

## THE DIRECT AND INDIRECT EFFECT OF THREE DIMENSION OF WORK-LIFE INTERFACE TOWARDS ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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**Abstract:** This study was aimed to investigate the direct and indirect effect of the work-life interface on organizational citizenship behavior (OCB). Using 158 three stars hotel employees in Bandung, we implemented the bootstrap confidence interval to measure the direct and indirect effects. 48 items used in the questionnaires which distributed using convenience approach. Work interference with life (WIL) and life interfere with work (LIW) did not had significant effect on OCB, while work-life enhancement (WLE) revealed positive significant effect. The result showed that solely, affective organizational commitment (ACO) did not mediate the relation of WIL, LIW and WLE towards OCB. But job satisfaction and ACO did provide indirect effect. Organization should develop positive work-life policies to help employee manage their work-life. Such policies will increase job satisfaction which then led to the development of ACO and OCB. Organization need to identify other factors beside work-life interface if they want to use ACO to enhance the employee's OCB.

**Key words:** affective organizational commitment, job satisfaction, organizational citizenship behavior, work interfere life, life interfere work, work-life enhancement

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### Introduction

Businesses organizations need employees who perform well and willing to do extra-role behaviors which considered as organizational citizenship behavior (OCB). The present study examined the effects of the work-life interface on a performance-related outcome (OCB) through the mediation of job satisfaction and ACO in the hotel industry in Indonesia. Research on the role of OCB in the work-family interface is particularly sparse (Dorio et al., 2008). We expanded the concept of work-family to work-life because of its broader coverage. Greenhaus and Allen (2011) have described the work-life interface as the intersection of work and private life. Individual personal life has many aspects which might intersect with work, including direct family, relatives, friends, social, leisure, and health. This interface is considered to be bidirectional and can be adverse or beneficial in nature.

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## Literature Review and Hypotheses

### *Relation of the Work-Life Interface and OCB*

Most of previous research has indicated that there is a negative relationship between both directions of work-family conflict and OCB (Dorio et al., 2008; Amstad et al., 2011; Tziner and Sharoni, 2014). Meanwhile the positive relation found on study from Kasraie et al. (2014) and Baral and Bhargava (2010). Based on the discussion we proposed the hypotheses :

*H<sub>1a</sub>: WIL will have a significant negative relationship with OCB*

*H<sub>1b</sub>: LIW will have a significant negative relationship with OCB*

*H<sub>1c</sub>: WLE will have a significant positive relationship with OCB*

### *Relation of Job Satisfaction, ACO, and OCB*

The meta-analysis study found the significant positive relation between job satisfaction and OCB. Study from LePine et al. (2002) found a significant positive relation. While other meta-analysis study focused on the relation between ACO also found the significant positive relation (LePine et al., 2002; Organ and Ryan, 1995; Dalal, 2005). Zeinabadi (2010) in India found that both job satisfaction and organizational commitment were positively correlated with OCB. The result from Pakistan (Qamar, 2012) revealed positive relationship between job satisfaction and organizational commitment on OCB. A meta-analysis from Ng and Feldman (2011) found the positive effect between AOC and OCB. Based on the findings from previous researches and supported by the theories, we hypothesize that:

*H<sub>2a</sub>: Job satisfaction will have significant positive effect on OCB*

*H<sub>2b</sub>: ACO will have significant positive effect on OCB*

### *Relation of WLI on Job Satisfaction and ACO*

Gibson et al. (2012) argue that employees who had received a work-life balance program will experience high morale, job satisfaction, health, and performance. Most research on work-life interface has shown negative relation with job satisfaction. Amstad et al. (2011) also support the notion that there was negative significant relation between work-life (family) on job satisfaction. Meanwhile, a meta-analysis study showed that work-family enrichment positively affected job satisfaction (McNall et al., 2010). Azeem and Akhtar (2014) found the positive relation between work-life balance and job satisfaction. The above discussion above confirm most researches have supported a negative relationship between WFC and job satisfaction, but show positive relation with the work-life balance. Our hypotheses about the relationships between the work-life interface and job satisfaction were:

*H<sub>3a</sub>: WIL will have a significant negative effect on job satisfaction*

*H<sub>3b</sub>: LIW will have a significant negative effect on job satisfaction*

*H<sub>3c</sub>: WLE will have a significant positive effect on job satisfaction*

The meta-analysis from Amstad et al. (2011) indicated negative effect from WIF and FIW on organizational commitment. Regarding the relation between work-family and family-work enrichment on ACO McNall et al. (2010) revealed the positive relation between those variables. We propose the following hypotheses about the relationships between the work-life interface and ACO:

*H<sub>4a</sub>: WIL will have a significant negative effect on ACO*

*H<sub>4b</sub>: LIW will have a significant negative effect on ACO*

*H<sub>4c</sub>: WLE will have a significant positive effect on ACO*

#### ***Relation of WLI on OCB Mediated by Job Satisfaction and AOC***

According to Dorio et al. (2008) OCB is part of the performance (extra-role) which can be affected by the work-family conflict. Job satisfaction and ACO can predict the employee's OCB (Dalal, 2005; LePine et al., 2002) mean while work-family interface also has been related to both variables (Amstad et al., 2011; Dorio et al., 2008). Other studies have also examined potential mediators between WFC and OCB, including job stress, organizational commitment, and job satisfaction (Netemeyer et al., 2005). We proposed the hypothesis as follows;

*H<sub>5a</sub> : There is negative indirect effect between WIL on OCB mediated by job satisfaction*

*H<sub>5b</sub> : There is negative indirect effect between WIL on OCB mediated by job satisfaction and ACO*

*H<sub>5c</sub> : There is negative indirect effect between WIL on OCB mediated by ACO*

*H<sub>6a</sub> : There is negative indirect effect between LIW on OCB mediated by job satisfaction*

*H<sub>6b</sub> : There is negative indirect effect between LIW on OCB mediated by job satisfaction and ACO*

*H<sub>6c</sub> : There is negative indirect effect between LIW on OCB mediated by ACO*

*H<sub>7a</sub> : There is positive indirect effect between WLE on OCB mediated by job satisfaction*

*H<sub>7b</sub> : There is positive indirect effect between WLE on OCB mediated by job satisfaction and ACO*

*H<sub>7c</sub> : There is positive indirect effect between WLE on OCB mediated by ACO*

#### **Methodology**

##### ***Participants***

The participants were 158 permanent employees from four hotels in Bandung, Indonesia. Information on the participants for each hotel is presented in Table 1.

**Table 1. Return rate**  
Number of employee

Hotel	Total	Permanent	Contract	Distributed	Completed	Return %
A	115	70	45	53	50	94.3%
B	146	83	63	62	49	79.0%
C	70	35	35	26	15	57.7%
D	125	75	50	56	44	78.6%
	456	263	193	197	158	80.2%

Detail demographic characteristics of the sample can be found in Table 2 and 3.

**Table 2. Demographic information 1**

Age			Education		
Criteria	N	%tage	Criteria	N	%tage
< 25 years	19	12.0%	High School	113	71.5%
25 – 30 years	30	19.0%	Undergraduade	38	24.1%
> 30 – 35 years	24	15.2%	Graduade	7	4.4%
> 35 – 40 years	31	19.6%			
> 40 years	54	34.2%			

**Table 3. Demographic information 2**

Years of Service			Work hour / day		
Criteria	N	%tage	Criteria	N	%tage
< 1 year	4	2.5%	Up to 9 hours	122	77.2%
1 – 3 years	24	15.2%	> 9 hours	36	22.8%
> 3 – 5 years	16	10.1%			
> 5 – 10 years	49	31.0%			
> 10 years	65	41.1%			

### **Procedures**

The study conducted between August 2015 and February 2016. We choose these four hotels because these were classified as third star hotels and had been operating for more than 10 years. Questionnaires were distributed to the employees who were on duty on the day of survey. We distributed 197 questionnaires to this group of which 170 were returned and 158 had usable responses, resulting in a return rate of 80.2%.

### **Measurement**

Work-life interface was measured by a 9 item scale adapted from an instrument created by Hayman which designed to assess three dimensions of work-life interface (Hayman, 2005). The internal consistency reliability over each three dimensions were  $\alpha=0.92$  (WIL),  $\alpha=0.69$  (LIW), and  $\alpha=0.77$  (WLE). Job satisfaction was assessed with a 15 item scale adapted from Spector's global job satisfaction measure (Spector, 1994). The overall Cronbach's Alpha was 0.91.

ACO was assessed based on the items from Meyer and Allen (Meyer and Allen, 1991). The Cronbach's Alpha for the ACO was 0.74. OCB was measured using used five dimensions; altruism, courtesy, conscientiousness, sportsmanship, and civic virtue (Williams and Anderson, 1991). The Cronbach's Alpha was 0.92. All variables require the participant to choose from five-point Likert scale which ranged from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*).

### Result and Discussion

The correlation between WIL, LIW, WLE, job satisfaction, and ACO with OCB are quite strong (0.846). Simultaneously, five variables had significant and positive relation with OCB. How about the partial relations? However, we suggested that more research is needed to determine whether relationships differ depending on the direction of WFC and the type of OCB.

**Table 4. The relation of WIL, LIW, WLE, Job Satisfaction, ACO with OCB**

Citizenship Behavior		
	Beta	Sig.
WIL	-0.102	0.065
LIW	-0.039	0.462
WLE	0.147	0.003
JS	0.520	0.000
ACO	0.216	0.001

From the Table 4 we can see that the WIL and LIW did not have the significant relation with the OCB. This result different from previous meta analysis study and study in Araband US which showed the negative relation for both WIL and LIW (Amstad et al., 2011; Netemeyer et al., 2005, Dorio et al., 2008, Tziner and Sharoni, 2014). Employees did not feel that the interferences from both work and private life could impact their OCB. This research showed that hotel employees in Bandung did not see that the work and private life conflict could have negative impact. This result represent new perspective in studying the negative side of work-life interface on OCB.

On the other hand, employees felt that if their work and private life can mutually benefit each other (enhancement), their OCB will increase. This condition was in line with previous study from various countries that claimed a positive relation between work-life enhancement, quality work life, and work-life balance on OCB (Baral and Bhargava, 2010; Kasraie et al., 2014). Although, the mechanisms underlying the relationship between negative and positive aspect of work-life interface and OCB remain unclear, research generally converges to support a negative association between the variables.

Meanwhile, job satisfaction has positive relation (0.520). Employees regard the job satisfaction can significantly improve their OCB, so it is necessary for the organization to enhance or maintain the level of their employee's satisfaction.

Previous research confirm the finding (Qamar, 2012; Zeinabadia, 2010). The positive relation also found in the relation of organizational commitment and OCB (Qamar, 2012; Zeinabadia, 2010). Regarding the ACO, previous study also revealed positive relation with OCB (Ng and Feldman, 2011).

Based on the discussion we can answer that hypothesis  $H_{1a}$  and  $H_{1b}$  were rejected, WIL and LIW had not significant negative relation with OCB. Meanwhile hypothesis;  $H_{1c}$ ,  $H_{2a}$ , and  $H_{2b}$  were accepted. WLE, job satisfaction, and ACO had significant positive relation with OCB. We then discussed the relation between WIL, LIW, WLE, and job satisfaction with ACO. Table 5 and 6 can provide the figure so we can easily reviewed the regression result.

**Table 5. The relation of WIL, LIW, WLE, and Job Satisfaction with ACO**

Active Commitment		
	Beta	Sig.
WIL	0.018	0.799
LIW	-0.014	0.843
WLE	0.068	0.285
JS	0.685	0.000

The WIL, LIW, and WLE did not have significant relation with the ACO. Only job satisfaction has significant and positive relation. WLI cannot be used to predict the outcome of the ACO. The result were somewhat different with previous result. There were negative relation between negative aspect of WLI and organizational commitment and ACO while there were positive relation between WLE and ACO. Hotel employees did not regard the WLI as aspect which can affect their ACO. We moved on to the Table 6, which showed that all the work life interface aspects have significant and positive relation with job satisfaction.

**Table 6. The relation of WIL, LIW, and WLE with Job Satisfaction**

Job Satisfaction		
	Beta	Sig.
WIL	-0.329	0.000
LIW	-0.245	0.001
WLE	0.312	0.000

Employees perceived that their balance or conflict between work and private life could affect their satisfaction. The result in line with previous studies from Azeem and Akhtar (2014), Choi and Kim (2012), McNall et al. (2010), Netemeyer et al. (2005). Based on the discussion above, we conclude that the hypothesis  $H_{3a}$ ,  $H_{3b}$ , and  $H_{3c}$ , all are accepted. There were significant relations between WIL, LIW, and WLE towards job satisfaction. The direction for WIL and LIW were negative, whereas the WLE had positive direction. This finding confirms the previous research which also found the significant and positive relation.

The hypothesis for ACO;  $H_{4a}$ ,  $H_{4b}$ , and  $H_{4c}$ , all were rejected. There were no significant relations between WIL, LIW, and WLE towards ACO. The results for the ACO were different from previous researches. Amstad et al. (2011) indicated that there were negative effect for organizational commitment from WIF and FIW. From the positive side, McNall et al. found the positive relation between work-family enrichment and ACO (McNall et al., 2010). The research finding could become new insight for scholar whose study the work-life phenomenon. In hotel industry, employee did not felt that their imbalance or balance could affect their commitment towards organization.

Regarding the answers for the last hypotheses we used the bootstrap confidence interval from Hayes, Preacher and Myers to determine whether there were direct and indirect effect or not from work-life interface on OCB (Hayes et al., 2011). According Hayes et al. (2011), if the bootstrapping confidence interval values are above or below zero it can be said there was mediation.

**Table 7. Indirect effect of WIL on OCB**

Indirect effect of WIL on OCB				
	Effect	BootSE	BootLLCI	BootULCI
<b>Total</b>	-0.211	0.038	-0.295	-0.141
Indirect Effect 1	-0.165	0.034	-0.241	-0.106
Indirect Effect 2	-0.047	0.018	-0.089	-0.020
Indirect Effect 3	0.001	0.009	-0.015	0.019

**Table 8. Indirect Effect of LIW on OCB**

Indirect effect of LIW on OCB				
	Effect	BootSE	BootLLCI	BootULCI
<b>Total</b>	-0.262	0.046	-0.353	-0.175
Indirect Effect 1	-0.210	0.043	-0.288	-0.127
Indirect Effect 2	-0.055	0.020	-0.104	-0.027
Indirect Effect 3	-0.001	0.011	-0.022	0.025

**Table 9. Indirect Effect of WLE on OCB**

Indirect effect of WLE on OCB				
	Effect	BootSE	BootLLCI	BootULCI
<b>Total</b>	0.218	0.050	0.125	0.320
Indirect Effect 1	0.167	0.046	0.089	0.270
Indirect Effect 2	0.041	0.014	0.019	0.076
Indirect Effect 3	0.010	0.010	-0.080	0.033

The Table 7, 8 and 9 showed us that the ACO itself did not produce mediation from work-life interface to OCB. All of the LLCI and UCLI value from WIL, LIW, and WLE contain zero. Meanwhile, job satisfaction indeed provide positive mediation from work-life interface directly to OCB and also if it went through the ACO. The answers for the hypotheses  $H_{5a}$ ,  $H_{6a}$ ,  $H_{7a}$ , were that there were negative

indirect effect from WIL and LIW, and positive indirect effect from WLE on OCB mediated by job satisfaction. If employees felt that their work and life interfere with each other, they were less satisfied, and vice versa. Regarding the hypothesis  $H_{5b}$ ,  $H_{6b}$ ,  $H_{7b}$ , the result showed that WIL and LIW had negative indirect effect on OCB which mediated by job satisfaction and ACO (simultaneously). This notion also applied from WLE on OCB but in positive direction. This means interference between work and life decrease satisfaction and ACO level which then negatively affecting the OCB. But, mutually supporting work and life will build positive employee behavior. As far as the hypothesis  $H_{5c}$ ,  $H_{6c}$ ,  $H_{7c}$ , the bootstrap confidence interval consists of zero/null value which means that there were no indirect effects between WIL, LIW, and WLE on OCB mediated by ACO. This also means that ACO did not mediate the relation of work-life interface on OCB. Organization should develop other approaches to enhance ACO.

### Managerial Implication

Enhancing employee's OCB is one of the goals that the human resources (HR) managers need to achieve. Many organization faced challenges to build OCB. The research findings provide evidence describing the relation between WLE and OCB. This inform HR manager they can develop effective approaches of work-life policies to enhance OCB. Flexible work-hours, family education and health support, in-site day-care facility, remote work, and special leave for family matters were several of policies which support WLE. Meanwhile, OCB did not prove to be affected by WIL and LIW. This quite unique and interesting, while the positive WLI affect the OCB, the negative side of it did not.

Considering the mediation of job satisfaction and ACO which also help to increase OCB, HR managers should pay attention to improve the employee job satisfaction and ACO. It makes sense for organization to provide challenging job, attractive compensation packages, interesting working condition, supportive co-workers, and great leaders if they want to increase the satisfaction. Since it built from within the individual ACO's somewhat difficult to manage. It was easier for large and reputable firms which already develop effective job satisfaction approach.

The result inform that if HR manager manage employee's job satisfaction then ACO will positively affected. Happy employees tend to felt more attached. On the contrary, it was quite difficult for smaller firms to develop ACO if the employee could not find out what makes them attached to the organization. With mediocre organization image, limited option for personal (career) development, unattractive compensation and jobs it was hard to build employee's satisfaction, ACO, and OCB.

### Conclusion

The result showed us that work-life interface still became an important aspect for the worker which can build their satisfaction. The negative side of the interface

would lead to the less satisfy employees, and on the contrary, the positive side would increase their satisfaction. The employee satisfaction played important role to build the ACO and OCB. It was clear that company need to create the positive work environment which prevent the occurrence of imbalance between work and life interface. They need to support their employee so they can attend their life matters while still productively focus on their job performance. It was not an easy task for the company, and also for the employees. Both need to work very hard to juggle these fragile interfaces balance. Other conclusion made from the study was the suggestion for future research to consider using the longitudinal data because the employees experience the ups and downs in satisfaction, commitment, and OCB. We should also use various subject from other industries, which is recently we already done it in banking and public service organizations.

The result regarding ACO somewhat different from previous research. This can promote the further research in other industries or using larger samples. While previous research found the mediation role of ACO, on the contrary this paper found no such mediation. Are there other variables which play mediation role? Or, it might be there is a mediation role from ACO in the relation of worklife interface and OCB in other industries? After conducting various research in wider coverage, then we can be sure to say that the result in Indonesia different or just the same with other countries.

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## BEZPOŚREDNI I POŚREDNI WPŁYW TRZECH WYMIARÓW STYKU ŻYCIA I PRACY NA ORGANIZACYJNE ZACHOWANIA OBYWATELSKIE

**Sreszczenie:** Badanie to miało na celu analizę bezpośredniego i pośredniego wpływu wspólnej płaszczyzny pracy i życia na organizacyjne zachowanie obywatelskie (ang. organizational citizenship behavior, OCB). Ankietując 158 pracowników trzygwiazdkowego hotelu w Bandung, zastosowaliśmy przedział ufności dla początkujących w celu pomiaru bezpośrednich i pośrednich efektów. 48 elementów używanych w kwestionariuszach rozprowadzanych przy użyciu wygodnego podejścia. Wpływ pracy na życie (ang. work interference with life, WIL) i wpływ życia na pracę (ang. life interfere with work, LIW) nie wywarł istotnego wpływu na OCB, podczas gdy poprawa długości życia i pracy (ang. work-life enhancement, WLE) wykazywała dodatni istotny wpływ. Wynik wykazał, że wyłącznie efektywne zaangażowanie organizacyjne (ang. affective organizational commitment, ACO) nie pośredniczyło w relacjach WIL, LIW i WLE wobec OCB. Satysfakcja z pracy i ACO dały jednak efekt pośredni. Organizacja powinna opracować pozytywną politykę w zakresie zatrudnienia i pracy, aby pomóc pracownikowi zarządzać swoim życiem zawodowym. Tego rodzaju polityka zmniejszy satysfakcję z pracy, co doprowadziłoby do powstania ACO i OCB. Jeśli organizacja chce korzystać z ACO w celu zwiększenia OCB pracownika, musi zidentyfikować inne czynniki obok wpływu życia i pracy.

**Słowa kluczowe:** efektywne zaangażowanie organizacyjne, zadowolenie z pracy, organizacyjne zachowanie obywatelskie, wpływ pracy na życie, wpływ życia na pracę, poprawa długości życia i pracy

### 工作生活界面三維組織公民行為的直接和間接影響

**摘要：**本研究旨在探討工作生活界面對組織公民行為（OCB）的直接和間接影響。在萬隆使用158位三星級酒店的員工，我們實施了自舉置信區間來衡量直接和間接的影響。使用方便方式分發的調查問卷中使用的48項。工作干擾生活（WIL）和生活干擾工作（LIW）對OCB沒有顯著影響，而工作生活提升（WLE）則顯示出積極的顯著效果。結果表明，情感組織承諾（ACO）並沒有調解WIL，LIW，WLE與OCB的關係。但工作滿意度和ACO確實提供了間接的效果。組織應制定積極的工作生活政策，幫助員工管理自己的工作生活。這樣的政策將會促使工作滿意，從而導致ACO和OCB的發展。如果要使用ACO來增強員工的OCB，組織需要確定工作生活界面旁邊的其他因素。

**關鍵詞：**情感組織承諾，工作滿意度，組織公民行為，工作干預生活，生活干預工作，生命力增強