TUGAS AKHIR PROGRAM MAGISTER (TAPM)

PENGARUH *WORK LIFE BALANCE* DAN *WORK ENGGAGEMENT* TERHADAP *ORGANIZATIONAL CITIZEN BEHAVIOR* (OCB) MELALUI KEPUASAN KERJA DAN KOMITMENORGANISASI



TAPM diajukan sebagai salah satu syarat untuk memperoleh

Gelar Magister Manajemen

Disusun Oleh :

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ABSTRACT

The Influence of Work-Life Balance and Work Engagement on Organizational Citizenship Behavior (OCB) Through Job Satisfaction and Organizational Commitment

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The increasing complexity of work demands requires employees not only to perform tasks according to their formal job descriptions, but also to demonstrate extra-role behaviors that support organizational effectiveness, known as organizational citizenship behavior (OCB). However, in practice, not all employees are willing to perform tasks beyond their formal roles. This condition is often influenced by an imbalance between work and personal life (work-life balance) as well as the level of employee involvement in their work (work engagement), which in turn affects job satisfaction and organizational commitment.

This study aims to analyze the effect of work-life balance and work engagement on organizational citizenship behavior (OCB) through job satisfaction and organizational commitment as mediating variables. The study was conducted among employees of Universitas Terbuka in the Sulawesi region, involving 100 respondents. A quantitative approach with a survey method was employed, and data were collected using questionnaires measured on a Likert scale. Data analysis was carried out using Structural Equation Modeling (SEM) with AMOS 24.

The results indicate that work-life balance and work engagement have a positive and significant effect on job satisfaction and organizational commitment. Job satisfaction and organizational commitment are also proven to have a positive and significant effect on organizational citizenship behavior (OCB). Furthermore, job satisfaction and organizational commitment act as mediating variables in the relationship between work-life balance, work engagement, and OCB.

These findings suggest that improving employees' work-life balance and work engagement can enhance job satisfaction and organizational commitment, which ultimately encourage the emergence of organizational citizenship behavior among employees. Therefore, organizations need to pay greater attention to policies and work practices that support work-life balance and strengthen work engagement in order to optimize employee contributions to the organization.

Keywords: *Work-Life Balance, Work Engagement, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior (OCB)*

ABSTRAK

Pengaruh Work Life Balance dan Work Engagement terhadap Organizational Citizenship Behavior (OCB) melalui Kepuasan Kerja dan Komitmen Organisasi

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Perkembangan tuntutan kerja yang semakin kompleks menuntut karyawan tidak hanya menyelesaikan tugas sesuai deskripsi pekerjaan, tetapi juga menunjukkan perilaku kerja ekstra yang mendukung efektivitas organisasi, yang dikenal sebagai organizational citizenship behavior (OCB). Namun, pada praktiknya tidak semua karyawan bersedia melakukan pekerjaan di luar peran formalnya. Kondisi ini sering kali dipengaruhi oleh ketidakseimbangan antara kehidupan kerja dan kehidupan pribadi (work life balance) serta tingkat keterlibatan karyawan dalam pekerjaan (work engagement), yang berdampak pada kepuasan kerja dan komitmen terhadap organisasi.

Penelitian ini bertujuan untuk menganalisis pengaruh work life balance dan work engagement terhadap organizational citizenship behavior (OCB) melalui kepuasan kerja dan komitmen organisasi sebagai variabel mediasi. Penelitian ini dilaksanakan pada pegawai Universitas Terbuka di wilayah Sulawesi dengan jumlah responden sebanyak 100 orang. Pendekatan yang digunakan adalah kuantitatif dengan metode survei, sedangkan pengumpulan data dilakukan melalui kuesioner menggunakan skala Likert. Analisis data dilakukan dengan menggunakan Structural Equation Modeling (SEM) melalui program AMOS 24.

Hasil penelitian menunjukkan bahwa work life balance dan work engagement berpengaruh positif dan signifikan terhadap kepuasan kerja dan komitmen organisasi. Kepuasan kerja dan komitmen organisasi juga terbukti berpengaruh positif dan signifikan terhadap organizational citizenship behavior (OCB). Selain itu, kepuasan kerja dan komitmen organisasi terbukti berperan sebagai variabel mediasi dalam hubungan antara work life balance dan work engagement terhadap OCB.

Temuan penelitian ini mengindikasikan bahwa peningkatan keseimbangan kehidupan kerja dan keterlibatan kerja karyawan dapat meningkatkan kepuasan kerja dan komitmen organisasi, yang pada akhirnya mendorong munculnya perilaku OCB pada pegawai. Oleh karena itu, organisasi perlu memperhatikan kebijakan dan praktik kerja yang mendukung work life balance serta meningkatkan work engagement guna mendorong kontribusi karyawan secara optimal bagi organisasi.

Kata Kunci: *Work Life Balance, Work Engagement,* Kepuasan Kerja, Komitmen Organisasi, *Organizational Citizenship Behavior (OCB)*

LEMBAR PERNYATAAN BEBAS PLAGIASI

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PERNYATAAN

TAPM yang berjudul **Pengaruh *Work Life Balance* Dan *Work Enggagement* Terhadap *Organizational Citizen Behavior* (OCB) Melalui Kepuasan Kerja dan Komitmen Organisasi** adalah hasil karya sendiri, dan seluruh sumber yang dikutip maupun dirujuk telah saya nyatakan dengan benar. Apabila di kemudian hari ternyata ditemukan ada penjiplakan (plagiat), maka saya bersedia menerima sanksi akademik.

Makassar, 20 Januari 2026

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Telah dipertahankan di hadapan Panitia Penguji Tugas Akhir Program Magister (TAPM) Program Studi Magister Manajemen Bidang Minat Manajemen Sumberdaya Manusia pada Sekolah Pascasarjana Universitas Terbuka pada:

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