



The Influence of Intrinsic Motivation, Affective Commitment, and Work-Life Balance on Organizational Citizenship Behavior at the Yogyakarta Main Post Office

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Abstract. In this study, organisational citizenship behaviour (OCB) in a public-sector logistics institution is examined in relation to intrinsic motivation, affective commitment, and work-life balance. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to analyse quantitative data collected from 50 employees. The results show that OCB is significantly positively associated with intrinsic motivation ($\beta = 0.542$; $t(5) = 5.117$; $p < 0.001$), suggesting that employees with high levels of internal drive are more willing to contribute voluntarily. However, work-life balance ($\beta = 0.085$; $T = 0.538$; $p = 0.591$) and affective commitment ($\beta = 0.009$; $T = 0.074$; $p = 0.941$) exhibit positive but statistically insignificant effects, indicating that personal balance and emotional attachment do not always translate into extra-role behaviour in highly structured service operations. These findings demonstrate the importance of intrinsic elements in determining OCB and the necessity of organisational initiatives that promote independence, recognition, and fulfilling work experiences.

Keywords: Affective Commitment, Intrinsic Motivation, Organizational Citizenship Behavior, Work-Life Balance.

1 Introduction

As a nationwide provider of logistics and delivery services, PT Pos Indonesia is going through a digital transformation [1]. Employees' capacity for successful adaptation is just as important to the success of change in the public sector as technological readiness [2]. In this regard, voluntary actions, such as Organisational Citizenship Behaviour (OCB), are essential to maintaining the efficiency and reliability of public services [3]. Positive involvement and meaningful work experiences are important factors in establishing OCB, according to studies conducted in Indonesian public institutions [4].

Several psychological and situational factors influence OCB, and intrinsic motivation is one of the main factors because it encourages employees to work enthusiastically and feel satisfied with their work [5]. Workers with high levels of intrinsic motivation

typically exhibit greater initiative and commitment, thereby improving OCB [6]. Another element that encourages loyalty and voluntary contributions is affective commitment, which reflects an emotional bond and a sense of belonging to the organisation [7], [8]. Employees are more inclined to support organisational goals outside of their designated duties when they feel emotionally linked [9]. The term "work-life balance" describes a state of harmony between one's personal and professional obligations that allows one to continue being productive without sacrificing one's own wellbeing [10], [11]. Prosocial conduct is more likely to be exhibited by those who successfully maintain this balance because they are more motivated and satisfied with their jobs [12]. These three aspects, along with concerns about uneven operating hours, late deliveries, and incorrect address entry, continue to be problems at the Yogyakarta Post Office [13]. While some employees exhibit high levels of enthusiasm, others display exhaustion and low engagement, indicating variances in intrinsic drive, affective commitment, and work-life balance. This discrepancy suggests below-optimal OCB levels.

The results of later empirical research were mixed, with some confirming a strong positive correlation between intrinsic motivation and OCB [14], and others estimating it to be negligible [15], [16]. Affective commitment was also found to have no association [18], [19] with OCB, as well as a positive relationship [17]. Mixed findings were also found in research on WLB; some found a favourable effect [20], while others found no direct effect [21]. The purpose of this study is to investigate how work-life balance, affective commitment, and intrinsic motivation affect OCB at the Yogyakarta Main Post Office in light of these discrepancies. These findings contribute to the body of knowledge on employee behaviour in public companies and offer useful information for HR policies aimed at improving service quality and voluntary contributions.

2 Literature Review

Organisational citizenship behaviour is voluntary employee behaviour that occurs on their own initiative and is not directly tied to a formal reward system [22]. Employees are more likely to exhibit OCB when they possess adequate competence, professionalism, and good communication in the workplace [23]. Such behaviour supports collaboration, improves performance, and contributes to long-term organisational success [24], [25].

Intrinsic motivation is a drive from within a person to engage in work because of inherent satisfaction, not because of external rewards or pressure [5]. This drive can foster OCB, as reflected in the willingness to help the organisation achieve its goals, build strong relationships with coworkers, provide specific support and contributions, and strive for self-improvement through positive thinking patterns [14]. These findings suggest that the higher an employee's motivation, the greater their drive to engage in OCB behaviours [6]. However, some studies have found no significant effect due to contextual or individual differences [15], [16]. Based on the explanations presented, the researcher can formulate the following hypothesis.

H1: Intrinsic motivation has a positive effect on OCB.

Affective Commitment reflects an employee's emotional attachment and identification with their organization, thus fostering a sense of belonging and participation in achieving organizational goals [26], [27]. When employees feel emotionally attached, they will strive to make meaningful contributions and demonstrate high dedication to the organization's success [18], [22]. Employees with high affective Commitment typically exhibit positive attitudes, loyalty, and a willingness to take on additional responsibilities [17], [25]. However, previous findings also indicate that affective Commitment does not always have a significant effect on OCB [18], [19]. Based on the above, the researcher formulates the following hypothesis.

H2: Affective commitment has a positive effect on OCB.

Work-life balance can be defined as a person's ability to balance obligations to family, work, and other extracurricular activities to lead a fulfilling life [21], [28]. Flexible work arrangements and a supportive environment help employees avoid burnout and stress, thereby increasing satisfaction and performance [12]. Maintaining a balance between these two aspects is crucial for maintaining well-being and motivation in the workplace. When employees experience a healthy balance, they tend to exhibit higher levels of motivation and volunteer engagement [6]. However, some studies report no significant effect, suggesting that WLB may not always directly trigger OCB [21]. There is a hypothesis that can be drawn from this information.

H3: Work-life balance has a positive effect on OCB.

3 Methodology

To support the objectives of statistical analysis of variable linkages and hypothesis testing, the survey method and a quantitative research strategy were employed in this work. This study examined the effects of work-life balance, emotional commitment, and intrinsic motivation on organizational citizenship behavior at the Yogyakarta Main Post Office in October 2025. All 50 employees of the Yogyakarta Main Post Office made up the study's population. All employees were included as responders because the sample method was a census (saturated sampling).

The customer service department distributed structured questionnaires directly to staff members to collect data. A Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), is used in the research tool. This scale measures four primary variables. Seven items, such as "I prefer work that challenges my knowledge and abilities," were used to adjust intrinsic motivation [29], [30]. Eight items, including "I would be happy to spend the rest of my career in this organization," were used to adapt Affective Commitment [31], [32]. Work-life balance was adapted using four items, such as "Currently, I have a good balance between the time I spend at work and the time I have for non-work activities" [33], [34]. Organizational citizenship behaviour was measured using ten items, such as "In my organization, employees help new coworkers voluntarily" [35], [36].

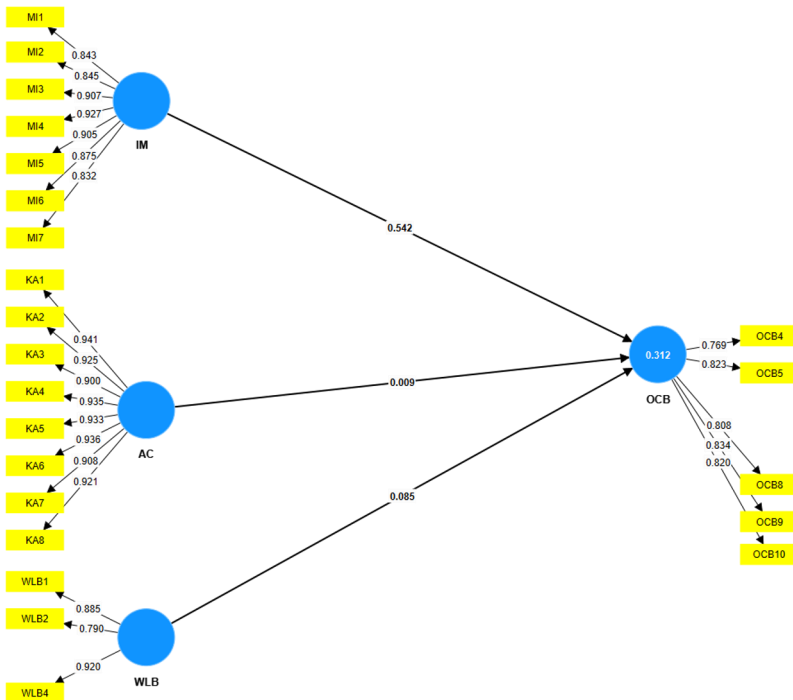
Using SmartPLS software, partial least squares structural equation modeling (PLS-SEM) was used to analyze the data. Because of its robust analytical capabilities and the convenience of processing data without stringent normality assumptions, this approach

was selected. In addition, PLS-SEM is suitable for small sample sizes and effective at estimating relationships among latent variables in complex structural models [37].

4 Result

Based on respondent characteristics, 54% were female, and 46% were male, indicating balanced gender participation at the Yogyakarta Main Post Office. All respondents were permanent employees and married, indicating a stable workforce with family responsibilities that may influence their need for balance between personal and professional life.

The measurement model meets the reliability and validity criteria (Figure 1). All indicators have an Outer Loading above 0.7, with values of (0.832–0.927) for intrinsic motivation, (0.900–0.941) for affective commitment, (0.790–0.920) for work-life balance, and (0.769–0.834) for OCB. The Average Variance Extracted (AVE) value exceeds 0.5, confirming convergent validity. Composite reliability scores are above 0.7 for all constructs (IM= 0.959; AC= 0.979; WLB= 0.900; OCB= 0.906), supported by a Cronbach's Alpha value greater than 0.7, ensuring internal consistency.



Source: Primary data processed in 2025.

Fig. 1. Results after Factor Analysis Test.

A significance criterion of $\alpha = 0.05$ results in a P value of 0.000, a T statistic of 5.117, and an STDEV value of 0.106 for the route coefficient (see Table 1). This shows

that more intrinsically driven employees engage in more robust volunteerism outside of their formal duties. Self-Determination Theory, which emphasizes internal psychological needs as a source of motivation, aligns with these people's motives, including personal fulfillment and happiness in their workplace. The survey method and quantitative research approach were utilized in this study to meet the objectives of statistical analysis of variable relationships and hypothesis testing. This study was done in October 2025 at the Yogyakarta Main Post Office to evaluate how work-life balance, emotional commitment, and intrinsic motivation influence organizational citizenship behavior [5], [14]. When it comes to indications, IM5 (4.400) has the highest average value: "I like to find new ways to complete work and learn new skills." In contrast, IM1 (4.120), which reads, "I prefer work that challenges my knowledge and abilities," has the lowest average value.

Table 1. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statis- tics	P values
IM -> OCB	0.542	0.553	0.106	5.117	0.000
AC -> OCB	0.009	0.015	0.117	0.074	0.941
WLB -> OCB	0.085	0.083	0.158	0.538	0.591

IM= Intrinsic Motivation, AC= Affective Commitment, WLB= Work-Life Balance, OCB= Organizational Citizenship Behavior.

Source: Primary data processed 2025.

The second hypothesis has a T-statistic of 0.074, a P-value of 0.941, and a Standard Deviation (STDEV) of 0.117 at a significance threshold of $\alpha = 0.05$. Affective commitment did not significantly affect organizational citizenship behavior among Yogyakarta Main Post Office employees, according to a P value greater than 0.05. These findings are in line with studies conducted in Indonesia, which found that organizational citizenship behavior is not significantly impacted by affective commitment [18], [19]. It can be seen in the lowest average value of AC8 (2.820) with the statement, "I feel a strong sense of togetherness with my organization." Meanwhile, the highest average value was found in AC7 (3.060) with the statement "This organization has great personal meaning for me." This finding suggests that employees have a sense of closeness to the organization, but it is not strong enough to encourage OCB behavior in the work environment.

Similarly, work-life balance did not show a significant effect on OCB. Specifically, STDEV is 0.158, T statistic is 0.538, and P value is 0.591 ($\alpha = 0.05$). It shows that although the balance between work and personal life provides psychological comfort, this condition is insufficient to encourage employees to exhibit behavior outside of their formal responsibilities. The results of this study are in line with research conducted at PT. LG Electronics Indonesia and PT. PLN (Persero) UP2D South and Central Kalimantan, Indonesia, which also stated that work-life balance does not have a direct effect on OCB [21]. Based on the highest average value, it was found in WLB3 (3.840),

namely "I feel that the balance between work demands and non-work activities is currently right." Meanwhile, the lowest average score was found in WLB4 (3.740), namely "Overall, I believe my work and non-work life are balanced."

Based on the R Square value (Table 2), 0.267 indicates that OCB is influenced by 0.312 while the rest is influenced by other factors. Based on this R Square value, the predictive power can be categorized as moderate, right at the lower end of the range typically used for this classification [38].

Table 2. R Square

	R Square	R Square Adjusted
<i>Organizational citizenship behavior</i>	0.312	0.267

Source: Primary data processed 2025.

The model fit results (Table 3) showed acceptable values: SRMR = 0.079, below the threshold of 0.10, indicating marginal but acceptable model fit [38]. Additionally, the Squared Euclidean Distance (d_ ULS) value of 1.714 and the d_ G value of 3.177 indicate that the model residuals remain within acceptable limits for PLS-SEM applications.

Table 3. Model Fit

	Saturated model	Estimated model
SRMR	0.079	0.079
d_ ULS	1.714	1.714
d_ G	3.177	3.177
Chi-Square	631.654	631.654
NFI	0.625	0.625

Source: Primary data processed 2025.

5 Conclusion

This study shows that intrinsic motivation has a positive and significant influence on organizational citizenship behavior among PT Pos Indonesia employees, particularly those at the Yogyakarta Main Post Office. Employees who are intrinsically motivated, driven by personal happiness and the significance of their work, are more likely to engage in voluntary activity that benefits organizational effectiveness. This demonstrates that OCB is primarily driven by intrinsic desire. In contrast, affective commitment and work-life balance did not have a substantial impact on OCB. While emotional attachment to the organization and a balanced personal-professional life can enhance well-being, they do not automatically trigger extra-role behaviors unless accompanied by strong intrinsic motivation and a sense of personal satisfaction at work. These findings highlight the need for organizations to foster a supportive psychological climate and to cultivate intrinsic motivation. This can be achieved by providing opportunities for au-

tonomy, creativity, meaningful participation, and professional development through initiatives such as recognition programs, self-development training, and open communication systems.

Theoretically, the results of this study reinforce the principles of Self-Determination Theory, which states that positive and voluntary employee behaviors emerge when personal needs for competence, autonomy, and relatedness are met [5]. For future research, it is recommended to examine additional mediating or moderating variables, such as job satisfaction and perceived organizational support, and to employ longitudinal or cross-organizational designs [39]. Such an approach would offer deeper insights into how intrinsic motivation can be continuously strengthened to maintain employee engagement and encourage consistent extra-role behaviors across organizational contexts.

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