogenous Construct	R Square	Adjusted R Square
Organizational Citizenship Behavior (Y)	0.842	0.837

As presented in Table 8, the  $R^2$  value for Organizational Citizenship Behavior was 0.842, with an adjusted  $R^2$  of 0.837. This indicates that Work-Life Balance, Perceived Organizational Support, Job Burnout, and the two interaction terms jointly explained 84.2% of the variance in OCB. Therefore, the model demonstrated very strong explanatory power.

Effect size ( $f^2$ ) is a measure used to evaluate the strength of each exogenous construct's contribution to explaining the variance in the endogenous construct's  $R^2$ . It provides insight into the impact of individual predictors within the model. According to Cohen (1988), the effect size values are interpreted as follows: 0.02 indicates a small effect, 0.15 represents a medium effect, and 0.35 suggests a large effect. This metric helps to determine the relative importance of each predictor in the structural model, assisting in understanding how significantly each construct influences the outcome.

 Table 9. Effect Size ( $f^2$ ) Values

Predictor Variable	$f^2$ Value	Effect Size Category
Perceived Organizational Support (X2)	2.267	Large
Job Burnout (Z)	2.097	Large
Work-life Balance (X1)	1.269	Large
Work-life Balance x Job Burnout > Organizational Citizenship Behavior	0	Small
Perceived Organizational Support x Job Burnout > Organizational Citizenship Behavior	0.029	Small

Table 9 shows that the largest effect sizes on OCB came from Perceived Organizational Support ( $f^2 = 2.267$ ), followed by Job Burnout ( $f^2 = 2.097$ ) and Work-Life Balance ( $f^2 = 1.269$ ), all of which can be categorized as large effects. By contrast, the interaction effects were smaller, with WLB  $\times$  Burnout showing a negligible additional contribution ( $f^2 = 0.000$ ) and POS  $\times$  Burnout showing a small contribution ( $f^2 = 0.029$ ). These results indicate that the direct effects were substantively stronger than the moderating effects.

#### 4.1.5 Hypothesis Testing (Bootstrapping)

Hypothesis testing was performed using a bootstrapping procedure with 5,000 subsamples. As shown in Table 10, Work-Life Balance had a positive and significant effect on OCB ( $\beta = 0.454$ ,  $t = 10.895$ ,  $p < 0.001$ ), supporting H1. Perceived Organizational Support also had a positive and significant effect on OCB ( $\beta = 0.612$ ,  $t = 15.941$ ,  $p < 0.001$ ), supporting H2. Among the positive predictors, POS had the strongest coefficient, indicating that perceived organizational support was the most substantial positive driver of OCB in this model.

Table 10. Hypothesis Test Results (Bootstrapping Path Coefficients)

Relationship	Hypothesis	Coefficient ( $\beta$ )	t	p	Decision
Work-life Balance (X1) to Organizational Citizenship Behavior (Y)	H1	0.454	10.895	<0.001	Accepted
Perceived Organizational Support (X2) to Organizational Citizenship Behavior (Y)	H2	0.612	15.941	<0.001	Accepted

Job Burnout (Z) to Organizational Citizenship Behavior (Y)	H3	-0.581	17.460	<0.001	Accepted
Moderating Effect 1 to Organizational Citizenship Behavior (Y)	H4	-0.113	4.327	<0.001	Accepted
Moderating Effect 2 to Organizational Citizenship Behavior (Y)	H5	-0.074	2.643	0.008	Accepted

Job Burnout was found to have a significant negative effect on Organizational Citizenship Behavior (OCB) ( $\beta = -0.581$ ,  $t = 17.460$ ,  $p < 0.001$ ), supporting hypothesis H3. This suggests that as job burnout increases, employees are less likely to engage in voluntary behaviors beyond their formal job requirements. The findings highlight the detrimental impact of burnout on employee motivation and organizational involvement.

Table 11. 95% Confidence Interval (Bias-Corrected) for Total Effects

Relationship	Coefficient ( $\beta$ )	CI 2.5%	97.5% CI
Job Burnout (Z) to Organizational Citizenship Behavior (Y)	-0.581	-0.645	-0.516
Moderating Effect 1 to Organizational Citizenship Behavior (Y)	-0.113	-0.169	-0.064
Moderating Effect 2 to Organizational Citizenship Behavior (Y)	-0.074	-0.127	-
Perceived Organizational Support (X2) to Organizational Citizenship Behavior (Y)	0.612	0.531	0.683
Work-life Balance (X1) to Organizational Citizenship Behavior (Y)	0.454	0.375	0.539

The moderation analysis further showed that burnout significantly weakened the positive relationship between Work-Life Balance and OCB ( $\beta = -0.113$ ,  $t = 4.327$ ,  $p < 0.001$ ), supporting H4. Likewise, burnout significantly weakened the positive relationship between Perceived Organizational Support and OCB ( $\beta = -0.074$ ,  $t = 2.643$ ,  $p = 0.008$ ), supporting H5. Although both moderating effects were statistically significant, the interaction between WLB and burnout was stronger than the interaction between POS and burnout.

The confidence interval results in Table 11 further confirmed the stability of these findings. The confidence interval for the direct effect of burnout on OCB was  $[-0.645, -0.516]$ , for WLB  $\times$  Burnout was  $[-0.169, -0.064]$ , and for POS  $\times$  Burnout was  $[-0.127, -0.020]$ . Since none of these intervals crossed zero, the direct negative effect of burnout and both moderating effects can be considered statistically robust.

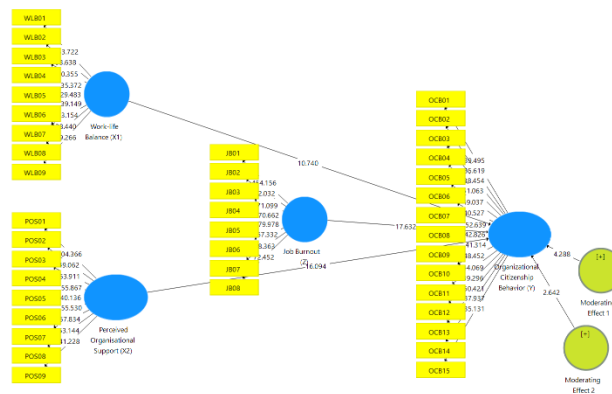


Figure 2. Path Analysis Results

#### 4.2 Discussion

This study examined how work-life balance (WLB) and perceived organizational support (POS) influence organizational citizenship behavior (OCB), while also testing burnout as a moderating condition. Overall, the findings indicate that WLB and POS function as important personal and organizational resources that encourage employees to engage in extra-role behavior, whereas burnout acts as a condition of psychological depletion that directly reduces OCB and weakens the positive effects of both WLB and POS. These findings support the relevance of Conservation of Resources (COR) Theory, the Job Demands–Resources (JD-R) model, Organizational Support Theory, and Social Exchange Theory in

explaining employees' prosocial behavior in service-based work settings.

The positive and significant effect of WLB on OCB indicates that employees who are able to maintain a healthier balance between work and personal life are more likely to demonstrate discretionary behaviors such as helping coworkers, maintaining a positive work atmosphere, and actively contributing to organizational functioning. From the COR perspective, WLB helps employees preserve time, energy, and psychological resources, which can then be invested in constructive extra-role behavior (Hobfoll, 1989). This is also consistent with the JD-R model, which suggests that personal and contextual resources strengthen employees' motivation and positive work behavior (Bakker & Demerouti, 2007). In service-sector organizations, where employees are required to respond quickly, coordinate continuously, and maintain service quality, adequate WLB appears to support the recovery capacity needed to sustain OCB. This finding is consistent with prior studies showing that WLB is positively associated with OCB, either directly or through related mechanisms such as engagement, satisfaction, and commitment (Hasibuan et al., 2025; Murwaningsih & Liana, 2025). Thus, the present study reinforces the view that WLB is not only beneficial for employee well-being, but also strategically important for sustaining voluntary behaviors that support organizational effectiveness.

The results also show that POS has a positive and significant effect on OCB, with the largest positive coefficient among the predictors in the model. This suggests that perceived organizational support is the strongest positive driver of OCB in this study. According to Organizational Support Theory, when employees believe that the organization values their contributions and cares about their well-being, they develop a felt obligation to reciprocate through attitudes and behaviors that benefit the organization (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). This mechanism is also consistent with Social Exchange Theory, which explains that positive treatment from the organization tends to generate reciprocal extra-role contributions (Blau, 1964). In service-sector settings, where employees often depend on managerial support, fair treatment, recognition, and adequate work facilitation, perceived support may become especially salient in shaping their willingness to go beyond formal job requirements. This finding is consistent with prior studies showing that POS is positively associated with OCB across different organizational settings (Kao et al., 2023; Park & Kim, 2024). Substantively, this result suggests that in service environments, organizational support is not merely a background factor, but a core condition that encourages employees to maintain cooperative and citizenship-oriented behavior.

Burnout was found to have a negative and significant effect on OCB, indicating that higher levels of emotional exhaustion and psychological depletion are associated with lower willingness to engage in extra-role behavior. This finding supports the COR perspective, which argues that when individuals experience resource loss or threat of resource loss, they are more likely to conserve their remaining resources and reduce discretionary effort (Hobfoll, 1989). In practical terms, employees experiencing burnout are more likely to focus only on core job responsibilities and become less willing to invest additional effort in helping coworkers, supporting service quality, or participating in broader organizational activities. This pattern is particularly relevant in service work, where emotional demands and sustained interpersonal engagement can intensify exhaustion. The finding is consistent with prior evidence showing that burnout reduces OCB and other constructive forms of work behavior, especially in contexts characterized by high emotional and performance demands (Harjanti & Charistianity, 2024; Mulia, 2024; Ooh et al., 2025). Therefore, burnout should be understood not only as an undesirable employee outcome, but also as a substantive factor that directly undermines the behavioral resources needed for OCB.

A key contribution of this study lies in the moderation findings. Burnout significantly weakened the positive relationship between WLB and OCB. This indicates that although WLB generally supports extra-role behavior, its positive effect becomes weaker when employees experience high burnout. Theoretically, this finding suggests that personal resources derived from WLB are not always sufficient to stimulate OCB if employees are already in a depleted psychological state. When exhaustion is high, employees are more likely to use their remaining energy for recovery and in-role task completion rather than for discretionary contributions (Bakker & Demerouti, 2007; Hobfoll, 1989). This result extends previous work by showing that burnout is not only a consequence of imbalance, but also a contingency factor that limits the behavioral benefits of WLB. In other words, organizations cannot assume that improving WLB alone will automatically increase OCB if burnout remains unmanaged. This finding also helps explain why prior studies have sometimes reported variation in the strength of the WLB-OCB relationship across different organizational contexts.

Burnout also significantly weakened the positive relationship between POS and OCB. This result indicates that even when employees perceive high organizational support, the positive behavioral return of that support declines under conditions of burnout. Conceptually, this is consistent with COR and JD-R, which suggest that available resources can only be translated into positive outcomes when employees still have sufficient affective and cognitive capacity to utilize them (Bakker & Demerouti, 2007; Hobfoll, 1989). When burnout is high, employees may still recognize that the organization is supportive, but they may no longer have enough emotional energy to reciprocate through extra-role behavior. This finding is important because it shows that organizational support is not universally effective under all psychological conditions. In this study, the moderating effect of burnout on the WLB-OCB relationship was somewhat stronger than its moderating effect on the POS-OCB relationship, suggesting that burnout may more quickly erode the benefits of personal balance than the benefits of organizational support. Even so, both findings consistently show that the positive effects of resources on OCB are conditional rather than absolute.

From a practical perspective, these results have several implications for service-sector organizations. First, organizations should not treat WLB merely as an employee welfare issue, but as a strategic condition that supports cooperative and prosocial behavior. Policies such as manageable workload distribution, realistic flexibility, and clearer work boundaries may help employees maintain the energy needed for OCB. Second, because POS emerged as the strongest positive predictor of OCB, organizations should strengthen support systems through fair treatment, supportive supervision, recognition, communication, and adequate work resources. Third, the moderation findings indicate that both WLB and POS will be less effective when burnout is high. Therefore, burnout prevention should become an integral part of HR strategy through workload monitoring, recovery-supportive work design, mental health support, and early identification of employee exhaustion. In service organizations, where employees are expected to sustain performance quality and responsiveness, preventing burnout is essential to preserving the behavioral capacity needed for OCB.

Theoretically, this study contributes to the OCB literature in several ways. First, it reinforces the position of WLB and POS as important antecedents of OCB among service-sector employees. Second, it extends prior literature by positioning burnout not only as a negative predictor, but also as a moderating variable that explains when personal and organizational resources are more or less effective in encouraging citizenship behavior. Third, the findings suggest that the relationship between resources and OCB is conditional, which helps explain inconsistencies in previous empirical results across work settings. Finally, with an OCB  $R^2$  of 0.842, the model demonstrates very strong explanatory power, indicating that the integration of COR, JD-R, Organizational Support Theory, and reciprocity logic provides a robust framework for understanding prosocial employee behavior in the service-sector context.

## 5 | CONCLUSIONS AND FUTURE WORK

This study concludes that work-life balance (WLB) and perceived organizational support (POS) are important positive predictors of organizational citizenship behavior (OCB), while burnout has a significant negative effect on OCB. The findings also show that burnout weakens the positive effects of both WLB and POS on OCB, indicating that personal and organizational resources are less effective in encouraging extra-role behavior when employees experience higher levels of exhaustion. These results confirm that OCB in service-sector organizations is shaped not only by the availability of supportive resources, but also by employees' psychological capacity to utilize those resources. From a practical perspective, the findings suggest that organizations should strengthen WLB through manageable workloads, realistic flexibility, and clearer work boundaries. Organizations should also enhance POS by providing fair treatment, consistent communication, supportive supervision, recognition, and adequate work resources. At the same time, burnout prevention should be treated as an integral part of human resource management through workload monitoring, recovery-supportive work design, and mental health support. In the long term, the consistent implementation of WLB and POS policies, accompanied by effective burnout management, can help sustain OCB and support service quality.

This study has several limitations that should be considered. The use of a cross-sectional design limits causal interpretation, and the reliance on self-reported data may increase the possibility of common method bias. Therefore, future studies are recommended to involve broader sectors and geographic contexts, apply longitudinal designs, and include additional variables such as employee engagement or organizational commitment to better explain the mechanisms underlying OCB.

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