

Work Life Balance and Organizational Citizenship Behavior (OCB) with Burnout in Working Environment

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ABSTRACT

The purpose of the study, is identifying the relation between Work-Life Balance, Organizational Citizenship Behavior (OCB), along with Burnout in working environment. The number of sample for the study comprises of 100 employees. Data analysis was conducted utilizing the product moment correlation, which showed that the correlation coefficient (r) between Work-Life Balance (X_1) and Burnout (Y) is -0.613 with the significance of value is 0.000. This correlation test results indicate a correlation among Work-Life Balance and Burnout. Meanwhile, the correlation coefficient (r) between Organizational Citizenship Behavior (X_2) and Burnout (Y) is -0.489 with a significance value of 0.000. Therefore, we can underline that Organizational Citizenship Behavior is related to Burnout. Based on analysis of the doubled linear regression , the F-value is 36.194 and the significance level of 0.000 (sig. < 0.05), indicating that the hypothesis is passed. The partisipation of Work-Life Balance (X_1) along with Organizational Citizenship Behavior (X_2) to Burnout (Y) is represented by the value of the coefficient of determination (R^2) is 0.427 or 42.7%. It shows that 42.7% of the variability in Burnout (Y) can be interpreted by these two variables, while the remaining 57.3% is influenced by another aspects not discussed on this study.

INTRODUCTION

Employees are an important asset for a company or organization. When an employee in an organization or company experiences burnout, this can affect the employee's performance and will have an impact on the organization or company. Ongoing work stress affects work boredom and can also lead to burnout (Tri, 2005). Thus, burnout needs to be prevented so that it does not have a negative impact on employees and the company. A research within the U.S. conducted by Robert Half Research discovered that all employees across various states experienced burnout (Kompas.id, 2022). Up to 45 percent of 2,800 workers who were surveyed among April and March 2021 went through an increase in burnout. The term burnout is often used to describe a person's condition when they feel tired and stressed. One of the reasons for this can be work.

The impact of burnout on employees is a decrease in employee performance. When an employee's performance decreases, he or she will not be able to work completely. This could be detrimental to the Company if it continues or continues. Burnout begins with the emergence of prolonged work stress. (Netemeyer, Boles & McMurrin, 1996). Nurendra & Saraswati (2015) Work Life Balance or the stability among work and personal existence is such an essential thing for companies to focus on. Fisher, Bulger, & Smith (2009) explain that when work intervenes or interferes with personal life, it will disrupt the balance of work and personal life of the employees. The balance of work and personal life will reduce feelings of boredom and stress at work. A person will be able to do their work more freely because they have sufficient positive energy due to meeting personal and family needs.

Organ (1988) said, OCB (Organizational Citizenship Behavior) is defined as discretionary individual action directly acknowledged by the official reward system, and collectively will encourage the effectiveness of organization's function. Organ further said that OCB refers to the actions of company employees aimed at increasing the effectiveness of company performance without ignoring the employee's individual productivity goals. According to Jaya (2017) OCB is behavior that arises from one's own will and is voluntary. OCB is linked to how an employee expresses themselves as a social creature. OCB signifies a voluntary action by organizational members that contributes to the organization's operations. OCB behavior is commonly shown through actions which show generosity and empathy towards others. Employees displaying OCB will manage their actions to select the most suitable actions that benefit the organization. These behaviors include helping colleagues, obeying workplace rules and procedures, volunteering for extra tasks (Novelia. M., Swasto B., Ruhana, O, 2016). According to Podsakoff, 1996 OCB influences organizational effectiveness. This factor is thought to reduce the level of burnout.

Based on the phenomenon above, Burnout is important to research because it has an impact on reducing employee performance, which in turn will affect to company or the organization, such as : raising the rate of absenteeism,

quitting work or employee turnover, which impacts the work efficacy and productivity within the organization. (Cherniss, in Hanna, 2015).

The purpose of this research is to find out whether there is a connection among Work-Life Balance along with Organizational Citizenship Behavior (OCB) on Burnout in working environment. It is hoped that the theoretical benefits of this research will be able to help develop psychological science, especially within the fields of industrial and organizational psychology. The applied benefit from this study aims to find out the relation among Work-Life Balance along with Organizational Citizenship Behavior (OCB) and Burnout in the work environment, so that companies or organizations know how to overcome Burnout in the work environment.

THEORETICAL REVIEW

Burnout

Maslach, Schaufeli, and Leiter (2001) define Burnout as the condition where a person experiences emotional depletion or come down, decrease in motivation along with dedication due to emotional pressure, causing them to feel rapidly tired both physically and also mentally and are always cynical towards other people. Three aspects of Burnout by Leiter and Maslach (1997), namely: emotional exhaustion (Exhaustion), Cynicism/Depersonalization (Cynicism), and Ineffectiveness/Personal Accomplishment (Ineffectiveness). Due to the stress caused by work, the term "Burnout" is often used in the workplace. Burnout will also occur if there is no "balance", or balance between work and life (Netemeyer, Boles & McMurrin, 1996).

Work-Life Balance

According to Fisher, Bulger, and Smith (2009), work life balance is the effort an individual makes to balance the two character they fulfill. An individual's ability to balance their work and family commitments with additional responsibilities besides work and additional activities is known as work-life balance, according to Delecta (2011). There are 4 aspects of Work-Life Balance of Fisher, Bulger, and Smith (2009), namely: WIPL (Work Interference With Personal Life), PLIW (Personal Life Interference With Work), PLEW (Personal Life Enhancement Of Work) and WEPL (Work Enhancement Of Personal Life). Companies must give greater attention to employees regarding the balance between work and personal life. Fisher, Bulger, & Smith (2009) explain that when work intervenes or interferes with personal life, it will disrupt the balance between work and life of the employees.

Organizational Citizenship Behavior (OCB)

According to Wibowo, S (2019), if interpreted simply, Organizational Citizenship Behavior (OCB) refers to the actions of employees who willingly perform tasks beyond the standard duties assigned to them, to contribute to the company's long-term success in reaching it's target. According to Organ et al. (1988), OCB has five aspects, namely altruism, conscientiousness, civic virtue, courtesy and sportsmanship. OCB behavior is typically demonstrated through

actions that reflect altruism and care to other people. OCB behavior that owned by employees, will regulate their actions to make the best choices for the organization's benefit. These behaviors include helping colleagues, obeying workplace rules and procedures, volunteering for extra tasks (Novelia. M., Swasto B., Ruhana, O, 2016). According to Podsakoff, 1996 OCB influences organizational effectiveness. This factor is thought to reduce the level of burnout.

To make it easier to understand the flow of thought in this research, this framework describes the relation among the variables that will be examined.

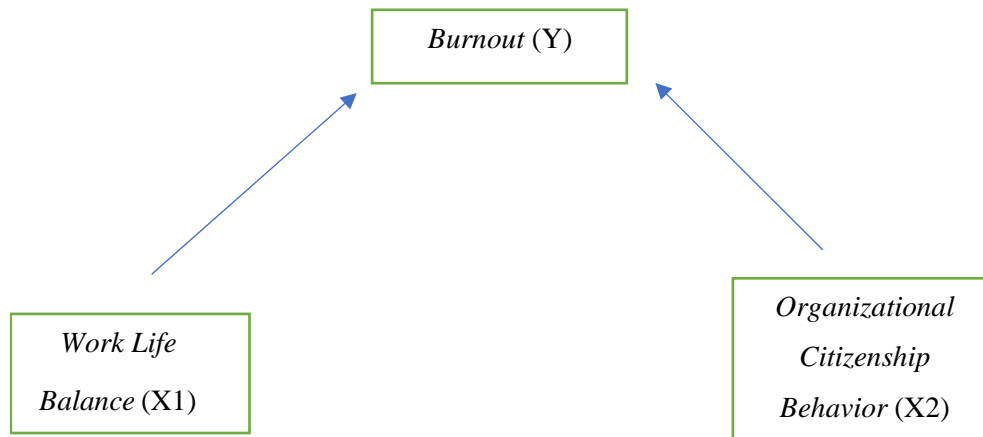


Figure 1. Conceptual Framework

METHODOLOGY

This study is a quantitative. Before carrying out correlation analysis and regression analysis to test the hypothesis, a test for the assumption is first conducted, involving : the test of normality, test of linearity, test of multicollinearity and test of heteroscedasticity using SPSS software for Windows.

According to the findings of the study data which is normally and linearly distributed, the analysis of the hypothesis on this research utilizes product moment correlation analysis techniques for the first and second hypothesis, and the analysis techniques for the third hypothesis uses multiple linear regression.

The correlation of the product moment aims to examine hypothesis from the relation between two variables, namely one independent variable and one variable (X1 with Y or X2 with Y). Multiple linear regression seeks to see if there any relation, if two independent variables are jointly correlated with one dependent variable. In multiple linear regression analysis, if the sig. = 0.000 (sig. < 0.05), then the hypothesis is accepted. The contribution from Work-Life Balance (X1) and Organizational Citizenship Behavior (X2) to Burnout (Y) can be seen from the value of coefficient determination test (R Square).

The population in this study was 350 employees. According to Arikunto (2017: 173), if there are below 100 subjects, then the population becomes sample, but if there are more than 100 subjects, 10-15% or 15-25% can be taken. Because

the population of this study was more than 100, the researchers took a sample of 25% of the population. The amount of samples was 100 subjects. The method that used by this research is purposive sampling method.

Table 1. Classification of Research Subjects Based on Gender

Gender	Total	Percentage
Man	57	57 %
Woman	43	43 %

Based on tabel 1., it is known that the number of male respondents was 57 people or 57%, and female respondents were 43 or 43%, according to the sample of this study, namely 100 subjects.

Table 2. Classification of Subjects Based on Age

Age	Total	Percentage
23	6	6 %
24	5	5 %
25	8	8 %
26	7	7 %
27	20	20 %
28	25	25 %
29	10	10 %
30	2	2 %
31	4	4 %
34	3	3 %
35	1	1 %
36	3	3 %
38	1	1 %
40	1	1 %
45	1	1 %
46	1	1 %
48	1	1 %
52	1	1 %
Total	100	100 %

From the table 2., also acknowledge the number of average from respondents are under 30 years old (early adulthood).

RESULTS

Normality Test

The normality test is conducted to assess if the data of the research is normally distributed or not. The data considered to normal if ($\text{sig} > 0.05$), and the data considered to become abnormal if ($\text{sig} < 0.05$).

Table 3. Normality Test for Burnout, WLB and OCB Variables

Variable	Sig.	Explanation
BURNOUT	0.066	Normal
WLB	0.200	Normal
OCB	0.200	Normal

From the data above, showed that the significant value of Burnout variable is 0.066 ($\text{sig} > 0.05$) which is known from the p value or significance from Kolmogorov Smirnov, so this variable has a normal distribution. For WLB variable, the significant value is 0.200 ($\text{sig} > 0.05$) was obtained, so this variable is said to be normally distributed. The significant value of OCB variable is 0.200 ($\text{sig} > 0.05$), so this variable has a normal distribution. So that, the three variables above have a normal distribution.

Linearity Test

The test for linearity was conducted to evaluate whether the relation among variable Y (Burnout), variable X1 (Work Life Balance) and variable X2 (Organizational Citizenship Behavior) was not significant or linear. The test is utilized as the requirement from analysis of correlation or analysis of linear regression.

Table 4. Linearity Test for Burnout, WLB and OCB Variables

Variable Y	Variable X	F	Sig.	Explanation
<i>BURNOUT</i>	WLB	1.262	0.215	Linear
	OCB	1.078	0.391	Linear

Based on the table above, the significant value (P value Sig.) for Deviation from Linearity is 0.215. Because of the $\text{sig} > 0.05$, so that variables X1 (Work Life Balance) and Y (Burnout) have a linear relationship. The value of the significant or (P value Sig.) for Deviation from Linearity is 0.391 or > 0.05 . So that, the variables X2 (Organizational Citizenship Behavior) and Y (Burnout) have a linear relationship.

Multicollinearity Test

Multicollinearity test is conducted if in the regression model there are multicollinearity.

Table 5. Multicollinearity Test

Variable Y	Variable X	Tolerance	VIF	Explanation
<i>BURNOUT</i>	WLB	0.778	1.285	Multicollinearity does not take place.

OCB	0.778	1.285	Multicollinearity does not take place.
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From the table above, tolerance value for the WLB and OCB variables is 0.778 (> 0.10), indicating that multicollinearity does not take place in the model of regression. Meanwhile, the VIF value is 1.285 (< 10.00), which also confirms that multicollinearity does not take place in this model of regression.

Heteroscedasticity Test

Heteroscedasticity test is conducted to examine if there any variance inequality in the residual values across various observations in the regression model. If the variance of residual values remains constant across observations, it is referred to as homoscedasticity. However, if the variance differs between observations, it is known as heteroscedasticity. A good regression model should not exhibit heteroscedasticity. (Raharja, 2014).

Tabel 6. Heteroscedasticity Test

Variable Y	Variable X	Sig.	Explanation
<i>BURNOUT</i>	WLB	0.876	No Heteroscedasticity
	OCB	0.185	No Heteroscedasticity

Based on table 6, the value of significance (sig.) for variable of WLB is 0.876 (> 0.05) and for the OCB variable is 0.185 (> 0.05). Therefore, it shows that heteroscedasticity doesn't happen on both variables.

Hypothesis Test

Based on the research's outcomes, which have a normal and linear distribution, the hypothesis analysis in this study utilizes correlation analysis using the product-moment technique for the first and second hypotheses. The outcomes of product-moment correlation analysis are presented in the table below.

Tabel 7. Product Moment Correlation Analysis

Variable Y	Variable X	Nilai Korelasi Product Moment (r)	Sig.	Explanation
<i>BURNOUT</i>	WLB	-0.613	0.000	There is correlation
	OCB	-0.489	0.000	There is correlation

The research shows, the correlation coefficient (r) between Work Life Balance (X1) variable and Burnout (Y) is -0.613, with a significance value of 0.000. From the outcomes of product-moment correlation test (r), it shows that Work Life Balance variable and Burnout variable is related significantly. The research shows that the correlation coefficient (r) between the Organizational Citizenship Behavior (X2) variable and Burnout (Y) is -0.489, with a significance value of 0.000. According to the outcomes of product-moment correlation test

(r), it shows that Organizational Citizenship Behavior variable is related significantly to Burnout variable. Meanwhile, the third hypothesis is analyzed with regression of multiple linear. In analysis of correlation with product-moment method, whether the value falls within the range $-1 < r < 1$, so the variables are regarded as having a relation.

Tabel 8. Multiple Linear Regression Analysis

R	R Square	F	Sig.	Explanation
0,654	0.427	36.194	0.000	Significan

In the table above, the F-value is 36.194 with (sig. < 0.05), indicating that the hypothesis is approved. The contribution from Work Life Balance (X1) with Organizational Citizenship Behavior (X2) to Burnout (Y) is determined based on R Square. The value of R Square is 0.427 (42.7%), indicating if Work Life Balance (X1) with Organizational Citizenship Behavior (X2) contribute 42.7% to Burnout (Y).

DISCUSSION

According to the analysis from the initial hypothesis, a correlation between Work-Life Balance and Burnout was found. According to the outcomes of product moment correlation (r) test, it shows that Work-Life Balance is correlated with Burnout. This finding indicates that the first hypothesis is accepted. The relationship between these two variables is negative – when Work-Life Balance increases, the level of Burnout decreases, and vice versa. This statement aligns with the study conducted by Thoriq and Suci (2022), which found a relationship that significantly negative among Work Life Balance and Burnout on employees at PT WOM Finance Central Jakarta.

According to the analysis from the second hypothesis, a correlation among Organizational Citizenship Behavior and Burnout was found. Based on the outcomes of correlation product moment (r) test, it shows that Organizational Citizenship Behavior has a correlation with Burnout. This finding indicates that the second hypothesis is accepted. The relationship between these two variables is negative – when an individual's Organizational Citizenship Behavior increases, Burnout decreases, and vice versa. This statement is consistent with the study conducted by Kurniawan (2015) at Premiere Surabaya Hospital, which found that Burnout give a significant negative impact to Organizational Citizenship Behavior.

According to the analysis from the hypothesis number three, a correlation was found among Work Life Balance and Organizational Citizenship Behavior with Burnout. Thus, the hypothesis is accepted.

CONCLUSIONS AND RECOMMENDATIONS

The outcomes from this research show that, any correlation among Work-Life Balance and Burnout. The relationship between these variables is negative. When Work-Life Balance increases, Burnout decreases, and vice versa. This outcomes in line with the research from Thoriq and Suci (2022), that shows a

correlation that significantly negative among Work-Life Balance and Burnout among employees at PT WOM Finance Headquarters in Jakarta.

The correlation among Organizational Citizenship Behavior and Burnout is negative, it means that when an individual's Organizational Citizenship Behavior increases, Burnout decreases, and the other way around. It is in line with Kurniawan's research (2015), conducted at Premiere Surabaya Hospital, which found that Burnout has an impact that significantly negative to Organizational Citizenship Behavior (OCB).

There found a correlation among Work Life Balance (X1) and Organizational Citizenship Behavior (X2) with Burnout (Y). Work-Life Balance (X1) and Organizational Citizenship Behavior (X2) have a contribution to Burnout (Y) that can be seen from the outcomes on the R Square test, which is 0.427 (42.7%). This value indicates if Work Life Balance (X1) and Organizational Citizenship Behavior (X2) contribute 42.7% to Burnout (Y), and the rest 57.3% is affected by another factors not discussed from this research.

The subjects from this study were employees aged 17-59 years, with 57% of the respondents being male and 43% female. For the Burnout variable, the majority of respondents (71%) were categorized as having a moderate level of Burnout, while the rest were classified as having high and low levels. For the Work-Life Balance variable, 73% of respondents were categorized as having a moderate level, with the remainder classified as high and low. Similarly, for the Organizational Citizenship Behavior variable, 67% of respondents were categorized as having a moderate level, with the remaining classified as high and low.

The purpose from the study is to understand the correlation among Work-Life Balance and Organizational Citizenship Behavior (OCB) with Burnout in the workplace. The findings of this study are expected to be useful for companies or organizations in preventing employee Burnout.

For Employees

Employees should avoid factors that can trigger Burnout. On days off, don't forget to take some time to spend with family or friends, even just to share stories and relieve stress after work. Engaging in hobbies and exercising can also help.

Additionally, employees who already fall into the high category of Organizational Citizenship Behavior (OCB) should strive to maintain this level while also taking steps to prevent Burnout.

For Companies

To prevent Burnout among employees, companies can organize gatherings or casual meetups to foster a more harmonious and cohesive work environment. Additionally, companies can conduct mental health training to help employees learn stress management techniques.

Providing self-development training for employees can also be beneficial, as it enhances performance and reduces the risk of Burnout.

FURTHER STUDY

This study still has limitations and has not yet reached perfection. There was a constraint in the distribution of the online questionnaire, as the link could not be opened on certain types of devices. As a result, respondents had to complete it using a different device, and for the future researchers are encouraged to expand this research to other professions or incorporate additional variables to achieve more comprehensive and refined results.

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