

The Influence of Work-Life Balance and Work Engagement on Organizational Citizenship Behavior Mediated by Self-Efficacy at PT. LG Electronics Indonesia

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Abstract

Every company needs quality human resources, innovation and creativity so that a company can continue to compete with other companies so that employee performance is really needed by companies to improve company performance and employee performance. This research aims to determine the influence of the Work Life-Balance variable and the Work Engagement variable on Organization Citizenship Behavior mediated by the Self-Efficacy variable in employees PT. LG Electronics Indonesia. The research method used is a quantitative method with the research population namely employees of PT. LG Electronics Indonesia and the sample size was 87 people. The analytical method used in this research is Partial Least Square (PLS) using the SmartPLS version 3.0 program. Based on this research, that Work-Life Balance has no significant influence on Organization Citizenship Behavior with a t-statistic value ($1,566 < 1,96$), Work Engagement has a significant influence on Organization Citizenship Behavior with a t-statistic value ($3,166 > 1,96$), Self-Efficacy has a significant influence on Organization Citizenship Behavior with a t-statistic value ($2,056 > 1,96$), Work-Life Balance has a significant influence on Self-Efficacy with a t-statistic value ($4,211 > 1,96$), Work Engagement has a significant influence on Self-Efficacy with a t-statistic value ($5,495 > 1,96$), Work-Life Balance mediated by Self-Efficacy does not have a significant influence on Organization Citizenship Behavior with a t-statistic value ($1,877 < 1,96$), Work Engagement mediated by Self-Efficacy does not have a significant influence on Organization Citizenship Behavior with a t-statistic value ($1,811 < 1,96$).

Keywords: *Work-Life Balance, Work Engagement, Self-Efficacy, Organization Citizenship Behavior*

INTRODUCTION

In the context of the current industrial revolution, competition between the business world has become very tight, where the domestic and international market situation is tense. Technological developments are marked from industrial revolution 1.0 to industrial revolution 4.0. Facing these conditions, every company is required to continue to innovate and adapt, with full support from human resources and technology. Many several things can influence human resources themselves, such as Organizational Citizenship Behavior, Work-Life Balance, Work Engagement, and Self-Efficacy, this could be some things that make human resources decline in job quality. Human resources in business are someone who works in an organization or is often called an employee (Iroth et al., 2022). Human resources have great potential if

managed well, therefore human resource management influences organizational performance. Organizational activities will not be successful without the support of reliable human resources (Sofyan & Kamelia, 2021).

The behavior of organization employee or human resources in question is those who voluntarily carry out work that exceeds the standards of the tasks assigned, to help the company achieve sustainable development goals. There are other factors that support organizational citizenship behavior (OCB), especially Work-Life Balance. The ability of a person to manage their roles both inside and outside of the workplace is known as work-life balance. (Erdianza et al., 2020). Work-Life Balance has the potential to promote work engagement in organizational citizenship behavior (OCB), which can yield positive performance outcomes for the organization. In the findings of (Erdianza et al., 2020) shows that it has been demonstrated that work-life balance positively and significantly affects organizational citizenship behavior, which in turn affects voluntary attitudes and behavior and ultimately affects organizational effectiveness. However, apparently, the research findings of (Mulyani & Setyaningrum, 2023) show that there is no discernible correlation between work-life balance and employees' organizational citizenship behavior. Apart from the work-life balance factor, another factor to measure good human resources is employee work engagement.

Work engagement is a form of commitment on the part of employees, where employees invest themselves in their roles and care physically, intellectually, and emotionally about their work. This makes employees view their work as important and very confident that they are doing it within the limits set by the scope of their work responsibilities and the framework for professional engagement. High work engagement allows employees to be more involved, better understand the business context, and allows employees to collaborate with colleagues to improve work group performance for the benefit of the company (Ilhamiyah & Harsono, 2022). Work engagement plays a central role in improving Organizational Citizenship Behavior among employees in various organizations. Employees who are highly engaged at work have positive attitudes and generate positive feedback related to compensation, recognition, and successful performance. In (Naimah et al., 2022) it is stated that Organization Citizenship Behavior is positively and significantly impacted by work engagement. However, in (Apriandaka, 2021) it is said that Work Engagement has no direct influence on Organization Citizenship Behavior.

Having good employees or Human Resources (HR) means that an HR person has self-efficacy. This can certainly motivate individuals everywhere to develop their skills. People with high Self-Efficacy are able to imagine and plan what they will do in the future in order to be successful. The findings of (Herawati et al., 2020) shows that an important factor influencing organizational citizenship behavior is self-efficacy. However, in (Saadi, 2021) Self-Efficacy has no influence on Organizational Citizenship Behavior. Personal Self-Efficacy arises from past experiences and observations of other people's behavior, such as success or failure experienced as a result of conversations with other people in the form of reduced enthusiasm and performance, and ultimately the role of emotions in this experience influences employee job satisfaction (Taloga, 2021).

Thus, it is evident that PT. LG Electronics Indonesia employees' work-life balance and work engagement, which are founded on organizational citizenship behavior and self-efficacy, are crucial for raising the caliber of the company's human resources.

THEORETICAL FRAMEWORK

Organization Citizenship Behavior

According to (Lukito, 2020), Organizational Citizenship Behavior is voluntary behavior that people perform for their workplace, colleagues, or organization. Organizational Citizenship Behavior employee behavior in the company is demonstrated by obeying workplace regulations and policies, voluntarily taking on additional tasks, helping colleagues and carrying out additional tasks given by the company. According to (Organ et al., 2006), in (Maryani et al., 2022), there are several factors that influence Organization Citizenship Behavior, including: internal factors and external factors. So it can be concluded that Organizational Citizenship Behavior is the behavior of a person or individual at work or in the workplace which is carried out voluntarily in the form of complying with applicable company or organizational regulations, voluntarily carrying out additional tasks, helping colleagues, and having a big responsibility in achieving organizational goals.

Work-Life Balance

According to (Khanna & Singh, 2011) in (Rahmayati, 2021), a holistic concept, work-life balance entails establishing proper priorities between life (happiness, leisure, family, and spiritual development) and work (career and ambition). (Poulose & N, 2018) in (Solehtiana, 2020) explains that there are several factors that influence Work-Life Balance, including: 1) Individual, including personality, psychological well-being, and Emotional Intelligence, 2) Organization, including work, work-life balance, support, work stress, technology, and roles, 3) Social, including children and family support. Thus, it can be said that the ability of an individual to balance their obligations to their family, their job, and other extracurricular activities is the definition of work-life balance.

Work Engagement

Work Engagement is the concept that employees feel involved or connected to their work, therefore are more likely to work harder during their workday. Work Engagement is a part of psychology that originates from the positive circumstances of the employee's own life and influences his or her enthusiasm for work (Novrandy & Tanuwijaya, 2022). According to (Bakker & Demerouti, 2008) in (Hotimah & Izzati, 2020) There are several factors that influence Work Engagement, including: 1) Personal resources, 2) Job demands, 3) Job resources. So it can be concluded that Work Engagement is important because if translated into action, this will have a positive impact on individuals and organizations. For example, when an employee shows high energy, dedication, and enthusiasm, he will be able to overcome work demands and fatigue which will later increase his positive performance.

Self-Efficacy

A person's self-confidence in managing and controlling their ability to change and overcome situations is known as Self-Efficacy. Self-Efficacy is the confidence to perform a task and is an important element for personal growth (Muhammad et al., 2023). According to (Mahsunah & Musbikhin, 2023), there are several factors that influence Self-Efficacy including: 1) Culture. 2) Gender, 3) Nature of the task at hand, 4) External intensity, 5) Status or role of the individual in the environment, and 6) Information about personal abilities. So it can be concluded that Self-Efficacy can be defined as a person's confidence in overcoming various

situations that occur in his life and the perception of one's own abilities which refers to confidence in carrying out a task to achieve the desired results.

RESEARCH METHODS

This research utilized quantitative methods. (Sugiyono, 2019) explained that the term "quantitative research approach" refers to research that is grounded in the positivist philosophy and is used to study particular populations or samples. Research instruments are used for data collection, and quantitative and statistical data analysis is used to describe and test preconceived hypotheses.

Variable Description	Instrument or Dimension	Explanation of Variable Instruments
Work-Life Balance (X1) (Ariawaty, 2019)	1. Time Balance	Time Balance refers to the amount of time each employee allocates to their personal role in the office and the amount of time each employee spends in their non-work roles, in this case their roles with family and friends in their work in social settings.
	2. Involvement Balance	Involvement Balance is a balance of psychological involvement and commitment in the work environment and in any role outside of work. Every individual participates fully in the environment where he lives, in the form of work, family and social environments.
	3. Satisfaction Balance	Satisfaction Balance is balancing the level of satisfaction between work and non-work. This also includes satisfaction with the individual's allocation of time and energy in relation to his activities and role in the environment, in the form of celebrations in the work environment, home environment, social environment, and so on.
Work Engagement (X2) (Mulyadi & Permana, 2022)	1. Vigor	Spirit or Vigor is characterized by the high level of enthusiasm and mental resilience that an employee has at work, the desire to test himself at work, and the employee's persistence in overcoming difficulties.
	2. Dedication	Dedication is a state where employees are involved in their work and is characterized by feelings of importance and the emergence of great enthusiasm. Additionally, they believe that their work inspires, challenges, and gives them pride.
	3. Absorption	Absorption is where an employee really focuses on their work and feels happy, so it is

Variable Description	Instrument or Dimension	Explanation of Variable Instruments
		difficult to disengage from their work and they often feel that time passes quickly while working.
Self-Efficacy (Z) (Dwi Anjani, 2023)	1. Confidence in Ability	This includes confidence in their ability to carry out their work, where employees feel capable of carrying out the tasks given to them, as well as gaining experience in completing their tasks and using the equipment needed to complete their tasks.
	2. Better abilities than other people's	Ability that is better than other people is a skill that differentiates a person from other people, including being confident in the ability to solve problems compared to other people, understanding work processes, and being able to work enthusiastically without supervision from superiors.
	3. Challenges of Work	Job challenges are employees who feel satisfied when given difficult and challenging tasks and always try to complete these tasks.
	4. Job Satisfaction	Job satisfaction is when an employee always feels satisfied when he successfully completes the tasks given by his superiors and is always satisfied when he finds a solution when he encounters obstacles in completing the task.
Organization Citizenship Behavior (Y) (Nurcholila et al., 2022)	1. Altruism	Altruism is behavior that reduces the work assigned to individuals in an organization. This action also helps in fulfilling obligations in organizational and personal matters.
	2. Civic Virtue	Civic Virtue refers to participating in organizational activities and having an interest in the survival of the organization. This behavior shows roles, responsibilities, and involvement in a business organization.
	3. Conscientiousness	Conscientiousness is doing the best job to benefit the organization. This behavior is demonstrated by efforts to exceed organizational expectations. This voluntary action is not the employee's responsibility or obligation.
	4. Courtesy	Courtesy refers to the desire to help coworkers prevent work-related problems by providing advice and information and respecting their needs. This behavior will maintain good

Variable Description	Instrument or Dimension	Explanation of Variable Instruments
		relations with other coworkers so as not to cause minor problems.
	5. Sportsmanship	Sportsmanship is surviving less than ideal work situations without complaining. This behavior makes it possible to be tolerant of the work environment, avoid negative aspects, not complain, and not exaggerate small problems.

Table 1. Operational Definition of Variables

Source: Processed Secondary Data (2023)

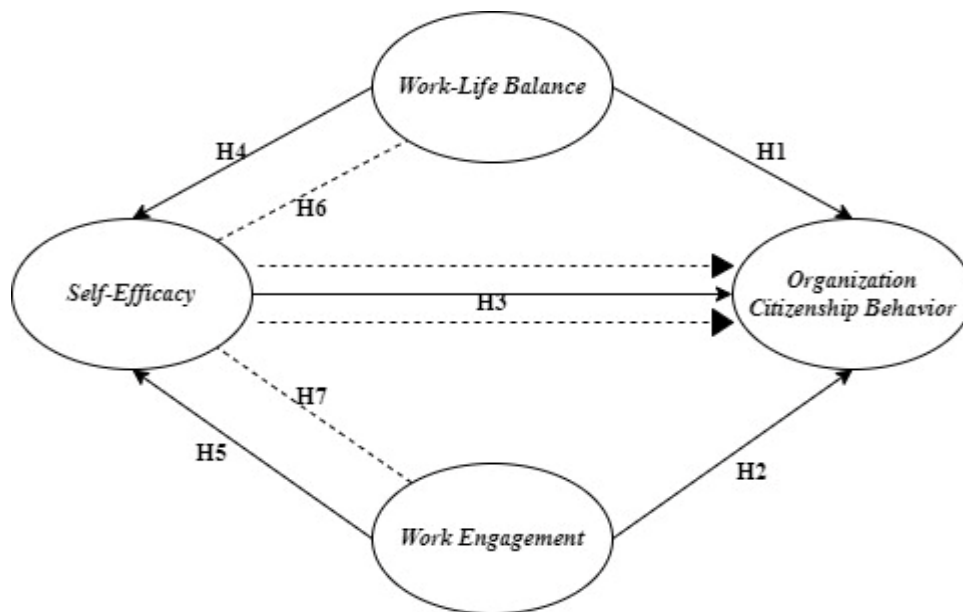


Figure 1. Framework of Thinking

Source: Authors' Data (2023)

The hypothesis of this research is as follows:

H1: It was stated that the Work-Life Balance provided by the company to employees of PT. LG Electronics Indonesia will influence Organization Citizenship Behavior.

H2: It was stated that the Work Engagement provided by the company to employees of PT. LG Electronics Indonesia will influence Organization Citizenship Behavior.

H3: It was stated that the Self-Efficacy experienced by the Company to employees of PT. LG Electronics Indonesia will influence Organizational Citizenship Behavior,

H4: It was stated that the work-life balance provided by the company to employees of PT. LG Electronics Indonesia will influence Self-Efficacy.

H5: It was stated that the Work Engagement provided by the company to employees of PT. LG Electronics Indonesia will influence Self-Efficacy.

H6: It was stated that the Work-Life Balance provided by the company to employees of PT. LG Electronics Indonesia will influence Organizational Citizenship Behavior with Self-Efficacy as a mediating variable.

H7: It was stated that the Work Engagement provided by the company to employees of PT. LG Electronics Indonesia will influence Organizational Citizenship Behavior with Self-Efficacy as a mediating variable.

RESULTS AND DISCUSSION

This research is a quantitative method. According to (Sugiyono, 2019), The goal of the quantitative research approach is to describe and test predetermined hypotheses through research on specific populations or samples, data collection using research instruments, and quantitative/statistical data analysis. It is based on the positivist philosophy. The population in this study were employees who worked at PT. LG Electronics Indonesia with a known population of 652 employees. Because the population size in this study is known, the Slovin formula can be applied. The samples obtained were 87 people. Data analysis for this research was carried out using SmartPLS (Partial Least Square) data processing version 3.0 to evaluate a hypothesis and available data. The following are details of the respondents to this study:

A. Characteristics based on Gender

Gender	Number of Respondent	Percentage
Male	74	85,1%
Female	13	14,9%
Total	87	100%

Table 2. Respondents' Gender
Source: The researchers' data (2023)

Based on table 2 above, 85.1% of respondents were male and 14.9% of respondents were female. Therefore, it can be concluded that some of the respondents who filled out this research questionnaire were male respondents.

B. Characteristics based on Age

Age	Respondent	Percentage
< 20 years	4	4,6%
20 - 35 years	41	47,1%
36 - 45 years	38	43,7%
> 45 years	4	4,6%
Total	87	100%

Table 3. Respondents' Age
Source: The researchers' data (2023)

Based on table 3 above, 47.1% of respondents were aged 20-35 years, 43.7% aged 36-45%, 4.6% aged >45 years, and 4.6% aged <20 years. Therefore, it can be concluded that most of the respondents who filled out this research questionnaire were aged 20-35 years.

C. Characteristics based on Education Level

Education Level	Respondent	Percentage
Senior high school/equivalent	85	97,7%
Bachelor's Degree	2	2,3%
Total	87	100%

Table 4. Respondents' Education Level
Source: The researchers' data (2023)

Based on table 4 above, 97.7% of respondents were at high school/equivalent education level, and 2.3% of respondents were at bachelor's level. Therefore, it can be concluded that most of the respondents who filled out this research questionnaire had a high school/equivalent education level.

DATA QUALITY TEST

Validity Tests

a. Convergent Validity

A research indicator will be considered valid if it has an outer loading value above 0.7 for each instrument. However, an outer loading value of 0.5 is still considered sufficient (Ghozali & Latan, 2015) in (Laksono & Wardoyo, 2019). If the outer loading value is <0.5, the question item must be eliminated.

Variable	Indicator	Outer Loading	Validity
Work-Life Balance	WLB1	0.810	Valid
	WLB2	0.841	Valid
	WLB3	0.830	Valid

Variable	Indicator	Outer Loading	Validity
	WLB4	0.803	Valid
	WLB5	0.854	Valid
	WLB6	0.735	Valid
Work Engagement	WE1	0.766	Valid
	WE2	0.818	Valid
	WE3	0.815	Valid
	WE4	0.832	Valid
	WE5	0.779	Valid
	WE6	0.727	Valid
Self-Efficacy	SE1	0.782	Valid
	SE2	0.768	Valid
	SE3	0.738	Valid
	SE4	0.720	Valid
	SE5	0.832	Valid
	SE6	0.747	Valid
	SE7	0.736	Valid
	SE8	0.751	Valid
Organization Citizenship Behavior	OCB1	0.711	Valid
	OCB2	0.709	Valid
	OCB3	0.719	Valid
	OCB4	0.737	Valid
	OCB5	0.794	Valid
	OCB6	0.701	Valid
	OCB7	0.779	Valid
	OCB8	0.720	Valid
	OCB9	0.782	Valid
	OCB10	0.812	Valid

Table 5. Outer Loading

Source: Output SmartPLS 3.0, processed primary data (2023)

Based on table 5 above, it can be seen that all indicators have an Outer Loading value > 0.5 so they can be declared valid for use in further research and analysis.

b. Discriminant Validity

A Cross-Loading value called the Discriminant Validity value is used to assess if the structure has enough discriminant. The Average Variance Extracted (AVE) value squared

indicates discriminant validity. Discriminant validity is said to be possible when the AVE value is > 0.5 (Ghozali & Latan, 2015) in (Laksono & Wardoyo, 2019).

Variable	Average Variance Extracted (AVE)
Work-Life Balance	0.661
Work Engagement	0.625
Self-Efficacy	0.578
Organization Citizenship Behavior	0.559

Table 6. Average Variance Extracted (AVE)

Source: Output SmartPLS 3.0, processed primary data (2023)

Based on table 6 above, it can be concluded that the square of Average Variance Extracted (AVE) value is > 0.5 , which means all constructs meet the Average Variance Extracted (AVE) criteria.

Reliability Test

The reliability test determines the consistency value of the measuring device. The reliability test value is shown in the Composite Reliability value and Cronbach's Alpha value. A variable can be said to have good reliability if the Composite Reliability value is > 0.7 and Cronbach's Alpha > 0.6 (Ghozali & Latan, 2015) in (Laksono & Wardoyo, 2019)

Variable	Composite Reliability	Result
Work-Life Balance	0.921	Reliable
Work Engagement	0.909	Reliable
Self-Efficacy	0.916	Reliable
Organization Citizenship Behavior	0.927	Reliable

Table 7. Composite Reliability

Source: Output SmartPLS 3.0, processed primary data (2023)

Based on table 7 above, it can be concluded that the composite reliability value for all constructs is > 0.7 , which means that all constructs meet the composite reliability criteria and each construct in this study has a high reliability value.

The reliability test is also strengthened by Cronbach's Alpha value. The following are the results of the reliability test with Cronbach's Alpha:

Variable	Cronbach's Alpha	Result
Work-Life Balance	0.897	Reliable
Work Engagement	0.880	Reliable
Self-Efficacy	0.895	Reliable

Variable	Cronbach's Alpha	Result
Organization Citizenship Behavior	0.912	Reliable

Table 8. Cronbach's Alpha

Source: Output SmartPLS 3.0, processed primary data (2023)

Based on table 8 above, it can be concluded that the Cronbach's alpha value for all constructs is > 0.6 , which means that all constructs meet the Cronbach's alpha criteria and each construct in this study has a high reliability value.

Inner Model Analysis

After carrying out validity tests and reliability tests, the research can be continued by testing the structural model or inner model. Inner Model analysis can be assessed through the R-Square test. The following is the R-Square value of this research:

Variable	R-Square	R Square Adjusted
Organization Citizenship Behavior	0.649	0.636
Self-Efficacy	0.665	0.657

Table 9. R-Square

Source: Output SmartPLS 3.0, processed primary data (2023)

Based on table 9 above, the resulting R-Square Organization Citizenship Behavior value is 0.649. It can be explained that the influence of the variables Work-Life Balance (X1), Work Engagement (X2), and Self-Efficacy (Z) on Organization Citizenship Behavior (Y) gives a value of 0.649, with the interpretation that the construct variables Organization Citizenship Behavior, Work-Life Balance, Work Engagement and Self-Efficacy with variables as mediating variables between Work-Life Balance, Work Engagement and Self-Efficacy with a percentage of 64.9%.

The result of the R-Square Self-Efficacy value is 0.665. With these results, it can be explained that there is a consequence of the variables Work-Life Balance (X1), Work Engagement (X2), and Self Efficacy (Z) on Organization Citizenship Behavior (Y) which gives a value of 0.665, with the interpretation that the construct variable Organization Citizenship Behavior, Work-Life Balance, Work Engagement, and Self-Efficacy with variables as mediating variables between Work-Life Balance, Work Engagement and Self-Efficacy with presentation, namely 66.5%.

Hypothesis Analysis

Hypothesis testing in this research can be seen in the Path Coefficient table which functions to test whether a hypothesis can be accepted or rejected. The Path Coefficient criterion is $5\% t = 1.96$. If the t-statistic value is greater (>1.96), the hypothesis is significant or H_0 is rejected, and H_a is accepted. The Path Coefficient table for this research is as follows:

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEVI)	P Values
Work-Life Balance-> Organization Citizenship Behavior	0.226	0.221	0.144	1.566	0.118
Work Engagement-> Organization Citizenship Behavior	0.350	0.352	0.110	3.166	0.002
Self-Efficacy-> Organization Citizenship Behavior	0.327	0.323	0.159	2.056	0.040
Work-Life Balance-> Self-Efficacy	0.434	0.414	0.103	4.211	0.000
Work Engagement-> Self-Efficacy	0.480	0.491	0.087	5.495	0.000

Table 10. Path Coefficient

Source: Output SmartPLS 3.0, processed primary data (2023)

Hypothesis 1

The t-statistic parameter coefficient for the Work-Life Balance (X1)- > Organization Citizenship Behavior variable has a value of 1.566. Therefore, it can be declared **not significant** (t table significance 5% = 1.96) or it can be stated that **Ho1 is accepted and Ha is rejected**.

Hypothesis 2

The t-statistic parameter coefficient for the Work Engagement (X2)- > Organization Citizenship Behavior variable has a value of 3.166. Therefore, it can be declared **significant** (t table significance 5% = 1.96) or it can be stated that **Ho2 is rejected and Ha2 is accepted**.

Hypothesis 3

The t-statistic parameter coefficient for the Self-Efficacy (Z)-> Organization Citizenship Behavior variable has a value of 2.056. Therefore, it can be declared **significant** (t table significance 5% = 1.96) or it can be stated that **Ho3 is rejected and Ha3 is accepted**.

Hypothesis 4

The t-statistical parameter coefficient for the Work-Life Balance (X1)- > Self-Efficacy variable has a value of 4.211. Therefore, it can be declared **significant** (t table significance 5% = 1.96) or it can be stated that **Ho4 is rejected and Ha4 is accepted**.

Hypothesis 5

The t-statistic parameter coefficient for the Work Engagement (X2)- > Self-Efficacy variable has a value of 5.495. Therefore, it can be declared **significant** (t table significance 5% = 1.96) or it can be stated that **Ho5 is rejected and Ha5 is accepted**.

To test the hypothesis between the Work-Life Balance variable on Organization Citizenship Behavior mediated by Self-Efficacy and the Work Engagement variable on Organization Citizenship Behavior mediated by Self-Efficacy, a Bootstrapping test was carried out with the following results:

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
Work-Life Balance-> Self-Efficacy -> Organization Citizenship Behavior	0.142	0.133	0.075	1.887	0.060
Work Engagement-> Self-Efficacy-> Organization Citizenship Behavior	0.157	0.160	0.087	1.811	0.071

Table 11. Special Indirect Effects

Source: Output SmartPLS 3.0, processed primary data (2023)

Hypothesis 6

The coefficient of the t-statistic parameter for Work-Life Balance- > Self-Efficacy- > Organization Citizenship Behavior has a value of 1.887. Therefore, it can be declared not significant (t table significance 5% = 1.96) or it can be stated that Ho6 is accepted and Ha6 is rejected.

Hypothesis 7

The coefficient of the t-statistic parameter for Work Engagement- > Self-Efficacy- > Organization Citizenship Behavior has a value of 1.811. Therefore, it can be declared not significant (t table significance 5% = 1.96) or it can be stated that Ho7 is accepted and Ha6 is rejected.

CONCLUSION

Based on the findings of the researchers' testing, processing, and data analysis of the impact of work-life balance, work engagement, and self-efficacy-mediated organizational citizenship behavior at PT. LG Electronics Indonesia.

1. Work-Life Balance does not have a significant influence on Organizational Citizenship Behavior of PT. LG Electronics Indonesia' employees because the t-statistic value shows < 1.96 ($1.566 < 1.96$), it can be interpreted that the increasing Work-Life Balance has no effect on Organizational Citizenship Behavior in employees PT. LG Electronics Indonesia.
2. Work Engagement has a significant influence on Organizational Citizenship Behavior of PT. LG Electronics Indonesia's employees because the t-statistic value shows > 1.96 ($3.166 > 1.96$), which means that good Work Engagement influences Organizational Citizenship Behavior in employees PT. LG Electronics Indonesia.
3. Self-Efficacy has a significant influence on Organizational Citizenship Behavior of PT. LG Electronics Indonesia's employees because the t-statistic value shows > 1.96 ($2.056 > 1.96$), it can be interpreted that natural Self-Efficacy influences Organizational Citizenship Behavior Behavior in employees PT. LG Electronics Indonesia.

4. Work-Life Balance has a significant influence on Self-Efficacy of PT. LG Electronics Indonesia's employees because the t-statistic value shows > 1.96 ($4.211 > 1.96$), it can be interpreted that the existence of Work-Life Balance has an effect on Self-Efficacy Behavior in employees PT. LG Electronics Indonesia.
5. Work Engagement has a significant influence on Self-Efficacy of PT. LG Electronics Indonesia's employees because the t-statistic value shows > 1.96 ($5.495 > 1.96$), it can be interpreted that by creating employee Work Engagement it will have an effect on Self-Efficacy in employees PT. LG Electronics Indonesia.
6. Self-Efficacy as a mediating variable plays a role in weakening the influence of Work-Life Balance on Organizational Citizenship Behavior of PT. LG Electronics Indonesia's employees negatively because H_0 was accepted and H_a was rejected. This is because Work-Life Balance does not significantly influence Organizational Citizenship Behavior of PT. LG Electronics Indonesia's employees and further strengthened by its Self-Efficacy with a t-statistic value of 1.887 ($1.877 < 1.96$).
7. Self-Efficacy as a mediating variable plays a role in weakening the influence of Work Engagement on Organizational Citizenship Behavior of PT. LG Electronics Indonesia's employees negatively because H_0 was accepted and H_a was rejected. This is because Work Engagement has a significant influence on Organizational Citizenship Behavior of PT. LG Electronics Indonesia's employees and with the presence of Self-Efficacy, the significance value is reduced but still produces a significant influence on Organization Citizenship Behavior with a t-statistic value of 1.811 ($1.811 < 1.96$).

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