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### DOES BORDER STRENGTH AFFECT WORK-LIFE BALANCE AND OCB: EMPIRICAL STUDIES AT HIGHER-EDUCATIONAL INSTITUTIONS

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#### ABSTRACT

This study aims to examine and analyze the effect of border strength on work-life balance and organizational citizenship behavior based on gender and marital status as a control for permanent lecturers at the State Polytechnic of Malang, Indonesia. The number of respondents in this study were 200 people chosen by simple random sampling. The analytical tool used is SEM with the Warp PLS approach. The results show that border strength has a significant negative effect on work-life balance. Border strength also has a significant negative effect on organizational citizenship behavior. Work-life balance, in other hand, has a significant positive effect on organizational citizenship behavior. The results of this study are beneficial for State Polytechnic of Malang's leaders in designing border strength policies, so that the lecturers feel comfortable in living their work-family life and increase the extra role of lecturers for the institution.

#### INTRODUCTION

Lecturers hold a central role as a pillar of institutional development in Higher-educational institutions like College or University. Professionalism, a sense of care for the institution, and citizenship behavior as part of the organization must continue to be fostered. Organizational Citizenship Behavior (OCB) plays an important role in improving organizational competitiveness and performance. OCB is useful in improving employee and organizational performance, saving resources, increasing adaptability, and reducing turnover **intention as state in [1].** Therefore, OCB has a strategic value for the future of Higher-Educational Institutions.

This research develops the conceptual framework, examines, and analyzes the factors that build OCB. This study focused on OCB antecedent factors such as border strength and work-life balance (WLB). Border strength is important to assess its influence on OCB because it is predicted to improve employee moods and create better communication with family so as to encourage positive behavior in the form of OCB. Meanwhile, work life balance is also very important to study considering the higher work demands, the opportunity to interact with family is less frequent so it is predicted to have implications for OCB behavior. The uniqueness of this research lies in the focus and conceptual model that is built in this study. Research on the influence of Border Strength and work life balance on OCB in Higher-Educational Institutions is still very limited, so this is one of the reasons why this research is important. Policy formulation at Higher Education Institute based on border strength theory as state in [2] deserves attention in order to design policy formulations that facilitate lecturers to be more comfortable in working, so that positive attitudes and behaviors for extra work are done voluntarily.

## LITERATURE REVIEW AND CONCEPTUAL MODEL

### *Border Strength*

[2] developed the Border Theory which explains how the segmentation and integration of the family domain and the work domain, creating and managing border, as well as the relationship between border crossers and how work life balance is created. The central concept of Border Theory and its characteristics include: the work and home domains, the borders between work and home, the border crossers, the border keepers, other important domains members. Similarity of domains becomes an important study in Border Theory. The realm of work and realm of home can be referred to as two different domains related to different rules, mindset, and behaviors. The difference between work and home can be classified in two different ways, such as the difference in valuable goals and the difference in a valued way as state in [3]. The purpose of work is mainly to provide satisfaction, provide income and provide a sense of achievement, meanwhile the goal of home life satisfaction is achieving harmonious relationships and personal happiness as state in [4]. Means of achieving goals in an organization create a culture in which certain behaviors and ways of thinking are encouraged. and facilities to achieve goals in an organization create a culture in which certain behaviors and ways of thinking are encouraged. In the work environment, employees are required to be cheerful and friendly to customers. Meanwhile in the family environment may be different, someone emphasizes honesty emotions. An employee is required to be "responsible" and "competent" in the work environment, while "loving" and "giving" are ways to achieve goals in the family environment. The culture at work and at home is very different. Workplace culture is usually more formal, less self-determination, less collective, less intimate, more hierarchical, and tends to be money as the basis of relationships [4].

Although culture, means, and goals in work and family are often different, individuals often succeed in integrating the two realms as state in [5]. Integration and segmentation are two aspects that can be used to understand the integration

of the two domains. Someone who has a fully integrated family and work does not make a difference about what belongs to the house and what belongs to the work. People with same ideas, intellectual and emotional approaches do not care whether the task has to do with work or at home. In contrast, segmentation involves very different intellectual and emotional approaches.

Border is the demarcation line between domains that determines the point at which behavior relevant to the domain begins or ends [2]. These boundaries consist of three main forms: physical, temporal and psychological. Physical boundaries, such as walls of the workplace or walls of the house, determine where behavior relevant to the realm occurs. Temporal boundaries, such as setting working hours, separate when work is done when family responsibilities can be taken care of. Psychological boundaries are rules made by individuals that determine when mindset, behavior patterns, and emotions are appropriate for one domain but not for another. [2] measures border strength with three indicators such as permeability, flexibility, and blending. Permeability shows the extent to which elements of the work domain able to enter the family domain and vice versa as state in [6]. Permeable borders create opportunities for employees to take emergency actions for their personal / family interests when they are at work. Employees have the opportunity to take emergency measures for the benefit of their families without reducing their duties and responsibilities as employees. Flexibility is the extent to which borders can adjust, depending on the demands of one domain or another domain as state in [7]. The company provides opportunities for employees to work flexibly so that employees are able to balance work with their personal lives. For example, companies provide flexibility to employees to choose work hours and workplaces. When psychological boundaries are flexible, employees feel comfortable working at home and thinking about home when working. The principle is that employees feel given flexibility in fulfilling their obligations so they have the opportunity to balance work life with family life. Blending means the combination of work domain and family domain. Employees are given the opportunity to combine work tasks while being able to live a pleasant personal life. High permeability and flexibility make it easy to integrate work and family matters. Easily combine work with family matters shows a weak border and this facilitates the formation of work life balance.

### ***Work Life Balance***

[8] defines work life balance as the ability of individuals to fulfill work and commitments in their family life, as well as other non-work responsibilities. According to [9] work life balance means employees can freely use flexible work hours to balance their work or duties with other commitments such as family, hobbies, arts, studies, and not just focus on their work. [10], work life balance is the extent of involvement and satisfaction felt by individuals in undergoing psychological roles and involvement with their role in work life and personal life (for example with spouses, parents, family, friends and community members) and there is no conflict between the two roles.

The company can launch a work-life balance program that aims to give employees the opportunity to balance work demands with household responsibilities.

[11] mentions some benefits of work life balance programs, among others: reducing absenteeism, reducing turnover, increasing productivity, and reducing overtime costs. Work life balance programs such as parent and child care assistance, employee health and welfare, and relocation [12]. Companies can offer family-friendly benefits programs that employees need to balance their lives and work, which includes flextime, job sharing, telecommunications and others. Companies can also provide bonuses (benefits), health and fitness facilities, assistance for the care of children and parents of employees who are elderly, and provide a policy of leave because of illness [13].

### ***Organizational Citizenship Behavior***

[14] defines OCB as behavior that is an individual choice and initiative, not related to the organization's formal reward system, but in the aggregate to increase organizational effectiveness. This means that the behavior is not included in the work requirements or employee job descriptions, so that, if not displayed, no punishment is given as state in [15]. OCB involves a number of behaviors, including helping others, volunteering for extra tasks, complying with rules and procedures at work. These behaviors illustrate "the employee added value" and is one of the forms of prosocial behavior, the social behavior of positive, constructive and meaningful help [16]. Thus OCB is a functional, extra-role, prosocial behavior that directs individuals, groups or organizations. [17] suggests the importance of employees' behavior who want to work beyond the job description. Successful organizations need employees who will do more than their formal duties and are willing to deliver performance that exceeds expectations. In the dynamic world of work as it is today, where tasks are increasingly being done in teams, flexibility is very important. The organization wants employees who are willing to perform tasks that are not listed in their job descriptions. [18] said organizations that have employees who have good OCB, will have better performance than other organizations. [1] divides OCB into seven dimensions, namely behavior to help work pressure, adherence to the organization, sportsmanship, loyalty to the organization, individual initiative, social quality in the organization, and self-development for the benefit of the organization. Meanwhile, [14] developed five OCB indicators, such as altruism, conscientiousness, civic virtue, sportsmanship, and courtesy.

### ***Border Strength dan Work Life Balance***

[2] revealed that high similarity between work domain and household domain does not necessarily facilitate work life balance. Furthermore [2] presented that there are links between domains of similarity, border strength, and work life balance. When the domains are the same (similar), a weak border will facilitate work life balance, whereas when the domain is different, a strong border will facilitate work life balance. A similar domain shows that there are many similarities between the family domain and the work domain. The characteristics of working as a lecturer have a lot in common with working in the family, such as having a good personality while interacting with family members, serving family needs, make all family members happy, and working with family members. In similar domain conditions, a weak border facilitates work life balance. Bor-

der that is more permeable, more flexible, and more blending facilitates the formation of work life balance. At a weak border, individuals can integrate better between work interests and family interests so that it will be easy to balance work life with family life. This research was conducted at Higher-Educational Institutions which were assumed to have the same relative domain between the work domain and the family domain, so that a weak border facilitates a high work life balance. Based on the description above, the hypothesis can be formulated as follows:

**Hypothesis 1.** Border strength has a significant effect on work life balance.

### ***Border Strength and OCB***

The right border strength policy can make it easier for employees to balance work and personal/family matters so that employees feel comfortable at work. In accordance with the Social Exchange Theory [19], pro-employee policies are considered a virtue so that employees provide rewards in the form of behavior that benefits the company. Forms of positive behavior can be in the form of extra work behavior exceeding work standards, helping coworkers, increasing creativity, providing input to the company, behaving not to harm the company, and other behaviors that benefit the company even though it is not contained in the employment contract. Based on the description above, the hypothesis can be formulated as follows:

Hypothesis 2. Border strength has a significant effect on OCB.

### ***Work-life Balance dan OCB***

[20] suggested that work life balance has implications for employee attitudes and behaviors that are important for organizational effectiveness. Work life balance is interpreted as a kindness that has been felt by employees during their work. This is inseparable from the company's role in creating conditions that allow employees to live a work life as well as a balanced family life so that both domains can run normally. Employees give back by taking positive actions or behaviors that benefit the company. Employees voluntarily help coworkers, work beyond work standards, minimize actions that can harm the company, care for the company's progress, understand company difficulties, avoid conflicts, and be polite in conveying criticism or suggestions to the company. Based on the description above, the hypothesis can be formulated as follows:

Hypothesis 3. Work life balance has a significant effect on OCB.

## **RESEARCH METHODOLOGY**

### ***Sample and Data Collection***

The population of this research is all permanent lecturers in State Polytechnic of Malang, the total is 385 people. Based on the Slovin formula, it can determine a sample size of 200 people. The sampling technique used is simple random sampling. The questionnaire was used as an instrument for collecting data that was distributed directly or via e-mail to each respondent.

### *Variable Operationalization and Analysis*

Measurement of border strength variables refers to [4], work-life balance variables refer to the research of [21], while OCB variables refer to [14], [22], [23], [24], [25], [20], and [26]. Each variable is measured by a Likert scale that is graded between answers that agree strongly, agree, neutral, disagree, and strongly disagree.

## **RESULTS AND DISCUSSION**

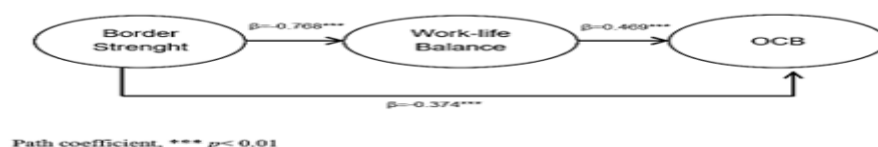
### *Sample Characteristics*

Based on genders, the sample distribution of this study consisted of 43% men and 57% women. Based on marital status, it consists of 51% married and 49% unmarried. 36.5% of the sample received additional assignments (structural positions) and 63.5% did not hold structural positions in Higher-Educational Institutions.

### *Measurement Model*

The approach used to analyze this research is WarpPLS. Validity and reliability testing is done by using convergent validity, discriminant validity, composite reliability, and Cronbach's alpha for cross checking validity and reliability. The results of the measurement of validity show that the t-test is greater than the t-table (1.96) and AVE in all variables exceeds the estimation of each square so that it meets the convergent validity and discriminant validity. The reliability measurement results show that Composite Reliability > 0.7 and Cronbach's alpha > 0.6, the reliability is fulfilled. Testing of fit and quality indices models refers to the WarpPLS analysis tool [27]. The measurement results show: Average Path Coefficient (APC) = 0.537,  $p < 0.001$ ; Average R-squared (ARS) = 0.613,  $p < 0.001$ ; Average Adjusted R-squared (AARS) = 0.610,  $p < 0.001$ ; Average block VIF (AVIF) = 2,616, acceptable if  $\leq 5$ ; Average full collinearity VIF (AFVIF) = 3,542, acceptable if  $\leq 5$ ; Tenenhaus GoF (GoF) = 0.732, acceptable if  $\geq 0.36$ ; Simpson's Paradox Ratio (SPR) = 1,000, acceptable if  $> 0.7$ ; Statistical Suppression Ratio (SSR) = 1,000, acceptable if  $\geq 0.7$ ; Nonlinear Bivariate Causality Direction Ratio (NLBCDR) = 1,000, acceptable if  $\geq 0.7$ . These results indicate that the model is supported by good data and has quality indicators that meet the requirements in WarpPLS.

### *Structural Model*



**Figure 1.** Final Structural Model

### ***Test of Hypotheses***

H1 predicts that border strength affects work-life balance. The results show that border strength has a significant negative effect on work-life balance (path coefficient = -0.768,  $p < 0.01$ ). Thus H1 is supported. H2 predicts that border strength has an effect on OCB. The results show that border strength has a significant negative effect on OCB (path coefficient = -0.374,  $p < 0.01$ ). Thus H2 is supported.

H3 predicts that work-life balance affects OCB. The results showed that border strength had a significant positive effect on OCB (path coefficient = 0.469,  $p < 0.01$ ). Thus, H3 is supported.

## **CONCLUSION AND SUGGESTION**

### ***Border Strength and Work-Life Balance***

These results indicate that border strength has a significant negative effect on work-life balance. The stronger the border, the lower the work-life balance felt by the lecturer. Vice versa, the weaker the border, the higher the work-life balance felt by the lecturer. This shows that the border facilitates work-life balance as expressed by [4]. In this case, a weak border is relevant to be used to improve work-life balance among lecturers. Institutions understand urgent personal interests and provide opportunities for lecturers to take emergency measures for personal gain even during working hours. Institutions provide the flexibility to live a private life as long as it does not interfere with work so that lecturers can balance their personal / family life with work so they have a pleasant life.

### ***Border Strength and OCB***

These results indicate that border strength has a significant negative effect on OCB. The stronger the border, the lower the OCB. Vice versa, the weaker the border the higher OCB. Lecturers' perceptions of institutional policies influence their behavior. This is relevant to social exchange theory [19] that OCB is a remuneration for the benefits received by lecturers from institutions. When the lecturer considers that the institution has implemented useful policies, the lecturer responds with behaviors that benefit the institution. Lecturers not only fulfill the obligations of teaching, research, and community service, but also help colleagues in fulfilling their obligations so that, in general, will improve the institution's performance. Lecturers also actively involve themselves in campus activities aimed at improving the performance of the institution.

### ***Work-life Balance and OCB***

These results indicate that work-life balance has a significant positive effect on OCB. The higher the work-life balance, the higher the OCB and the lower the work-life balance, the lower the OCB. The purpose of working employees is not only to get financial benefits, but employees also expect a harmonious personal / family life. The balance between work and personal / family matters are one of the employees' goals so when they get that, it means the balance is considered as a virtue. Lecturers have enough time for family so that they do not

have difficulty dividing time between work and family. Lecturers are also involved in family activities so that they do not lose important family moments such as birthdays, vacations, or other family events. Finally, the lecturer feels satisfied with the balance between work life and family.

The results of this study support the results of previous studies (including [28]; [29]; [30]; [31]; [32] which have proven the effect of work life balance and organizational citizenship behavior. Work-life balance is considered as a perceived benefit so that in accordance with social exchange theory [19], the lecturer repays the institution by behaving extra-work, even though it is not requested and is not stated in the work contract. Lecturers have a high involvement in achieving the vision and mission of higher education. Thus, institutions become more performing and efficient. This is the key to higher education competitiveness.

### ***Implications***

The results of this study provide empirical evidence on border theory [2] that border strength facilitates work-life balance. In this case, the work domain and household domain are relatively similar so that a low border increases the work-life balance felt by the lecturer. This research may not apply in cases where the work domain and the household domain have a low similarity so that further research needs to be done to support this assumption. The results of this study also provide empirical evidence of social exchange theory [19] which states that each party in social interaction exchanges benefits. In the view of the lecturer, the policies and practices of the institution make it easy for them to harmonize between work life is considered as a virtue, so that they reciprocate with positive behavior that supports the institution. Thus, the results of this study broaden the results of previous studies related to work-life balance and OCB in educational institutions.

Higher education leaders can use the results of this study as consideration in developing OCB improvement strategies. Through policies that provide flexibility for lecturers in carrying out their duties, lecturers have the opportunity to improve their quality of life in the household. Institutions can launch programs in order to improve work-life balance, such as day care facilities on campus, scholarships for employees' children, health assistance for families and parents, and family gathering programs. These programs increase awareness of institutions so as to create beneficial behaviors for the institution.

### **LIMITATIONS AND FUTURE RESEARCH**

The results of this study have weaknesses. First, this research is cross sectional, so it has not been able to generalize for the entire time period. Secondly, this research was conducted at one of the higher education institutions in Indonesia which is State Polytechnic of Malang, the same research is still needed in several different places. Third, this study has not analyzed the role of individual characteristics in the tested conceptual models. Future research is expected to be carried out at different institutions and locations. In addition, further research



can include individual characteristics (such as gender, marital status, and workload) in the research model as a control, so that more specific results will be obtained.

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