

The Effect of Work Life Balance, Subjective Well Being, Distributive Justice and Self-Efficacy on Organizational Citizenship Behavior (OCB) And Employee Performance at Pt Zaman Group



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ABSTRACT: Performance is a condition that must be known and confirmed by certain parties to determine the level of achievement of an agency's results related to the vision carried out by an organization or company and to know the positive and negative impacts of an operational policy. The purpose of this research is to analyze and interpret the effect of work life balance, subjective well-being, distributive justice and self-efficacy on organizational citizenship behavior and employee performance. The population in this study were 75 employees of PT Zaman Trans Indonesia using a saturated sample so that 75 employees were determined as the sample in the research and data analysis in this study used SmartPLS software. The results in this study explain that work life balance and self-efficacy have a significant effect on organizational citizenship behavior while subjective well-being and distributive justice do not have a significant effect on organizational citizenship behavior. Variables work life balance subjective well-being, distributive justice, self-efficacy and organizational citizenship behavior have a significant effect on employee performance.

KEYWORDS: work life balance, subjective well-being, distributive

INTRODUCTION

Human resource management is a process of planning, organizing, staffing, activating, and supervising, towards procuring, developing, compensating, integrating, maintaining, and segregating workforce to achieve organizational goals. (Wake Up, 2012) . Thus it can be concluded that human resource management is the process of planning, training, assessing, developing, maintaining, segregating labor, and providing compensation to employees to achieve organizational goals.

Performance is a condition that must be known and confirmed by certain parties to determine the level of achievement of an agency's results related to the vision carried out by an organization or company and to know the positive and negative impacts of an operational policy. Performance is the result of efforts made by employees or certain job functions and activities during a certain period. Performance is an illustration that shows the extent to which efforts are made in implementing programs and activities to achieve organizational goals.

Work Life Balance is the level of satisfaction related to multiple roles in one's life. *Work Life Balance* is generally associated with balance, or maintaining all aspects of human life. *Work life balance* includes more than time, including feeling good about the level of involvement in work and non-work roles (Maslichah & Hidayat, 2016)

Several WLB studies on performance explain that *Work Life Balance* has a significant influence on performance, this is indicated by several factors, especially individual and organizational factors (Roopavathi & Kishore, 2021) , (Preena & Preena, 2021) , (Lely et al., 2022) , (Lely et al., 2022) .

In addition, *Subjective Well Being* also has an important role in performance where *Subjective Well Being* is a person's cognitive and affective evaluation of his life. This evaluation includes emotional reactions to various events experienced which are in line with cognitive assessments of life satisfaction and fulfillment. *Subjective well being* is a very broad concept, encompassing pleasurable emotional experiences, low levels of negative moods, and high life satisfaction. Eddington & Shuman states that there are several main components that make up subjective well-being, including global life satisfaction, satisfaction with specific life domains, frequent positive affect (pleasant mood and emotion), and relative absence of negative affect (unpleasant mood and emotion) .

Basically, the employee's Subjective Well-Being itself is so complicated and has many factors that affect a person's life because this affects the psychological side of humans. Therefore, it is not enough for a company to just pay each employee so that they are able to work according to the expected performance standards, moreover, it is hoped that employees can produce the best and maximum performance possible. But in reality, not all employees can work equally and not all employees want to work in this way.

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Therefore this article was created with the aim of wanting to discuss how the role of employee Subjective Well-Being affects Employee Performance.

Research on the relationship between SWB and performance explains that Subjective Well-Being has a significant influence on performance. It can be interpreted that the more roles that employees have have a considerable impact on the performance of the employees themselves (Tandiyono, 2020) , (Salgado et al., 2019) .

One of the first theories that explores the psychological processes related to the formation of justice judgments, which focuses on *distributive justice judgments* is equity theory (Adams, 1963 in Chapman, 2005). This classical theory suggests that people determine whether they are treated fairly by comparing the ratio of the inputs they provide (eg, time, resources) to what they receive (eg, salary, promotion, self-development opportunities). Furthermore, the comparison of this ratio is also compared with the comparison of the same ratio in other people. According to equity theory, employees/workers evaluate the extent of the results they receive and the fair treatment of all parties.

The relationship between *distributive justice* and performance provides an explanation that *distributive justice* has a significant effect on employee performance, this is in accordance with equity theory where there is a balance between what is done and what is earned (Prihatiningtias & Julianto, 2020) , (Kalay, 2016) and yet the results of other studies provide meaning the opposite is true where *distributive justice* has no effect on employee performance (Jayus et al., 2021) .

(*self-efficacy*) is a concept with social cognitive theory (*social cognitive theory*) as its construction. Social cognitive theory is an approach in understanding individual cognition, action, motivation, and emotion with the assumption that individuals have the capacity for *self-reflection* and *self-regulation* that actively shape their surroundings (Bandura, 2010) . In view of this theory, the environmental, behavioral, and personal cognitive dimensions are interrelated. Individuals in carrying out activities/work are not solely driven by forces that come from within, but are also driven by external factors through a series of cognitive processes; symbolization, forethought, observation, self-regulation, to self-reflection.

Belief in *Self-Efficacy* in the work process is closely related to assessing how best one should take certain actions needed to deal with obstacles or unpleasant experiences. Individuals with high levels of Self-Efficacy tend not to give up easily, experience less self-doubt and enjoy new, challenging activities. The higher Self-Efficacy a person has where he believes in his ability to get the best results from his work, the higher his chances of advancing or succeeding. Baron and Byrne (2000: 176) reveal that *self-efficacy* is an individual's assessment of his ability or competence to perform a task, achieve a goal and produce something.

The relationship between *self-efficacy* and employee performance in several studies shows that *self-efficacy* has a positive effect on employee performance, so companies need to provide recognition and appreciation to employees who deserve it fairly and consistently. (Çetin & Aşkun, 2018) , (Nusannas et al., 2020) , (Abellia Permatasari & Siti Mujanah, 2021) . Giving awards to employees who excel can encourage employee motivation to improve work performance and performance.

Another actor that influences performance is *Organizational Citizenship Behavior* (OCB). *Organizational Citizenship Behavior* (OCB), namely voluntary unofficial rules. With *Organizational Citizenship Behavior* (OCB), it is expected that employees in the organization can be more integrated with their work environment. *Organizational Citizenship Behavior* (OCB) is behavior performed by employees that enhances organizational effectiveness, but is not the formal responsibility of the person.

Organizational citizenship behavior (OCB) is reflected in the behavior of helping others, volunteering for extra assignments, complying with workplace rules and procedures. This behavior illustrates the added value of employees which is a form of pro-social behavior, namely positive and constructive social behavior.

Organizational citizenship behavior (OCB) as behavior outside the formal requirements of work provides benefits to the organization. Employees who exhibit this behavior will make a positive contribution to the organization through behavior outside the job description, in addition to employees continuing to carry out their responsibilities according to their jobs. The relationship between OCB and performance has been widely studied so that it means that OCB has a positive and significant impact on performance (Wicaksono & Indriyaningrum, 2022) , (Mercy et al., 2021) , (Ainul Ghurroh & Syahirul, 2022) while other studies state that it is not there is an impact of OCB on employee performance (Vridyaningtyas, 2022) .

Based on the preliminary description, the purpose of this study is to analyze and interpret the effect of work life balance, subjective well-being, distributive justice and self-efficacy on organizational citizenship behavior and employee performance.

THEORETICAL BASIS

Work Life Balance.

Work-Life Balance is generally associated with a balance point or efforts to keep the various roles one lives in harmony (Hill, EJ, Clarke, MC, Koch, LC, & Hill, 2014)

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Subjective Well Being

Subjective Well Being is a person's perception of his life experiences which include pleasant experiences, positive emotions, low levels of negative moods, and high satisfaction. This relates to how individuals judge that life is always positive and always feel satisfied with their lives

Distributive Justice

Equity is most often assessed on the basis of outcome fairness, which states that employees should receive wages/salaries according to their income and expenses relative to other comparisons (Hidayah and Haryani, 2013).

Self-Efficacy

Self-efficacy is something within a person that causes, distributes and maintains behavior in a certain direction according to its goals

Employee Performance

If performance is associated with *performance* as a noun, then the notion of performance or performance is the result of work that can be achieved by a person or group of people within a company in accordance with their respective authorities and responsibilities in an effort to achieve company goals illegally, not violating law and does not conflict with morals and ethics (Rivai Zainal, 2015)

Organizational Citizenship Behavior

Organizational Citizenship Behavior is an individual's contribution in exceeding the demands of roles in the workplace. This OCB involves several behaviors including helping others, volunteering for extra tasks, complying with workplace rules and procedures (Aldag & Reschke, 1997).

RESEARCH METHODS

Population

The population is all elements of the object being studied in research. Sugiyono (2017: 115) defines the population as a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions. The population in this study were all employees of PT ZAMAN Group, totaling 75 people

Sample

The sampling technique in this study used the saturated sampling technique, which is a sampling technique when all members of the population are used as samples. Another term for a saturated sample is a census, where all members of the population are sampled (Sugiyono, 2017:85). The sample for this study was 75 employees of PT ZAMAN GRUP.

Data analysis technique

The data analysis method used in this study is a quantitative analysis method using statistical analysis of structural equation models or SEM PLS (*Structural Equation Model Partial Least Square*). For this study, data analysis used the *Partial Least Square (PLS) approach*. PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based one. Covariance-based SEM generally tests causality/theory while PLS is more of a *predictive model*.

powerful analytical method (Ghozali, 2016), because it is not based on many assumptions. For example, the data must be normally distributed, the sample does not have to be large. Besides being able to be used to confirm theory, PLS can also be used to explain whether there is a relationship between latent variables. PLS can simultaneously analyze constructs formed with reflective and formative indicators.

RESULTS OF DATA ANALYSIS AND DISCUSSION

Evaluation of Measurement Models

On the evaluation of *the measurement model* (outer model), there is an analysis of the validity and reliability of indicators from PLS. The validity of the indicators consists of *convergent validity* and *discriminant validity*, while reliability can be seen from *composite reliability*. The following is a description of the *measurement model* evaluation:

Outer Model Test

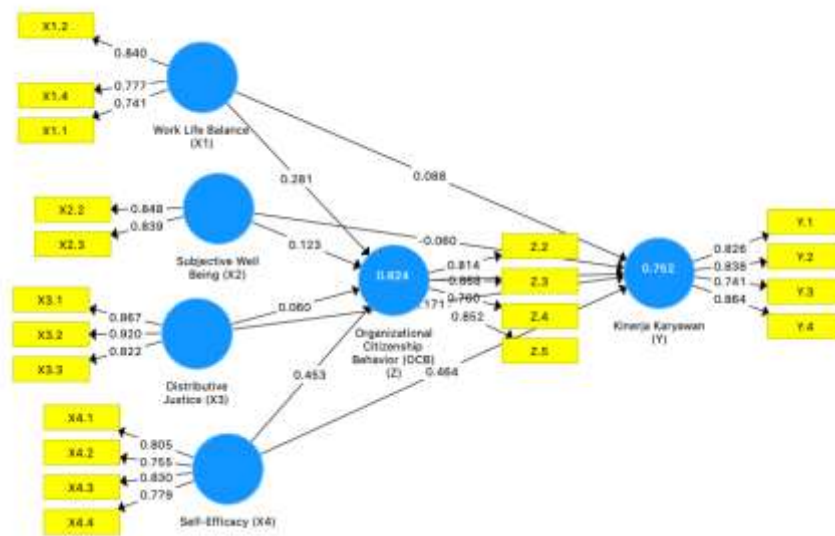
outer model is often also called (*outer relation* or *measurement model*) specifies the relationship between the variables studied and the indicators.

Convergent Validity

Testing the measurement model through the *loading factor* was carried out to determine the validity of the indicators by looking at the *convergent validity values* of the indicators in the model. Each indicator in the model must meet *convergent validity*, which has a value > 0.7 .

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If each indicator already has a *loading factor value* > 0.7, the evaluation step can be continued. However, if not, reductions must be made for indicators that have a *Convergent validity value* < 0.7 by carrying out further iterations until the *loading factor value* for each indicator is > 0.7. The following is the output of *convergent validity*:



Source: Primary data processed by SmartPLS 3.0, 2022

Figure 1. Modified Measurement Model - Convergent Validity

Based on the image output of the data analyst using SmartPLS, Figure 5.1 explains that the model has been modified by removing several indicators that have a value < 0.7 of the absolute requirements for validity testing. The image results are supported by the output values as follows:

Table 1. Validity Test (Convergent Validity)

Variable	Indicator	Convergent Validity Model 1		Convergent Validity Model 2		Information
		Original Sample (O)	P Values	Original Sample (O)	P Values	
<i>Work Life Balance</i>	X _{1.1}	0.722	0.000	0.741	0.000	Valid
	X _{1.2}	0.819	0.000	0.840	0.000	Valid
	X_{1.3}	0.605		-	-	Invalid
	X _{1.4}	0.775	0.000	0.845	0.000	Valid
<i>Subjective Well Being</i>	X_{2.1}	0.586		-	-	Invalid
	X _{2.2}	0.870	0.000	0.839	0.000	Valid
	X _{2.3}	0.777	0.000	0.839	0.000	Valid
<i>Distributive Justice</i>	X _{3.1}	0.864	0.000	0.867	0.000	Valid
	X _{3.2}	0.919	0.000	0.920	0.000	Valid
	X _{3.3}	0.828	0.000	0.822	0.000	Valid
<i>Self-Efficacy</i>	X _{4.1}	0.802	0.000	0.805	0.000	Valid
	X _{4.2}	0.756	0.000	0.755	0.000	Valid
	X _{4.3}	0.830	0.000	0.830	0.000	Valid
	X _{4.4}	0.781	0.000	0.779	0.000	Valid
<i>Organizational Citizenship Behavior (OCB)</i>	Z₁	0.469		-	-	Invalid
	Z ₂	0.815	0.000	0.814	0.000	Valid
	Z ₃	0.861	0.000	0.868	0.000	Valid
	Z ₄	0.767	0.000	0.760	0.000	Valid
	Z ₅	0.826	0.000	0.852	0.000	Valid
<i>Employee Performance</i>	Y ₁	0.803	0.000	0.826	0.000	Valid
	Y ₂	0.756	0.000	0.838	0.000	Valid
	Y ₃	0.830	0.000	0.741	0.000	Valid
	Y ₄	0.781	0.000	0.864	0.000	Valid

Source: Primary data processed by SmartPLS 3.0, 2022

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Based on the table, it can be seen that all proxies have an *outer loading factor value* greater than 0.7 after processing the data again because there are indicator values for several variables that are still <0.7. so that the value of the *outer loading factor* is assumed to be feasible to be used as an indicator that can reflect each of the corresponding variables

Average Variance Extracted (AVE)

Average Variance Extracted (AVE) aims to test the reliability of construct variables. AVE aims to establish that the construct variable has a good *Discriminant validity* value. The AVE value is declared satisfactory if > 0.5. The following are the results of the AVE test:

Table 2. Average Variance Extracted (AVE) Value

Variable	Average Variance Extracted (AVE)
Work Life Balance	0.619
Subjective Well Being	0.712
Distributive Justice	0.758
Self-Efficacy	0.628
Organizational Citizenship Behavior (OCB)	0.680
Employee Performance	0.670

Source: Primary data processed by SmartPLS 3.0, 2022

Based on the results in the *Average Variance Extracted* (AVE) table, all variables have *discriminant validity values* above 0.50. From these results, it can be concluded that all variables is valid and can provide confidence. After the variable has been declared valid, then the reliability test is carried out on all variables that are used in this research.

Composite Reliability

Reliability test is needed to measure the stability and consistency of an instrument in measuring a concept or variable. Reliability criteria can also be seen from the reliability value of a construct (Ghozali, 2020). In this study, reliability can be measured by looking at the value of *composite reliability*. To determine whether or not a tool is reliable measurement is done through the reliability coefficient. The reliability coefficient should be more greater than 0.70 (Ghozali, 2020). The following is the *composite reliability* output:

Table 3. Composite Reliability

Variable	Composite Reliability
Work Life Balance	0.830
Subjective Well Being	0.832
Distributive Justice	0.904
Self-Efficacy	0.871
Organizational Citizenship Behavior (OCB)	0.894
Employee Performance	0.890

Source: Primary data processed by SmartPLS 3.0, 2022

Based on the table, all variables have a *composite reliability value* greater than 0.70. From these results, it can be concluded that all variables in the study are reliable and can be relied upon used in further analytical tests.

Evaluation of Structural Models

Structural model or *inner model testing* is carried out to measure the overall relationship variables in this study. *Inner model* measurement is done for determine the level of influence of the relationship between variables, as well as the level of influence the overall relationship of variables in the system that is built. based on the PLS *output*, the following figure is obtained:

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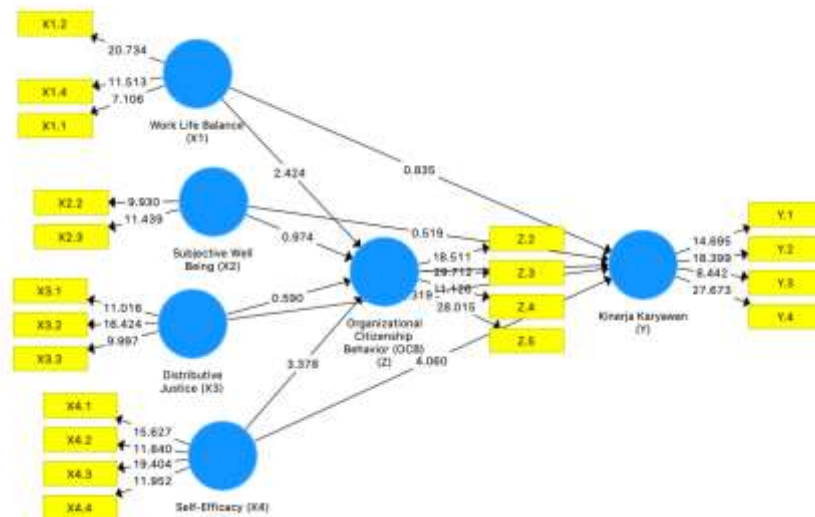


Figure 2. Structural Model – Path Analysis

Testing the structural model or inner model

Inner measurement the model to test the effect between variables in the study used value R^2 . *R Square* (R^2) is often referred to as the coefficient of determination, is a measure of the *goodness of fit* of the regression equation; i.e. it gives the proportion or percentage of the total variation in the dependent variable that is explained by the independent variable. The following is the output of R^2 using SmartPLS software version 3.0.m3:

Table 5. R Square (R^2)

Variable	R Square
Organizational Citizenship Behavior (OCB) (Z)	0.624
Employee Performance (Y)	0.752

The model on the variables *Work Life Balance* (X1), *Subjective Well Being* (X2), *Distributive Justice* (X3) and *Self-Efficacy* (X4) which affect the *Organizational Citizenship Behavior* (OCB) variable (Z) in the structural model has an R value of 2 0.624 which indicates that the model has a value of 62.4%, the rest is not explained in this study.

The model on the variables *Work Life Balance* (X1), *Subjective Well Being* (X2), *Distributive Justice* (X3) and *Self-Efficacy* (X4) and *Organizational Citizenship Behavior* (OCB) (Z) which affect the Employee Performance variable (Y) in the model structural has an R2 value of 0.752 which indicates that the model has a value of 75.2%, the rest is not explained in this study.

Hypothesis test

To answer the existing hypotheses in this study, a hypothesis test was carried out where the estimated value of the path coefficient between constructs must have a significant value. Relationship significance can be obtained by *Bootstapping* or *Jackknifing procedures*.

The resulting value is a t-count value which is then compared with the t-table. If the t-count > t-table (1.96) at the significance level (α 5%), the estimated value of the path coefficient is significant. This study has seven testing hypotheses. As for the respective results the following tests are presented:

Table 6. Hypothesis Testing Results

Relations Between Variables	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Work Life Balance (X1) -> Organizational Citizenship Behavior (OCB) (Z)	0.281	0.263	0.116	2,424	0.015	Significant

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Relations Between Variables	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Subjective Well Being (X2) -> Organizational Citizenship Behavior (OCB) (Z)	0.123	0.150	0.126	0.974	0.330	Not significant
Distributive Justice (X3) -> Organizational Citizenship Behavior (OCB) (Z)	0.060	0.078	0.102	0.590	0.555	Not significant
Self-Efficacy (X4) -> Organizational Citizenship Behavior (OCB) (Z)	0.453	0.433	0.134	3,378	0.001	Significant
Work Life Balance (X1) -> Employee Performance (Y)	0.088	0.078	0.105	0.835	0.404	Not Significant
Subjective Well Being (X2) -> Employee Performance (Y)	-0.060	-0.046	0.115	0.519	0.604	Not significant
Distributive Justice (X3) -> Employee Performance (Y)	-0.171	-0.150	0.074	2,319	0.021	Significant
Self-Efficacy (X4) -> Employee Performance (Y)	0.464	0.461	0.114	4,060	0.000	Significant
Organizational Citizenship Behavior (OCB) (Z) -> Employee Performance (Y)	0.536	0.520	0.116	4,632	0.000	Significant

Source: Primary data processed by SmartPLS 2.0, 2020

Path Coefficient shows the level of significance and relationship between research variables. With the following criteria:

- a. If $t \text{ count} > t \text{ table}$, which is more than 1.96 then the hypothesis is accepted
- b. If $t \text{ count} < t \text{ table}$, which is more than 1.96 then the hypothesis is rejected

Thus the *Path Coefficient* gives the following results:

Effect of work life balance on organizational citizenship behavior (OCB)

Based on the results of statistical testing, it can be explained that the effect of *work life balance* on *organizational citizenship behavior* (OCB) shows results with a positive *standardized coefficient* of 0.281 and *t-statistics* of 2.424 > *t-table* (1.96) then, hypothesis 1 is accepted. This can be interpreted that the effect of *work life balance* on *organizational citizenship behavior* (OCB) has proven to have a significant effect with the support of a positive or unidirectional influence direction

Based on the meaning of the variable *work life balance* is the extent to which individuals feel satisfied and involved in a balanced manner in their roles in work and other lives outside of work while *Organizational Citizenship Behavior* (OCB) is the contribution of workers "above and more than" formal *job descriptions*, which are carried out voluntarily, which are not formally recognized by the reward system, and contribute to the effectiveness and efficiency of organizational functioning.

The direction of the relationship and the significant influence on this relationship can be concluded. that *work life balance* as a form of satisfaction that is embedded in an employee because the job he has is able to bring up more sacrifices than an employee for his company. The results of this study support the facts in the field where every employee who works at PT Zaman indeed mostly feels comfortable from every job being carried out, where if there are problems in the field an employee is able to submit suggestions with a good attitude to provide solutions without being asked by the leadership. This is what is accidentally formed in employees in their work environment

Effect of subjective well-being on organizational citizenship behavior (OCB)

Based on the results of statistical testing, it can be explained that, the effect of *subjective well-being* on *organizational citizenship behavior* (OCB) shows results with a positive *standardized coefficient* of 0.123 and *t-statistics* of 0.974 < *t-table* (1.96) then, hypothesis 2 is not accepted. This can be interpreted that the effect of *subjective well-being* on *organizational citizenship behavior* (OCB) is not proven to have a significant effect without the support of positive or unidirectional influence.

Based on the meaning of the variable, it explains that *subjective well-being* is a form of cognitive and affective evaluation carried out by a person towards his life. The evaluation includes reactions to events as a cognitive assessment of satisfaction and fulfillment of needs in life while *organizational citizenship behavior* (OCB) according to is individual behavior that is discretionary, not directly recognized by the formal reward system and in aggregate increases the effective functioning of the organization. So it can be interpreted that this insignificant relationship explains that *subjective well-being* carried out by a worker is not always related

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to the work being carried out so that it does not need recognition from the company because this is part of improving one's quality of life through self-improvement to be able to better at life.

The influence of distributive justice on organizational citizenship behavior (OCB)

Based on the results of statistical testing, it can be explained that the effect of *distributive justice* on *organizational citizenship behavior* (OCB) shows results with a positive *standardized coefficient* of 0.060 and a *t-statistic* of $0.590 < t\text{-table}$ (1.96) so, hypothesis 3 (H_3) is not accepted. This can be interpreted as the influence of *distributive justice* on *organizational citizenship behavior* (OCB) is not proven to have a significant effect without the support of positive or unidirectional influence

Based on the meaning of the variable, it explains that *distributive justice* is related to the distribution of remuneration received by individuals who work in an organization, distributive justice is related to the amount of salary received on the main basis of working time, level of difficulty, working hours to work risks, while OCB is individual free behavior. that are not part of the employee's formal job requirements, and contribute to the psychological and social environment in the workplace. So it can be interpreted that this insignificant relationship explains that *distributive justice* does not trigger any events in this study, meaning that what employees feel is normal so that the impact of the emergence of *organizational citizenship behavior* (OCB) is not felt so much

Effect of self-efficacy on organizational citizenship behavior (OCB)

Based on the results of statistical testing, it can be explained that the effect of *self-efficacy* on *organizational citizenship behavior* (OCB) shows results with a positive coefficient (*standardized coefficient*) of 0.453 and *t-statistic* of $3.378 > t\text{-table}$ (1.96) so, hypothesis 4 is accepted. This can be interpreted that the influence of *self-efficacy* on *organizational citizenship behavior* (OCB) proved to have a significant effect with the support of positive or unidirectional influence

Based on the meaning of the variable, it explains that *self-efficacy* as a belief that significantly predicts behavior to choose the achievement of goals, task completion efforts and actual performance. While OCB is intrinsic motivation, intrinsic motivation can arise when employees feel happy. All employees certainly want happiness in their lives. Beauregard (2012) suggests that *self-efficacy* has a role and participates in the emergence of OCB. The second study by Pavalache-Ilie (2014) also found *self-efficacy* to have a positive and significant relationship with OCB.

Self-efficacy was found to have a strong significant relationship with the dimensions of OCB, namely Altruism and Courtesy. However, these two studies contradict research obtained by Prasetyaningrum and Simarmata (2016) in Indonesia. Prasetyaningrum and Simarmata (2016) revealed that *self-efficacy* has no relationship with OCB. Prasetyaningrum and Simarmata (2016) found that self-efficacy is a character where *self-efficacy* arises due to conditioning in the organization in the form of complex tasks. *Self-effect*

Effect of work life balance on employee performance

Based on the results of statistical testing, it can be explained that the effect of *work life balance* on employee performance shows results with a positive *standardized coefficient* of 0.088 and *t-statistics* of $0.835 < t\text{-table}$ (1.96) so, hypothesis 5 is not accepted. This can be interpreted that the effect of *work life balance* on employee performance is not proven to have a significant effect without the support of positive or unidirectional influence

Based on the meaning of the variable, it explains that *work life balance* is an important factor that needs to be considered in every company when formulating policies. *Worklife balance* is the level of satisfaction that is influenced by multiple roles in the life of a worker. *Work-life balance* is a broad concept that involves managing the gap between work (career and ambition) on the one hand and life (happiness, family, leisure and spiritual development) on the other (Singh & Khanna, 2011). Meanwhile, performance is real behavior that is displayed by everyone as work performance produced by employees according to their role in the company (Rivai, 2016).

Performance is the result of work that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him both in quality and quantity (Mangkunegara, 2016). So that the direction of this relationship can be interpreted that in this study there are no gaps that occur in the world of work at PT Zaman which have an impact on performance because this company is a company that is still developing so that the employees selected are part of people who have been known before both physically and mentally. personal and performance.

The effect of subjective well-being on employee performance

Based on the results of statistical testing, it can be explained that, the effect of *subjective well-being* on employee performance shows results with a positive *standardized coefficient* of -0.060 and a *t-statistic* of $0.519 < t\text{-table}$ (1.96) so, hypothesis 6 not accepted. This can be interpreted that the effect of *subjective well-being* on employee performance is not proven to have a significant effect without the support of negative or opposite directions of influence

Based on the meaning of the variable, it explains that *subjective well-being* is the level at which a person assesses the quality of his life as expected and feels pleasant emotions. The component that forms the first *subjective well-being* is the cognitive

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component as an evaluation of life satisfaction, the second component is the affective component which includes pleasant and unpleasant moods and emotions. Individuals are said to have high *subjective well-being* if they experience life satisfaction and are often happy, and rarely experience unpleasant emotions such as sadness and anger while performance is the result or achievement achieved by employees, in carrying out their duties and responsibilities. In addition, performance is the result of a person's work as a whole for a certain time in carrying out their duties in accordance with work standards, targets or criteria that have been determined or have been mutually agreed upon by the organization.

Subjective well-being owned by PT Zaman employees does not interfere with the performance system in the company so that the impact on personal performance is not so significant, this is due to a special approach taken by company leaders to evaluate the psychology of employees when there are signs of a change in attitude. and this is handled properly and quickly in order to minimize the risk of decreased performance for each employee. So that employees feel more attention given by the company to stabilize moods and pleasant emotions in the work environment

The influence of distributive justice on employee performance

Based on the results of statistical testing, it can be explained that the effect of *distributive justice* on employee performance shows results with a positive *standardized coefficient* of -0.171 and a *t-statistic* of 2.319 > *t-table* (1.96) so, hypothesis 7 is accepted. This can be interpreted as the influence of *distributive justice* on employee performance is proven to have a significant effect with the support of a negative or opposite direction of influence

Based on the meaning of the variable, it explains that *distributive justice* is related to the extent to which rewards are allocated fairly. The results obtained by employees must be in accordance with the contributions made. Actually, it is not a comparison between the contribution and the results obtained, but rather a comparison of the results and contributions obtained by individuals and their co-workers. Employee performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in a company or organization. Good employee performance is a very important factor in the efforts of a company or organization to increase productivity. The performance of an employee in a corporate or organizational agency is an individual thing, because each employee has a different level of ability in carrying out their duties.

Based on *equity theory*, it supports the perception of *distributive justice*, which is an individual cognitive evaluation related to whether the amount and allocation of rewards in social determination is fair or unfair so that the results of performance are felt by an employee, meaning that if *distributive justice* is very low owned by an employee, the performance of an employee will be experienced an increase because employees already feel the fairest fairness.

Effect of self-efficacy on employee performance

Based on the results of statistical testing, it can be explained that the effect of *self-efficacy* on employee performance shows results with a positive coefficient (*standardized coefficient*) of 0.464 and *t-statistics* of 4.060 > *t-table* (1.96) then, hypothesis 8 is accepted. This can be interpreted that the influence of *self-efficacy* on employee performance is proven to have a significant effect with the support of a positive or unidirectional influence direction

Based on the meaning of the variable, it explains that *self-efficacy* is a person's belief in his own capacity to achieve success in his work duties and responsibilities (Kilapong, 2013). In other words, *self-efficacy* is the level of confidence that exists in every employee to solve problems in every job. *Self-efficacy* can also affect job satisfaction. Job satisfaction is a general attitude towards one's work that shows the difference between the amount of rewards received by workers and the amount believed to be received (Robbins, 2003, p.78). Simamora (2004) states that performance reflects how well employees fulfill the requirements of a job, which can also be interpreted as the real behavior displayed by employees as work performance produced by employees according to their role in the company.

According to Ary and Sriathi (2019), *self-efficacy* influences employee performance in a significantly positive way. Harjono et al (2015) explained that *self-efficacy* directly affects performance. However, Prasetya (2013) and Noviwati (2016) explain that *self-efficacy* does not affect individual performance.

Influence organizational citizenship behavior (OCB) on employee performance

Based on the results of statistical testing, it can be explained that the effect of *organizational citizenship behavior* (OCB) on employee performance shows results with a positive *standardized coefficient* of 0.536 and *t-statistics* of 4.632 > *t-table* (1.96) then, hypothesis 9 accepted. This can be interpreted that the effect of *organizational citizenship behavior* (OCB) on employee performance is proven to have a significant effect with the support of positive or unidirectional influence

Based on the meaning of the variable, it explains that Organizational Citizenship Behavior (OCB) is an act of extra-role behavior (role-extra behavior), which means that it is an act of individual behavior of an employee, but this behavior is actually not a demand or obligation. Organizational Citizenship Behavior (OCB) usually includes acts of solidarity among coworkers that are carried out without coercion from anyone, for example doing work that is outside the job description and done voluntarily, providing assistance to other coworkers in terms of work, not taking leave if not really needed.

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Organizational Citizenship Behavior (OCB) is an act of behavior that is carried out voluntarily and not an action that is carried out by force for the benefit of the company. The attitude of behavior that is carried out voluntarily is an attitude that is more (extra) beyond the duties and responsibilities that have been given. This behavioral action is a form of increasing the performance of each individual that is not required and has no direct connection with the reward system.

In a company Organizational Citizenship Behavior (OCB) is a very important role and is needed to increase the productivity of leaders and colleagues, increase company effectiveness, can be a means of managing work group activities, provide increased stability of company performance, can save and reduce energy resources human resources in a company to be more productive, and can increase the company's ability to retain the best employees. The habit of working hard, volunteering, and working diligently is an implementation of Organizational Citizenship Behavior (OCB) in changing yourself so that you are not lazy, active and able to take advantage of information and communication technology. The interests of consumers are a very important responsibility for employees, and all of this is a driving force for the implementation of employee performance in accordance with their expectations. Employee performance is the result of work obtained by an employee as a measuring tool in determining the results of work and responsibilities that have been given to him.

This research is in line with research that has been conducted by (Resa Adji Kurniawan, Nurul Qomariah and Pawestri Winahyu, 2019) entitled Impact of Organizational Citizenship Behavior, Work Motivation, and Job Satisfaction on Employee Performance which shows that the results of research that has been done Organizational Citizenship Behavior, work motivation and job satisfaction have a positive and significant effect partially on employee performance.

CONCLUSIONS AND SUGGESTIONS

Based on the results and discussion in the research, the conclusions in this study are as follows:

1. The effect of *work life balance* on *organizational citizenship behavior* (OCB) shows a significant effect with the support of positive or unidirectional influence
2. The effect of *subjective well-being* on *organizational citizenship behavior* (OCB) does not prove to have a significant effect without the support of a positive or unidirectional influence
3. The influence of *distributive justice* on *organizational citizenship behavior* (OCB) is not proven to have a significant effect without the support of positive or unidirectional influence
4. Effect of *self-efficacy* on *organizational citizenship behavior* (OCB) proved to have a significant effect with the support of positive or unidirectional influence
5. The effect of *work life balance* on employee performance is not proven to have a significant effect without the support of positive or unidirectional influence
6. The effect of *subjective well being* on employee performance is not proven to have a significant effect without the support of negative or opposite directions of influence
7. The influence of *distributive justice* on employee performance is proven to have a significant effect with the support of a negative or opposite direction of influence
8. Effect of *self-efficacy* on employee performance is proven to have a significant effect with the support of a positive or unidirectional influence direction
9. The influence of *organizational citizenship behavior* (OCB) on employee performance is proven to have a significant effect with the support of positive or unidirectional influence

Based on the results of the analysis and discussion carried out, the researcher provides several suggestions that can contribute for the company and further research, so that it can become an additional reference as empirical evidence, especially on variables that have similarities.

The results of this study can be used as a reference for further research that will examine a similar topic by considering factors outside this research model by adding independent variables that may affect employee performance, for example: variables of work stress, compensation, work environment, organizational experience and etc

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