

THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF WORK MOTIVATION

Fatkhurrozaq Ramadhan^{1*}

Universitas Muhammadiyah Purwokerto, Purwokerto, Indonesia
qfatkhur@gmail.com

Azmi Fitriati²

Universitas Muhammadiyah Purwokerto, Purwokerto, Indonesia

Eko Harianto³

Universitas Muhammadiyah Purwokerto, Purwokerto, Indonesia

Hengky Widhiandoro⁴

Universitas Muhammadiyah Purwokerto, Purwokerto, Indonesia



Abstract

This study aims to examine the effect of Organizational Citizenship Behavior and Work-Life Balance on Employee Performance of Pondok Pesantren Modern Zamzam Muhammadiyah Cilongok, with work motivation as a mediating variable. This research is quantitative in nature, using primary data taken by distributing questionnaires. The population of this study was 311 people using the studied sampling technique. The results of this study indicate that organizational citizenship behavior has no significant and positive effect on employee performance, work-life balance has a significant and positive effect on employee performance, organizational citizenship behavior has a significant and positive effect on work motivation, work-life balance has a significant and positive effect on work motivation, organizational citizenship behavior has a significant and positive effect on performance, work motivation has an effect through work motivation, and work-life balance has a significant and positive effect on employee performance through work motivation.

Keywords: Organizational Citizenship Behavior, Work-Life Balance, Work Motivation, Employee Performance

INTRODUCTION

Employees are strategic assets that greatly determine the success of an organization. Employee performance is one of the main elements in achieving strategic goals. In line with Wulandari's (2023) opinion, which emphasizes that organizational efforts to improve employee performance are an important step in achieving organizational goals optimally. This is also in line with the opinion of Erawati & Wahyono (2019), who state that employees are a very important strategic asset for an organization or company because they play a direct role in carrying out operational activities to achieve predetermined goals. Employees with high performance can make a significant contribution to achieving organizational targets, improving efficiency and productivity, and supporting the creation of sustainable competitive advantage. Therefore, employees play a vital role as they are the primary drivers in realizing the organization's vision, mission, and objectives. Additionally, employee performance, according to Nabawi (2019), reflects the level of achievement in implementing a program, activity, or policy to realize objectives, goals, vision, and mission as outlined in strategic planning.

Furthermore, employee performance, as stated by Runtuwene (2020), can be achieved through their capabilities in performing their duties. This aligns with the explanation by Sempang & Nainggolan (2020), who state that employee performance outcomes can be achieved through their capabilities in performing their duties. Sembiring & Nainggolan (2020) state that employee performance outcomes can be achieved through the capabilities they possess in performing their duties. In line with what Runtuwene (2020) explains, performance is a work achievement that compares actual work results with established work standards.

Employee performance is related to Social Exchange Theory discovered by Homans (1958). This theory explains social interactions between individuals, which can be understood as a form of exchange involving costs and benefits. Individuals act based on considerations of the benefits they will receive compared to the costs they must incur. Social Exchange Theory has evolved, as explained by Blau (1964), who stated that social interactions between individuals or groups are based on reciprocal exchanges that include benefits and sacrifices. The principle is that a person will continue to maintain a relationship if they feel that the benefits obtained are greater than or at least equal to the effort or sacrifice made. If employees feel supported or benefit from the company, they will be motivated to give their best to the company as a form of reciprocity. Based on Social Exchange Theory, the relationship between work-life balance, work motivation, and employee performance can be understood as a reciprocal interaction between employees and the organization (Blau, 1964).

According to Charmiati & Surya (2023), organizational citizenship behavior refers to voluntary behavior from employees that is not directly related to reciprocity, but still contributes to the effectiveness of the organization. Furthermore, Simanjuntak et al (2020) also emphasize that organizational behavior plays an important role in optimizing efficiency and productivity at both the individual employee level and the overall organization. Thus, this behavior makes a significant contribution to the creation of effective and sustainable organizational functions. Previous research on employee performance has been conducted by previous researchers. In the studies by Simanjuntak et al. (2020), Kristiawan (2020), and Basri (2020), organizational citizenship behavior had a positive effect on employee

performance, but this was the opposite in the study conducted by Agus Purwanto et al. (2021), where organizational citizenship behavior did not have a significant effect on employee performance.

Another factor influencing employee performance is work-life balance. Two & Hyronimus (2020) explain that work-life balance affects employee performance. Employees not only spend time on work tasks but also engage in other activities outside of work, such as family life and social activities, creating a balance that makes employees satisfied and happy in performing their work tasks. Putri (2023) also explains that work-life balance is characterized by role balance and reduced role conflict, both in the workplace and outside of work. The importance of accuracy in performing work is supported by Honkley et al (2024), who emphasize that work-life balance involves commitment to work and family, as well as responsibility in activities outside of work. Previous research by Eldon et al (2024), Putri & Hadi (2024), and Dua & Hyronimus (2020) shows that work-life balance has a positive and significant impact on employee performance, while according to Marsyanda (2020), work-life balance does not have a positive and significant impact on employee performance.

Another factor that can influence performance is work motivation. According to Darmawan et al (2023), work motivation is a component that can influence employee performance. This is in line with the opinion of Harahap & Tirtayasa (2020), who emphasize that work motivation is a set of internal attitudes and values that influence individuals in achieving certain goals that are in line with their personal interests. These attitudes and values are invisible but have the power to drive individuals to act and behave consistently in their efforts to achieve their desired goals. Furthermore, according to Budianto et al (2022), an employee who lacks motivation cannot fulfill their duties according to standards or even exceed standards because their motivation for working is not fulfilled. This is supported by Anwar & Ahmadi (2021), who state that work motivation is a psychological process that drives, directs, and sustains voluntary actions focused on achieving specific goals. Previous studies by Harahap & Tirtayasa (2020), Agustin et al (2022), Gautama & Edalmen (2020) show that work motivation has a positive effect on employee performance, but this is contrary to the research by Elg & Ghauri (2023), which indicates that work motivation does not have a positive effect on employee performance.

REVIEW OF LITERATURE

Organizational Citizenship Behavior

According to Organ (1983), organizational citizenship behavior is individual behavior that is free to ensure, either indirectly or explicitly, that the formal reward system is recognized and that, collectively, it will push the organization to function more efficiently. Organizational citizenship behavior is a strategy to improve performance, so it is important for organizations to enhance the role of OCB in the workplace to achieve common goals (Insan, 2024). Blau's (1964) social exchange theory explains that when employees feel treated fairly, valued, and supported by the organization, they are motivated to reciprocate through extra behaviors such as OCB. According to Organ (1983), the indicators that can influence organizational citizenship behavior are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Work-Life Balance

According to Hudson Hudson in Arifin & Muharto (2022), work-life balance is the balance between work and time outside of work. In line with Frianto's (2023) opinion, work-life balance is a work system that provides employees with the opportunity to maintain a balance between work responsibilities and personal life obligations. When organizations support work-life balance (e.g., flexible working hours, adequate leave, or health facilities), employees feel treated fairly. As a result, employees will enhance their performance and loyalty (Blau, 1964). Greenhaus et al. (2012) suggest that indicators for measuring work-life balance include time balance, involvement balance, and satisfaction balance.

Work Motivation

According to Budianto et al (2022), work motivation is a very important aspect for management to consider if they want every employee to contribute positively to achieving company goals. In line with the opinion of Harahap & Tirtayasa (2020), who state that work motivation arises from an individual's awareness of their needs and internal drive to achieve satisfying goals. In Maslow's hierarchy of needs theory (1943), motivation grows gradually from the most basic needs to the highest needs. Once lower-level needs are sufficiently met, the next level of needs becomes the primary driver of behavior. Employee motivation indicators can be analyzed using Maslow's hierarchy of needs theory, which includes the fulfillment of physiological needs as the foundation for survival, the need for safety and security, the need for social interaction and a sense of belonging, the need for recognition or self-esteem, and the need for self-actualization as the optimal realization of one's potential (Darmawan et al., 2023).

Employee Performance

According to Geovani (2024), employee performance reflects the level of achievement in terms of the quality and quantity of work completed in accordance with the responsibilities assigned. Additionally, performance illustrates how effectively individuals or groups execute programs or activities and manage steps to understand the essential preparations needed to achieve the organization's goals, objectives, vision, and mission (Rum et al., 2019). In the Social Exchange Theory introduced by Blau (1964), it is explained that employee performance is influenced by the reciprocal relationship formed between employees and the organization. According to Riyanto et al (2021), the indicators used to measure employee performance are work quantity, work quality, timeliness, skills, understanding, task mastery, and responsibility toward work.

The Influence of Organizational Citizenship Behavior on Employee Performance

According to Geovani (2024), organizational citizenship behavior is a voluntary behavior that is not part of an employee's formal job responsibilities but supports the effective functioning of the organization. It can also be interpreted as discretionary behavior that is not directly and explicitly expected by the formal reward system and, overall, promotes the effectiveness of organizational functions. Employee performance will improve if employees exhibit good organizational citizenship behavior, which will enhance workplace performance and make employees more motivated and capable of performing their duties effectively. According to Organ's theory (1983), organizational citizenship behavior is a crucial element in creating productive, harmonious, and innovative performance, ultimately supporting organizational success. Previous research by Simanjuntak et al (2020) and Basri (2020) found

that organizational citizenship behavior has a positive effect on employee performance. H1: Organizational citizenship behavior has a positive effect on employee performance.

The Influence of Work-Life Balance on Employee Performance

According to Parkes (2021), work-life balance can be defined as an individual's ability to commit to work, family, and take responsibility for non-work activities. Based on this, balance is necessary. Many employees struggle to manage both their work and their health. Achieving work-life balance will make it easier for employees to manage their work and personal lives effectively, thereby maintaining their physical and mental health. This will lead to increased job satisfaction among employees as their physical and mental needs are met (Eldon et al., 2024). Based on Blau's (1964) social exchange theory, which states that the relationship between employees and the company is reciprocal. Work-life balance is the equilibrium between work and personal life, referring to an individual's ability to manage work demands alongside personal needs and family life. Previous studies by Eldon et al. (2024) and Putri & Hadi (2024) indicate that work-life balance has a positive and significant impact on employee performance. H2: Work-life balance positively influences employee performance.

The Influence of Organizational Citizenship Behavior on Motivation

According to Apoi & Latip (2019), the influence of Organization Citizenship Behavior and work motivation is involved in increasing organizational productivity but also improves organizational human resource management in increasing human capital through learning, understanding, intervention, and adjustments that are important for organizations to identify opportunities to evaluate and maximize value. The role of work motivation in Organ's theory (1983) forms the basis for voluntary behavior that is not formally required but contributes to organizational effectiveness and efficiency. Previous research by Sutardy & Effendi (2022) and Elza Oktavia Marsyanda (2020) shows that organizational citizenship behavior has a significant positive effect on work motivation. H3: Organization citizenship behavior has a positive effect on work motivation.

The Influence of Work-Life Balance on Work Motivation

According to Rampi et al (2024), work-life balance refers to the balance in work provided by companies to employees who face certain issues, such as excessive working hours imposed by companies, leading to physical and mental fatigue among employees. This fatigue causes employees to feel less focused and prone to making mistakes in their work. The work-life integration theory is consistent with the integration of work-life balance on motivation provided by both external and internal company factors. Research by Rampi et al (2024) and Yahya (2021) states that work-life balance has a positive effect on work motivation. H4: Work-life balance has a positive effect on work motivation.

The Effect of Work Motivation on Employee Performance

According to Sembiring & Nainggolan (2020), high work motivation encourages employees to work harder and more effectively, which ultimately improves individual and team performance. Employees who feel valued and rewarded for their efforts will be more motivated, which ultimately improves their performance at work. If basic needs such as security and recognition are met, employees will be more motivated to achieve the highest level, which is self-actualization. Motivation stemming from these needs drives employees to work to their fullest potential and achieve optimal performance (Maslow, 1954). Employees with high work motivation tend to show improved performance. They will strive

and take various approaches at work to achieve more optimal results (Chien et al., 2020). Research by Harahap & Tirtayasa (2020) shows that work motivation has a positive effect on employee performance. H5: Work motivation has a positive effect on performance.

Work motivation can mediate Organizational Citizenship Behavior toward employee performance

According to Basri (2020), high work motivation makes employees more likely to engage in organizational citizenship behavior. They feel more connected to their work and the organization, making them more productive and achieving higher performance, even though organizational citizenship behavior is often associated with positive performance. In some cases, excessive motivation to demonstrate organizational citizenship behavior can lead to burnout or work overload. Research by Gautama & Edalmen (2020) shows a positive influence of work motivation mediating organizational citizenship behavior on employee performance. H6: The influence of work motivation mediating organizational citizenship behavior on employee performance.

Work motivation mediates work-life balance on employee performance.

According to Saputro (2020), work motivation acts as a link between work-life balance and performance, where optimal work-life balance enhances motivation. This indicates that good work-life balance will encourage increased work motivation, which ultimately has a positive impact on employee performance. Research conducted by Rani & Desiana (2019) and Puspitawati & Mujiati (2023) shows that the relationship with performance through work motivation as a mediator has a significant effect. H7: The influence of work motivation mediates work-life balance on employee performance.

Based on the explanation of the theory and previous research findings used as the basis for developing the hypothesis, the model in this study is formulated as shown in Figure 1.

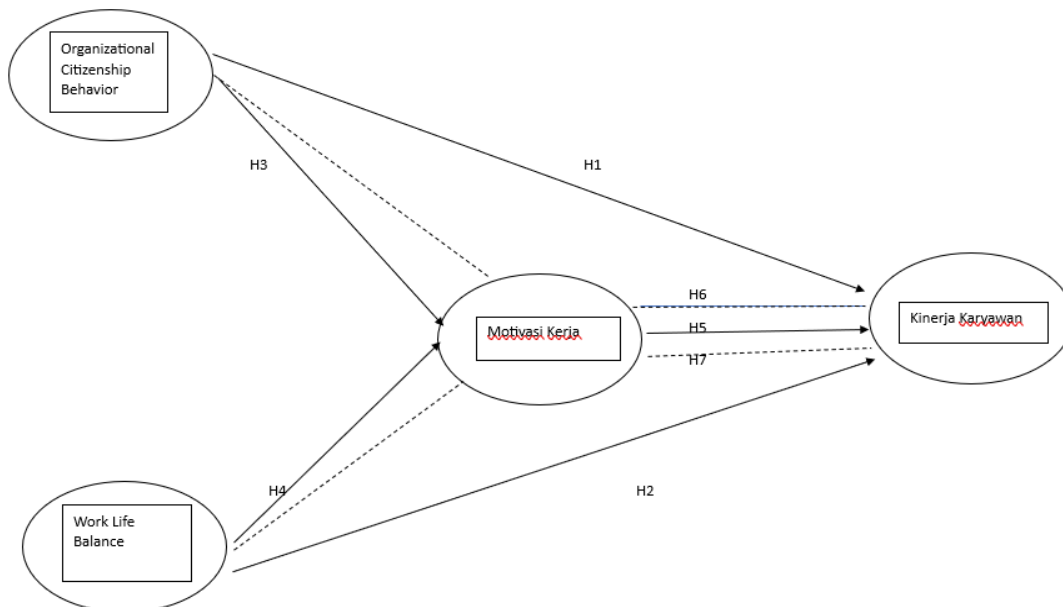


Figure 1.
Conceptual Framework

RESEARCH METHOD

This study is quantitative research aimed at analyzing the impact of organizational citizenship behavior and work-life balance on performance, with work motivation as a mediating variable. The research was conducted on employees of Pondok Pesantren Modern Zamzam Muhammadiyah Cilongok. The incidental sampling technique is one of the non-probability sampling methods. The sample was selected randomly or included anyone who was easily available and willing to participate in the study. The questionnaire was distributed to employees of the Modern Islamic Boarding School Zamzam Muhammadiyah Cilongok via Google Forms. The sampling process yielded 162 respondents. As stated by Hadi et al. (2022) and Kline (2014), the PLS-SEM analysis tool can use smaller samples, around 30–100 respondents, but it is recommended to have at least 150–200 respondents for more stable results. Data collection was conducted using questionnaires distributed to respondents, and responses to the questionnaires were evaluated using a Likert scale. To analyze the data, the Partial Least Squares (PLS) method was used, which includes testing the outer model and inner model. The Likert scale was used to measure primary data from strongly agree to strongly disagree, then processed using the Partial Least Squares method, which has proven to be beneficial and effective in analyzing data with small sample sizes, non-normal data, or complex models. This method helps in assessing the significance of estimation results (Hair et al., 2019).

Organizational citizenship behavior and work-life balance are both interdependent variables or X variables, while work motivation is a mediating variable and employee performance is a dependent variable or Y variable. The relationship for each variable is illustrated in Figure 1.

Respondent Characteristics

Based on the data obtained, the majority of respondents were female, with 102 respondents or 63% of the total respondents. The average age of respondents in this study was dominated by the 21–25 age group, accounting for 38% of the total, which is considered the ideal age for working. Additionally, the educational level of employees at the Modern Islamic Boarding School Zamzam Muhammadiyah Cilongok is predominantly at the bachelor's degree level, with 91 respondents or 56% of the total respondents. The descriptive statistical results related to the characteristics can be seen in Table 1.

Table 1.
Respondent Characteristics

Respondent Demographics	Total	Percentage
Gender		
Male	60	37%
Female	102	63%
Age		
< 20	12	16%
21 – 25	61	38%
26 – 30	39	24%

31 – 35	15	9%
36 – 40	9	6%
>.12	12	7%
<hr/>		
Education		
SMA	64	40%
D3	4	2%
S1	91	56%
S2	3	2%

Source: Processed data (2025)

Based on Table 2, respondents' perceptions of organizational citizenship behavior, work-life balance, work motivation, and employee performance. Respondents believe that employee performance is influenced by the variables of organizational citizenship behavior and work-life balance. Thus, the relationship between work motivation and performance tends to be positive.

Variable	Item	Mean	Total Mean
Organizational Behavior (OCB) Choong, Yuen-Onn, and Ng, Lee-Peng (2020).	OCB12	4.224	4.243
	OCB13	3.963	
	OCB14	4.304	
	OCB15	3.975	
Work Life Balance (WLB) Daniels and McCarragher (2000)	WLB1	3.851	3.948
	WLB10	3.745	
	WLB3	3.665	
	WLB4	4.081	
	WLB5	3.969	
	WLB6	4.050	
	WLB7	4.118	
	WLB8	4.000	
	WLB9	4.081	
Work motivation Nguyen et al., 2023	MO1	4.261	4.338
	MO2	4.335	
	MO3	4.422	
	MO4	4.335	
Employee performance	KK1	4.130	4.109
	KK2	4.149	

Riyanto, et al. (2021)	KK3	3.988
	KK4	4.205
	KK5	4.075

Source: Processed data (2025)

Based on Table 2, descriptive statistics show that respondents' perceptions of organizational citizenship behavior, work-life balance, motivation, and employee performance have mean scores of 4.338–3.948, which are among the highest scores.

RESULTS AND DISCUSSION

The measurement model in this study was tested by examining the factor loading values. A factor loading correlation is considered valid if it is > 0.70 . However, factor loading values of 0.5 or 0.6 are still acceptable if the research is still in the early stages of scale development, while the Average Variance Extracted (AVE) is 0.5 (Chin, 2010). This indicates that the variables used are valid and reliable.

Table 2.

Model Analysis

Variabel	Item	Loading Factors ^a	Average of Variance Extracted (AVE) ^b	Composite Reliability (CR) ^c	Cronbach's α^d
<i>Organizational Citizenship Behavior (OCB)</i> <i>Choong, Yuen-Onn and Ng, Lee-Peng (2020).</i>	OCB12	0.716	0.524	0.812	0.713
	OCB13	0.546			
	OCB14	0.832			
	OCB15	0.771			
<i>Work Life Balance (WLB)</i> <i>Daniels and McCarraher (2000)</i>	WLB1	0.509	0.510	0.901	0.876
	WLB10	0.542			
	WLB3	0.674			
	WLB4	0.598			
	WLB5	0.816			
	WLB6	0.786			

	WLB7	0.861			
	WLB8	0.843			
	WLB9	0.701			
<i>Work motivation</i> Nguyen <i>et al.</i> , 2023	MO1	0.685	0.554	0.832	0.730
	MO2	0.698			
	MO3	0.791			
	MO4	0.798			
<i>Employee performance</i> Riyanto, <i>et al.</i> (2021)	KK1	0.728	0.539	0.853	0.786
	KK2	0.831			
	KK3	0.705			
	KK4	0.723			
	KK5	0.673			

Source: Output SmartPLS

- Acceptable Loading Factor criteria ≥ 0.5
- Acceptable AVE criteria > 0.5
- Acceptable Composite Reliability criteria > 0.6
- Acceptable Cronbach's α Reliability criteria > 0.7

Based on the data presented in Table 2, all research variables in this study show an Average Variance Extracted (AVE) value of more than 0.5. In addition, the composite reliability value is above 0.6, and the Cronbach's Alpha value is also greater than 0.7. This indicates that the variables used are valid and reliable.

Based on Table 2 and Figure 2, the items OCB1, OCB2, OCB3, OCB4, OCB5, OCB6, OCB7, OCB8, OCB9, OCB10, OCB11, and WLB2 are no longer included because their factor loadings do not meet the criterion of < 0.5 .

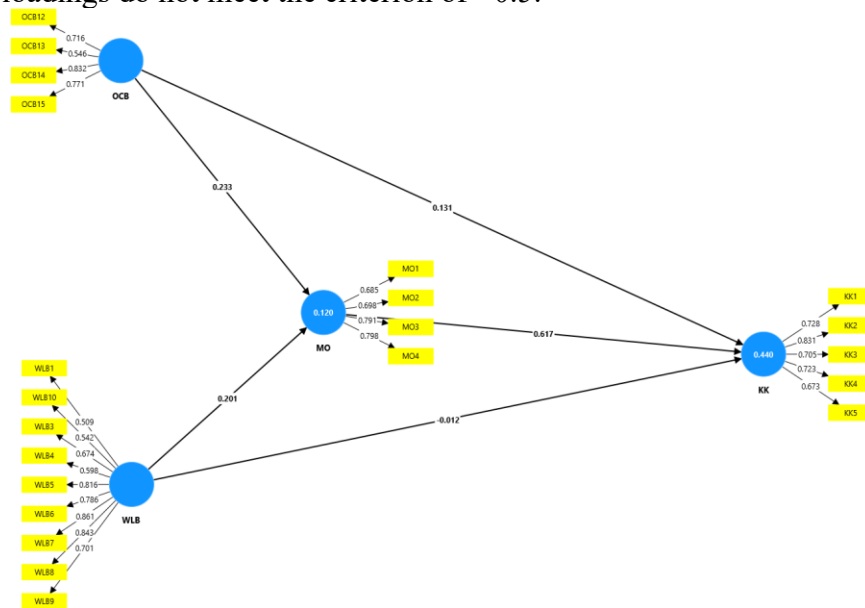


Figure 2.
Outer Model

The inner model was tested using R-square and the significance of the path coefficient. The results of the R-Square and path coefficient tests can be seen in Tables 3 and 4.

	R Square
Employee Performance	0.436
Work Motivation	0.128

Source: output SmartPLS

Based on the data in Table 3, the R Square value for the employee performance variable is 0.436. This means that employee performance can be explained by organization citizenship behavior, work-life balance, work motivation, and employee performance by 43%, while the remaining 53% is caused by other factors not included in this study. On the other hand, the R-square for the work motivation variable is 0.128, indicating that work motivation can be explained by organizational citizenship behavior and work-life balance to the extent of 12%, while the remaining 88% is attributed to other variables outside the scope of this study.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	TStatistics (O/STDEV)	P Values
MO -> KK	0.620	0.628	0.049	12.606	0.000
OCB -> KK	0.111	0.115	0.065	1.706	0.089
OCB -> MO	0.249	0.250	0.084	2.945	0.003
WLB -> KK	-0.005	-0.002	0.068	0.072	0.943
WLB -> MO	0.203	0.229	0.073	2.768	0.006
OCB -> MO -> KK	0.154	0.156	0.051	2.997	0.003
WLB -> MO -> KK	0.126	0.145	0.050	2.499	0.013

Source: output SmartPLS

Structure Model

The next measurement in this study is the measurement of hypotheses, which can be seen in Table 3, which describes the results of the path coefficient relationship with the P value. There are 6 direct influence hypotheses and 2 indirect influence hypotheses. Based on the analysis conducted, all hypotheses in this study are accepted, namely organizational citizenship behavior influences employee performance (H1) and work-life balance influences performance (H3), work motivation influences employee performance (H2) and job satisfaction (H4), job satisfaction affects employee performance (H5), and job satisfaction mediates the influence between work-life balance and employee performance (H6) and mediates the influence between work motivation and employee performance (H7). All hypotheses have a positive influence because the P-value is < 0.05.

The Influence of Organizational Citizenship Behavior on Employee Performance

Based on the data in Table 4, the hypothesis is rejected. The organizational citizenship behavior variable does not have an effect on the employee performance variable, so H1 can be rejected. Organizational Citizenship Behavior (OCB) does not always have a positive impact on employee performance because, in certain situations, involvement in voluntary behavior outside of primary duties can divert work focus, which ultimately has the potential to reduce individual productivity in fulfilling their primary responsibilities. The results of this study are supported and consistent with previous research conducted by Honkley et al (2024) and Anwar & Ahmadi (2021), which showed that there is no positive and significant influence between organizational citizenship behavior and employee performance. Meanwhile, research conducted by Simanjuntak et al (2020) and Kristiawan (2020) concluded that organizational citizenship behavior has a positive effect on employee performance.

The Influence of Work-Life Balance on Employee Performance

From the results of the tests conducted, it can be seen that the work-life balance variable does not significantly influence the employee performance variable and does not produce a positive relationship, so H2 can be rejected. This indicates that work-life balance does not influence performance. Based on the demographic results of the respondents, who are mostly women, they often find it difficult to balance their time between work and household responsibilities. This is because the workload tends to be more demanding, leading them to prioritize work over family at times. The results of this study support and align with previous research conducted by Zalzela et al (2023), Elza Oktavia Marsyanda1 (2020), and Wati & Budiono (2024), which found no positive or significant influence between work-life balance and employee performance. However, in the studies by Arifin & Muharto (2022), Pratiwi & Fatoni (2023), and Wahyudin et al (2025), there is a positive and significant influence between work-life balance and employee performance.

The Influence of Organizational Citizenship Behavior on Work Motivation.

From the results of the tests conducted, it can be seen that organizational citizenship behavior has a significant influence on the variable of work motivation and produces a positive relationship, so that H3 can be accepted. Organizational citizenship behavior (OCB) is a form of positive contribution by employees beyond their formal duties. A high level of organizational citizenship behavior is known to play a role in fostering work motivation behavior. This finding suggests that when employees feel comfortable with their work, they tend to exhibit positive attitudes toward the organization, as reflected in proactive actions such as helping colleagues and sharing relevant information or news within the workplace. The results of this study support and align with previous research conducted by Agustin et al. (2022) and Kurniawati & Margaretha (2024), which showed that organizational citizenship behavior significantly influences work motivation variables, differing from the findings of Fu et al (2022) and Putro & Sutianingsih (2025), who stated that organizational citizenship behavior does not influence work motivation.

The Influence of Work-Life Balance on Work Motivation.

From the results of the tests conducted, it can be seen that the work-life balance variable significantly influences employee performance and produces a positive relationship, thus accepting H4. Based on these findings, it can be concluded that individuals who are able to manage their time in a balanced manner between work and personal life tend to have higher levels of satisfaction and are motivated to perform at their best in the workplace. The results

of this study support and align with previous research conducted by Octora et al (2023), Rampi et al (2024), and Yahya (2021), which showed a positive and significant influence between work-life balance and work motivation, while in the studies by Dwitanti et al (2023), Ramadhani & Ekowati (2024), and Wardhani & Hasan (2024), there was no influence between work-life balance and work motivation.

The Effect of Work Motivation on Performance

From the results of the tests conducted, it can be seen that the work motivation variable has a significant effect on the employee performance variable and produces a positive relationship, so that H5 can be accepted. Work motivation plays a crucial role in determining the level of employee performance. A high level of motivation encourages individuals to show more optimal work efforts, both in terms of intensity, strategy, and efficiency. This condition implies an increase in productivity, which ultimately has a positive impact on overall performance achievement. The results of this study support and align with previous research conducted by Harahap & Tirtayasa (2020), Rahmayanti & Kalimi (2024), and Nusraningrum et al (2024), which state that work motivation influences performance, whereas in the study by Setiawan et al (2024), work motivation does not influence performance.

The Influence of Organizational Citizenship Behavior on Employee Performance through Work Motivation.

From the results of the tests conducted, it can be seen that the work motivation variable successfully mediates the organizational citizenship behavior variable on the employee performance variable directly, thus accepting H6. The results of this study indicate that Organizational Citizenship Behavior (OCB) positively influences employee performance through work motivation as a mediating variable. This means that the voluntary behavior demonstrated by employees can increase their work motivation, which ultimately impacts overall performance improvement. These results support previous studies conducted by Insan (2024), Qiu et al. (2020), and Betarina et al. (2023). It can be concluded that Organizational Citizenship Behavior (OCB) has a significant influence on employee performance, both directly and through work motivation as a mediating variable, where work motivation strengthens the contribution of OCB in enhancing individual and organizational effectiveness and productivity. This contrasts with the research conducted by Khabibulloh et al (2023), Mayang Sari et al (2024), and Aiditiar & Diana (2024), which found no influence of organizational citizenship behavior on performance through work motivation as a mediating variable.

The Influence of Work-Life Balance on Employee Performance through Work Motivation

From the results of the tests conducted, it can be seen that the work motivation variable successfully mediates the work-life balance variable on the employee performance variable directly, so H7 can be accepted. Effective work-life balance not only creates comfort for employees but also enhances work motivation, which plays a key role in driving optimal performance achievement. These results support previous studies conducted by Cahyani (2023) and Mayang Sari et al (2024), which found that work-life balance influences employee performance through work motivation. Putri & Rozaq (2025) and Nurjaya (2021) stated that there is no influence of work-life balance on employee performance through work motivation.

CONCLUSION

Based on the results of the discussion outlined above, the conclusion of this study is that organizational citizenship behavior does not have a significant and positive effect on employee performance, work-life balance has a significant and positive effect on employee performance, organizational citizenship behavior has a significant and positive effect on work motivation, work-life balance has a significant and positive effect on work motivation, organizational citizenship behavior has a significant and positive effect on performance, work motivation influences performance through work motivation, and work-life balance has a significant and positive effect on employee performance through work motivation.

Based on the research findings, the researcher recommends that Pondok Pesantren Modern Zamzam focus its efforts on strengthening work-life balance and work motivation, as both have been proven to significantly influence employee performance, both directly and through mediating relationships. Policies such as flexible working hours, mental health support, and reward systems that encourage intrinsic and extrinsic motivation need to be developed to create a productive and sustainable work environment.

Although organizational citizenship behavior does not directly influence performance, it still has a positive contribution through increased work motivation. Therefore, organizations need to strategically direct organizational citizenship behavior to support core tasks without overburdening employees. Additionally, leadership roles that support values of work-life balance and prosocial behavior in the workplace are also crucial in maintaining optimal employee motivation and performance.

Institutions are expected to continue to maintain and improve employee performance. This can be achieved by focusing on aspects that employees consider important for maintaining their performance, such as the quality of organizational citizenship behavior and work-life balance—the balance between work and personal life, including family—and providing incentives for organizational citizenship behavior. Additionally, to maintain organizational citizenship behavior and work-life balance, motivation can be provided through various means, such as organizing family gatherings or inviting external speakers as part of professional development. These initiatives are expected to have a positive impact and further enhance employee performance.

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