Impact of Work–Life Balance and Organisational Citizenship Behaviour on Intention to Leave

Kusdi Raharjo[a], Nilawati Fiernaningsih[b*], Umar Nimran[c], Zainul Arifin[d],
[a,c,d]Department of Business Administration, Faculty of Administrative Science, Brawijaya University, Malang, Indonesia, [b]Department of Business Administration, State Polytechnic of Malang, E-mail: b*nilafh@polinema.ac.id

This research aims to examine the effect of work–life balance on organisational citizenship behaviour, the effect of work–life balance on intention to leave and the effect of organisational citizenship behaviour on intention to leave. The data were collected using questionnaires from 209 employees of four and five-star hotels in the city of Malang, East Java, Indonesia. The data were then analysed using GeSCA. The findings indicate that work–life balance has a significant effect on organisational citizenship behaviour, but no significant effect on intention to leave; however, organisational citizenship behaviour has a significant effect on intention to leave. The findings provide insights to managers that employees' work–life balance in an environment is the key to creating a comfortable environment for employees so that they remain loyal to the company. A manager develops programs aimed at improving balance between employees' personal interests and their work. This study investigates the direct and indirect effects of work–life balance on intention to leave through organisational citizenship behaviour so the important role of organisational citizenship behaviour is highlighted.

Key words: *Work–life balance, Organisational citizenship behaviour, Intention to leave, Hotel industry, Indonesia.*

Introduction

Employees' decisions to shift from one hotel to another commonly occur in situations where the number of new hotels is constantly increasing, hence providing wider opportunities to employees to take their career to the next level at another hotel. Since employees are a company's most valuable asset, it is important for businesses to retain employees by reducing their intention to leave. A high employee turnover rate has huge implications for a company, particularly if the employee holds an important position and has potential. These implications include changes in work environment because of the recruitment of new employees, expenditures on training new employees, poor temporary service and the cessation of the

service process. The pressure of work demands in the hospitality industry in order to consistently provide the best possible service can potentially drain employees' energy and consequently narrow their opportunities to lead fulfilling personal lives. As a result, they feel that there is no balance between their work life and their personal life. The fundamental question here is whether intention to leave is affected by work–life balance (WLB).

WLB has attracted researchers' and practitioners' attention and gained in popularity over the last two decades (Muna & Mansour, 2009; Koubova & Buchko, 2013). Work–life balance is an individual's ability to perform their work and still be committed to their family and responsible for other works (Delecta, 2011). WLB is a mutually beneficial situation between the employee and the company, whereby the employee is able to balance work and family life (Vloeberghs, 2002). The literature suggests that good WLB has several consequences, including return on profits (Beauregard & Henry, 2009), productivity, work attitude and lower turnover intention rate (Koubova & Buchko, 2013; Suifan et al. 2016; Wilkinson, 2008) and a decrease in work–life conflict (Suifan et al. 2016). Despite WLB receiving considerable attention from the researchers, the effect may differ from one industry to another (Konrad & Mangel, 2000). It is necessary to undertake research in developing countries, which have different cultural characteristics from developed countries and where WLB practice poses different challenges. Our research was conducted in Indonesia, which is known to have a collectivist cultural background in which employees generally have a more intense social life than in countries with an individualist culture, where employees may be struggling to achieve WLB.

This research also draws attention to organisational citizenship behaviour (OCB) as an explanation for employees' extra behaviour in relation to the growth of companies. OCB is predicted to serve as a mediator between work–life balance and intention to leave. When a hotel manager is able to create conditions that allow employees to have WLB, then the employees will in turn provide support to the company by performing extra work outside the scope of their mandated work. OCB can be explained by social exchange theory (Cropanzano et al., 2003; Konovsky & Pugh, 1994; LePine et al., 2002; Organs, 1990; Podsakoff et al., 1996a, 1996b, 2000; Yadav & Rangnekar, 2014).

This study provides empirical evidence about the roles of WLB and OCB in reducing intention to leave rate, especially in the hospitality industry in developing countries with predominantly collectivist cultures. Specifically, the research aims to:

- investigate the effect of WLB on OCB
- investigate the effect of WLB on intention to leave, and
- investigate the effect of OCB on intention to leave.

Theoretical Framework

Social exchange theory can explain the exchange process between the parties involved in the company as part of the effort to gain mutual benefit. This theory asserts that if one party benefits due to the actions of the other party, they will in turn pay this back by benefiting the second party (Blau, 1964). In the context of a company, work comfort is one of the benefits gained by an employee as employees do not only need financial benefits but also emotional benefits. When companies treat employees well by providing an opportunity to balance their personal lives and work demands, the employees will thus feel good about their job. Emotional benefits are not normally stipulated in a contract, so this is considered an important element for employees. A company that provides a number of non-financial benefits to employees is perceived as generous, and employees will tend to pay back with behaviours that bring benefits to the company. This type of relationship between a company and its employees has been discussed by previous research through a social exchange theory (Cropanzano et al., 2003; Konovsky & Pugh, 1994; LePine et al., 2002; Organs, 1990; Podsakoff et al., 1996a, 1996b, 2000; Yadav & Rangnekar, 2014). The employees provide mutual benefits to the company in the form of OCB, which is a voluntary behaviour without compulsion and not part of the bargaining process; this occurs as an element of returning the favour for the benefits received from the company. In addition, employees will try to remain in their jobs, as they realise the importance of their role in the company.

Literature Review
Work–Life Balance

WLB is an important component of creating employees' working comfort, as employees are human beings who not only have a work life at a company but also a personal life as an individual, member of a family, part of society, and as a member of various organisations. In the meantime, according to Frame and Hartog (2003), WLB means that employees can freely use flexible working hours to balance their work and other commitments, such as family, hobbies, art, travel and study. It has important consequences for the behaviour of each employee towards their organisation as well as towards their personal life.

Kalliath and Brough (2008) outline several views in relation to the definitions of *work-life balance* as proposed by a number of previous researchers. First, WLB is defined as encompassing multiple roles, in which there is a bidirectional relationship. This means that there is either positive or negative effect in the relationships of home-to-work or work-to-home. Second, WLB is defined as *equity* across multiple roles. WLB is linked closely to the balance of time or the level of satisfaction of an individual in fulfilling their multiple roles. Third, WLB is defined as *satisfaction* between multiple roles. Clark (2000) states that WLB means experiencing a good level of satisfaction when taking part in activity, both at home

and in the workplace, with a minimum level of conflict. Fourth, WLB is defined as the fulfilment of *role salience* between multiple roles. This perspective views WLB as something dynamic that is subject to change in tandem with the changes that occur in an individual's life. WLB is defined as a relationship between conflict and facilitation. Fifth, WLB is defined as *perceived control* between multiple roles. It can also be translated as the extent of autonomy that must be possessed by an individual to fulfil the demands of multiple roles.

Lockwood (2003) defines WLB as a state of balance in which the demands of both a person's job and their personal life are equal. Finally, Brough and Kalliath (2009) define WLB as the involvement and level of satisfaction felt by an individual in their psychological involvement and their role in working life and personal life (such as with a spouse, parents, family, friends and community members) as well as a lack of conflict between the two roles. It can be inferred, too, that an individual who can balance work life and personal life is more concerned with their psychological wellbeing rather than pursuing wealth.

WLB is the demand for a company to create a culture that supports employees to focus on their work in a way that enables them to balance the demands of work and household responsibility. The essence of WLB is the company's efforts to improve welfare, enhance job satisfaction, meet family expectations and needs, and also meet employees' expectations for a more meaningful working life and increased personal benefits. According to Robbins and Coulter (2012), a WLB program involves looking after parents and children, caring, employees' health and welfare, and relocation. Many companies offer family-friendly benefits programs to employees in order to balance their lives and work; these can include flextime, job sharing, carer's leave and telecommunicating amongst other possibilities.

Lewison (2006) mentions a number of advantages of a WLB program. First, it reduces employee absenteeism. Typically, the cause of employees' absenteeism is family responsibility and personal stress. This problem can be solved by scheduling flexible working hours. Second, it reduces turnover rate. Flexible working hours have proved to be effective in maintaining employees' commitment to the company. Third, it increases productivity. Minimising the level of work stress will increase employees' productivity. Fourth, it reduces overtime cost. Flexible working hours have a positive impact on the reduction of overtime and the level of stress, which is directly proportional to the reduction in overtime costs and increased productivity of employees. Fifth, it retains clients, as flexible working hours generally mean that employees are willing to create more values for clients. When employees provide a greater level of service, it helps to retain clients as client satisfaction increases.

Organisational Citizenship Behaviour

Each organisation needs OCB in order to increase its performance and competitiveness. With OCB, a company's efficiency can be improved and its goals can be met. Robbins (2003) points out that a successful organisation needs employees who can perform work beyond their specified tasks.

According to Organ (1988), the definition of OCB is behaviour by the employee that is not associated with the formal reward system of the organisation but that can improve the effectiveness of the organisation. Dyne and Illies (2008) propose that OCB is 'extra-role behaviour' that benefits the company.

According to Podsakoff and colleagues (2000), OCB is an individual behaviour that is free (discretionary), which indirectly and inexplicitly receives expectations from formal reward system and largely promotes the effectiveness of organisational functioning. Schermerhorn and colleagues (2010) state that 'organisation citizenship behaviour is a willingness to go beyond the call of duty or go to the extra mile in one's work'. It can be inferred that OCB is a willingness to perform work beyond one's specified duties. Luthans (2011) defines OCB as 'individual behaviour that is discretionary, not directly or explicity recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation'.

Robbins and Coulter (2012) propose that 'organisational citizenship behaviour (OCB) is discretionary behaviour that is no part of an employee's formal job requirements, but which promotes the effective functioning of the organisation'. Colquitt, LePine and Wesson (2015) maintain that 'citizenship behaviour is defined as voluntary employee activities that may or may not be rewarded but contribute to the organisation by improving the overall quality of setting in which work take place'.

According to Podsakoff, OCB has several advantages for an organisation (2000) including: (1) OCB increases colleagues' productivity; (2) OCB increases managers' productivity; (3) OCB conserves resources owned by the management and the organisation as a whole; (4) OCB helps save scarce resources energy to keep the group functioning; (5) OCB can serve as an effective means in coordinating work activities. By displaying *civic virtue behaviour* (such as attending and actively participating in the meeting of his work unit), it will help coordinate members of the group; (6) OCB improves organisation's ability to attract and retain the best employees; (7) it increases the stability of the organisation's performance; (8) OCB improves organisation's ability to adapt to changes in the environment.

Organ (1988) argues that the factors that affect the emergence of OCB are complex and interconnected. Organisational climate and organisational culture can serve as the cause of the quality of OCB development in an organisation. In a positive organisational climate, employees tend to perform work beyond what is required in the job description and will always support organisational goals if they are treated by the supervisor supportively and with full awareness, and if they hold the firm belief that they are treated fairly by the organisation. Likewise, George and Brief (1992) argue that an individual's willingness to provide assistance to others is also influenced by mood. Personality is a relatively fixed characteristic, while mood is subject to change. Thus, if an organisation appreciates its employees and treats them fairly and the work group climate is positive, then the employees will tend to be in a good mood. Sloat (1999) points out that employees who are in a good mood will willingly help others.

Intention to Leave

One of the ways to manage human resources effectively is to minimise employees' intention to leave the company. Miller (2007) states that intention to leave is also referred to in the literature as turnover intention, anticipated turnover and intention to quit. According to Kuvaas (2006), turnover intention refers to the likelihood of employees leaving their company and organisation willingly. When intention to leave rate increases, the turnover rate and absenteeism also increase. Intention to leave indicates an attitude or level of dissatisfaction where an employee has the possibility of leaving the organisation or voluntarily resigning. Intention to leave is the strongest predictor of turnover (Morbarak et al., 2001). Similarly, Salleh and colleagues (2012) mention that intention to leave is the most important variable in predicting turnover, so identifying the precursor of intention to leave can shed light on understanding the real level of turnover because the intention to leave describes individual thoughts about leaving, intention to look for work elsewhere and willingness to leave the organisation. The findings of Chen and colleagues (1998) and Fiernaningsih (2016) describe the indicators of intention to leave as, among others, (1) intention to resign; (2) looking for alternative job; (3) planning to resign; and (4) applying for another job.

In summary, intention to leave is an indication of employees' desire to leave the company where they work. High intention to leave will negatively impact a company's stability, since it will create a vacant position that must be filled. Turnover rate can also provide an inconvenient impact on employees who remain, given that the vacant position will be filled by a new employee who has no previous experience with the company (Morbarak et al., 2001). It is therefore important for a company to avoid factors that might potentially lead to intention to leave.

Morbarak and colleagues (2001) summarise three categories that become the causative factors of turnover intention: demographic factors (personal and work-related); professional perception (organisational commitment and job satisfaction); and organisational condition (fair in providing compensation and organisational culture). Demographic factors such as age, the level of education, gender, employment period and position are predictors of turnover. An individual who is young and has a high level of education tends to have a greater desire to leave their job. This is in line with the findings of Leontaridi and Ward (2002). Minority workers who have gender, ethnicity or age differences from their workplace also have greater intention to leave. Individuals who have a longer employment period and higher position tend to remain in the employ of the company.

In addition to demographic factors, profession perceptions also have an effect on intention to leave. Individuals who have values that conflict with those of the company will tend to leave, while those whose values are compatible with those of the organisation will tend to remain in the employ of the company. Employees who have a commitment to their organisation, as well as organisational values and beliefs similar to those of the organisation will tend to remain. The higher the organisational commitment, the lower the employee's intention to leave. Job satisfaction is also a consistent predictor of intention to leave: the higher the job satisfaction of an employee, the lower the intention to leave, and vice versa. Miller (2007) also found similar results that there is a negative relationship between job satisfaction and intention to leave. The third factor is organisational conditions. Most of the employees in various organisational sectors tend to associate organisational conditions with job stress. Employees who have high levels of job stress will tend to leave the organisation. Job stress has a strong correlation with turnover, role overload and uncertain job description. Support from other employees and managers can reduce the level of job stress on employees. Leontaridi and Ward (2002) add that job stress is an important determining factor of job turnover – a trend that has been found more in women than in men. Avey and colleagues (2009) also discovered that job stress has a significantly positive relationship with intention to leave.

Framework of the Study and Hypotheses
Relationship Between WLB and OCB

Every individual must have a set of life priorities and will endeavour to make these happen. A work life that does not interfere with an employee's personal life will create a strong tie between the employee and their work, in turn creating extra roles for the employee in the organisation because they feel they belong to the company and have a strong commitment to its growth. The employee will therefore willingly provide extra roles to the organisation beyond the scope of their specified duties. Kalliath and Brough (2008) propose that WLB is an individual's perception that work activities and non-work activities must correspond with and promote growth in line with the individual's current life priorities. With WLB, the

organisation expects that every employee is willing to provide the best contribution to the organisation, as reflected in OCB. Baral and Bhargava (2008) support this argument by emphasizing that WLB has implications for attitude, as employees' good behaviour is important for the effectiveness of the organisation. This includes employees' willingness to perform various tasks for the organisation beyond the scope of their duties and obligations (OCB). This encourages the organisation to help employees manage work demands and family needs. The research undertaken by Raddaha (2012) and Masum and colleagues (2016) shows that WLB has an effect on organisational citizenship behaviour. Based on the foregoing explanations, the following hypothesis is formulated:

> H1: Work–life balance has a significant effect on organisational citizenship behaviour.

Relationship between WLB and Intention to Leave

WLB indicates a balance between an individual's role at work and their role in the family. Successfully balancing work, personal life and social life is an important goal for an individual in realising self-actualisation. The management of WLB is one of the important strategies a company can use to ensure employees' performance. From an employee's perspective, WLB is an alternative to organising work and personal obligations. According to Lingard and Francis (2005), the practice of WLB is not only necessary but also serves as an important part of company policy and has an important impact on turnover intention. A number of studies have been conducted with the aim of investigating and analysing the relationship between WLB and intention to leave. Noor (2011) found that WLB had a negative relationship with the intention to leave in Malaysian public higher education institutions. Suifan and colleagues (2016) also discovered that WLB practice had a negatively significant effect on turnover intentions.

Based on the foregoing explanations, the following hypothesis is formulated:

> H2: Work-life balance has a significant effect on intention to leave.

Relationship Between Organisational Citizenship Behaviour and Intention to Leave

OCB is a work behaviour that goes beyond an employee's job description. This attitude shows that such behaviour is critical where the employee is willing to be responsible for their work by providing extra time, energy and mental space to complete the work assigned to them. With OCB, it is expected that employees can bond more with their work environment and feel that they belong to the organisation, which helps to strengthen employees' desire to remain in the employment of the company and provide their best contribution to it. OCB is

one of the indicators that an employee feels they belong to the company and have no desire to leave. Podsakoff (2000) explains that OCB brings benefits to the organisation by increasing the organisation's ability to attract and retain the best employees. Coyne and Ong's (2007) research aimed to investigate and analyse the relationship between OCB and intention to leave. The researchers found that OCB had a significant relationship to turnover intention, with sportsmanship emerging as the strongest predictor of turnover intention. Similarly, the research conducted by Sharoni and colleagues (2012) discovered that OCB had an effect on turnover intention. Based on the foregoing explanations, the following hypothesis is formulated:

H3: Organisational citizenship behaviour has a significant effect on intention to leave.

Methodology
Survey Instrument

Closed-ended questionnaires were used as the research instruments. The questionnaires contained questions about respondents' characteristics and items related to the research variables. The measurement of WLB was proposed by McDonald and Bradley (2005). It includes the following components:

1. *Balance of time.* This has to do with the amount of time spent on working and performing activities beyond job description
2. *Balance of involvement.* This is the level of psychological involvement and commitment to work or life outside work.
3. *Balance of satisfaction.* This is related to the level of job satisfaction at work and things outside work.

Meanwhile, according to Clark (2000), the following are indicators of WLB:

1. *Border is* when employees have the opportunity to perform their personal duties without reducing the tasks and responsibilities required from them as employees.
2. *Permeability* is when employees have the opportunity to take emergency action for their personal interests without reducing the tasks and responsibilities they are required to perform as employees
3. *Flexibility* is when the company provides employees with the opportunity of flexible working hours so they are able to balance work with personal life
4. *Blending* is when employees are given the opportunity to integrate their job tasks and personal life.

This research adopts Clark's theory (2000) in measuring WLB.

According to Organ (1988), the dimension of OCB includes

1. *altruism* – assisting others to perform work
2. *conscientiousness* – performance of role requirements that exceeds minimum standards, for example taking no absence on working days
3. *civic virtue* – the behaviour of participating in and showing concern towards organisational sustainability
4. sportsmanship – indicating a willingness to tolerate unfavourable conditions without complaining
5. courtesy – polite behaviour that is in agreement with the applicable rules in order to prevent interpersonal conflict from developing.

Smith and colleagues (1983) maintain that OCB involves a range of behaviours, including the behaviour of assisting others, becoming a volunteer for extra duties, and complying with rules and procedures in the workplace. These behaviours showcase 'employees added-value' and constitute prosocial behaviour – that is, positive, constructive and helpful social behaviour.

Graham (1991) proposes three forms of OCB:

1. *obedience*, which represents employees' willingness to accept and to comply with the rules and procedures of the organisation
2. *loyalty*, which represents employees' willingness to put their personal interests aside for organisational benefits and sustainability
3. *participation*, which represents employees' willingness to actively develop all aspects of organisational life. Participation comprises social, advocacy and functional participation.

Podsakoff and colleagues (2000) classify OCB into seven dimensions: (1) the behaviour of providing assistance; (2) compliance to the organisation; (3) sportsmanship; (4) loyalty to the organisation; (5) individual initiative; (6) social quality; and (7) self-development. The indicators of this study are adapted from Organ's (1988) study, while the indicator of intention to leave is adapted from Chen and colleagues (1998) and Fiernaningsih (2016). All research variables were measured using a degraded five-point Likert Scale ('strongly disagree' to 'strongly agree'). The instrument testing was conducted on 30 respondents and the results revealed that the whole items have correlation coefficient (validity) above 0.3 and Cronbach's Alpha (reliability) greater than 0.6, thus the questionnaires were suitable to be used for further data collection.

Data Collection

In this research, the unit of analysis included permanent employees who are employed at four- and five-star rated hotels. The data were collected from seven four-star hotels and two five-star hotels in the city of Malang, East Java during June and July 2018. It was discovered that the total number of the research population was 439 employees. A sample size of 209 people was calculated using Slovin's formula. The respondents were selected based on proportionate stratified random sampling. The questionnaires were distributed to the respondents, who were previously randomly selected.

Validity and reliability

Convergent validity and discriminant validity were used to cross-check the validity and reliability of the instruments used in this study. Table 1 demonstrates the results of analysis of a second-order measurement model and all dimensions produced a loading factor greater than 0.6. The root value of AVE on each dimension is greater than the correlation coefficient among the dimensions. Thus convergent validity and discriminant validity of all indicators are declared fulfilled.

Table 1: Results of validity and reliability test

| Variables and indicators	Loading	SE	CR	AVE	Cronbach's alpha
Work-life balance[1]					
Border	0.870	0.020	42.65*	0.879	0.861
Permeability	0.872	0.023	38.11*	0.888	0.873
Flexibility	0.907	0.014	63.71*	0.863	0.841
Blending	0.907	0.016	55.71*	0.844	0.813
Organisational citizenship behaviour[1]					
Altruism	0.741	0.042	17.63*	0.935	0.931
Courtesy	0.856	0.023	37.72*	0.829	0.787
Conscientiousness	0.879	0.016	53.47*	0.891	0.877
Sportsmanship	0.910	0.011	84.14*	0.806	0.76
Civic Virtue	0.818	0.024	34.72*	0.865	0.842
Intention to leave[2]					
Intention to resign	0.870	0.024	35.85*		
Looking for alternative job	0.865	0.021	41.27*	0.762	0.895
Planning to resign	0.885	0.02	44.77*		
Applying for another job	0.872	0.018	47.36*		

* pvalue <0.05; [1] = 2nd order; [2] = 1st order

Result and Discussion

Findings

The research respondents were classified based on gender (male 64.6%; female 35.4%); age (≤ 25 years 15.8%; 26–35 years 47.4%; 36–45 years 23.9%; and ≥46 years 12.9%); employment period (≤ 10 years 80.9%; 11–20 years 18.2%; 21–30 years 0.5%; ≥ 30 years 0.5%); and marital status (married 76.6%; unmarried 23.4%).

The analysis tool used in this research was GeSCA. The Goodness of Fit Model was used to test the construct model fitness. The testing index used in GSCA analysis include Fit, GFI, and SRMR. The results indicated that GFI was 0.996 ≥ cut off value (0.9), thus the construct was a good fit. SRMR (0.067) ≤ cut off value was (0.08), thus the construct was a good fit. The fit value of 0.673 indicates that the variance of intention to leave can be explained by the model in aggregate by 67.3 per cent – or, in other words, the contribution of the variables of work–life balance and organisational citizenship behaviour as a whole to intention to leave is 67.3 per cent, while the remaining 32.7 per cent is the contribution of other variables which are beyond the discussion of this research.
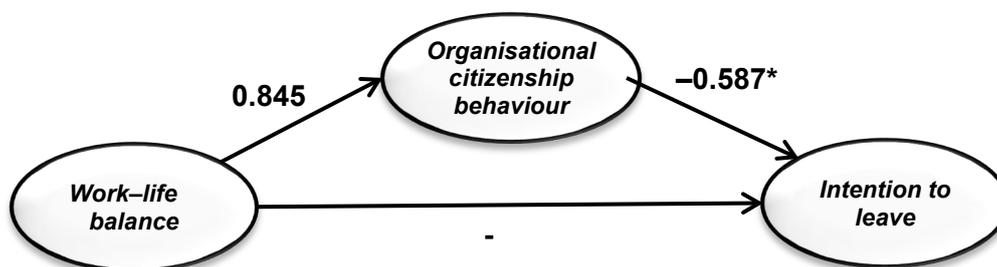
(CR); * pvalue < 0.05

Figure 1. Final structural model

The hypothesis testing was conducted by comparing critical ratio (CR) with t-table (2.00). The hypothesis is accepted if CR value is greater than t-table. The hypothesis testing on the effect of WLB on OCB yielded CR of 41.73. This indicates that the value of CR > t-table. It can therefore be inferred that WLB has a significant effect on OCB. The coefficient of the effect of work-life balance on organisational citizenship behaviour of 0.845 concludes that WLB has a positive effect on organisational citizenship behaviour. This means that the better the WLB is, the more it can improve OCB. Thus hypothesis 1 is accepted.

The hypothesis testing on the effect of WLB on intention to leave yielded CR of 0.57. This indicates that the value of CR < t-table. Thereby, it can be inferred that WLB has no significant effect on OCB. The coefficient of the effect of WLB on OCB of –-0.062

concludes that WLB has a negative effect on intention to leave. This means that the better the WLB is, the more it can reduce intention to leave, although the reduction is not significant. Thus hypothesis 2 is rejected.

The hypothesis testing on the effect of organisational citizenship on intention to leave yielded CR of 5.40. This indicates that the value of CR > t-table. It can therefore be inferred that organisational citizenship behaviour has a significant effect on intention to leave. The coefficient of the effect of organisational citizenship behaviour on intention to leave of –0.587 concludes that organisational citizenship behaviour has a negative effect on intention to leave. This means that the better the organisational citizenship behaviour and the more it can decrease the intention to leave. Thus hypothesis 3 is accepted.

Table 2: Hypothesis testing

Exogenous variable	Endogenous variable	Estimate	SE	CR
Work–life balance	Organisational citizenship behaviour	0.845	0.02	41.73[*]
Work–life balance	Intention to leave	–0.062	0.109	0.57
Organisational citizenship behaviour	Intention to leave	–0.587	0.109	5.4[*]

* pvalue < 0.05; FIT = 0.673; GFI = 0.996; SRMR = 0.067

Discussion

This research aimed to investigate the effect of WLB and OCB on intention to leave, and the effect of OCB on intention to leave. The findings of the study indicated that while WLB has a significant effect on OCB, neither WLB nor OCB has a significant effect on intention to leave. Based on these findings, it is indicated that OCB has a substantial role in creating employees' loyalty to the company. These findings imply that:

- OCB is a mediator variable that connects WLB with intention to leave
- OCB has no significant effect on intention to leave; therefore, WLB has a critical role in forming intention to leave.

This research leads to several important findings. First, WLB has a positive and significant effect on OCB. The balance between an individual's role at work and their role in the family will have implications for employees' behaviour (Baral & Bhargava, 2008). One important employee behaviour for enhancing performance is OCB. When employees feel appreciated and looked after in the work environment, and there is no conflict between personal and company interests, commitment to the company and extra behaviour outside the employee's

main duties will be established. These findings strengthen the research results previously obtained by Raddaha (2012) and Masum and colleagues (2016), who discovered that WLB has an effect on organisational citizenship behaviour.

Second, our study found that OCB has a negative and significant effect on intention to leave. Employees' willingness to be responsible for their work by providing extra time, energy and mental space to complete the work assigned represents their strong commitment to the company, and therefore mitigates employees' desire to leave. This finding is consistent with Podsakoff's (2000) argument, which states that OCB will increase an organisation's ability to retain the best employees. The results of this research also support the results of the previous research conducted by Coyne and Ong (2007) and Sharoni and colleagues (2012), who found that the dimension of OCB had an effect on turnover intention.

Third, we discovered that WLB has no significant effect on intention to leave; however, our research results are not consistent with the argument of Lingard and Francis (2005), who maintain that WLB practice is not only necessary but also an important part of the company policy, and this has an important impact on turnover intention. The results of this research also fail to support the results of previous research conducted by Noor (2011) and Suifan and colleagues (2016), who found that WLB practice had a negative and significant effect on turnover intentions. Nonetheless, our research discovered that WLB has an indirect effect on intention to leave through OCB.

Conclusion and Suggestions

Based on our results, a number of practical and managerial implications can be drawn. First, in order to enhance the extent of OCB, hotel managers must align company goals with those of employees, so employees can perform their obligations without having to sacrifice their personal lives. The company can organise programs such as family gatherings, recreation, sports and other programs designed to balance employees' lives. These program are aimed at increasing employees' engagement with the company and their fellow employees, which encourages employees to expend extra effort for the progress of the company. Employees' voluntary behaviour to provide extra effort themselves, and also assistance to fellow employees, is important to enhance the flexibility, efficiency and competitiveness of the company. Second, hotel managers give appreciation to employees who have voluntarily contributed their extra efforts to enhance the progress of the company – for example, by providing a bonus of overseas recreation, providing a development training program, providing opportunities for further studies, or other relevant programs. Such signs of appreciation are key to maintaining and establishing employees' OCB, hence the employees and the company will develop a strong emotional relationship, which might decrease

employees' willingness to move to another company; consequently, the company is not at risk of losing human resources, which are among its most valuable assets.

Our conclusion indicates that WLB has a positive and significant effect on OCB and OCB has a significant and negative effect on intention to leave. However, WLB has no significant effect on intention to leave This is due to the fact that OCB plays an important role in decreasing employees' desire to leave the company.

This research has some limitations, so we provide recommendations for further research. First, this research was conducted on a hotel company and not conducted on other industries, so the results were less generalizable. It is recommended that research be conducted on other industries as well. Second, based on the data, it was discovered that the respondents had demographic variations, including age, and the majority of research respondents were relatively young. This research failed to include generation group as a research variable predicted to affect intention to leave. It is recommended that further research include demographic factors in the research. Lastly, this research is a cross-sectional study, hence it is recommended that further research be conducted on longitudinal research.

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