Work life balance in Islamic perspective(WLBIP) and its impact on organizational citizenship behavior in islamic perspective(OCBIP) and service performance

Muafi Muafi^(a), Yuni Siswanti^(b), Mohammad Ziad Anwar^(c)

^(a) Management Department, Faculty of Business and Economics, University Islam Indonesia, Indonesia

^(b) Alumna of Doctoral Program of Faculty of Business and Economics, University Islam Indonesia; and Lecturer of Management, Universitas Pembangunan Nasional Veteran Yogyakarta, Indonesia

^(c) Doctoral Program of Faculty of Business and Economics, Universitas Islam Indonesia, Indonesia

ARTICLE INFO

Article history:

Received 12 March 2021

Received in rev. form 14 April 2021

Accepted 16 April 2021

Keywords:

Work life Balance, Islamic
Perspective, Organizational
Citizenship, Service Performance

JEL Classification:

G32

ABSTRACT

This study aims to examine and analyze the effect of Work Life Balance in Islamic Perspective (WLBIP) and Organizational Citizenship Behavior in Islamic Perspective (OCBIP) on service performance. In addition, this study also tests and analyzes the effect of OCBIP's role in mediating the WLBIP effect on service performance. Respondents of this study are manager and staff who work at Baitul Maal Wa Tamwil or Sharia Financing and Savings and Loan Cooperatives (KSPPS) in Yogyakarta Special Region, which are spread across the city and districts with total of 158 respondents. The sampling technique is conducted by purposive sampling. Meanwhile, statistical technique uses AMOS 21. The results show that (1) WLBIP has an effect on OCBIP, (2) WLBIP has no effect on service performance, (3) OCBIP has an effect on service performance and (4) OCBIP is able to mediate the effect of WLBIP on service performance.

© 2021 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

Introduction

After the Covid-19 pandemic, the demand for business competition is very competitive and affects company strategies and policies. It also has an impact on work demands and heavy workload for employees. Work life balance (WLB) is still being a strategic issue because employees will have a good performance if they had a work balance between work and non-work, including personal, family, and hobbies (Prakash, 2018; Clark, 2000). In the millennial era, employees have different life preferences and lifestyles (Prakash, 2018). In principle, all employees have a goal to create a better life, full of meaning and better life quality. However, in fact, employees are often faced with high levels of stress. Employee behavior and performance are influenced by their stressful psychological conditions in the work environment in every situation (Bailey et al., 2017). Therefore, a person must be able to balance time, emotions, attitudes, and responsibilities at work (Hill et al., 2001). Heavy work demands and personal interests result in psychological and cognitive burdens that have an impact on employee performance (Drapeau, et. Al., 2012; Reddy, et.al., 2010). If employees have positive WLB, it could actually increase OCB (Heriyadi et al., 2020; Raharjo et al., 2019; Pradhan et al., 2016).

WLB is being an interesting and very tough challenge, especially for sharia-oriented organizations. The millennial era made organizations must be able to retain employees who have good competencies. On the other hand, employees are required to be able to work professionally with high and volatile work demands while still prioritizing sharia-based business principles. Therefore, the organization has an obligation to properly manage WLB for its employees because it will have significant implications for attitudes, behavior, welfare, OCB, and employee performance in the organization (Pradhan, 2016). Baitul Maal Wa Tamwil or Sharia Financing and Savings and Loan Cooperative (KSPPS) is basically a non-bank financial institution whose operations are based on the Islamic

* Corresponding author. ORCID ID: 0000-0002-5078-4670

© 2021 by the authors. Hosting by SSBFNET. Peer review under responsibility of Center for Strategic Studies in Business and Finance.

<https://doi.org/10.20525/ijrbs.v10i3.1150>

principles. Yogyakarta Special Region Province has Baitul Maal Wa Tamwil or Sharia Financing Savings and Loan Cooperative (KSPPS) which are oriented towards excellent service performance. They are competing to attract customers who are predominantly Muslim. However, the reality is in several cases, there are some managers and employees who have not been able to apply the Islamic principles perfectly (kaffah) in conduct their business processes. This study offers the WLB concept from an Islamic perspective. It is expected to have an impact on OCBIP and service performance. This topic is relatively rare in previous study so that it can fill the research gap and become the renewal of the study.

Literature Review

Conceptual Background and Hypotheses Development

Work Life Balance in Islamic Perspective (WLBIP), Organizational Citizenship Behavior in Islamic Perspective (OCBIP) and Service Performance.

Work life balance (WLB) is the balance of an individual's life in conducting tasks that is his responsibility in work, home and community (Clark, 2000). WLB is an interesting topic to be discussed because it is directly related to one's balance in managing work, personal, and family life, including recreation and hobbies (Prakash, 2018). Pradhan et al. (2016) emphasize that there is a close relationship between WLB and OCB in work. When employees have an increased WLB, employees tend to perform and expand their discretionary behavior outside the expected normal tasks. Employees and executives in the manufacturing industry in East India have experienced this. Meanwhile, the same results also occurred in Indonesia's hospital organizations. Heriyadi et al (2020) conclude that WLB is able to directly increase employee involvement in OCB. Likewise, WLB is able to indirectly increase employee involvement in OCB through work satisfaction. These findings have positive implications for increasing organizational effectiveness. It is supported by NurAfni & Amar (2019) which have the same conclusion that WLB has a positive effect on OCB among bank employees in Padang, Indonesia. Thevanes and Harikaran (2020) also conclude that there is a significant pattern of relationship between WLB, OCB, and organizational performance among private bank employees in Sri Lanka.

From an Islamic perspective, the WLBIP concept has been successfully formulated, developed, and researched by Muafi (2021) on employees and managers of Islamic cooperatives in Yogyakarta Special Region. Muafi (2021) measures WLBIP by using three indicators which include; (1) time balance in Islamic perspective/TBIP, (2) involvement balance in Islamic perspective/IBIP, and (3) satisfaction balance in Islamic perspective/SBIP. These three measurements have an item that has loading factor of > 0.5 so it is declared valid. All variables produce Cronbach alpha > 0.6 so it is concluded reliable.

It is feared that an employee who has a bad WLB will have decreased performance so it will also have a negative impact on other lives. A positive and high WLB approach is expected to represent a high level of emotional engagement activity and have an impact on positive employee work results (Kim, 2017; Singh & Khanna, 2011). Employee performance is the combination result of effectiveness and efficiency when employees conduct their main duties (Robbins & Judge, 2015). In this study, researcher refers to Cronin & Taylor (1994; Dharmayanti, 2006) which states that service performance is a performance that is truly received and felt by customers.

H1. WLBIP has a significant positive effect on OCBIP

H2. WLBIP has a significant positive effect on service performance

OCBIP and Service Performance

There are many study findings in Indonesia that have concluded that OCB has a positive and significant effect on employee performance (Abrar, et al., 2019; Lestari, et al., 2018; Putri, et al., 2017; Ticoalu, 2013). In general, employees feel the need and importance to help each other in order to ease the their coworkers workload for smooth work within the company. They are willing to work together, accept additional assignments or accept and adjust some of the job changes that occur. This OCB behavior is an implementation of several OCB dimensions that have been conducted by employees in both manufacturing and service companies. In general, it can be concluded that companies that have employees with positive OCB tend to have better employee performance than other organizations. This finding is also supported by Muzakki et al. (2019; Bagyo, 2018; Basu, et al., 2017) that OCB can improve employee performance.

OCBIP is believed to be a policy foundation for companies so that employees can make positive work contributions to others (Kamil et al., 2015; 2014; Kamil, & Ahmad, 2014). OCBIP is an individual discretionary act of seeking *falāh* or *riḍallah* (pleasing to Allah) by protecting the *maqāsid* (goal) sharia; protection and preservation of the five *ḍaruriyyat* (needs) (i.e. protection of religion, life, wealth, intellect, and descent), *ḥājiyyat* (complementary) and *taḥsiniyyat* (decoration). In the business organization, OCBIP can be measured by four components; Altruism (AlEethaar), Civic virtue (Qayam al-muwatwanah), Advocating High Moral Standards (Da'wah) and Removal of Harm (Raf'al haraj) (Kamil et al., 2014; Marfuatun & Muafi, 2020; Fasa, 2018). Sani & Ekowati, (2019) conclude that OCBIP can improve employee performance. Fasa (2018) also find that OCBIP in Yogyakarta Special Region Islamic bank employees is able to be a valid measurement indicator to be implemented so it could provide policy recommendations to Islamic bank managers in improving employee and organizational performance. Marfuatun & Muafi (2020; Sani & Ekowati, 2019) also conclude that OCBIP is able to improve employee performance.

H3. OCBIP has a significant positive effect on service performance

H4. OCBIP is able to mediate WLBIP effect on service performance

Research and Methodology

This study uses a causality relationship which is tested on a value-free basis and uses a positivism approach (Lutz, 1989). The method is through a survey that focuses on the attention of variables that explain the existence of the empirical issue being studied (Simonson, et al., 2001; Lutz, 1989). The type of data is primary through filling out questionnaires and interviews 65 key respondents. The questionnaire uses a Likert scale with answer choices from 1 (strongly disagree) to 5 (strongly agree). The population are all managers and staff who work in Baitul Maal Wa Tamwil or Sharia Financing and Savings and Loan Cooperatives (KSPPS) in Yogyakarta Special Province spreaded in cities and districts. The sampling technique uses purposive sampling with criteria; (1) managers and staff who have worked for at least 1 year, (2) Baitul Maal Wa Tamwil or Sharia Financing Savings and Loan Cooperative (KSPPS) which has been operating for at least 3 years. The target sample in this study are 200 respondents and who returned the questionnaire are 158 respondents. The response rate of this study is 79% and has met the requirements of the SEM approach, namely 100-200 samples (Hair et al., 2014). The statistical technique is Structural Equation Modeling (SEM) with AMOS 21. The measurement and questionnaire sources, respectively, adopt and refer to;

- i. WLBIP uses three indicators, namely; (a) Time balance in Islamic Perspectives (TBIP), (b) Involvement balance in Islamic perspective / IBIP, and (3) Satisfaction balance in Islamic perspective) / SBIP with a total of 30 items (Muafi, 2021a; 2021b; Greenhaus et al. ., 2003).
- ii. OCBIP uses four indicators; (a) Altruism, (b) Civic virtue, (c) Advocating high moral standards and (d) Removal of harm with a total of 25 items (Kamil et al. (2014; 2015; Kamil & Ahmad, 2014).
- iii. Service performance using 8 questionnaire items which refers to Cronin & Taylor (1994; Dharmayanti, 2006).

Based on the results, it is known that all research indicators have a standardized loading factor value > 0.5 so it is valid. The results of reliability testing also conclude that all variables are reliable. This study also do not have any multicollinearity symptoms that impaired the model. This means that there is no multicollinearity or singularity in the data. The data which is successfully collected also do not contain outliers. The results of the Goodness of Fit (GoF) model test are fulfilled the criteria by Hair et al. (2014).

Result

Respondent description

Respectively, research respondents are seen based on gender, age, education level, work period and position. It can be seen more clearly in Table 1.

Table 1: Respondent Characteristics

Classification	Sub-Classification	Total Respondent	Percentage
Gender	Female	84	53,16%
	Male	74	46,84%
Age	≤ 19	2	1,26%
	20-30	64	40,51%
	31-40	41	25,95%
	41-50	45	28,48%
	≥ 51	6	3,8%
Last education	Junior high school	1	0,63%
	Senior high school	55	34,81%
	Diploma	20	12,66%
	Bachelor degree	72	45,57%
	Master degree	4	2,53%
Work period	< 5 years	52	32,91%
	≥ 5 years	106	67,09%
Position	Branch manager	23	14,56%
	HR Manager	5	3,16%
	Operational manager	1	0,63%
	Marketing Manager	1	0,63%
	Financing Manager	5	3,16%
	Finance Manager	4	2,53%
	Staff	119	75,33%
	Total	158	100%

Based on Table 1, it can be described that the majority of respondents are female (53.16%); in the age range of 20-30 (40.51%), have last education is bachelor degree (45.57%), have work period ≥ 5 years (67.09%), have staff position (marketing, finance, teller and customer service, operations, and financing) (75.33%).

Hypothesis test

Testing the causal relationship hypothesis between WLBIP, OCBIP, and SP can be done by looking at the path coefficient of each of these relationships as can be seen in Table 2. While in Table 3 is the mediation effect results.

Table 2: Hypothesis Test Result (Direct Effect)

			Estimate	S.E.	C.R.	P	Description
WLBIP	→	OCBIP	,178	,073	1,999	,046*	Significant (H1 accepted)
WLBIP	→	SP	-,034	,062	-,436	0,663	Not significant (H2 rejected)
OCBIP	→	SP	,473	,110	4,189	0,000*	Significant (H3 accepted)

Note: *sign = Significant $< \alpha$ 0.05

Table 3: Standardized Total Effects, Direct Effect & Indirect Effect

	Standardized Effects	Total		Standardized Direct Effects			Standardized Indirect Effects	
				WLBIP	OCBIP		WLBIP	OCBIP
OCBIP	0,177	0,000	OCBIP	0,177	0,000	OCBIP	0,000	0,000
SP	0.40	0,462	SP	-,042	0,462	SP	0,082	0,000

Table 2 shows that the two paths are significant at $\alpha = 0.05$ so that H1 and H3 are accepted. Meanwhile H2 is rejected. It can be explained as below:

- WLBIP has a positive and significant effect on OCBIP with a path coefficient of 0.177, t count value = 1.99, and significance level of 0.047 which is smaller than α (0.05). The positive coefficient indicates that the increase in WLBIP can increase OCBIP so that *H1 is accepted*.
- WLBIP has no positive and significant effect on SP with a path coefficient of -0.042, t count value = -0.525 and significance level of 0.600 which is greater than α (0.05) so that *H2 is rejected*.
- OCBIP has a positive and significant effect on SP with a path coefficient of 0.462, t count value = 4.122, and a significance level of 0.000 which is smaller than α (0.05). The positive coefficient indicates that the increase in OCBIP can increase SP so that *H3 is accepted*.

Furthermore, Table 3 shows the results of the standardized direct effect and standardized indirect effect. The indirect effect of WLBIP on SP through OCBIP (0.082) is greater than the direct effect of WLBIP on SP through OCBIP (0.042). It means OCBIP mediating the effect of WLBIP on SP so that H4 is accepted.

Discussion

The results show that WLBIP has a positive and significant effect on OCBIP. The results of this study also support Thevanes & Harikaran (2020; Heriyadi, et al., 2020; NurAfni & Amar (2019; Pradhan et al. (2016) which state that employees who have positive WLB will have positive OCBIP. They are willing to do the work outside the duties and responsibilities given. As it is known that OCBIP is a solution that can be used to solve employee problems (Kamil, et al. 2015; Kamil, et al. 2014; Diana, 2012). Kamil, et al. (2015; Diana, 2012), 2012) emphasize the importance of implementing OCBIP at work in Indonesia, especially for employees at Baitul Maal Wa Tamwil or the Sharia Financing and Savings Cooperative (KSPPS) who are predominantly Muslim. OCBIP can be a solution for companies to eradicate dishonesty of employees such as corruption, bribery, etc. (Diana, 2012). In this study, Baitul Maal Wa Tamwil or the Sharia Financing and Savings and Loan Cooperative (KSPPS) must pay attention to three essentials aspects to measure WLBIP; (1) time balance in Islamic perspective / TBIP, (2) involvement balance in Islamic perspective / IBIP, and (3) Satisfaction balance in Islamic perspective / SBIP.

These three indicators can be improved when employees have a balance in time, involvement, and work satisfaction. Balance in an Islamic context is that employees have a balance on these three indicators by having a balanced foundation between the world and

the hereafter. It is important because when working, employees have allocated time and involvement in work so that it will also have an impact on work satisfaction. They will lose a lot when they only look for pleasure in the world so that the deeds that have been done will be vain. When they work with sincere and professionals, the practice of working will be counted as a rewarding practice of worship and will be useful in the afterlife. Conversely, employees should not only be oriented to think about the interests of the hereafter by only basing on the concept of sincere at work without ever considering salary, compensation, and other satisfaction. They must continue to work honestly and professionally because someone needs to work actively to fulfill their personal, family life, and interact socially with the community.

Employees must optimize their time and must not waste it. Time must be used for productive activities. Do not postpone work, continue to work with the religious and community norms, disciplined, and work on time. Furthermore, in the work involvement of employees at Baitul Maal Wa Tamwil or the Sharia Financing and Savings and Loan Cooperative (KSPPS), they must recognize their job well, have active participation and achievement. This is in accordance with the recommendation from Kanungo (1982) that an employee must have high work involvement so that they will feel they have the job itself and the organization. This is very important because as a form of employee responsibility for the profession that is conducted in accordance with their expertise. Employees must pay attention to 4 points related to work satisfaction, (Febriani, et al., 2019; Fasa, 2018); (1) spiritual job satisfaction (ruhiyyah / rabbaniyah), (2) intellectual job satisfaction ('aqliyyah), (3) social job satisfaction (nafsiyyah), and (4) material job satisfaction (jasadiyyah / maddiyah). The point is that employees must be physically and mentally able to balance their work satisfaction.

Furthermore, the results of the study explain that WLBIP cannot affect service performance. This means that it does not support Kim (2017; Singh & Khanna, 2011). This indicates that the employees at Baitul Maal Wa Tamwil or the Sharia Financing and Savings and Loan Cooperative (KSPPS) have not been able to apply the WLBIP concept perfectly. This can be happened because based on observations in the field, employees are highly demanded to provide excellent service to their customers so that employees are less concerned about the three indicators of their work balance, especially from an Islamic perspective.

Other findings explain that OCBIP has a positive effect on service performance. This supports Marfuatun & Muafi (2020; Muzakki et al. (2019; Bagyo, 2018; Basu, et al., 2017; Sani & Ekowati, 2019). Likewise, OCBIP is able to mediate the indirect effect of WLBIP on service performance. Fasa (2018) recommends that OCBIP can be improved by making policies and strategies that aim to increase the positive behavior of Islamic bank employees in Indonesia. OCBIP motives should be directed to get the Allah SWT blessing and better afterlife rewards. Employee behavior must be based on the teachings of compassion and love (mahabbah), given without conditions and reward, and prioritize morality and humanity (Fasa, 2018; Diana, 2012) Employees who work should not want to get praise from their leaders but get rewards from Allah SWT.

Conclusions

This study has an important contribution to the theory that WLBIP is able to improve OCBIP even though it has not been able to directly improve service performance. However, WLBIP is indirectly able to improve service performance mediated by OCBIP. It turns out that the WLBIP indicator can also be measured through; (1) time balance in Islamic perspective / TBIP, (2) involvement balance in Islamic perspective / IBIP, and (3) Satisfaction balance in Islamic perspective / SBIP.

- i. *Although WLBIP can effectively improve OCBIP and service performance through OCBIP, practitioners must be able to understand the characteristics of each organization and its employees. It is important since each organization has different organizational cultures and organizational values.*
- ii. *WLBIP conducted by Baitul Maal Wa Tamwil or the Sharia Financing and Savings and Loan Cooperative (KSPPS) can be started by creating and implementing work patterns and work cultures that oriented to balance time, involvement and work satisfaction in Islamic way. Likewise, organizations must pay attention to aspects related to OCBIP. This can be done by; conduct regular and periodic religious studies, establish positive activities for charity, urge to be active in social and religious activities, give Hajj and Umrah to employees who have achievements and other activities so that employees can increasingly improve service performance to customers and stakeholders.*
- iii. *Organization should conduct training and development, especially those related to sharia business processes that can improve service performance. It is important because there are several Baitul Maal Wa Tamwil or Sharia Financing and Savings and Loan Cooperatives (KSPPS) which have the ability and competence of understanding and practice of heterogeneous sharia business.*

This study offers several important contributions. However this study also has several limitations.

- i. *It is necessary to clarify the effect of WLBIP directly on employee performance because this study results do not support Kim (2017; Singh & Khanna, 2011), whereas in general WLB can improve employee and organizational performance (Prakash, 2018; The sample size is relatively small. Further study need to expand the sample and expanded to examine non-sharia cooperatives because in principle the questionnaire given is not solely intended for Muslim respondents but also very understandable and can be answered by non-Muslim employees (The WLBIP and OCBIP questionnaires are universal).*
- ii. *This study only analyzes the consequences of WLBIP and OCBIP on employee performance. There are other factors that can be considered such as job engagement and turn over intention (Jaharuddin & Zainol, 2019); pride in the organization (Isse et al., 2018), and organizational commitment (Oyewobi, et al., 2019) and other aspects.*
- iii. *Antecedents of WLBIP and OCBIP also need to be considered such as leadership style (Mustofa & Muafi, 2021), work life conflicts (Sar et al., 2017), perceived organizational support and psychological empowerment (Marfuatun & Muafi, 2021).*

References

- Abrar, U., & Isyanto. (2019). The Effect of Organizational Citizenship Behaviour (OCB) toward Employee Performance (A Study at PT. Urchindize Madura Branch). *Jurnal Perilaku Dan Strategi Bisnis*, 7(2), 106 – 114.
- Bagyo, Y. (2018). The Effect of Counterproductive Work Behavior (CWB) And Organizational Citizenship Behavior (OCB) on Employee Performance with Employee Engagement as Intervening Variable. *IOSR Journal of Business and Management*, 20(2), 83-89.
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L., (2017). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis, *International Journal of Management Reviews*, 19(1), 31-53.
- Basu, E., Pradhan, R.K., & Tewari, H.R. (2017). Impact of Organizational Citizenship Behavior on Job Performance in Indian Healthcare Industries: The Mediating Role of Social Capital. *International Journal of Productivity and Performance Management*, 66(6), 780 - 796.
- Basu, E., Pradhan, R.K., & Tewari, H.R. (2017). Impact of Organizational Citizenship Behavior on Job Performance in Indian Healthcare Industries: The Mediating Role of Social Capital. *International Journal of Productivity and Performance Management*, 66(6), 780-796.
- Clark, S. (2000). Work-Family Border Theory: A New Theory of Work-Life Balance. *Human Relations*, 53, 747-770.
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53, 747-770.
- Cronin, J. J., & Taylor, S. A. (1994). SERVPERF versus SERVQUAL: Reconciling Performance-Based and Measurement of Service Quality. *Journal of Marketing*, 58(1), 125–132. <https://doi.org/10.1177/002224299405800110>.
- Dharmayanti, D. (2006). Analysis of the Impact of Service Performance and Satisfaction as Moderating Variable on Customer Loyalty (Study on the Surabaya Branch of Bank Mandiri Savings Customers). *Jurnal Manajemen Pemasaran*, 1(1), 35-43.
- Diana, I.N. (2012). Organizational Citizenship Behavior (OCB) in Islam. *Jurnal Ilmu Ekonomi dan Sosial*, 1(2), 141 - 148.
- Drapeau, A., Marchand, A., & Beaulieu-Prevost, D. (2012). Epidemiology of Psychological Distress. Canada: InTech.
- Fasa, M.I. (2018), Employee Organizational Citizenship Behavior (OCB) based on Islamic Value Development Model, *Dissertation*, UIN Sunan Kalijaga, Yogyakarta.
- Febriani, R., Asfiah, N., & Nurhasanah, S. (2019). Implementation of Islamic Values and Its Relevance with the Increase of Employee Work Commitment. *FALAH, Jurnal Ekonomi Syariah*, 4(1), 21-31.
- Greenhaus, J.H., Collins, K.M., & Shaw, J.D. (2003). The relation between work–family balance and quality of life, *Journal of Vocational Behavior*, 63, 510–531.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis*, Seventh Edition, Pearson Educational Limited, United States of America.
- Heriyadi., Tjahjono, H. K., & Rahayu, M. K. P. (2020). Improving Organizational Citizenship Behavior through Job Satisfaction, Leader-Member Exchange, and Work-Life Balance. *Binus Business Review*, 11(2), 97-104
- Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M.(2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 50(1), 49-54.
- Isse, H., Abdirahman, H., Najeemdeen, I.S., Abidemi, T., & Ahmad, R. B. (2018). The Relationship between Job Satisfaction, Work-Life Balance and Organizational Commitment on Employee Performance, *Academic Journal of Economic Studies*, 4(3), 12–17.
- Jaharuddin, N.S., & Zainol, L.N. (2019). The Impact of Work-Life Balance on Job Engagement and Turnover Intention, *The South East Asian Journal of Management*, 13(1), 106-118.
- Kanungo, R. N. (1982). *Work alienation: An integrative approach*. New York: Praeger.
- Kamil, N.M., & Ahmad, K. (2014). Development of a Scale for Measuring the Construct of Organizational Citizenship Behaviour from the Islamic Perspective. *Malaysian Management Review*, 49(1), 55-66.

- Kamil, N.M., Mohamed, S., Aahad, M., Osman, G., & Khaliq, A. (2014). Investigating The Dimensionality Of Organisational Citizenship Behaviour From Islamic Perspective (Ocbip): Empirical Analysis Of Business Organisations In Southeast Asia. *Asian Academy of Management Journal*, 19(1), 17–46.
- Kamil, N.M., Mohamed, S., Selladurai, S. & Khalid, N. (2015). The Impact of Spirituality And Social Responsibility On Organizational Citizenship Behaviour From The Islamic Perspective: Empirical Investigation Of Malaysian Businesses. *Malaysian Journal of Communication*, 31(1), 59-80.
- Kanungo, R. N. (1982). Work alienation: An integrative approach. New York: Praeger
- Kim, W. (2017). Examining Mediation Effects of Work Engagement Among Job Resources, Job Performance, and Turnover Intention. *Performance Improvement Quarterly*, 29(4), 407–425. doi:10.1002/piq.21235
- Lestari, E.R., Ghaby., & Fithriyah, N.K. (2018). The Influence of Organizational Citizenship Behavior (OCB) on Employee's Job Satisfaction and Performance. *Jurnal Teknologi dan Manajemen Agroindustri*, 7(2), 116 - 123.
- Lutz, R. J. (1989). Presidential Address Positivism, Naturalism and Pluralism in Consumer Research: Paradigms in Paradise, *Advances in Consumer Research*, 16, 1-8.
- Marfuatun, M., & Muafi, M. (2021). Perceived organizational support and psychological empowerment on service performance mediated by organizational citizenship behavior Islamic perspective (OCBIP). *International Journal of Research in Business and Social Science* (2147- 4478), 10(1), 15–27.
- Muafi, M. (2021a). Investigating The Dimensionality Of Work Life Balance In Islamic Perspective (WLBIP): An Insight From Indonesia. *Primary Research*, Universitas Islam Indonesia.
- Muafi, M. (2021b). *Work Life Balance In Islamic Perspective (WLBIP) questionnaire*, Copyright Document, No. 000247018, April 15, Kementerian Hukum dan Hak Asasi Manusia, Republik Indonesia.
- Mustofa, A., & Muafi, M. (2021). The influence of situational leadership on employee performance mediated by job satisfaction and Islamic organizational citizenship behavior. *International Journal of Research in Business and Social Science* (2147- 4478), 10(1), 95–106.
- Muzakki, M., Eliyana, A., & Muhtadi, R. (2019). Is Employee Performance Affected by Organizational Culture, Work Motivation and Organizational Citizenship Behavior (OCB)?: An Empirical Investigation. *International Journal of Integrated Education, Engineering and Business*. 1(1), 36-42.
- Narayanan, S.L., & Savarimuthu, A. (2015). Work-Family conflict-An exploratory study of the dependents child's age on working mothers, *Review of Integrative Business & Economics Research*, 2(1), 449-470.
- NurAfni., & Amar, S. (2019). The Effect of Emotional Intelligence and Work Life Balance on Organizational Citizenship Behavior with Career Development as Mediating Variable (A Case Study at PT. Bank Pembangunan Daerah (BPD) Head Office and Main Branch, Padang), Proceedings of the Third Padang International Conference On Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2019), September, <https://doi.org/10.2991/piceeba-19.2019.67>
- Oyewobi, L. O., Oke, A. E., Adeneye, T. D., & Jimoh, R. A. (2019). Influence of organizational commitment on work–life balance and organizational performance of female construction professionals. *Engineering, Construction and Architectural Management*, 9(3), 1-22.
- Pradhan, R. K., Jena, L. K., & Kumari, I. G. (2016). Effect of work–life balance on organizational citizenship behaviour: Role of organizational commitment. *Global Business Review*, 17(3_suppl), 15S-29S.
- Prakash, V. (2018). Work-life Balance: Perceptions of the Non-work Domain, *IIM Kozhikode Society & Management Review*, 7(2), 97-108.
- Prakash, V. (2018). Work-life Balance: Perceptions of the Non-work Domain, *IIM Kozhikode Society & Management Review*, 7(2), 97-108.
- Prakash, V. (2018). Work-life Balance: Perceptions of the Non-work Domain, *IIM Kozhikode Society & Management Review*, 7(2), 97-108.
- Putri, Y.D., & Utami, H.N. (2017). The Influence of Organizational Citizenship Behavior (OCB) on Performance (Study of Inpatient Nursing Staff of Rumah Sakit Baptis Batu). *Jurnal Administrasi Bisnis* (JAB), 46(1), 27 – 34.
- Raharjo, K., Fiernaningsih, N., Nimran, U., & Arifin, Z. (2019). Impact of work–life balance and organisational citizenship behaviour on intention to leave. *International Journal of Innovation, Creativity and Change*, 8(4), 95-113.
- Reddy, N.K., Vranda, M., Ahmed, A., Nirmala, B., & Siddaramu, B. (2010). Work-life balance among married women employees. *Indian Journal of Psychological Medicine*, 32(2), 112-118.
- Robbins, S.P & Judge T.A. (2015). Organizational Behavior. Jakarta: Salemba Empat
- Saleem, A., & Abbasi, A.F. (2015). Impact Of Life And Job Domain Characteristics On Work Life Balance Of Textile Employees In Pakistan, *Sci.Int.(Lahore)*, 27(3), 2409-2416.
- Sani, A. & Ekowati V.M (2019). Spirituality at Work and Organizational Commitment As Moderating Variables In Relationship Between Islamic Spirituality And OCBIP And Influence Toward Employee Performance. *Journal of Islamic Marketing*, 11(6), 1777-1799.
- Sar, S., Mohanty, A.K., & Dash, M. (2017). An Empirical Study on Critical Issues of Work Life Balance: A Study of IT Sector, *International Journal of Economic Research*, 14(14), 275-284.

- Simonson, I., Carmon, Z., Dhar, R., Drolet, A., & Nowlis, S.M. (2001). Consumer Research: In Search of Identity, *Annual Review Psychology*, 54, 249-275.
- Singh, P., & Khanna, P. (2011). Work Life Balance: A Tool for Increased Employee Productivity and Retention, *Lachoo Management Journal*, 2 (2), 188-206.
- Soomro, A. A., Breiteneker, R. J., & Moshadi Shah, S. A. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, 7(1), 129-146.
- Thevanes, N., & Harikaran, S. (2020). Work-Life Balance and Organizational Performance: The Mediating Role of Organizational Citizenship Behavior, *Asian Journal of Social Sciences and Management Studies*, 7(4), 280-287.
- Ticoalu, L.K. (2013). OCB and Organizational Commitment: Its Effect on Employee Performance. *Jurnal EMBA*, 1 (4), 782-790.

Publisher's Note: SSBFNET stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.

© 2021 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

International Journal of Research in Business and Social Science (2147-4478) by SSBFNET is licensed under a Creative Commons Attribution 4.0 International License.