Work-Life Balance and Organizational Support on Gen Z's Citizenship Behavior in Jakarta

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ABSTRACT

The global workforce is undergoing significant demographic transformation as Generation Z enters the labor market with distinctive values emphasizing psychological well-being and meaningful organizational relationships. Despite theoretical expectations linking work-life balance and perceived organizational support to organizational citizenship behavior, prior empirical findings remain inconsistent, with some studies reporting significant effects while others find no direct relationships, suggesting contextual boundary conditions warrant investigation. This study examines the direct and simultaneous effects of work-life balance and perceived organizational support on organizational citizenship behavior among Gen Z employees. A cross-sectional quantitative design was employed, collecting primary data through structured questionnaires from 100 Gen Z employees working in the Pondok Indah business district, South Jakarta, Indonesia, using purposive sampling. Results indicate that work-life balance and perceived organizational support positively and significantly influence organizational citizenship behavior, explaining 16.4% of variance. Data were analyzed using SPSS multiple linear regression with classical assumption testing. These findings contribute to organizational behavior literature by clarifying that social exchange and spillover mechanisms operate effectively among Gen Z workers, while providing evidence-based guidance for practitioners seeking to cultivate discretionary employee contributions through integrated human resource strategies.

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1. INTRODUCTION

In recent decades, the global workforce has undergone profound demographic transformation. Generation Z—commonly defined as individuals born from 1997 onward—has increasingly entered the labor market, reshaping how organizations attract, retain, and engage employees (Dimock, 2019). Employees in this cohort often emphasize psychological well-being, flexibility, and meaningful work, making their expectations materially different from those of earlier generations and creating new challenges for human resource management (Deloitte, 2025).

In Indonesia, youth unemployment remains a salient concern. Official labor-market releases report that national open unemployment (TPT) persisted at notable levels, while unemployment rates among younger age groups (15–19 and 20–24) are substantially higher than the national average (BPS, 2024; BPS, 2024/2025). Policy analysis drawing on Sakernas data also highlights that approximately 3.6 million individuals aged around 15–24 (often mapped to Gen Z) were unemployed, underscoring a potential mismatch between labor-market opportunities and the

readiness/expectations of young entrants (Winurini, 2024). Consequently, organizations operating in competitive urban environments must recalibrate people-management practices to accommodate generational preferences while sustaining organizational effectiveness.

This demographic transition compels organizations to reorient operational and strategic choices, particularly regarding employee behaviors that extend beyond formal job requirements. Organizational Citizenship Behavior (OCB) is widely conceptualized as discretionary, extra-role behavior that is not formally rewarded yet contributes to organizational functioning and effectiveness (Organ, 1988; Podsakoff et al., 2000). Achieving organizational goals therefore depends not only on employees fulfilling prescribed duties but also on their willingness to help colleagues, maintain constructive attitudes, and engage voluntarily in organizational initiatives—behaviors central to OCB (Podsakoff et al., 2000). For Gen Z employees, whose employment decisions are strongly shaped by perceptions of employer care, growth opportunities, and work meaning, cultivating OCB can function simultaneously as a retention mechanism and a performance imperative (Deloitte, 2025).

This study examines two strategic levers hypothesized to influence OCB among Gen Z workers: work-life balance and perceived organizational support. Work-life balance refers to an individual's perception that work and non-work roles are compatible and jointly support personal growth in line with life priorities (Kalliath & Brough, 2008). When employees perceive better balance, they tend to experience reduced role strain and stronger positive attachment, which can free cognitive and emotional resources for discretionary, extra-role contributions. Empirical evidence also supports the proposition that work-life balance can predict OCB, including through attitudinal pathways such as organizational commitment (Pradhan et al., 2016).

Perceived Organizational Support (POS) denotes employees' global beliefs about the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Rooted in social exchange logic, POS is expected to foster felt obligation and reciprocal pro-organizational behavior, including OCB. Reviews and meta-analytic evidence consistently indicate that POS relates positively to citizenship behavior, while also revealing meaningful variation across contexts and mechanisms, suggesting the presence of moderators and indirect effects rather than uniformly direct relationships (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017).

Although theory supports both work–life balance (WLB) and perceived organizational support (POS) as antecedents of organizational citizenship behavior (OCB), empirical findings remain inconsistent across contexts (Kurtessis et al., 2017). For example, Pradhan and Jena (2016) reported significant positive effects of WLB on OCB among employees and executives in manufacturing industries in eastern India and highlighted the role of organizational commitment in this linkage (Pradhan & Jena, 2016). In contrast, evidence from Indonesia suggests that WLB may not always exert a direct influence on OCB: Mulyani and Setyaningrum (2023) found that WLB did not significantly predict OCB directly among millennial employees in Bekasi and indicated that job satisfaction functions as an important mediating mechanism (Mulyani & Setyaningrum, 2023). Regarding organizational support, Rahmatillah and Kusmaryani (2025) showed that POS significantly predicts OCB in a manufacturing-company setting in Indonesia (Rahmatillah & Kusmaryani, 2025), whereas Himmah et al. (2025) reported that POS does not directly affect OCB in a government-employee sample and instead operates indirectly through work engagement (Himmah et al., 2025). These inconsistencies suggest that contextual factors—such as generational cohort, industry characteristics, and socio-cultural setting—may serve as boundary conditions (Kurtessis et al., 2017). This motivates a focused examination within a specific demographic and geographical context that remains underexplored: Gen Z employees working in an Indonesian urban business district. In high-pressure professional environments such as South Jakarta's business areas, young employees may simultaneously face competitive performance demands and heightened expectations for flexibility and psychological safety, making the interplay of WLB, POS, and OCB especially salient. Survey evidence also indicates that Gen Z prioritizes well-being, growth, and supportive work environments when evaluating employers, although causal relationships require empirical testing (Deloitte, 2025).

This study contributes to organizational behavior literature through contextual replication with applied implications. First, it provides boundary condition evidence by examining whether the established WLB-OCB and POS-OCB relationships hold among Gen Z employees in high-pressure professional urban environments (Pondok Indah business district), where flexibility expectations and competitive demands coexist. Second, it tests cohort sensitivity by examining whether Gen Z's documented emphasis on well-being and organizational care (Deloitte, 2025) translates into differential responsiveness to these antecedents. Third, it offers practical guidance for Indonesian organizations employing young professionals in competitive metropolitan settings.

Accordingly, this study pursues three objectives: (1) to examine the direct effect of work-life balance on OCB among Gen Z employees in Pondok Indah;

(2) to examine the direct effect of perceived organizational support on OCB within the same population; and (3) to assess the simultaneous influence of both antecedents on OCB outcomes.

2. THEORETICAL FRAMEWORK AND HYPOTHESIS

2.1 Theoretical Foundations

This study draws on Social Exchange Theory (SET) and Work–life Spillover Theory to explain how work-life balance and perceived organizational support influence organizational citizenship behavior. SET emphasizes reciprocal obligations that emerge from beneficial exchanges, suggesting that when employees perceive strong organizational support, they develop felt obligation to reciprocate through discretionary, extra-role contributions such as OCB (Blau, 1964; Cropanzano & Mitchell, 2005). In the context of perceived organizational support, employees form general beliefs about how much the organization values their contributions and cares for their well-being (Eisenberger et al., 1986), and reciprocation processes can translate these beliefs into stronger pro-organizational behaviors (Eisenberger et al., 2001).

Work–life spillover theory highlights that affect, resources, and behaviors can transfer between work and non-work domains; thus, positive experiences and resources in one domain may enhance functioning in the other (Staines, 1980; Edwards & Rothbard, 2000). Overall, these lenses suggest that the combination of organizational treatment quality (POS) and role balance/resources (WLB) constitutes key determinants of employee citizenship behavior.

The integration of these perspectives provides complementary explanations for why employees engage in extra-role behaviors. While SET explains relational reciprocity between employee and organization, spillover theory captures psychological and affective resource transmission across domains. Together, these frameworks predict that both work-life balance and perceived organizational support independently and jointly contribute to OCB outcomes among Gen Z employees.

2.2 Work-Life Balance and Organizational Citizenship Behavior

Work-life balance refers to an individual's perceived ability to manage demands across work and non-work roles in a way that aligns with personal priorities and well-being (Kalliath & Brough, 2008). Consistent with a bidirectional view of the work–nonwork interface, work-life balance can be operationalized using four dimensions: work interference with personal life, personal life iterference with work, work enhancement of personal life, and personal life enhancement of work (Fisher et al., 2009). These dimensions integrate both conflict and enrichment perspectives, recognizing that work and non-work domains interact in two directions.

Three mechanisms explain how work-life balance influences OCB. First, balanced employees experience lower strain and depletion, preserving cognitive and emotional resources available for discretionary workplace behaviors. Second, positive affect and energy generated in the non-work domain can spill over into the work domain, increasing employees' willingness to help others and contribute beyond formal requirements (Staines, 1980; Edwards & Rothbard, 2000). Third, the experience of balance is associated with more positive work attitudes (e.g., commitment), which can facilitate extra-role behavior. Empirical evidence also supports a positive linkage between work-life balance and OCB, including via attitudinal pathways (Pradhan et al., 2016).

H1: Work-life balance has a positive effect on organizational citizenship behavior.

2.3 Perceived Organizational Support and Organizational Citizenship Behavior

Perceived organizational support (POS) denotes employees' global beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Rhoades and Eisenberger (2002) synthesize POS antecedents into three major categories: fairness (organizational justice), supervisor support, and organizational rewards and favorable job conditions. These categories align with common operational dimensions used in applied research.

SET provides the primary mechanism linking POS to OCB. When employees perceive high organizational support, they develop felt obligation to reciprocate, and this reciprocity is expressed through behaviors that benefit the organization beyond contractual duties (Cropanzano & Mitchell, 2005; Eisenberger et al., 2001). Meta-analytic and review evidence indicates POS is positively associated with citizenship behavior, while also showing meaningful variability in effect sizes and pathways across contexts (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017).

H2: Perceived organizational support has a positive effect on organizational citizenship behavior.

2.4 Simultaneous Effects of Work-Life Balance and Perceived Organizational Support

While the preceding hypotheses address independent effects, organizations influence employees through multiple mechanisms simultaneously. Work-life balance reflects structural accommodation of employee role demands, whereas perceived organizational support reflects relational quality and socioemotional treatment. When both conditions are present, their combined influence may

be reinforced through complementary mechanisms: POS can create the motivation to reciprocate, while work-life balance provides the psychological resources and bandwidth to enact discretionary effort (Edwards & Rothbard, 2000; Kurtessis et al., 2017).

This integrated view is particularly relevant for Gen Z employees, who often emphasize well-being, balance, and organizational support when evaluating employers (Deloitte, 2025). Therefore, examining WLB and POS simultaneously offers a more comprehensive explanation of OCB determinants than studying each antecedent in isolation.

H3: Work-life balance and perceived organizational support simultaneously have a positive effect on organizational citizenship behavior.
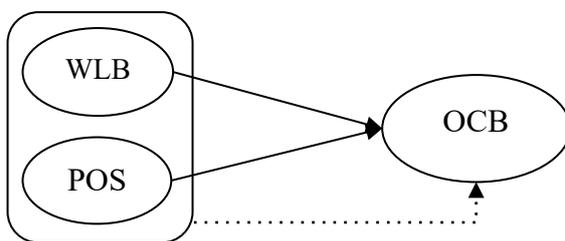
2.5 Conceptual Framework

Figure 1. Conceptual Framework

Figure 1 depicts the conceptual framework guiding this study. Work-life balance and perceived organizational support serve as independent variables hypothesized to influence organizational citizenship behavior both independently and simultaneously, while gender, age, and tenure are included as controls. The framework reflects the proposition that OCB emerges from the combination of structural resources (balance) and relational reciprocity (support), which may be particularly salient for Gen Z employees emphasizing well-being and supportive employment relationships (Deloitte, 2025).

3. RESEARCH METHOD

3.1 Research Design

This study adopts a quantitative positivist design using a cross-sectional approach to test the proposed hypotheses. The unit of analysis is individual Gen Z employees working in the Pondok Indah business district, South Jakarta, Indonesia. Data collection occurred between March and July 2025. The empirical strategy is designed to estimate the direct effects of work-life balance (WLB) and perceived organizational support (POS) on organizational citizenship behavior (OCS), as well as their simultaneous influence, while controlling for demographic characteristics including gender, age, and tenure.

The quantitative approach was selected for its capacity to establish relationships among variables

and test theoretical predictions through statistical inference (Sugiyono, 2019). Cross-sectional design is appropriate given the study's objective to capture employee perceptions at a specific point in time and examine correlational patterns among constructs.

3.2 Population and Sampling

The population comprises Gen Z employees—individuals born between 1997 and 2012, currently aged 18–27 years—working in the Pondok Indah area. This geographical boundary was selected because Pondok Indah represents a strategic business hub in South Jakarta characterized by diverse industries including healthcare, retail, banking, technology, and professional services, with professional work environments employing substantial numbers of young workers.

Purposive sampling was applied based on the following inclusion criteria: (a) respondents fall within the Gen Z age range (18–27 years); (b) respondents are currently employed; (c) respondents work in the Pondok Indah area; and (d) respondents voluntarily consent to participate (Sugiyono, 2017). Screening verification was conducted through two mechanisms: (1) respondents self-reported their birth year and current workplace location in initial questionnaire sections, with responses outside the 1997-2007 birth year range or non-Pondok Indah locations automatically excluded; (2) workplace verification questions asked respondents to identify their office building or nearest landmark within the Pondok Indah business district.

The minimum sample size was determined following Hair et al. (2010), who recommend a minimum of five respondents per indicator. Given 13 indicators across three constructs (8 for WLB, 8 for POS, and 10 for OCB, totaling 26 items across the model), the minimum threshold was 65 respondents. To enhance analytical power and representativeness, the study targeted a higher sample size. A total of 147 questionnaire links were distributed through professional social media networks targeting young professionals in South Jakarta business areas. Of these, 118 responses were received (response rate: 80.3%), from which 18 were excluded due to incomplete responses (n = 11), failed screening criteria (n = 5), or duplicate IP addresses (n = 2), yielding 100 valid responses for analysis. Data collection followed ethical principles: respondents provided informed consent by clicking 'agree' before accessing the questionnaire, participation was voluntary and anonymous, and no identifying information was collected.

3.3 Data Collection Procedures

Primary data were collected through a structured online questionnaire distributed via social media platforms targeting Gen Z workers in the Pondok Indah area. The questionnaire consisted of three

sections: demographic information, focal construct measurements, and consent acknowledgment. Respondents completed the survey voluntarily and anonymously.

Prior to main data collection, a pilot test involving 30 respondents was conducted to assess instrument quality. Internal consistency reliability was evaluated using Cronbach's Alpha coefficient. While Ghozali (2018) suggests α ≥ 0.60 as the minimum threshold for exploratory research, this study applied the more rigorous standard of α ≥ 0.70 recommended for confirmatory studies (Nunnally & Bernstein, 1994). Results demonstrated acceptable reliability: work-life balance (α = 0.791), perceived organizational support (α = 0.728), and organizational citizenship behavior (α = 0.710), all exceeding the 0.70 threshold.

To ensure comprehensive measurement, specific instruments were adapted from established studies. Work-life balance was measured using 8 items adapted from Fisher et al. (2009), capturing four dimensions: work interference with personal life (2 items), personal life interference with work (2 items), work enhancement of personal life (2 items), and personal life enhancement of work (2 items). Perceived organizational support was measured using 8 items adapted from Eisenberger et al. (1986) and Rhoades and Eisenberger (2002), addressing fairness, supervisor support, HR rewards, and working conditions. Organizational citizenship behavior was measured using 10 items adapted from Organ (1988) and Podsakoff et al. (2000), representing five dimensions: altruism (2 items), sportsmanship (2 items), conscientiousness (2 items), courtesy (2 items), and civic virtue (2 items). Complete item wordings are provided in Appendix A.

Construct validity was assessed using Pearson Product-Moment correlation, comparing item-total correlations against the critical value (r-table = 0.361 for n = 30, α = 0.05). All items demonstrated r-calculated values exceeding the critical threshold, confirming that each item validly measures its intended construct (Sugiyono, 2017).

3.4 Common Method Variance Assessment

Given that all variables were measured using self-report questionnaires administered at a single point in time, common method variance (CMV) represents a potential concern (Podsakoff et al., 2003). Several procedural and statistical remedies were implemented. Procedurally, respondent anonymity was assured, items were randomized within sections, and clear instructions emphasized that there were no right or wrong answers. Psychologically, independent and dependent variable sections were separated with buffer questions to create temporal separation. Statistically, Harman's single-factor test was conducted by entering all 26 items into an unrotated principal component analysis. Results indicated that

no single factor accounted for the majority of variance; the first factor explained 27.3% of total variance, well below the 50% threshold indicating serious CMV concern (Podsakoff et al., 2003). While Harman's test has limitations, these results, combined with procedural controls, suggest that CMV does not substantially threaten the validity of findings.

3.5 Variable Definition and Measurement

All focal constructs were measured using five-point Likert scales ranging from 1 (strongly disagree) to 5 (strongly agree). Higher scores indicate stronger agreement with the construct. Table 1 presents the complete variable operationalization.

Table 1. Variable Operationalization

Variable	Definition	Dimensions Indicators	Items
Organizational Citizenship Behavior Organ (1988); Podsakoff et al. (2000)	Discretionary, extra-role behaviors that support organizational functioning and are not formally rewarded	Altruism, Courtesy, Conscientiousness, Sportsmanship, Civic Virtue	10
Work-Life Balance Fisher et al. (2009; Kalliath & Brough (2008)	Perceived interference and enrichment between work and non-work life domains	WIPL, PLIW, WEPL, PLEW	8
Perceived Organizational Support Eisenberger et al. (1986); Rhoades & Eisenberger (2002): Kurtessis et al. (2017)	Employees' global belief that the organization values their contribution and cares about their well-being	Use SPOS (unidimensional) as the main measurement; if you want "indicator categories," treat them as POS antecedents: fairness/justice, supervisor support, rewards/recognition, job conditions	8
Gender Ng, Lam, & Feldman (2016)	Biological sex classification	Male/Female	1
Age Pletzer (2021)	Chronological age	Years (18–27)	1
Tenure Ng & Feldman (2010)	Duration of current employment	<1 year, 1–3 years, 4–6 years	1

Source: adapted from various journals

For Likert-scaled variables, individual scores were computed by summing item responses within each construct. The scoring formula for each construct is:

$$Score_i = \sum_{j=1}^{J} Item_{ij}$$

Where *Item ij* represents the response (1–5) of respondent *i* to item *j*, and *J* denotes the total number of items per construct (J = 8 for WLB and POS; J = 10 for OCB).

3.6 Data Analysis Technique

Data analysis proceeded through several stages using SPSS software. First, descriptive statistics

characterized sample demographics and variable distributions. Second, classical assumption tests were conducted including normality (Kolmogorov-Smirnov test and visual inspection of histogram/P-P plots), multicollinearity (Tolerance > 0.10; VIF < 10), and linearity (deviation from linearity significance > 0.05).

Hypothesis testing employed multiple linear regression analysis. The regression model is specified as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Gender + \beta_4 Age + \beta_5 Tenure + \varepsilon$$

Where, Y is Organizational Citizenship Behavior, α is the constant, β_1 is the regression coefficient for Work-Life Balance (X_1), β_2 is the regression coefficient for Perceived Organizational Support (X_2), Gender is coded as dummy variable (0 = female, 1 = male), Age represents chronological age in years, and Tenure represents employment duration categories and ε is the error term.

Individual variable significance (H1, H2) was assessed using t-tests with the following decision rules: if t-calculated > t-table (1.985 for df = 97, α = 0.05) and significance < 0.05, the hypothesis is supported. Simultaneous significance (H3) was evaluated using F-test: if F-calculated > F-table and significance < 0.05, the hypothesis is supported. The coefficient of determination (Adjusted R^2) indicates the proportion of variance in OCB explained by the independent variables collectively (Ghozali, 2018).

Multiple correlation analysis (R) assessed the strength of association between the combination of independent variables and OCB, with values closer to 1.0 indicating stronger relationships.

4. RESULTS AND DISCUSSIONS

4.1 Results

Regarding demographics, male respondents constituted 54% (n = 54) and females 46% (n = 46). Age distribution revealed that respondents aged 21–23 years represented the largest segment (44%), followed by 25–26 years (35%), 18–20 years (18%), and 27 years (3%). Employment tenure showed that 59% had worked 1–3 years, 24% less than one year, and 17% for 4–6 years. This profile indicates the sample primarily comprises early-career Gen Z workers with sufficient organizational exposure to form perceptions about support and develop citizenship behaviors.

Table 1 presents the descriptive statistics for all study variables based on 100 valid responses.

Table 1. Descriptive Statistics

Variable	N	Mean	Median	Mode	Sum
WLB	100	32.370	33.000	36	3,237
POS	100	34.320	35.000	36	3,432
OCB	100	42.350	43.000	45	4,235

Note: WLB = Work-Life Balance; POS = Perceived Organizational Support; OCB = Organizational Citizenship Behavior; Source: Data processed by the author (2025)

The mean score for work-life balance (M = 32.370) indicates moderate-to-high perceptions of equilibrium between work and personal life among Gen Z respondents. The clustering of median (33.000) and mode (36) above the mean suggests a negatively skewed distribution, with the majority of respondents reporting favorable work-life balance. This pattern indicates relative homogeneity in positive perceptions, though variation exists among respondents experiencing work-life conflict.

Perceived organizational support demonstrates the highest central tendency (M = 34.320), with median and mode values (35.000 and 36, respectively) closely aligned. This convergence indicates that Gen Z employees in Pondok Indah generally perceive their organizations as supportive, with limited dispersion around the mean. The consistency suggests organizational support policies are relatively uniformly perceived across the sample.

Organizational citizenship behavior exhibits the highest absolute mean (M = 42.350) given its 10-item scale. The proximity of mean, median (43.000), and mode (45) indicates respondents demonstrate substantial extra-role behaviors. This distribution suggests Gen Z employees in the sample actively engage in voluntary workplace contributions including helping colleagues, maintaining positive attitudes, and participating in organizational activities.

Table 2. Pearson Correlation Matrix

Variable	WLB	POS)	OCB)
WLB	1.000	0.072	0.362
POS	0.072	1.000	0.318
OCB	0.362	0.318	1.000

Note: The low WLB-POS correlation (r = 0.072) explains the near-perfect Tolerance/VIF values and suggests the constructs are empirically distinct. WLB = Work-Life Balance; POS = Perceived Organizational Support; OCB = Organizational Citizenship Behavior; Source: Data processed by the author (2025)

The Pearson correlation matrix in Table X reveals the bivariate relationships between the study variables. Both independent variables demonstrated positive associations with the dependent variable, where Work-Life Balance and Organizational Citizenship Behavior (OCB) showed a coefficient of 0.362, while Perceived Organizational Support and OCB yielded a coefficient of 0.318. Crucially, the correlation between the two predictors (WLB and POS) was negligible (r = 0.072). This lack of significant association confirms that the constructs are empirically distinct, thereby substantiating the near-perfect Tolerance and VIF values observed in the classical assumption tests and ensuring that multicollinearity does not bias the regression analysis.

Table 3. Validity, Reliability, and Assumption Tests

Variable	Validity	Cronbach's Alpha	Tolerance	VIF	linearity Sig. Dev
WLB	0.401 – 0.821	0.791	0.995	1.005	0.258

POS	0.443 – 0.744	0.728	0.995	1.005	0.416
OCB	0.396 – 0.632	0.710	-	-	-

Note: Normality was assessed via K-S Test (Sig. 0.013) and Visual Inspection. WLB = Work-Life Balance; POS = Perceived Organizational Support; OCB = Organizational Citizenship Behavior; Source: Data processed by the author (2025)

The instrument validity was tested by comparing the calculated Pearson correlation coefficients against the critical r-table value of 0.361 (n=30). As shown in Table 3, all items for Work-Life Balance (r = 0.401–0.821), Perceived Organizational Support (r = 0.443–0.744), and OCB (r = 0.396–0.632) exceeded the critical threshold. Regarding reliability, all constructs demonstrated Cronbach's Alpha values above the 0.60 acceptable limit. Work-Life Balance showed the highest consistency (0.791), followed by Perceived Organizational Support (0.728) and OCB (0.710). These statistics confirm that the data used for analysis is both valid and reliable.

Normality assessment focused on regression residuals rather than raw variable distributions, as required for regression assumptions (Hair et al., 2010). The Kolmogorov-Smirnov test on standardized residuals yielded a significance value of 0.013 ($p < 0.05$), suggesting statistical deviation from perfect normality. However, visual inspection of histogram and P-P plots indicated approximately normal distribution patterns. Given the sample size of 100 respondents, the Central Limit Theorem provides asymptotic normality assurance for regression estimates.

Additionally, to ensure robustness against potential non-normality, 95% bias-corrected bootstrap confidence intervals (1,000 resamples) were computed for regression coefficients. The bootstrap results confirmed the significance of both predictors: WLB (95% CI: 0.156, 0.541) and POS (95% CI: 0.094, 0.585), with neither interval containing zero, supporting the original regression findings. The collinearity diagnostics confirm that the independent variables are not redundant. Both Work-Life Balance and Perceived Organizational Support returned a Tolerance value of 0.995 (greater than 0.10) and a VIF value of 1.005 (well below the 10.0 cutoff). This indicates an extremely low correlation between the predictors, ensuring that the regression coefficients can be estimated with high precision.

The assumption of linearity was verified using the Deviation from Linearity test within ANOVA. The significance values for Work-Life Balance (0.258) and Perceived Organizational Support (0.416) are both greater than 0.05. A non-significant result in this test indicates that the relationship between the predictors and the dependent variable is linear, satisfying the requirements for linear regression modelling.

Table 4 presents the complete hypothesis testing results including direct effects and model fit statistics.

Table 4. Extended Hypothesis Testing Results and Model Fit Summary

Variable	Coef. (β)	Std. Error	t-stat	p-value	Result
Constant	17.892	5.843	3.062	0.003	---
WLB → OCB	0.341	0.099	3.444	0.001	H1 Supported
POS → OCB	0.332	0.126	2.635	0.010	H2 Supported
Gender	0.847	0.774	1.094	0.277	Not Sig.
Age	0.215	0.298	0.721	0.473	Not Sig.
Tenure	0.462	0.549	0.841	0.402	Not Sig.
R	0.441	-	-	-	-
R²	0.195	-	-	-	-
Adj. R²	0.152	-	-	-	-
F-stat	4.552	-	-	< 0.001	Significant
Std. Err. Estimate	3.789	-	-	-	-

Note: WLB = Work-Life Balance; POS = Perceived Organizational Support; OCB = Organizational Citizenship Behavior. Source: Data processed by the author (2025).

The regression equation derived from analysis is:

$$OCB = 17.892 + 0.341WLB + 0.332POS + 0.847Gender + 0.215Age + 0.462Tenure + \varepsilon$$

The regression analysis confirms that work-life balance significantly and positively influences organizational citizenship behavior ($\beta = 0.341$, t = 3.444, $p = 0.001$), supporting Hypothesis 1. Complementing this finding, perceived organizational support also demonstrates a significant positive effect on OCB ($\beta = 0.332$, t = 2.635, $p = 0.010$), which supports Hypothesis 2. In contrast, demographic controls including gender, age, and tenure showed no significant association ($p > 0.05$), indicating that citizenship behavior is driven primarily by perceptual factors rather than demographic characteristics. Collectively, the F-test (F = 4.552, $p < 0.001$) confirms that these predictors simultaneously exert a significant influence, supporting Hypothesis 3. The model explains 15.2% of the variance in OCB (Adjusted $R^2 = 0.152$), a meaningful contribution given the complexity of behavioral drivers. Notably, standardized coefficients reveal that work-life balance ($\beta = 0.341$) exerts a marginally stronger influence than organizational support ($\beta = 0.332$), suggesting that for Gen Z employees in Pondok Indah, personal equilibrium is a slightly more potent driver of extra-role behavior than support structures.

4.5 Discussions
4.5.1 Summary of Findings

This study examined the relationship between work-life balance and perceived organizational support and organizational citizenship behavior among Gen Z employees in Pondok Indah, South Jakarta. Three hypotheses were tested, and all received empirical support. Work-life balance is positively and significantly associated with OCB, confirming that employees who experience lower interference and higher enrichment between work and nonwork domains exhibit greater propensity for extra-role behaviors (Fisher et al., 2009; Pradhan et al.,

2016). Similarly, perceived organizational support demonstrates a positive and significant relationship with OCB, indicating that employees who perceive genuine organizational care reciprocate through voluntary contributions (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Kurtessis et al., 2017). Furthermore, when examined simultaneously, both antecedents collectively explained variance in citizenship behavior, reinforcing the complementary nature of structural and relational organizational conditions in fostering discretionary employee conduct (Podsakoff et al., 2000).

4.5.2 Theoretical Explanations

The confirmed relationship between work-life balance and OCB can be explained through the work–nonwork spillover perspective. Spillover theory suggests that experiences, affect, and strain can transfer between work and nonwork domains (Staines, 1980). Gen Z employees who perceive harmony between work and personal life experience reduced role conflict and greater well-being resources, which can manifest as willingness to help others, maintain positive attitudes despite challenges, and contribute beyond formal job requirements (Fisher et al., 2009). The spillover mechanism implies that balanced employees possess surplus emotional and cognitive resources enabling discretionary effort that depleted employees cannot sustain (Staines, 1980).

Social exchange theory provides the explanatory mechanism for the POS–OCB relationship. POS reflects employees' global belief that the organization values their contribution and cares about their well-being (Eisenberger et al., 1986). When these beliefs are favorable, reciprocity norms and felt obligation are more likely to emerge, which can be expressed as extra-role behavior benefiting the organization (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017).

The simultaneous significance of both predictors reflects the complementary operation of these mechanisms: work-life balance increases capacity (resources/bandwidth), while perceived organizational support increases motivation (reciprocity), together strengthening foundations for citizenship behavior (Podsakoff et al., 2000)

4.5.3 Comparison with Prior Studies

The positive association between work-life balance and OCB is consistent with prior empirical evidence showing that better work-life balance is related to stronger organizational citizenship behavior (Pradhan et al., 2016). Likewise, the POS–OCB relationship aligns with extensive review and meta-analytic evidence demonstrating that perceived organizational support is positively related to extra-role performance, including OCB (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017). More broadly, OCB scholarship has long emphasized that discretionary behaviors are shaped by both attitudinal and contextual antecedents (Podsakoff et al., 2000).

Recent Indonesian studies provide contextually relevant comparisons that strengthen these findings. For instance, Rahmatillah and Kusmaryani (2025) reported significant positive relationships between organizational support and OCB in manufacturing settings, paralleling the robust patterns observed in this study. These consistent findings across diverse industries suggest that the relationships observed among Gen Z employees in Pondok Indah reflect genuine behavioral tendencies rather than sample-specific artifacts.

Notably, studies finding null or weak direct associations share methodological features potentially explaining divergence. Himmah et al. (2025) found non-significant direct effects of organizational support on OCB among government employees, finding instead that the influence was transmitted indirectly through work engagement. Similarly, Mulyani and Setyaningrum (2023) reported that work-life balance effects on OCB were fully mediated by job satisfaction among Millennial employees. These patterns suggest that while the direct relationships observed in this study are significant, future research examining mediating mechanisms—such as engagement or satisfaction—would provide a more nuanced understanding of how WLB and POS translate into citizenship behaviors among Gen Z employees.

4.5.4 Explaining Divergent Findings

While the current findings align with major theoretical expectations, inconsistent findings in the broader literature remain plausible because the WLB–OCB and POS–OCB links can depend on intervening attitudes (e.g., commitment, satisfaction) and contextual boundary conditions (Rhoades & Eisenberger, 2002; Podsakoff et al., 2000). For Gen Z specifically, workforce evidence indicates heightened emphasis on well-being, meaning, and balance, which may strengthen the salience of work-life balance and organizational support and produce more immediate behavioral responses (Deloitte, 2025).

Context may also amplify effects. In professional corporate districts where HR practices and support signals are relatively visible and standardized, employees may more readily interpret organizational actions as supportive, strengthening the support–behavior linkage (Kurtessis et al., 2017)

4.5.5 Why These Findings Matter

These results matter for understanding workforce dynamics during ongoing generational transition. Gen Z—commonly defined as those born from 1997 onward—now represents a growing share of labor market entrants (Pew Research Center, 2019). Large-scale global evidence suggests that Gen Z

employees place strong emphasis on well-being, balance, and purpose, shaping how they evaluate employers and decide whether to invest discretionary effort (Deloitte, 2025). The confirmed importance of both work-life balance and perceived organizational support implies that organizations should not rely on a single lever: flexibility without genuine support, or supportive messaging without structural accommodation, may be insufficient to cultivate citizenship behaviors. This conclusion is consistent with OCB theory emphasizing that discretionary contributions are influenced by multiple organizational and psychological drivers operating in combination (Podsakoff et al., 2000).

5. CONCLUSION

5.1 Research Summary

This study investigated the relationship between work-life balance and perceived organizational support and organizational citizenship behavior among Gen Z employees in Pondok Indah, South Jakarta. Three research objectives guided the investigation: examining the association between work-life balance and OCB, examining the relationship between perceived organizational support and OCB, and assessing the simultaneous contribution of both antecedents.

All hypotheses received empirical support. Work-life balance demonstrates a positive and significant association with OCB among Gen Z employees, confirming that employees achieving equilibrium between professional responsibilities and personal life demonstrate greater inclination toward extra-role behaviors including helping colleagues, maintaining positive attitudes, and actively participating in organizational activities. Perceived organizational support likewise exhibits a positive and significant relationship with OCB, indicating that employees who perceive organizational care, fair treatment, and supervisor support reciprocate through voluntary contributions benefiting the organization. When examined simultaneously, both variables collectively account for variance in citizenship behavior, demonstrating their complementary roles in fostering discretionary employee conduct.

5.2 Practical Implications

For organizational practitioners, these findings suggest concrete actions. First, human resource managers should design and implement flexible work arrangements that genuinely accommodate personal life needs rather than merely symbolic policies. This includes evaluating workload distribution, scheduling practices, and performance expectations to ensure employees can realistically achieve work-life equilibrium.

Second, organizations should strengthen perceived support through multiple channels: ensuring procedural and distributive justice in decision-making, training supervisors to demonstrate authentic concern for subordinate well-being, recognizing employee contributions consistently, and maintaining conducive working conditions. These practices collectively signal organizational care that motivates reciprocal citizenship behaviors.

Third, given the simultaneous significance of both predictors, organizations should adopt integrated approaches addressing structural and relational dimensions together. Implementing flexibility policies while neglecting supportive relationships, or vice versa, will likely yield suboptimal outcomes.

5.3 Key Contributions

This study extends OCB literature by testing established relationships within a specific generational context. By demonstrating that social exchange and spillover mechanisms operate among Gen Z employees, the findings clarify that theoretical predictions developed in mixed-generational samples apply to this cohort while highlighting their potentially heightened sensitivity to these antecedents.

Unlike studies employing convenience sampling across heterogeneous populations, this research utilized purposive sampling within defined demographic and geographical boundaries. This approach enhances internal validity and provides contextually specific evidence applicable to similar urban professional environments.

The findings offer evidence-based guidance for organizations employing Gen Z workers. Rather than assuming traditional management practices will prove effective, managers receive empirical support for prioritizing work-life balance and organizational support as mechanisms for cultivating citizenship behaviors among this distinctive workforce segment.

5.4 Limitations and Future Research Directions

Several limitations warrant acknowledgment. First, the cross-sectional design captures relationships at a single point, precluding causal inference. Future research should employ longitudinal designs tracking how changes in work-life balance and organizational support over time influence OCB trajectories.

Second, the study examined only two antecedent variables, explaining modest variance in OCB. Future investigations should incorporate additional predictors such as organizational culture, leadership styles, and personality characteristics to develop more comprehensive models.

Third, the geographical scope was limited to Pondok Indah. Replication across diverse Indonesian regions and international contexts would assess generalizability and identify cultural boundary conditions.

Fourth, the quantitative approach captured perceptions but not underlying mechanisms. Mixed-

methods designs incorporating qualitative investigation could illuminate how Gen Z employees interpret work-life balance and organizational support, enriching theoretical understanding.

Fifth, the study examined only direct relationships. Future research should test potential mediators such as job satisfaction, organizational commitment, and work engagement, as well as moderators including organizational culture and individual differences, to specify the conditions under which these antecedents most strongly influence OCB.

Finally, the assumption of linear relationships may oversimplify reality. Non-linear modeling could reveal whether work-life balance and organizational support exhibit diminishing returns or threshold effects beyond which additional improvements yield marginal citizenship behavior gains.

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APPENDIX A

Survey Instrument Items

Construct / Dimension	Item Code	Item Wording
A. Work-Life Balance (*Fisher et al., 2009*)		
Work Interference with Personal Life (WIPL)	WLB1	My job allows me to have enough time for my personal life.
	WLB2	My work schedule enables me to spend time with family and friends.
Personal Life Interference with Work (PLIW)	WLB3	My personal life does not interfere with my focus at work.
	WLB4	I can maintain professionalism despite personal activities.
Work Enhancement of Personal Life (WEPL)	WLB5	My job provides satisfaction that positively impacts my personal life.
	WLB6	My work experience helps me develop in daily life.
Personal Life Enhancement of Work (PLEW)	WLB7	My mood at work improves when things in my personal life are going well.
	WLB8	Family support for my job increases my work motivation.
B. Perceived Organizational Support (*Eisenberger et al., 1986*))		
Organizational Fairness	POS1	I feel the organization treats all employees fairly.
	POS2	Organizational decisions are made transparently with fairness considerations.
Supervisor Support	POS3	My supervisor always provides support when I face work difficulties.
	POS4	I feel my supervisor appreciates my work contributions.
HR Recognition	POS5	The organization provides appropriate recognition for my performance.
	POS6	I feel my work achievements are acknowledged by the organization.
Working Conditions	POS7	My work environment is comfortable and supports productivity.
	POS8	The organization provides adequate facilities to support my work.
C. Organizational Citizenship Behavior (*Organ, 1988; Podsakoff et al., 2000*)		
Altruism	OCB1	I enjoy helping colleagues who experience difficulties without being asked.
	OCB2	I voluntarily help colleagues complete their work.
Sportsmanship	OCB3	I maintain a positive attitude despite facing difficult situations at work.
	OCB4	I do not easily complain about minor problems in the work environment.
Conscientiousness	OCB5	I always complete work according to requirements and on time.

	OCB6	I work beyond expectations for the organization's benefit.	
Courtesy	OCB7	I try to maintain good relationships with colleagues by being polite and respectful.	
	OCB8	I always try to avoid conflicts with colleagues through	

			good communication.
Civic Virtue	OCB9	I actively participate in organizational activities outside my main duties.	
	OCB10	I always provide constructive suggestions to colleagues.	

Note: All items are measured using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).