



**THE EFFECT OF WORK-LIFE BALANCE AND COMPENSATION ON
ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH EMPLOYEE JOB
SATISFACTION AT PT RIZKA BARAKATUR ROZZAQ IN JAKARTA**

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Abstract

This study aims to analyze the effect of Work-Life Balance and compensation on Organizational Citizenship Behavior through job satisfaction as an intervening variable among employees of PT Rizka Barakatur Rozzaq in Jakarta. The study employed a quantitative approach using a survey method. The population consisted of 44 employees, and all members of the population were used as respondents through a saturation sampling technique. Data were collected through a five-point Likert scale questionnaire and analyzed using IBM SPSS Statistics 27 through validity and reliability tests, path analysis, t-test, coefficient of determination, and Sobel test. The results indicate that Work-Life Balance does not significantly affect job satisfaction or OCB. Compensation has a positive and significant effect on job satisfaction, but it does not directly affect OCB. Job satisfaction has a positive and significant effect on OCB. Furthermore, job satisfaction is unable to mediate the effect of Work-Life Balance on OCB, but it is able to mediate the effect of compensation on OCB. These findings suggest that improving job satisfaction through fair and appropriate compensation can encourage employees' OCB.

Keywords: Work-Life Balance, Compensation, Job Satisfaction, Organizational Citizenship Behavior



INTRODUCTION

Human resources are strategic assets that determine an organization's success in achieving its goals. A company's competitive advantage is determined not only by the quality of its products and services, but also by the positive behavior of employees who are able to contribute beyond their formal duties. One behavior that plays a key role in enhancing organizational effectiveness is Organizational Citizenship Behavior (OCB). Organ (1988) defines OCB as voluntary employee behavior performed without any demands or formal reward systems, yet capable of enhancing organizational effectiveness. Employees with high OCB tend to help their coworkers, maintain harmonious work relationships, demonstrate loyalty, and actively participate in various organizational activities.

The importance of OCB has grown alongside the expansion of the food and beverage (F&B) industry in Indonesia. According to data from the Central Statistics Agency, the number of businesses in the F&B sector has continued to rise, reaching 4.48 million units in 2022, increasing to 4.85 million units in 2023—a growth of 8.26%—and further rising to 5.28 million units in 2024 with a growth rate of 8.87%. This increase indicates that the F&B industry has excellent prospects, but it also creates increasingly intense business competition. These conditions require companies to have human resources who are not only capable of performing their duties according to their job descriptions but are also willing to make additional contributions through OCB behavior.

One factor believed to influence the emergence of OCB is job satisfaction. Kreitner and Kinicki (2021) explain that job satisfaction is an individual's emotional response to their work, arising from an evaluation of various aspects of the job. Employees who feel satisfied tend to have a positive attitude toward the organization and are therefore more willing to help coworkers, maintain interpersonal relationships, and make contributions beyond their formal responsibilities. Conversely, low job satisfaction can reduce motivation and diminish employees' willingness to exhibit extra behaviors that benefit the organization.

Job satisfaction is influenced by various factors, including work-life balance (WLB) and compensation. McDonald and Bradley (2005) define work-life balance as an individual's ability to balance the demands of work with their personal life so that both roles can coexist harmoniously. This balance fosters better psychological well-being, reduces work-related stress, and enhances employees' job satisfaction. Furthermore, Hasibuan (2019) explains that compensation refers to all forms of rewards received by employees—whether financial or non-financial—in exchange for their contributions to the company. A fair compensation system that aligns with the workload enhances



perceptions of fairness, increases job satisfaction, and fosters positive employee behavior.

This study was conducted at PT Rizka Barakatur Rozzaq, a company operating in the restaurant, café, and venue-provider sectors in Jakarta. The company's operational characteristics require employees to work daily on a single-shift system from 1:00 PM to 11:00 PM with rotating days off. These conditions have the potential to affect employees' work-life balance, job satisfaction, and OCB.

The phenomenon of low OCB is evident from company data showing an average employee absenteeism rate of 2.8%, which is higher than the company's tolerance limit of 1%. Additionally, the attendance rate for non-mandatory organizational activities averaged only 61.5%, lower than the company's target of 80%. Preliminary survey results from 20 respondents also indicate that approximately 70% of employees have not demonstrated positive OCB behavior, 75% of employees do not feel job satisfaction, 85% of employees do not have a good work-life balance, and the compensation received by employees remains below the DKI Jakarta Provincial Minimum Wage standard. These findings suggest that there are still issues that require the company's attention.

Previous research has yielded inconsistent results regarding the relationships among variables. Syarini et al. (2026) demonstrated that work-life balance has a positive and significant effect on job satisfaction, whereas Mutamadra & Claudia (2024) found non-significant results. Inconsistencies also exist regarding the relationship between work-life balance and OCB, compensation and OCB, as well as the mediating role of job satisfaction. Fitriani et al. (2023) stated that work-life balance does not have a direct effect on OCB, whereas Hasibuan et al. (2025) found a positive and significant effect. Fathkhurrahman et al. (2024) concluded that neither compensation nor the mediating role of job satisfaction affects OCB, whereas Syahbilal and Suprpto (2023) obtained opposite results. These differing research findings indicate that there remains a research gap that requires further investigation within the context of the food and beverage industry.

Based on empirical phenomena, theoretical foundations, and the inconsistencies in previous research findings, this study aims to analyze the effects of work-life balance and compensation on Organizational Citizenship Behavior through job satisfaction as a mediating variable among employees at PT Rizka Barakatur Rozzaq in Jakarta. The results of this study are expected to contribute to the development of human resource management theory, particularly regarding the role of job satisfaction as a mediating variable in enhancing Organizational Citizenship Behavior.



LITERATURE REVIEW

Organizational Citizenship Behavior

Organ (1988) defines Organizational Citizenship Behavior (OCB) as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that, in the aggregate, promotes the effective functioning of the organization. Thus, OCB refers to voluntary employee behavior that goes beyond formal job requirements and contributes to the effective functioning of the organization. OCB is influenced by several factors, including job satisfaction, organizational commitment, organizational justice, personality, leadership, and organizational climate (Robbins & Judge, 2017). In this study, OCB is measured using five dimensions proposed by Organ (1988), namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue..

Job Satisfaction

Kreitner and Kinicki (2021) define job satisfaction as an individual's emotional response to their job, which arises from an evaluation of various aspects of the job. Job satisfaction is influenced by several factors, including work activities, recognition and rewards, the work environment, compensation and benefits, career development, autonomy and responsibility, and work-life balance. In this study, job satisfaction is measured using five dimensions proposed by Kreitner and Kinicki (2021), namely need fulfillment, discrepancies, value attainment, equity, and dispositional/genetic components.

Compensation

Hasibuan (2019) states that compensation refers to all forms of income received by employees in the form of money or other benefits as remuneration for the contributions they provide to the company. Appropriate compensation is expected to increase employee motivation and encourage employees to achieve optimal performance. In this study, compensation is measured using four indicators proposed by Hasibuan (2019), namely salary or wages, incentives, allowances, and benefits/facilities.

Work-Life Balance

McDonald and Bradley (2005) define work-life balance as the extent to which individuals are able to balance their work and non-work roles, enabling them to participate in and derive satisfaction from both areas of life. Work-life balance reflects the extent to which individuals can allocate their time, involvement, and satisfaction between work and non-work domains. In this study, work-life balance is measured using three dimensions proposed by McDonald and Bradley (2005), namely time balance, involvement balance, and satisfaction balance.

Conceptual Framework

This study examines the effect of Work-Life Balance and Compensation on Organizational Citizenship Behavior through Job Satisfaction as a mediating variable. A good Work-Life Balance and appropriate Compensation are expected to enhance employees' Job Satisfaction. Furthermore, employees with high levels of Job Satisfaction tend to demonstrate Organizational Citizenship Behavior through voluntary behaviors that contribute to organizational effectiveness. Therefore, Job Satisfaction serves as an intervening variable that mediates the effects of Work-Life Balance and Compensation on Organizational Citizenship Behavior.

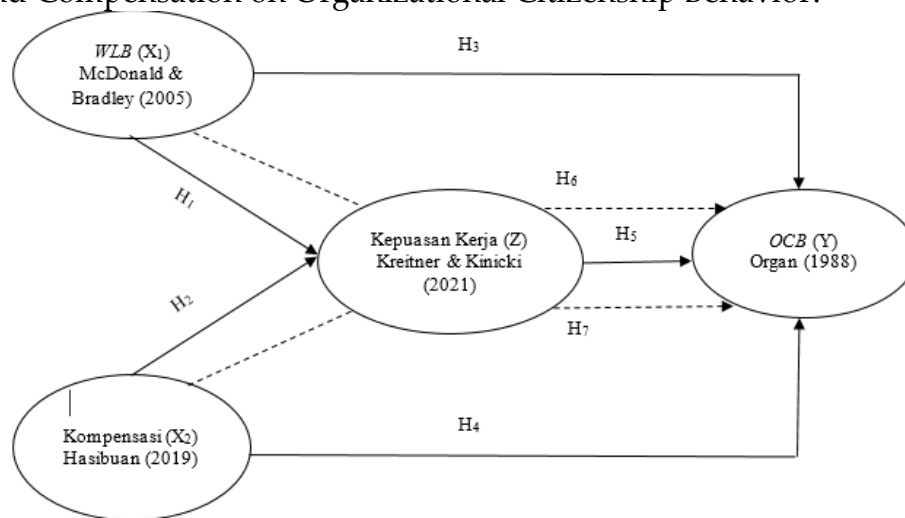


Figure 1.
Conceptual Framework

RESEARCH METHOD

This study employs a quantitative approach using a survey method to analyze the influence of work-life balance, compensation, organizational citizenship behavior (ocb) through job satisfaction as an intervening variable. The research subjects are employees of PT Rizka Barakatur Rozzaq, located in Jakarta. The population for this study consists of 44 employees; therefore, the sampling technique used is saturation sampling (census), in which all members of the population serve as research respondents. Primary data were collected through the distribution of a questionnaire using a five-point Likert scale, while secondary data were obtained from company documents, the Central Statistics Agency (BPS), and various literature relevant to the study. The Work-Life Balance variable was measured using three indicators proposed by McDonald and Bradley (2005); compensation was measured using four indicators according to Hasibuan (2019); job satisfaction was measured using five indicators



according to Kreitner and Kinicki (2021); and Organizational Citizenship Behavior was measured using five indicators according to Organ (1988). Before hypothesis testing, the research instruments were evaluated through validity and reliability tests.

Data analysis was conducted using IBM SPSS Statistics version 27* which included descriptive analysis and classical assumption tests—comprising normality, multicollinearity, and heteroscedasticity tests— followed by multiple linear regression analysis, the coefficient of determination (R^2) test, the partial test (t-test), and the Sobel test to examine the mediating effect of job satisfaction on the relationship between work-life balance and compensation with Organizational Citizenship Behavior.

RESULTS AND DISCUSSION

Data Analysis

1. Validitas Test

Validity testing is a procedure for determining the accuracy and validity of a measurement tool in research. An instrument is considered valid if it is able to accurately measure what it is intended to measure (Sugiyono, 2023). In addition, this test aims to determine the extent to which respondents understand each question asked, as invalidity is often caused by respondents' inability to grasp the instrument's intent (Sahir, 2021). The decision criteria for the validity test are as follows: if the calculated r is greater than the table r , the data is deemed valid. Conversely, if the calculated r is less than the table r , the data is deemed invalid. The results of the validity test are presented in Table 1.

Variabel	Indikator	Correlation (r hitung)	Ketetapan (r tabel)	Keterangan
work-life balance (X_1)	$X_{1.1}$	0,808	0,3	Valid
	$X_{1.2}$	0,749	0,3	Valid
	$X_{1.3}$	0,449	0,3	Valid
	$X_{1.4}$	0,779	0,3	Valid
	$X_{1.5}$	0,820	0,3	Valid
	$X_{1.6}$	0,829	0,3	Valid
compensation (X_2)	$X_{2.1}$	0,710	0,3	Valid
	$X_{2.2}$	0,237	0,3	Tidak Valid
	$X_{2.3}$	0,522	0,3	Valid
	$X_{2.4}$	0,540	0,3	Valid
	$X_{2.5}$	0,726	0,3	Valid



	X _{2.6}	0,616	0,3	Valid
	X _{2.7}	0,747	0,3	Valid
	X _{2.8}	0,436	0,3	Valid
	X _{2.9}	0,769	0,3	Valid
	X _{2.10}	0,557	0,3	Valid
	X _{2.11}	0,348	0,3	Valid
	X _{2.12}	0,715	0,3	Valid
job satisfaction (Z)	Z1	0,719	0,3	Valid
	Z2	0,524	0,3	Valid
	Z3	0,801	0,3	Valid
	Z4	0,675	0,3	Valid
	Z5	0,748	0,3	Valid
	Z6	0,728	0,3	Valid
	Z7	0,643	0,3	Valid
	Z8	0,754	0,3	Valid
	Z9	0,562	0,3	Valid
	Z10	0,697	0,3	Valid
	Z11	0,634	0,3	Valid
	Z12	0,639	0,3	Valid
	Z13	0,507	0,3	Valid
OCB (Y)	Z1	0,690	0,3	Valid
	Z2	0,691	0,3	Valid
	Z3	0,693	0,3	Valid
	Z4	0,681	0,3	Valid
	Z5	0,504	0,3	Valid
	Z6	0,576	0,3	Valid
	Z7	0,601	0,3	Valid
	Z8	0,709	0,3	Valid
	Z9	0,675	0,3	Valid
	Z10	0,415	0,3	Valid
	Z11	0,424	0,3	Valid

Source : Data Prosesed, 2026

Based on Table 1, it can be seen that the results of the validity test for the variables work-life balance (X₁), compensation (X₂), job satisfaction (Z), and OCB (Y)—out of a total of 42 statements—41 statements had a calculated r-value greater than 0.3, while there was 1 statement in the compensation variable (X₂) that had a calculated r value less than 0.3. If a statement item is deemed invalid or does not meet the criteria,



that item is excluded and not included in further analysis (Sugiyono, 2023; Arikunto, 2013). Consequently, the number of valid items that can proceed to the reliability test is 41 items.

2. Reliability Test

A reliability test is used to determine the extent to which measurement results for survey items remain consistent when two or more measurements of the same phenomenon are taken using the same measurement instrument. Cronbach's alpha was used to determine the reliability of each instrument. The criterion for the reliability test is that if the Cronbach's alpha value is greater than 0.6, the data is considered reliable; if the Cronbach's alpha value is less than 0.6, the data is considered unreliable. The results of the reliability test are presented in Table 2.

Table 2.
Reliability Test Result

Variabel	Cronbach alpha	Decision	Description
WLB (X ₁)	0,833	0,6	Reliable
Compensation (X ₂)	0,836	0,6	Reliable
Job satisfaction (Z)	0,894	0,6	Reliable
OCB (Y)	0,833	0,6	Reliable

Source: Data Prosesed, 2026

Based on Table 3.5, it can be seen that each variable exhibits a Cronbach's alpha value greater than the minimum reliability threshold of 0.6. This indicates that all items for each variable in this study are considered reliable. In other words, all the statements included can be used in this study.

3. Path Analysis

This study uses path analysis with the help of IBM SPSS Version 27.00, which will result in two equations, namely X₁ and X₂ to Z, and X₁, X₂, and Z to Y. The structural equation model for the path analysis in this study is as follows:

$$Z = \rho_{zx1}X_1 + \rho_{zx2}X_2 + \varepsilon_1$$

$$Z = 0,133X_1 + 0,707X_2 + 0,372$$

$$Y = \rho_{yx1}X_1 + \rho_{yx2}X_2 + \rho_{yz}Z + \varepsilon_2$$

$$Y = 0,081X_1 + 0,117X_2 + 0,532Z + 0,541$$

The total effect, which is a combination of the direct and indirect effects of the exogenous variable on the endogenous variable:

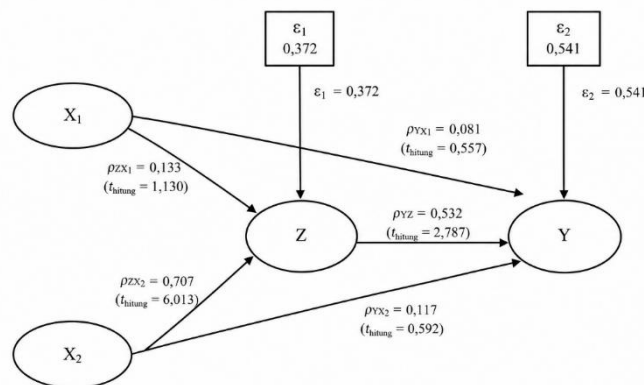


Figure 2.
Path Analysis Result

The following table presents the results of the path analysis model, showing both direct and indirect effects:

Table 3.
Path Analysis Test Results

Variable			Influence		
Eksogen	Intervening	Endogen	Direct (%)	Indirect (%)	Total (%)
<i>work-life balance</i> (X_1)		job satisfaction (Z)	0,133		
compensation (X_2)		job satisfaction (Z)	0,707		
<i>work-life balance</i> (X_1)	job satisfaction (Z)	OCB (Y)	0,081	0,071	0,152
compensation (X_2)	job satisfaction (Z)	OCB (Y)	0,117	0,376	0,493
job satisfaction (Z)		OCB (Y)	0,532		

Source : Data Prosesed, 2026

4. Coefficient of Determination

Table 4.
R Square Coefficients

R Square Coefficients	
Organizational Citizenship Behavior	0,628
Job Satisfaction	0,459

Source: Processed primary data, 2026

Based on the calculation results of the determination coefficient for the first equation, the R Square value is 0.483. This shows that the contribution of work-life balance (X_1) and compensation (X_2) to job satisfaction (Z) is 62,8%. The remaining 37,2% influenced by other factors outside the scope of this study, such as work activities,



recognition and rewards, the work environment, career development, autonomy, and responsibility (Denny & Hendi, 2015), as well as other factors. For the second equation, the R Square value is 0.459. This indicates that the contribution of work-life balance (X_1) and compensation (X_2), job satisfaction (Z) to organizational citizenship behavior (Y) is 45,9%. The remaining 54,1% influenced by other factors such as organizational commitment, organizational justice, personality, leadership, organizational climate (Robbins & Judge, 2017), and other factors.

5. Hypothesis Testing

This research tests the hypothesis using the t-test and Sobel test. The t-test is applied to test hypotheses H_1 , H_2 , H_3 , H_4 , and H_5 , which aim to examine the direct effect between variables, while the Sobel test is used to test H_6 and H_7 , which evaluate the indirect effect between variables. The criterion for testing hypotheses with the t-test is if t calculated $> t$ -table, the hypothesis is accepted. The t value is calculated using IBM SPSS Version 27.00, while the t table value is obtained from the t distribution with $\alpha = 0.05$ and degrees of freedom (df) = $n - k - 1 = 44 - 3 - 1 = 40$, resulting in a t table value of 1.684. For hypothesis testing with the Sobel test, the criterion used is if Z calculated $> Z$ table, the hypothesis is accepted. The Z calculated value is computed using the Sobel test formula or through the Sobel Test Calculator application, while the Z table value is 1.96.

Based on the recap from each hypothesis test, the overall recap of all the hypothesis tests will be explained as follows:

Table 4.
Recap of hypothesis testing

No.	Variable	Statistical Test	Decision	Information
1	$X_1 \rightarrow Z$	1,130 1,683 $0,265 > 0,05$	$<$ H_0 is accepted,, H_a is rejected	Work-Life Balance (WLB) does not have a significant effect on job satisfaction
2	$X_2 \rightarrow Z$	6,013 1,683 $0,000 < 0,05$	$>$ H_0 is rejected, H_a is accepted	Compensation has a positive and significant effect on job satisfaction
3	$X_1 \rightarrow Y$	$0,581 > 0,05$	H_0 is accepted,, H_a is rejected	Work-Life Balance (WLB) does not have a significant effect on Organizational Citizenship Behavior (OCB)



4	$X_2 \rightarrow Y$	0,592 1,683 0,557 > 0,05	<	H0 is accepted,, Ha is rejected	Compensation does not have a significant effect on Organizational Citizenship Behavior (OCB)
5	$Z \rightarrow Y$	2,787 1,683 0,008 < 0,05	>	H0 is rejected, Ha is accepted	Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB)
6	$X_1 \rightarrow Z \rightarrow Y$	1,047 < 1,96		H0 is accepted,, Ha is rejected	Compensation (X2) has no indirect, positive, and significant effect on OCB (Y) through job satisfaction (Z)
7	$X_2 \rightarrow Z \rightarrow Y$	2,532 > 1,96		H0 is rejected, Ha is accepted	Compensation (X2) has an indirect, positive, and significant effect on OCB (Y) through job satisfaction (Z).

Source : Data Prosesed, 2026

The Effect of Work-Life Balance (X₁) on Job Satisfaction (Z)

Based on Table 4, it can be seen that the t-value for the WLB (X₁) variable is 1.130 and the critical t-value is 1.683, meaning that the t-value is less than the critical t-value ($1.130 < 1.683$), and the p-value of 0.265 is greater than 0.05 ($0.265 > 0.05$). Therefore, it can be concluded that H01 is accepted and Ha1 is rejected, meaning that WLB does not have a significant effect on job satisfaction. These results differ from those of studies conducted by Mahmudah et al. (2025), Mutamadra and Claudia (2024) & Adiyono and Tanuwijaya (2024), which found that WLB does not have a direct effect on job satisfaction.

The Effect of Compensation (X₂) on Job Satisfaction (Z)

Based on Table 4. it can be seen that the t-calculated value for the compensation variable (X₂) is 6.013 and the t-table value is 1.683, meaning $t\text{-calculated} > t\text{-table}$ ($6.013 > 1.683$), and the significance value of 0.000 is less than 0.05 ($0.000 > 0.05$). Therefore, it can be concluded that H02 is rejected and Ha2 is accepted, meaning that compensation has a positive and significant effect on job satisfaction. This indicates that the results are consistent with the theory presented by (Denny & Hendi, 2015), which identifies compensation as one of the factors leading to job satisfaction; that is, the better the compensation provided by the company, the higher the employees' level of job satisfaction. These research findings are supported by previous studies, namely (Syarini et al., 2026), (Syahbilal & Suprpto, 2023), and (Muzakki et al., 2020).

**The Effect of WLB (X_1) on OCB (Y)**

Based on Table 4, it can be seen that the t-value for the WLB (X_1) variable is 0.557 and the critical t-value is 1.684, meaning the t-value is less than the critical t-value ($0.557 < 1.684$), and the significance level of 0.581 is greater than 0.05 ($0.581 > 0.05$). Therefore, it can be concluded that H_{03} is accepted and H_{a3} is rejected, meaning that WLB does not have a significant effect on OCB. In this study, the effect is not significant, indicating that there are other, more dominant factors influencing OCB. These results are consistent with previous studies conducted by Fitriani et al. (2023), Mulyani & Setyaningrum (2023), Mahmudah et al. (2025) and Mutamadra & Claudia (2024) which stated that WLB does not have a direct effect on OCB.

The Effect of Compensation (X_2) on OCB (Y)

Based on Table 4, it can be seen that the t-calculated value for the compensation variable (X_2) is 0.592 and the t-table value is 1.684, meaning $t\text{-calculated} < t\text{-table}$ ($0.592 < 1.684$), and the significance value of 0.557 is greater than 0.05 ($0.557 > 0.05$). Therefore, it can be concluded that H_{04} is accepted and H_{a4} is rejected, meaning that compensation does not have a significant effect on OCB. This is indicated by the fact that the indicators used are components of compensation, whereas this is inconsistent with the concept of OCB, which leans more toward behavior rather than material aspects. These results are consistent with previous studies conducted by (Fathkhurrahman et al., 2024), (Putri et al., 2023) and (Muzakki et al., 2020), which found that compensation does not have a direct effect on OCB.

The Effect of Job Satisfaction (Z) on OCB (Y)

Based on Table 4, it can be seen that the t-value for the job satisfaction variable (Z) is 2.787 and the critical t-value is 1.684, meaning the t-value is greater than the critical t-value ($2.787 > 1.684$), and the p-value of 0.008 is less than 0.05 ($0.008 > 0.05$). Therefore, it can be concluded that H_{05} is rejected and H_{a6} is accepted, meaning that job satisfaction has a positive and significant effect on OCB. This implies that the higher the job satisfaction felt by employees, the higher the level of OCB they exhibit. Employees who feel satisfied are more likely to demonstrate loyalty, cooperation, and voluntary behavior. Job satisfaction is also one of the main predictors of OCB, in line with the theory proposed by (Robbins & Judge, 2017). These results are supported by previous studies conducted by (Hasibuan et al., 2025), (Fitriani et al., 2023), and (Sitanggang & Riyanto, 2023), which found that job satisfaction has a positive and significant effect on OCB.

The Effect of WLB on Employees' OCB Through Job Satisfaction

Based on Table 4, the calculated Z-value was 1.047. The calculated Z-value is smaller than the critical Z-value ($1.047 < 1.96$). This proves that H_{06} is accepted and



Ha6 is rejected, meaning that WLB (X_1) does not have a positive and significant indirect effect on OCB (Y) through job satisfaction (Z). This is consistent with previous research conducted by (Mahmudah et al., 2025), (Mutamadra dan Claudia, 2024), and (Syawal et al., 2023) which showed that compensation does not have a significant effect on OCB through job satisfaction.

The Effect of Compensation on OCB Through Job Satisfaction

Based on Table 4, the calculated Z-value was found to be 2.53. The calculated Z-value is greater than the critical Z-value ($2.53 > 1.96$). This proves that H07 is rejected and Ha7 is accepted, meaning that compensation (X_2) has an indirect, positive, and significant effect on OCB (Y) through job satisfaction (Z). This is consistent with previous studies conducted by (Setiawan & Rusdi, 2025), (Syahbilal & Suprpto, 2023), and (Muzakki et al, 2020) which showed that compensation has a positive and significant indirect effect on OCB through job satisfaction.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that Work-Life Balance does not have a significant effect on job satisfaction or Organizational Citizenship Behavior (OCB) among employees of PT Rizka Barakatur Rozzaq in Jakarta. These findings indicate that employees' ability to balance work and personal life is not the primary factor influencing their job satisfaction or willingness to perform extra-role behaviors within the organization.

Compensation has a positive and significant effect on job satisfaction, indicating that fair and appropriate compensation is able to improve employees' satisfaction with their jobs. However, compensation does not directly influence Organizational Citizenship Behavior, suggesting that financial rewards alone are insufficient to encourage employees to voluntarily perform behaviors beyond their formal job responsibilities.

Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior. Employees who experience higher levels of job satisfaction are more likely to demonstrate voluntary behaviors such as helping coworkers, maintaining harmonious relationships, and actively contributing to organizational effectiveness.

The mediation analysis reveals that job satisfaction does not mediate the relationship between Work-Life Balance and Organizational Citizenship Behavior. In contrast, job satisfaction successfully mediates the relationship between compensation and Organizational Citizenship Behavior. This finding implies that compensation can encourage Organizational Citizenship Behavior when it first enhances employees' job satisfaction. Therefore, organizations are encouraged to implement fair compensation



policies while continuously improving employee job satisfaction to strengthen Organizational Citizenship Behavior within the workplace.

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