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The Effect of Work-Life Balance and Work Stress on Employee Performance with Organizational Citizenship Behavior as a Mediating Variable at the Bongaya Makassar College of Economics (STIEM)

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ABSTRACT

This study aims to analyze the influence of Work -Life Balance and Job Stress on Employee Performance with Organizational Citizenship Behavior (OCB) as a mediating variable at the Makassar College of Economics (STIEM) Bongaya . The study used a quantitative approach with 45 respondents selected through a saturated sampling technique. Data were collected using a questionnaire and analyzed using the Structural Method. Equation Modeling– Partial Least Squares (SEM-PLS) using SmartPLS . The results showed that Work -Life Balance had a positive but insignificant effect on Employee Performance, while Job Stress had a negative but insignificant effect on Employee Performance. OCB had a positive and significant effect on Employee Performance. Work -Life Balance had a positive and significant effect on OCB. Job Stress had a positive and significant effect on OCB, but the direction of the effect was opposite to the proposed hypothesis. Furthermore, OCB was proven to be able to significantly mediate the effect of Work -Life Balance and Job Stress on Employee Performance. The research findings confirmed that OCB has an important role in improving STIEM Bongaya Employee Performance.

INTRODUCTION

Source Power man is element strategic determining success organization . In environment increasing work dynamic , performance employee No only influenced ability technical , but also conditions work , balance life work and conditions psychological employee . At college high , employee support activity academic , administration , service , reporting , assurance quality , and variety need institutional so that ability maintain performance become important . STIEM Bongaya face demands diverse jobs , while limitations amount employee cause part employee handle a number of work or double task . Condition the can increase demands work , especially when a number of work own deadline time adjacent . The Job Demands-Resources (JD-R) perspective explains that balance between job demands and job resources is related with

well-being , motivation , behavior , and performance employees (Bakker et al., 2023). In context said , Work-Life Balance becomes important Because related with ability individual manage demands work and life personal (Wulansari & Harsono, 2022).

The Relationship between Work-Life Balance and performance Not yet show consistent results . Juniarti et al. (2025) found influence significant , while Sutanto et al. (2024) found that Work-Life Balance is not influential significant in a way direct to performance . Rosyidi et al. (2024) also showed existence the relationship between Work-Life Balance and performance with OCB as variables mediation . Difference results the show the existence of an empirical gap regarding mechanism relationship between Work-Life Balance and performance . Stress Work also becomes factor important . Demands work , pressure time , needs accuracy , coordination , and duplication not quite enough answer can become source pressure . Chen et al. (2022) shows relatedness stress Work with mental health and performance . However , the results study about stress work and performance also not uniform . Lestari and Dewi (2023) and Jusmiati et al. (2022) found influence negative and significant , whereas Juniarti et al. (2025) and Maulida and Cholifah (2024) found that influence directly No significant .

Besides performance Direct , Work-Life Balance and Stress Work can related with Organizational Citizenship Behavior (OCB), namely behavior volunteerism that goes beyond formal and supportive obligations organization (Fan et al., 2023). Work-Life Balance was reported influential positive towards OCB (Muliku et al., 2023; Manembu et al., 2024), while findings about Stres Work towards OCB still diverse (Juniarti et al., 2025; Supriyanti & Perkasa, 2024). OCB further can increase performance through behavior help , work equality , participation , and contribution extra (Rizaie et al., 2023; Pammai et al., 2023).

Study This done For test The Influence of Work-Life Balance and Stress Work on Employee Performance , both in a way direct and through OCB as variables mediation at STIEM Bongaya . Research This expected give contribution empirical in context education tall at a time clarify the role of OCB as mechanism connecting behavior condition Work with performance employee .

RESEARCH METHODS

Study This use approach quantitative with type study explanatory research . The goal is test connection causal between Work-Life Balance and Stress Work on Employee Performance , both in a way direct and No direct through OCB as variables mediation . Data collection was carried out use questionnaire with Likert scale 1–5. Data analysis using Structural Equation Modeling – Partial Least Squares (SEM-PLS) with help SmartPLS . Research was conducted at the Makassar College of Economics (STIEM) Bongaya , Makassar, in July–September 2026. The population study consisting of 45 employees on power educators who hold position structural and power education . Because the number population relatively small , whole member population used as sample through saturated sampling technique (total sampling), so that amount respondents as many as 45 people.

Variables study consists of on Work-Life Balance (X1), Stress Work (X2), Organizational Citizenship Behavior (Z), and Employee Performance (Y). Work-Life Balance is measured through work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work. Stress Work measured through burden work , mental demands , conflict role , ambiguity role , pressure time and schedule work . OCB is measured through altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The SEM-PLS analysis includes evaluation of outer model, inner model, influence direct , and influence No direct .

RESULTS AND DISCUSSION

1. CHARACTERISTICS OF RESPONDENTS

The research respondents numbered 45 people. Based on gender, 30 people (66.67%) were male and 15 people (33.33%) were female. Based on age, respondents were dominated by the ≥50 years age group with 18 people (40.00%), followed by 40–49 years age group with 16 people (35.56%). Based on length of service, the 11–20 years age group numbered 17 people (37.78%) and >20 years with 16 people (35.56%). Based on education, respondents were dominated by S3/Doctoral graduates with 17 people (37.78%), followed by S2 with 15 people (33.33%).

Table 1. *Summary of Respondent Characteristics*

Characteristics	Category	n	%
Gender	Man	30	66,67
	Female	15	33,33
Age	<30 years	6	13.33
	30-39 years old	5	11.11
	40-49 years old	16	35.56
	>50 years	18	40.00
Working Hours	<5 years	3	6.67
	5-10 years	9	20,00
	11-20 years	17	37.78
	>20 years	16	35.56
Education	D3	1	2.22
	S1	12	26.67
	S2	15	33,33
	S3/ Doktoral	17	37.78

2. EVALUASI MODEL

Structural model evaluation show No there is problem multicollinearity Because all over The VIF value is below 5.00 . The R^2 value of Employee Performance of 0.870 (adjusted 0.864), which means 87.0% of the variation in Employee Performance can explained

by Work-Life Balance, Job Stress , and OCB. The R^2 value of OCB is 0.767 (adjusted 0.760), so that 76.7% of the variation in OCB can be explained. explained by Work-Life Balance and Job Stress . The model also has relevance predictive because Q^2 Predict is 0.630 for Employee Performance and 0.736 for OCB. The effect size shows that OCB → Employee Performance own effect large ($f^2 = 1.445$), Stress Work → OCB has effect large ($f^2 = 0.365$), and Work-Life Balance → OCB has effect moderate ($f^2 = 0.243$). Meanwhile that , Work-Life Balance → Employee Performance ($f^2 = 0.111$) and Stress Work → Employee Performance ($f^2 = 0.075$) incl effect small .

3. HYPOTHESIS TESTING

Table 2. *Test results influence direct and indirect direct*

Hypothesis	Connection	()	t	p	Decision
H1	WLB → Performance	0.233	1,431	0.153	Rejected
H2	Stres Work → Performance	-0.200	1,414	0.158	Rejected
H3	OCB → Performance	0.900	7,541	0,000	Accepted
H4	WLB → OCB	0.413	2,668	0.008	Accepted
H5	Stres Work → OCB	0.506	3,259	0.001	Rejected*
H6	WLB → OCB → Performance	0.371	2,633	0.008	Accepted
H7	Stres Work → OCB → Performance	0.455	2,826	0.005	Accepted

*H5 rejected Because direction the influence found positive , whereas hypothesis formulate influence negative .

4. DISCUSSION

Work -Life Balance has a positive but insignificant effect on Employee Performance (β = 0.233; t = 1.431; p = 0.153). This finding indicates that good Work -Life Balance conditions do not directly result in significant performance improvements. These results are in line with Sutanto et al. al. (2024) found that Work -Life Balance does not have a direct significant effect on performance. From the JD-R perspective, Work -Life Balance can be a resource that maintains energy and psychological condition, but its influence on work results can occur through behavioral mechanisms. This is evident from the significant influence of Work -Life Balance on OCB. Job Stress has a negative but insignificant effect on Employee Performance (β = -0.200; t = 1.414;

p = 0.158). The negative direction indicates a tendency that increased work pressure is followed by decreased performance, but statistical evidence is not yet strong enough. This finding differs from Lestari and Dewi (2023) and Jusmiati et al. (2022) found a significant negative effect, but this is consistent with research showing no significant direct effect. These differences may be related to organizational characteristics and how employees respond to job demands.

OCB has a positive and significant effect on employee performance (β = 0.900; t = 7.541; p < 0.001). The magnitude of the coefficient and effect The size indicates that OCB is a very important factor in the model. Behaviors such as helping coworkers, maintaining work relationships, voluntarily carrying out responsibilities, and participating in organizational interests can support smooth work execution. This finding aligns with Rizaie's. et et al. (2023) and Pammai et (2023) showed a positive relationship between OCB and performance. Work -Life Balance had a positive and significant effect on OCB (β = 0.413; t = 2.668; p = 0.008). Employees who are better able to manage the demands of work and personal life tend to have psychological resources that support the emergence of extra-role behavior. This finding is consistent with Muliku's et al. (2023), Manembu et al. (2024), and Astuti et et al. (2024).

Job stress had a positive and significant effect on OCB (β = 0.506; t = 3.259; p = 0.001), but this direction was opposite to the initial hypothesis. These results indicate that in the context of STIEM Bongaya , certain work pressures can encourage employees to increase cooperation, help each other, take on additional responsibilities, and maintain coordination to ensure work is completed. This finding does not mean that stress needs to be increased; work pressure must still be managed so that it does not develop into a condition that is detrimental to health and performance. OCB mediated the effect of Work -Life Balance on Employee Performance positively and significantly (β = 0.371; t = 2.633; p = 0.008). The direct effect of Work -Life Balance on performance was not significant, while the indirect effect through OCB was significant. This pattern indicates that the benefits of Work -Life Balance on performance primarily operate through extra-role behavior. These results are in line with Rohmatiah's et al. (2023), Rosyidi et al. (2024), and Juniarti et al. (2025). OCB also mediates the effect of Job Stress on Employee Performance positively and significantly (β = 0.455; t = 2.826; p = 0.005). Job Stress does not have a significant direct effect on performance, but has a positive effect on OCB, which subsequently improves performance. Thus, in the context of this study, OCB is an important mechanism that explains how working conditions can relate to employee work outcomes.

CONCLUSION AND SUGGESTIONS

Study This show that Work-Life Balance has an effect positive but No significant on Employee Performance , whereas Stres Work influential negative but No significant on Employee Performance . OCB has an influence positive and significant on Employee Performance as well as become construct with strongest contribution in models. Work-Life Balance matters positive and significant towards OCB, while Stres Work also has an impact positive and significant towards OCB even though direction the opposite with hypothesis . OCB is proven mediate in a way significant The Influence of Work-Life Balance and Stress Work on Employee Performance .

In a way practical , STIEM Bongaya need maintain condition work that supports Work-Life Balance through arrangement load and time work , clarify distribution tasks and coordination For manage Work Stress , as well as strengthen OCB culture through Work same , communication , mutual help , and participation employees . Limitations study located in number respondents limited to one institutions , so that study next can involving more objects and respondents wide as well as consider other variables such as work engagement, satisfaction work , support organization , commitment organization , or job resources.

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