

The Role of Work-Life Balance, Organizational Pride, and Job Satisfaction on Organizational Citizenship Behaviour: Case Study on Hospitality Employees in Indonesia

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The aim of this research was to examine the effect of work-life balance on organisational pride, the effect of work-life balance on job satisfaction, the effect of work-life balance on organisation citizenship behaviour, the effect of organisational pride on job satisfaction, the effect of organisational pride on organizational citizenship behaviour, and the effect of job satisfaction on organisational citizenship behaviour. Data were collected from 209 employees of five-star and four-star hotels in the City of Malang, East Java, Indonesia, by administering questionnaires. The data were analysed using GeSCA. The findings show that work-life balance had a significant effect on organisational pride, work-life balance had a significant effect on job satisfaction, work-life balance had a significant effect on organisational citizenship behaviour, organisational pride had a significant effect on job satisfaction, organisational pride had a significant effect on organisational citizenship behaviour, and job satisfaction had a significant effect on organisational citizenship behaviour. The findings provide managers an insight that employees' life balance in the environment is important to the development of employees' voluntary behaviours that support the company's activities. Managers develop programmes for the purpose of promoting balance between employees' personal interests and work, causing employees to have a sense of pride in the company they belong, take satisfaction from their work, and finally, create positive

behaviours supporting the company in attaining its goals. This study investigated the direct and indirect effects of work-life balance on organisational citizenship behaviour through organisational pride and job satisfaction. Studies on the effect of work-life balance on organisational citizenship behaviour and the effect of organisational pride on organisational citizenship behaviour in the hospitality industry are limited. Thus, this research was conducted to demonstrate the importance of work-life balance, organisational pride, and organisational citizenship behaviour.

Key words: *Work-life balance, organisational pride, job satisfaction, organisational citizenship behaviour, hotel industry, Indonesia.*

Introduction

Organisational citizenship behaviour (OCB) is an essential aspect in the improvement of the competitiveness and performance of a company. Extra-role behaviour is a behaviour of an employee as a part of an organisation whereby he or she works beyond normal expectations and provides greater services to achieve the organisation's goals (Rea Andre, 2008) which is advantageous to the organisation (Jan and Gul, 2016). The effectiveness and efficiency of an organisation can be manifested through OCB as employees' willingness to perform extra work voluntarily will expedite the attainment of the organisation's goals with a more efficient use of funds. Investigations on the effect of OCB on performance (Bobin and Boles, 1996; Chiang and Hsieh, 2012) and the antecedents of OCB (Hartline and Keith, 1996; Yoon et al., 2001; Schmit and Allscheid, 1995; Lin et al., 2008) have been carried out. It is still necessary to identify the antecedents to explore which factors improve OCB.

This study discusses the effects of work-life balance, organisational pride, and job satisfaction on OCB in the hospitality industry. The existing studies on the effect of work-life balance and organisational pride on OCB are still limited to the hospitality industry, making it necessary to conduct more studies on this topic. Hotels are companies that heavily rely on service quality. Thus, employees' role in satisfying customers' needs and wants is extremely important. High pressure at hotels to perform excellently at all times may drain employees' energy and reduce their time to live their personal lives, shaking their balance of personal life and work life. This situation may leave an adverse implication on employees as they will feel damaged and judge that the hotel has a bad reputation among them, which may further affect their satisfaction and, eventually, lower their OCB. It is deemed necessary to investigate the relationships between those variables.

Researchers and practitioners have been devoting their attention to the variable WLB, which has been gaining popularity over the two decades past (Muna and Mansour, 2009; Koubova

and Buchko, 2013). Delecta (2011) defines work-life balance as an individual's ability to meet his or her work and commitment in his or her family life as well as other non-work responsibilities. Vloebergh (2002) states that WLB is a win-win situation between an employee and a company in which the employee is enabled to balance his or her work and family life. The consequences of WLB have been evidenced in previous studies, for example, return of investment (Beauregard and Henry, 2009), productivity, work attitude, reduced turnover intensity (Wilkinson, 2008; Koubova and Buchko, 2013; Suifan et al., 2016), and reduced work-life conflict (Suifan et al., 2016). Work attitudes such as organisational pride and job satisfaction are the consequences of WLB. Although WLB has been massively studied, the phenomena developing in a country subscribing to an individualist approach are not necessarily comparable to those developing in a country that tends to adopt a collectivist approach. Additionally, WLB's effect is not necessarily uniform across different industries (Konrad and Mangel, 2000). Hence, it is interesting to conduct research on varying communities and industries.

This study provides empirical evidence on the roles of WLB, organisational pride, and job satisfaction in improving OCB, especially in the hospitality industry in Indonesia, which tend to have a collectivist culture. Specifically, this study aimed to investigate the effect of WLB on organisational pride, the effect of WLB on job satisfaction, the effect of WLB on OCB, the effect of organisational pride on job satisfaction, the effect of organisational pride on OCB, and the effect of job satisfaction on OCB.

Theoretical Framework

The social exchange theory underlies the relationship between parties involved in a company. One of the principles of this theory is that if either party benefits from another, he or she must pay by bringing benefits to other party (Blau, 1964). Employees benefit from a company in the form of not only financial benefit, but also non-financial ones. The balance between work demand and personal demand is an important aspect employees will take into consideration. They will feel comfortable when their company provides them with facilities and opportunities to perform their work tasks without neglecting their personal lives, for example, their domestic lives, hobbies, and other personal activities.

The benefits employees enjoy, for example, WLB, are perceived as an advantage or reward received from their company, pushing them to return the benefits to the company as opposed to merely performing their primary duties. Previous studies have reviewed the relationship between companies and their employees through the social exchange theory (Cropanzano et al., 2003; Konovsky dan Pugh, 1994; Organ, 1990; Podsakoff et al., 2000; Podsakoff et al., 1996b; Podsakoff et al., 1996a; LePine et al., 2002; dan Yadav dan Rangnekar, 2014). OCB is a voluntary behaviour arising in an employee without any coercion nor bargaining as his or

her way of returning the favour he or she receives from his or her company. It is a form of care an employee shows to his or her company by working beyond the standards and having the willingness to disclose important information for the sake of the life sustainability and growth of the company.

Literature Review

Work-Life Balance

Delecta (2011) defined work-life balance as an individual's ability to meet his or her work and commitment in his or her family life as well as other non-work responsibilities. Meanwhile, Frame & Hartog (2003) state that work-life balance is achieved when an employee can manage his or her flexible work hours to balance work or tasks against other commitments, such as family, hobbies, arts, and studies, and not only put an exclusive focus on work. Work-life balance plays a vital role as a component of the creation of work comfort because as an individual, an employee lives not only the life in the company, but also the life in family, the life in community, and the life in other organisations. Work hour flexibility is a driving factor of work-life balance as it allows an employee to balance his or her work or tasks with other commitments, such as family, hobbies, arts, and studies, as opposed to focus solely on his or her work.

Kalliath and Brough (2008) reveal that employees have multiple roles, thus in the relation between work and home, there could be either positive or negative effect (home-to-work or work-to-home). Work-life balance can also refer to time and satisfaction balance of an employee in assuming multiple roles. Clark (2000) highlights that work-life balance is satisfaction and good functioning at home and at work, on a minimum level of conflict. Work-life balance has dynamics, thereby fluctuates with changes in an individual's life. Work-life balance also means the autonomy an individual holds to meet the demands of his or her multiple roles.

Lewison (2006) mentions a number of work-life balance advantages, for example, reduced absenteeism, reduced turnover, increased productivity, reduced overtime expenses, and increased client retention. When the service demand from customers is high, employees' energy will be drained for completing their works. Flexible work hour arrangement is barely easy, closing employees' opportunity to live their personal lives. Companies will be faced with questions such as how to improve wellbeing, increase job satisfaction, meet family expectations and needs, and satisfy employee expectations, for example, of better personal life and work life that is more meaningful and beneficial for themselves. According to Robbins and Coulter (2012), work-life balance programmes encompass parent and child care, employee care, health and wellbeing, relocation, among others. Not only does the company push its employees to complete their tasks, it also offers family-friendly benefits employees

need to balance their personal life and work life, including flextime, job sharing, telecommunicating, to name but few.

Organisational Pride

Referring to Haslam (2004), organisational pride is an individual's positive feeling about his or her group that comes from the appraisal of others about the status of that group. Gouthier and Rhein (2011) classify organisational pride into emotional and attitudinal pride. The pride an individual feels due to the success of an activity that bears an association with his or her organisation belongs to the emotional pride category. Attitudinal pride, on the other hand, refers to the pride an individual feels in his or her organisation that originates from a general perception of that organisation. Organisational pride is extremely valuable to a company as it serves employees' intrinsic motivator influencing their attitudes and behaviours. As Tracy and Robins (2007) state, pride is traditionally linked with a meaningful sense of excitement, which means that it confers consequences to an individual's behaviours. Appleberg (2005) expresses that organisational pride strengthens an employee's commitment to an organisation, affecting his or her decision to stay at the organisation. It also increases an employee's stress tolerance, thereby negatively influencing his or her intention to move (Kraemer and Gouthier, 2014).

Job Satisfaction

Job satisfaction is defined as a pleasurable or positive state resulting from the appraisal of one's job (Locke, 1976). Grieshaber et al. (1995) define job satisfaction as an advantageous or disadvantageous aspect by which an employee sees his or her job. It is also defined as an extent to which an employee likes his or her job (Seo et al., 2004). Job satisfaction is also defined as an emotional feeling and behavioural expression about a job. Feeling is affected by a number of factors associated with job, for example, wage, various benefits, acknowledgement, job situation, relationship with co-workers and supervisors, and so forth (Cowin et al., 2008; Y. Imazel, 2013). Such definitions abovementioned are very broad as they encompass characteristics related to the job in itself as well as job environment. Some studies count job satisfaction as a whole variable, but some others consider different dimensions such as satisfaction with job, supervisors, payroll, promotion opportunities, co-workers, and customers (Brown and Peterson, 1993).

As Herzberg and Mausner (1959) state, motivation-based job satisfaction can be distinguished into two, namely internal and external satisfaction. External satisfaction is related to factors such as payroll, promotion, admiration, and interaction with co-workers, whereas satisfaction with values, social status, position, and professional responsibilities is indicative of internal satisfaction. An individual's appraisal of his or her job and his or her

expression of satisfaction or dissatisfaction can be considered as a common outcome of his or her job constituent. Job satisfaction is resulted from employees' perceptions that provide them with valuable content and contexts. The first step to secure a valuable, satisfying job is finding a work environment fitting one's main interest. Irvine and Evans (1995) observed that antecedent factors of job satisfaction such as routinisation, autonomy, role conflict, and characteristics of work environment, for example, leadership and control-participation relationship are all related to job satisfaction.

Implications of job satisfaction on employees and organisations have been massively studied. Employees with high levels of satisfaction appreciate their jobs and tend to be committed. Organisational commitment, in turn, motivates employees to behave like citizens. As an employee who is committed to the organisation, one will undertake to exceed what the organisation expect him or her to contribute to it (Schneider et al., 1992; Mackenzie et al., 1998). Rogers et al., (1994) believe that it is highly unlikely that employees will give exceptional service when they are dissatisfied with their jobs. Thus, job satisfaction is positively related to OCB development. This is relevant to the social exchange theory (Konovsky and Pugh, 1994) and the psychological contract theory (Robinson and Morrison, 1995). In both theories, the foundation of relationships lies on the "reciprocal exchange." Satisfied employees will repay those who benefit them with OCB (Bateman and Organ, 1983).

Organisational Citizenship Behaviour

Organisational citizenship behaviour is central to a company to improve its performance and competitiveness. A successful organisation needs employees who work beyond their formal tasks (Robbins, 2003) as this will improve its efficiency and accelerate its goal achievement. Organisational citizenship behaviour is an extra-role behaviour (Dyne and Illies, 2008; Schermerhorn et al., 2010) which is discretionary in nature (Podsakoff et al., 2000; Luthans, 2011; Robbins and Mary Coulter, 2012) and dissociated with the formal reward system of an organisation but can improve the service quality as a whole (Colquitt, LePine, and Wesson, 2015) and the effectiveness of the organisation. Podsakoff et al. (2000) summed OCB benefits for an organisation as follows: (1) OCB increases co-workers' productivity; (2) OCB increases manager's productivity; (3) OCB saves resources under the control of the management and organisation as a whole; (4) OCB helps save scarce resource energy to maintain group functions; (5) OCB can function as an effective means for coordinating work activities. Exhibiting civic virtues (e.g. attending and actively participating at meetings in the work unit) will help coordinate group members; (6) OCB boosts the organisation's ability to attract and retain best employees; (7) OCB improve the organisation's performance stability; and (8) OCB boosts the organisation's ability to adapt to environmental changes.

Factors influencing OCB development are somewhat complex and interconnected to one another (Organ, 1988). Organisational climate and culture govern the OCB development in an organisation. A conducive organisational climate will stimulate employees to perform their work exceeding what is required in the work description and to support the organisation's goals. Supportive supervisors who treat employees fairly are needed to arouse OCB. One of the forms of OCB is one's willingness to help other employees, which in this case is influenced by mood (George and Brief, 1992). Mood is a highly changeable characteristic. If an organisation appreciates its employees and treats them fairly, while at the same time, the work climate is positive, employees will tend to have a good mood, and thereby, will voluntarily help others (Sloat, 1999).

Framework of the Study and Hypotheses

Relationship between Work-Life Balance and Organisational Pride

Employees' sought life meaning is based on not only their roles at work, but also their roles in family. Through work-life balance, they will be able to align their responsibilities for themselves and their family and their responsibilities for their organisation. Work-life balance will give them satisfaction when they can play their roles at work and at home well with minimum role conflicts (Clark, 2000). By meeting their responsibilities for themselves and family and, at the same time, meeting their responsibilities for their organisation, employees will be able to generate meaning within themselves, which will lead to the sense of pride in their organisation as it contributes towards that role balancing. Machuca et al. (2015) show that employee work-life balance had a positive effect on organisational pride. Their findings indicate that employees who felt comfortable with their work and had well-balanced work and life roles would feel proud to be part of the company at which they worked. Hence, the first hypothesis is as follows:

H1: Work-life balance has a significant effect on organisational pride.

Relationship between Work-Life Balance and Job Satisfaction

Through work-life balance, employees will be able to meet their personal and family needs in their work environment. The fulfillment of employee needs will give rise to satisfaction. In other words, work-life balance has an implication on job satisfaction. Work-life balance is central to employees' attitudes towards their organisation and to their lives. Frame & Hartog (2003) state that work-life balance is achieved when an employee can manage his or her flexible work hours to balance work or tasks against other commitments, such as family, hobbies, arts, and studies, and not only put an exclusive focus on work. Employees with good work-life balance are likely to be more satisfied with their works and lives due to higher levels of involvement in work life and family life. As such, work-life balance (WLB) can influence employees' job satisfaction. One of the studies on the relationship between work-

life balance (WLB) and job satisfaction was conducted by Haar et al. (2014), who showed that WLB was positively related to job satisfaction. Another study by Ronda et al. (2016) found that in general, a harmonious family relationship and high employee performance could improve work-family balance, and this positive relationship was mediated by job satisfaction and work hours. Hence, the second hypothesis is as follows:

H2: Work-life balance has a significant effect on job satisfaction.

Relationship between Work-Life Balance and Organisational Citizenship Behaviour

Work-life balance is an individual's perception that work and non-work activities are proportionate, and promote growth according to his or her life priority (Kalliath and Brough, 2008). Work-life balance encourages OCB, a behaviour in which an employee makes the best contribution on the basis of his or her awareness as a part of an organisation. Baral and Bhargava (2008) argue that work-life balance has an implication on employees' good attitudes and behaviours that are critical to an organisation's effectiveness. It can be understood as in when an employee has an opportunity to balance his or her work life and personal life, he or she will feel that he or she is treated fairly by the company, and this leads to his or her increased trust in the company. This certainly drives the employee to contribute to the company by doing it a voluntary favour in the form of willingness to perform extra work, help co-workers, disclose important information to the company, give feedback, and take other actions that may benefit the company.

Raddaha (2012) and Masum et al. (2016) have proved the effect of work-life balance on organisational citizenship behaviour. Every individual has priority in his or her life and makes the best effort to realise it. Life in the work environment that does not interfere with personal life will bring an employee a positive effect in the form of a strong bond with his or her job. Balance between personal life and work life will bring out an extra-role in an employee for an organisation because he or she feel appreciated as a part of the organisation and a strong commitment to the organisation's growth. In this way, he or she will voluntarily assume an extra-role for the organisation outside his or her formal tasks.

Based on the explanation above, a hypothesis is formulated as follows:

H3: Work-life balance has a significant effect on organisational citizenship behaviour.

Relationship between Organisational Pride and Job Satisfaction

A sense of pride can drive one to do something better and achieve a better outcome. If this sense of pride is one an employee has in his or her company, he or she will Endeavor to work even better. As a result, his or her work outcomes will be improved, and he or she will be

satisfied with his or her job. In other words, sense of pride in an organisation affects an employee's level of job satisfaction. Organisational pride is an individual's positive feeling about his or her group that comes from the appraisal of others about the status of that group (Haslam, 2004). Employees' pride in the organisation where they work is highly instrumental. Organisational pride will help smoothen employees' performance of tasks at the organisation, improving their effectiveness and eventually, leading to job satisfaction.

A research study analysing the relationship between organisational pride and job satisfaction was conducted by Machuca et al. (2015) with findings including evidence that employees who took pride in their work at their company would also take satisfaction in their job (job satisfaction). Meanwhile, Gouthier and Rhein (2011) found that organisational pride indirectly had a significant effect on turnover intention, which was indicative of job satisfaction.

Based on the explanation above, a hypothesis is formulated as follows:

H4: Organisational pride has a significant effect on job satisfaction.

Relationship between Organisational Pride and Organisational Citizenship Behaviour

As stated by George and Brief (1992), one's willingness to help others is influenced by mood. Organisational pride is one form of positive mood. If an employee feels a sense of pride in the company where he or she works, he or she will want to devote him- or herself to that company and help the company to achieve its goals. This reflects OCB, which is highly needed by any company to achieve its goals. Sloat (1999) also states that mood will drives someone to voluntarily help others. The fifth hypothesis is, therefore, as follows:

H5: Organisational pride has a significant effect on organisational citizenship behaviour.

Relationship between Job Satisfaction and Organisational Citizenship Behaviour

A level of satisfaction will be achieved once needs are fulfilled, either by oneself or by others. If satisfaction is achieved because of the conferment of another party, the conferred will behave positively towards the conferrer. If this happens in an organisational environment, the employees will give feedback by behaving positively towards the organisation. This will not only be limited to the performance of their tasks, but also the performance of activities outside their main tasks. Thus, employees' job satisfaction will also affect their performance of extra-role for the organisation. Job satisfaction reflects employees' like and dislike for their job. If employees are satisfied with their job, they will certainly behave positively at their workplace and give it their best contribution, including

performing something outside their chief tasks and responsibilities, reflecting organisational citizenship behaviour (OCB). It can be said that employees' job satisfaction gives a positive contribution to the development of organisational citizenship behaviour (OCB) in them.

One of the studies reviewing and analysing the relationship between job satisfaction and organisational citizenship behaviour (OCB) is one that was conducted by Foote and Tang (2007) entitled "Job Satisfaction and Organizational Citizenship Behaviour (OCB)," which found a relationship between job satisfaction and organisational citizenship behaviour (OCB). It found that the higher the job satisfaction, the better the organisational citizenship behaviour (OCB) of the employees. Similarly, Gonzalez and Garazon (2004) found that employees' job satisfaction had a positive relationship with organisational citizenship behaviour (OCB) in employees. The sixth hypothesis is, therefore, as follows:

H6: Job satisfaction has a significant effect on organisational citizenship behaviour.

Methodology

Survey Instrument

Closed-ended questionnaires were employed as research instruments. They contain questions about respondents' characteristics and items relating to the research variables. As stated by McDonald and Bradley (2005), the measurement of work-life balance include the following: (1) time balance, which is related to the amount of time allocated for working and doing activities outside work; (2) involvement balance, which refers to the level of psychological involvement and commitment in work and outside work; and (3) satisfaction balance, which is related to the level of satisfaction when working and doing activities outside work. Meanwhile, the indicators of work-life balance according to Clark (2000) include the following: (1) border, where employees have the opportunity to perform their personal activities without interfering with their tasks and responsibilities at work; (2) permeability, where employees have the opportunity to take emergency measures for his personal interests without interfering with tasks and responsibilities at work; (3) flexibility, where the company gives employees an opportunity to work flexibly, enabling them to balance their work and personal lives; and (4) blending, where employees are given the opportunity to integrate work tasks and personal lives. This research adapted Clark (2000) to measure work-life balance.

Indicators of organisational pride refer to Gouthier and Rhein (2011) and Machuca et al. (2015), which consist of two types, namely emotional and attitudinal pride. Emotional pride refers to the pride an individual feels due to the success of an activity associated with his or her organisation, while attitudinal pride refers to the pride an individual feels in his or her organisation that originates from a general perception of that organisation. Attitudinal pride empties to his or her cognition, thereby lasting for an extended period of time. The indicators

of job satisfaction refer to Handoko (1995), including satisfaction with co-workers, work situation, teamwork, work atmosphere, and provision of protection and guard.

The dimensions of OCB according to Organ (1988) include the following: (1) altruism, where employees help others with their works; (2) conscientiousness, which means the performance of prerequisites that exceeds the minimum standards, for example, non-absenteeism; (3) civic virtue, which is a participative behaviour showing concern for the organisation's life sustainability; (4) sportsmanship, where employees show willingness to tolerate unfavourable conditions without complaining; and (5) courtesy, where employees behave politely and in accordance with the applicable rules to avoid interpersonal conflicts. Smith et al. (1983) state that OCB involves several behaviours, including helping others, volunteering for extra tasks, and abiding by workplace rules and procedures. These behaviours depict "employee added value" and are forms of pro-social behaviours, which are positive, constructive, meaningfully helpful in nature. Graham (1991) mentions three forms of OCB: (1) obedience, which describes employees' willingness to accept and abide by their organisation's rules and procedures; (2) loyalty, which describes employees' willingness to put their personal interest for the benefit and sustainability of their organisation; and (3) participation, which describes employees' willingness to actively develop all aspects of the organisation's life. This consists of social participation, advocating participation, and functional participation. Podsakoff et al. (2000) divide OCB into seven dimensions: (1) helpful behaviour; (2) obedience to organisation; (3) sportsmanship; (4) loyalty to organisation; (5) individual initiative; (6) social quality; and (7) self-development. The indicators of this research refer to Organ (1988).

All research variables were measured using a Likert scale graded from score 1 to score 5 ("strongly disagree" to "strongly agree"). Instrument pilot testing was carried out with 30 respondents, and the results show that all items had coefficients of correction (validity) and Cronbach's Alpha (reliability) of more than 0.03 and more than 0.06, respectively. Thus, the questionnaires were fit for collecting data.

Data collection

The analysis units of this research were permanent employees working at starred hotels. Data were collected from two five-star hotels and seven four-star hotels in the City of Malang, East Java, from June to July 2018. The research population size was 439. A sample of 209 employees were selected based on Slovin's formula employing the proportionate stratified random sampling technique. Questionnaires were administered to previously randomly selected respondents.

Validity and Reliability

The crosscheck of validity and reliability used convergent validity and discriminant validity. Table 1 shows the results of the 2nd order model analysis, with all dimensions yielding loading factors greater than 0.6 and each dimension yielding root of AVE greater than the coefficient of correlation between dimensions. Hence, the convergent validity and discriminant validity of all indicators were declared to be met.

Table 1: Results of Validity and Reliability Testing

Variables and Indicators	Loadin g	SE	CR	AVE	Cronbac h's alpha
Work Life Balance ¹					
Border	0.725	0.009	81.44*	0.879	0.861
Permeability	0.739	0.008	90.63*	0.888	0.873
Flexibility	0.792	0.009	85.18*	0.863	0.841
Blending	0.728	0.009	79.95*	0.844	0.813
Organizational Pride ¹					
Emotional	0.748	0.012	64.45*	0.836	0.934
Attitudinal	0.751	0.013	57.59*	0.855	0.914
Job Satisfaction ²					
Colleagues/partner	0.620	0.011	58.07*	0.905	0.893
Work condition	0.626	0.011	58.58*	0.872	0.853
Team work	0.314	0.007	44.13*	0.895	0.883
Work environment	0.321	0.009	36.02*	0.843	0.810
Protection	0.313	0.007	43.99*	0.882	0.866
Organizational Citizenship Behaviour ¹					
Altruism	0.750	0.012	61.24*	0.935	0.931
Courtesy	0.735	0.011	63.34*	0.829	0.787
Conscientiousness	0.733	0.012	55.33*	0.891	0.877
Sportsmanship	0.712	0.012	62.82*	0.806	0.760
Civic Virtue	0.712	0.013	61.52*	0.865	0.842

* p-value < 0.05; ¹ = 2nd order; ² = 1st order

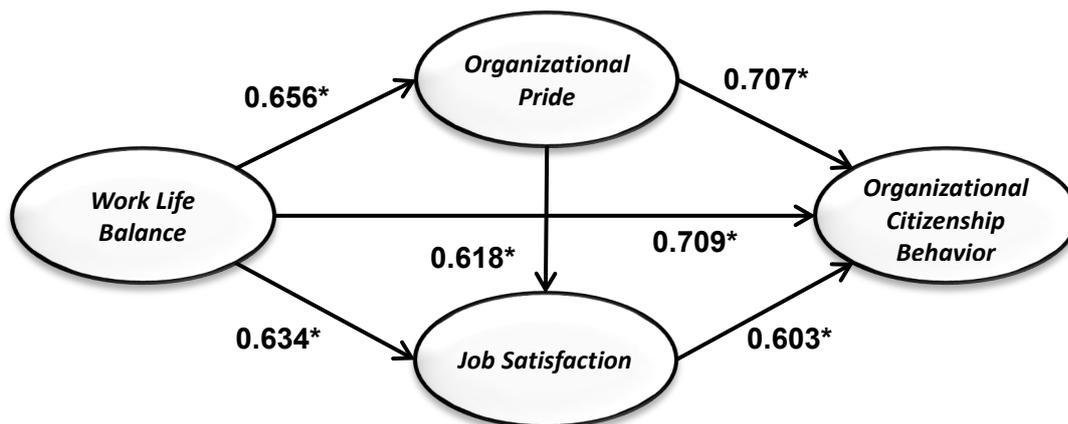
Result and Discussion

The research respondents were classified by the following: gender, including male (64.6 per cent) and female (35.4 per cent); age, including ≤ 25 years old (15.8 per cent), 26–35 years

old (47.4 per cent), 36–45 years old (23.9 per cent), and ≥ 46 years old (12.9 per cent); length of employment, including ≤ 10 years (80.9 per cent), 11–20 years (18.2 per cent), 21–30 years (0.5 per cent), and ≥ 30 (0.5 per cent); and marital status, including married (76.6 per cent) and unmarried (23.4 per cent).

The analysis tool used in this research was GeSCA. The Goodness of fit model was used in this research to test the feasibility of the construct model formed. The testing indices used in the GSCA analysis were GFI and Fit. The results show that a GFI of $0.996 \geq$ cut-off value (0.9). Thus, the construct formed was declared a good fit. A Fit value of 0.596 shows that the variance of intention to leave was explainable by the model as a whole at 59.4 per cent. In other words, the variables work-life balance, organisational pride, and job satisfaction as a whole made a contribution of 59.6 per cent, while the remaining 40.4 per cent was contributed by variables outside this research.

Figure 1. Final Structural Model



(CR); * p-value < 0.05

Hypothesis testing was carried out by comparing the critical ratio (CR) with the t-table (2.00). A hypothesis would be accepted if the CR was greater than the t-table. The testing of the hypothesis “work-life balance has a significant effect on organisational pride” yielded a CR of 16.97. This shows that $CR > t$ -table. It could be interpreted that there was a significant effect from work-life balance on organisational pride. The coefficient of the effect of work-life balance on organisational citizenship pride was 0.662, stating that work-life balance had a positive effect on organisational pride. This means that better work-life balance tends to improve organisational pride. Therefore, hypothesis 1 was accepted.

The testing of the hypothesis “work-life balance has a significant effect on job satisfaction” yielded a CR of 16.64. This shows that $CR > t$ -table. It can be interpreted that there was a significant effect from work-life balance on job satisfaction. The coefficient of the effect of

work-life balance on job satisfaction was 0.649, stating that work-life balance had a positive effect on job satisfaction. This means that better work-life balance tends to improve job satisfaction. Therefore, hypothesis 2 was accepted.

The testing of the hypothesis “work-life balance has a significant effect on OCB” yielded a CR of 18.18. This shows that $CR > t\text{-table}$. It can be interpreted that there was a significant effect from work-life balance on OCB. The coefficient of work-life balance on OCB was 0.709, stating that work-life balance had a positive effect on OCB. This means that better work-life balance tends to improve OCB. Therefore, hypothesis 3 was accepted.

The testing of the hypothesis “organisational pride has a significant effect on job satisfaction” yielded a CR of 15.98. This shows that $CR > t\text{-table}$. It can be interpreted that there was a significant effect from organisational pride on job satisfaction. The coefficient of the effect of organisational pride on job satisfaction was 0.639, stating that organisational pride had a positive effect on job satisfaction. This means that greater organisational pride tends to improve job satisfaction. Therefore, hypothesis 4 was accepted.

The testing of the hypothesis “organisational pride has a significant effect on OCB” yielded a CR of 17.48. This shows that $CR > t\text{-table}$. It can be interpreted that there was a significant effect from organisational pride on OCB. The coefficient of the effect of organisational pride on OCB was 0.699, stating that organisational pride had a positive effect on OCB. This means that greater organisational pride tends to improve OCB. Therefore, hypothesis 5 was accepted.

The testing of the hypothesis “job satisfaction has a significant effect on OCB” yielded a CR of 14.07. This shows that $CR > t\text{-table}$. It can be interpreted that there was a significant effect from job satisfaction on OCB. The coefficient of the effect of job satisfaction on OCB was 0.633, stating that job satisfaction had a positive effect on OCB. This means that higher job satisfaction tends to improve OCB. Therefore, hypothesis 6 was accepted.

Table 2: Hypothesis Testing

Variable Eksogen	Variable Endogen	Estimate	SE	CR
<i>Work Life Balance</i>	<i>Organizational Pride</i>	0.656	0.041	16.08*
<i>Work Life Balance</i>	<i>Job Satisfaction</i>	0.634	0.039	16.43*
<i>Work Life Balance</i>	<i>Organizational Citizenship Behaviour</i>	0.709	0.038	18.48*
<i>Organizational Pride</i>	<i>Job Satisfaction</i>	0.618	0.043	14.26*
<i>Organizational Pride</i>	<i>Organizational Citizenship Behaviour</i>	0.707	0.042	16.83*
<i>Job Satisfaction</i>	<i>Organizational Citizenship Behaviour</i>	0.603	0.048	12.66*

* p-value < 0.05; FIT = 0.596; GFI = 0.996

This research yielded some important findings. Firstly, work-life balance has a significant, positive effect on organisational pride. The balance between one's role at work and his or her role in family has an implication on his or her attitudes towards his or her company. Organisational pride is formed when an employee feels comfortable and feels that he or she is at the right place for being able to live his or her personal life and work life in a well-balanced manner.

Secondly, work-life balance has a significant, positive effect on job satisfaction. A company plays a pivotal role in creating comfortable atmosphere for its employees as they basically are not faced by demand from it only, but also from their personal lives. When employees feel comfortable living their lives, they will be satisfied with their jobs, and this is important to improving high employee performance.

Thirdly, work-life balance has a significant, positive effect on OCB. The balance between one's role at work and his or her role in family will have an implication on his or her behaviours (Baral and Bhargava, 2008). One of essential behaviours in improving employees' performance is organisational citizenship behaviour. When employees feel comfortable in their work environment, and when there is an absence of conflict between personal interest and company's interest, commitment to the company and extra-role behaviour will arise in them. This finding supports the results of previous studies by Raddaha (2012) and Masum et al. (2016), which prove the existence of a relationship between work-life balance and organisational citizenship behaviour.

Fourthly, organisational pride has a significant, positive effect on job satisfaction. Feeling a sense of pride for being a part of a company, an employee will try to work better. Thus, this sense of pride influences his or her level of job satisfaction. A pleased, proud employee will feel satisfied that he or she works for a company that meets his or her expectation. This finding supports the results of the studies by Machuca et al. (2015) as well as Gouthier and Rhein (2011).

Fifthly, organisational pride has a significant, positive effect on OCB. Employees' pride in their company will have an implication on their behaviours. Their pride forms positive behaviours that support the company in the form of voluntary initiative to work beyond the standards. As stated by George and Brief (1992), positive mood affects one's intention to help others. Sloat (1999) also states that mood influences one's voluntary initiative to help others. In the context of employees, organisational pride connotes a pleasurable atmosphere employees feel when working at a company which drives the intention to make a bigger

contribution to the company's growth, including willingness to work beyond the standards, helping other employees, and giving feedback to the company for betterment.

Lastly, job satisfaction has a significant, positive effect on OCB. Job satisfaction will influence the behaviours exhibited at the workplace. Employees will give feedback in the form of positive behaviours towards their organisation. These behaviours are exhibited not only when they are performing their main tasks, but also when they are performing activities beyond their main tasks. In other words, employees' job satisfaction will affect the development of extra-role behaviours. OCB is highly required by a company to improve its competitiveness and performance. This finding is consistent with the results of the studies by Foote & Tang (2007) as well as Gonzalez & Garazo (2004), which found that job satisfaction had a positive relationship with the organisational citizenship behaviour (OCB) in employees.

Conclusion and Suggestion

Based on our results, a number of practical and managerial implications can be derived. *Firstly*, managers must understand the importance of OCB to the advancement of the company and the factors causing the development of OCB. OCB can be created through work-life balance. Employees will show good OCB when they feel a work atmosphere that enables them to balance their work lives and personal lives, meaning that they can complete their main tasks at the company without sacrificing their personal lives. The company has a role in creating a comfortable work atmosphere for employees in relation to this balance. Well-being programmes, family gathering, social assistance, sports events, and similar programmes are relevant to the improvement of employee engagement in a company. A strong bond between an employee and a company will lead to the employee's willingness to work beyond the standards and help other employees. This is central to the company's effectiveness and efficiency for it to have high competitiveness and performance.

Secondly, managers have the responsibility to nurture employees' pride in their company as it results in willingness in them to help the company achieve its goals. Employees' pride is an attitude that shows employees' like for their company because of the company's reputation in the public eyes and the company's support for them. In the context of this research, employees are proud of and love their jobs when the company gives them the opportunity to live their personal lives while working. The sense of proud has a positive implication on employees' interest and behaviours, for example, the intention to do extra work and telling their positive experience to others.

We concluded that work-life balance has a significant, positive effect on organisational pride, job satisfaction, and OCB. Organisational pride has a significant, positive effect on job satisfaction and OCB, and job satisfaction has a significant, positive effect on OCB. It can be



understood that OCB is formed through work-life balance, organisational pride, and job satisfaction.

This research bears some weaknesses and thus, offer some recommendations for further research. Firstly, this research was conducted on hotels only and not on other companies, causing the generalisation to be highly limited. It is recommended to conduct more studies in other industries. Secondly, based on the data, the respondents had a variety of demographic aspects, including age, but most respondents were relatively young. This research did not incorporate generation group as a variable predicted to influence the intention to leave. It is recommended that future research should incorporate demographic factors. Finally, this research was cross-sectional in nature, thus it is recommended that future research should be longitudinal-natured.

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