



**THE EFFECT OF WORK-FAMILY CONFLICT TO  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR USING JOB  
STRESS AS MEDIATION (STUDY OF NON-CIVIL SERVANT  
FEMALE NURSE AT THE REGIONAL GENERAL HOSPITAL  
CITY OF MATARAM, WEST NUSA TENGGARA, INDONESIA)**

**Muhammad Syahirul Akbar Jamaluddin** 

Master of Management, Faculty Economy and Business,  
University of Mataram, Mataram, Indonesia  
msyahirulakbar@gmail.com

**Thatok Asmony**

Faculty Economy and Business, University of Mataram, Mataram, Indonesia  
tasmony@yahoo.com

**Hermanto**

Faculty Economy and Business, University of Mataram, Mataram, Indonesia  
hermanto2307@gmail.com

**Abstract**

*This research aims to analyze and determine the effect of work-family conflict on organizational citizenship behavior, the significant effect of work-family conflict on job stress, the significant effect of job stress on organizational citizenship behavior and the significant effect of work-family conflict Regional General Hospital of Mataram City, Indonesia. This type of research is associative research. This research uses purposive sampling method with the respondents was 96 respondents of Non-Civil Servant - Servant female nurses. Data collection methods in this study were questionnaire, interview and documentation. The data analyzes using PLS (partial least square) with the Smart PLS program. The result of the research showed that work-family*

*conflict had a negative and no significant effect on organizational citizenship behavior, work-family conflict had a positive and significant effect on job stress, job stress had a negative and no significant effect on organizational citizenship behavior. In addition, this research found that job stress not mediated the effect between work-family conflict and organizational citizenship behavior.*

*Keywords: Work-Family Conflict, Job Stress, Organizational Citizenship Behavior*

## INTRODUCTION

Nurses as the key to success in the service of the hospital is expected to perform extra tasks or duties other than liabilities nurses in general, as willing to work together and help others nurses or patients. The behavior of carrying out extra tasks that exceed the main task of work is called the *Organizational Citizenship Behavior* (OCB). OCB has a significant role in the development of organizations. More clearly this can be seen from various factors that influence the emergence of OCB behavior, namely job satisfaction, organizational commitment, interaction with leaders, work productivity, gender, work performance, and mood (Lepine, 2002 ).

The complex role of a nurses makes it requires extra behavior in completing the work. *Organizational Citizenship Behavior* is individual behavior outside the responsibility that is done voluntarily and carried out for the progress of the organization (Organ, Podsakoff & Mac Kenzie, 2006). *Organizational Citizenship Behavior* is a choice of behavior that is not part of a formal job requirement nurses, but support the functioning of the organization are effectively (Robbins, 2008). *Organizational Citizenship Behavior* is a helpful attitude shown by members of the organization and is constructive (Organ, Podsakoff & Mac Kenzie, 2006).

The female nurse must be able to divide her time and attention between her role in her work and her role as a housewife / family member, thereby creating a dual role. This situation sometimes makes nurses often find it difficult to balance time between family with work. Before and after work, nurses still do housework, so it can lead to conflict in the family that causes nurses less *mood* in providing services as nurses. In addition, the existence of work demands that are too heavy will certainly make it difficult to fulfill their responsibilities elsewhere, this often leads to conflicts that are often referred to as *Work Family Conflict* (WFC).

*Work-Family Conflict* arises when someone who performs his role in a job has difficulty doing his role in the family and vice versa (Latifah & Rohaman, 2014). Bolino and Turnley (2005) and Sandjaja and Handoyo (2012) have done research that can prove that WFC has an influence on OCB. Both studies show that WFC has a significant influence on OCB, the higher

the conflict between work and family, the lower the OCB behavior and the WFC often occurs among female workers.

The same result is shown by Sandjaja and Handoyo (2012) with the result that *work-family conflict* has a significant negative contribution/ influence on *organizational citizenship behavior*. However, in the study of Aurangzeb, et al, (2017) who conducted research on bank employees in the Peshawar region, Pakistan. Shows the results of research that *Work-Family Conflict* (WFC) significantly positive effect on *Organizational Citizenship Behavior* (OCB) with the level of contribution of influence given by 30,5 %. Resulting in a research gap to re-do research with the same variable in female nurses at the Mataram City Regional General Hospital by adding a mediating variable, Job Stress.

Job stress is thought to be able to bridge the effect of work-family conflict on organizational citizenship behavior. According to Sutanto and Mogi (2016) higher work- family conflict seseorang employees, it will result in increased stress of the employee. Indrawan (2009) states that Job Stress is caused by an imbalance between the personality characteristics of employees with the characteristics of work aspects and can occur in all work conditions.

Several previous studies have shown that there is a positive effect of *Work-Family Conflict* on Job Stress and there is an effect of job stress on *Organizational Citizenship Behavior*. Research by Divara and Rahyuda (2016) shows that there is a significant positive influence of *Work-Family Conflict* on Job Stress. This is supported by Sabuhari, Soeleman and Zulkifly (2016) research conducted on mothers who work as teachers in Ternate City which also shows that there is a positive and significant influence of *Work-Family Conflict* on *Job Stress*.

Widjajani, Susi and Kurniati (2010) research shows that there is a negative relationship between Job Stress and *Organizational Citizenship Behavior*. The higher the level of Job Stress on employees, the lower the *Organizational Citizenship Behavior* will be. Thus the Job Stress variable has a negative influence on OCB nurses.

This research was conducted on Non-Civil Servant Servant female nurses in Mataram City Regional Hospital where based on interviews with the staff of the Mataram City Regional Hospital it was found that there were still many female Non-Civil Servant Servant female nurses who did not arrive on time because they were disturbed by matters Such families must send their children to school first. The inability of nurses to manage work and family affairs sometimes makes nurses bored and finally stressed, which ultimately makes nurses not eager to work

Based on the gap research and phenomena at the General Hospital of City of Mataram, it deemed necessary to study more closely related "The Effect of Work Family Conflict to Organizational Citizenship Behavior With Job Stress Mediation (Studies in Women Nurses Non-Civil Servant Regional General Hospital in Mataram City)".

## Research Objectives

The purpose of this study was to determine the effect of *Work-Family Conflict* on *Organizational Citizenship Behavior* at nurses Female Non-Civil Servant Servant Home General Hospital of Mataram, To determine the effect of *Work-Family Conflict* on the Job Stress on nurses Female Non-Civil Servant Servant Home Regional General Hospital Mataram, To determine the effect of Job Stress on *Organizational Citizenship Behavior* nurse Women Non-Civil Servant Servant Home General Hospital of Mataram, To determine the effect of *Work-Family Conflict* on *Organizational Citizenship Behavior* through Job Stress as a mediating variable in nurses Female Non-Civil Servant Servant Home Regional General Hospital of Mataram City.

## LITERATURE REVIEW

### Organizational Citizenship Behavior

*Organizational Citizenship Behavior* is an extra individual behavior, which is not directly or explicitly identified in a formal work system and which is able to increase the effectiveness of organizational functions in an aggregate (Organ, 1988). Organizations generally believe that to achieve excellence must make individual performance affect the performance of a team or work group and ultimately affect the overall performance of the organization. Indicators of measuring *Organizational Citizenship Behavior* according to Podsakoff *et al* (in Budiharjo 2004) are *Altruism, Conscientiousness, Sportmanship, Courtesy* and *Civic Virtue*.

### Work-Family Conflict

Carikci (2002, p.1) defines WFC as a conflict that occurs due to imbalances and disruptions that occur together between roles at work and in the family where an individual cannot manage the various demands that arise and is also a form of extra role conflict where work demands interfering with family demands and vice versa, for example having to spend more time at work than at home causing conflicts with husband or husband requires the wife to fulfill his obligations first to complete household chores before leaving for work. The measurement indicator variable Work-Family Conflict according to (Netemeyer, Boles, and McMurrian in Rahmawati, 2015), is the pressure of work (work demand) and the pressure of the family (family demand).

### Job Stress

Robbins (2006) defines stress as a response in adjusting which is influenced by individual differences and psychological processes, as a consequence of action. Handoko (2001) suggests stress as a condition of tension that can affect emotions, thought processes and emotional states of a person. Stress is often said to carry a negative context, but it also has a

positive value if it is still in a reasonable state, because it will increase morale in work, motivation and performance. However, some employees consider pressure from high workloads to be a positive challenge that can enrich work quality and job satisfaction (Robbins & Judge, 2009). Indicators of Job Stress measurement according to Mangkunegara (2000) namely, workload, work time, feedback obtained and responsibilities.

### Prior Studies

There have been previous studies conducted in different situations, but still relevant to the theme of this study that can be used as a reference and comparison in conducting this research. Farida (2013) conducted with the results of research showing that *Work-Family Conflict* (WFC) has a negative effect on *Organizational Citizenship Behavior* (OCB). Kuswardi and Haryanti (2014) who conducted research on female nurses at Hospital X in Semarang showed the results that *Work Family-Conflict* had a very significant negative effect on *Behavior Organizational Citizenship*. In addition Sandjaja and Handoyo (2012) conducted research on 87 permanent employees of PT. Indonesian Post Office (Persero) Surabaya 6000 shows the result that *Work-Family Conflict* has a significant negative effect on *Organizational Citizenship Behavior*. Paat and Ratnaningsih (2018) conducted on female teachers of the Vocational High School (SMKN) in Semarang District, still showed the same results where *Work Family-Conflict* had a significant negative effect on *Organizational Citizenship Behavior*. Different research results were conducted by Aurangzeb, et al, (2017) who conducted research on bank employees in the Peshawar region, Pakistan. Showing the results of research that the *Work-Family Conflict* (WFC) significantly positive effect on *Organizational Citizenship Behavior* (OCB).

Divara (2016) conducted a study to find out the effect of *Work-Family Conflict* on Job Stress, research conducted on 53 contract employees of the Bali Provincial Culture Office showed the results that *Work-Family Conflict* had a positive and significant effect on Job Stress. The same research results were also shown by Sabuhari (2016) who conducted research on mothers who worked as teachers in Ternate by showing the results of *Work-Family Conflict* that had a positive and significant effect on Job Stress. Raharjo (2013) conducted research at PT. Bank Madniri (Persero) TBK in the Surakarta region shows the results that the *Work Family-Conflict* has a significant positive effect on Job Stress. This is because the heavy workload that requires employees to do work overtime so that coming home late at night causes less attention to the family. This has the consequence that in accordance with the duties and responsibilities assumed at work in the office causes employees must change their activities in the family and make it difficult to fulfill family responsibilities.

Related to the relationship between Job Stress and *Organizational Citizenship Behavior*, some previous studies are presented as follows. Research conducted by Pemayun and Wibawa (2017) at the Bali Provincial Government Cooperative Service with 80 respondents showed that Job Stress had a negative and significant effect on *Organizational Citizenship Behavior*. These results indicate that the higher the Job Stress felt by employees, the lower the application of *Organizational Citizenship Behavior*. Setyanto (2018) conducted a study at Bank BNI Syariah Surakarta to obtain results that Job Stress negatively affected *Organizational Citizenship Behavior*. The results obtained are due to the emergence of stress due to the inability to carry out tasks and responsibilities, so that *Organizational Citizenship Behavior* decreases. In addition, research with the same results was also carried out by Jumaidi and Nugrahati (2018) at PT. MultitekIndopanca Jakarta by showing the results that Job Stress has a significant negative effect on *Organizational Citizenship Behavior*. Prasasti and Yuniawan (2017) support the results of other studies with the results of Job Stress significantly negative effect on *Organizational Citizenship Behavior* which means, the higher the stress level of an employee, the lower the level of concern for things outside of his professional obligations.

### **Effect of Work-Family Conflict on Organizational Citizenship Behavior**

Several factors that influence OCB behavior include *mood* and individual characteristics that originate from within the individual. This is indirectly related to the lives of each individual. The life of the individual who becomes the greatest influence in undergoing various activities is the family. Currently more and more married couples are working (*two career couples*). Unfortunately, there are many couples, especially women, who are unable to balance family life and work life so that conflicts often arise which certainly hurt themselves and others (Soepatini, 2002). This conflict is often referred to as *Work Family-Conflict* (WFC).

In line with research conducted by Sandjaja and Handoyo (2012) that WFC influences OCB behavior. The lower the conflict experienced in both family and work, the higher the employee is bound to OCB and vice versa. In addition, Organ (2006) also suggests that individuals who can divide their time in equal proportions between work and family seem to tolerate less than ideal conditions in the organization without making many complaints.

A number of problems in the family make an employee become lazy at work and tend to have a *helping behavior* that is low or reluctant to provide assistance to colleagues because of a bad mood. If an employee has a low WFC then OCB behavior will certainly arise so that employees have more volunteerism in helping and helping fellow colleagues.

### **Effect of Work Family Conflict (WFC) on Job Stress**

Role theory explains that individual role conflict occurs when expectations in terms of performance of one role create difficulties in other roles (Katz and Kahn, 1978 in Judge et al, 1994). One form of role conflict is dual role conflict, namely WFC. Role conflict that occurs in the WFC is where there are conflicts or demands between roles in the family and work that interfere with each other, both families that interfere with work or vice versa.

The two components of WFC, namely *work interference with family* (WIF) and *family interference with work* (FIW) both can cause Job Stress (Judge et al, 1994). Furthermore Judge et al stated that the WIF component tends to be more likely to cause Job Stress because when work matters interfere with family life, there is often pressure on individuals to reduce the time spent at work and provide more time for the family. Similarly, the FIW component can cause Job Stress due to the large amount of time spent gathering with family causing the lack of time needed to handle work affairs and both components potentially cause Job Stress.

There is plenty of evidence to explain that pressure between family and work roles can lead to physical and psychological decline in employees (Bedeian et al in Thomas and Ganster, 1995). Kahn, et al in Thomas and Ganster (1995) use role theory in explaining the pressure that is commonly referred to as *inter-role conflict*. Conflict between roles occurs when the implementation of one role makes it difficult to carry out the other roles. Pressure to balance these two roles can cause stress. Quinn and Staines (in Thomas and Ganster, 1995) explained in their survey on *work-family conflict* that 38 percent of men and 43 percent of women who were married and had jobs and children reported experiencing *work-family conflict*.

### **Effect of Job Stress on Organizational Citizenship Behavior (OCB)**

According to Organ, Podsakoff and MacKenzie, (2006) stress can affect *Organizational Citizenship Behavior behavior* because, if an employee feels stressed then the attitude or behavior of *Organizational Citizenship Behavior* towards other employees will decrease. Vice versa if an employee feels satisfied / does not feel Job Stress then the attitude or behavior of *Organizational Citizenship Behavior* towards other employees will increase. In line with the Purwanti and MafiztunTosi (2016) states that the higher the stress of work it will decrease the behavior of Organizational Citizenship Behavior. Thus Job Stress has a relationship with *Organizational Citizenship Behavior behavior*. Paille Research (2011) states that Job Stress has a negative and significant effect on *Organizational Citizenship Behavior behavior*. This finding is reinforced by the results of Cahyono's research (2015) which states that Job Stress has a negative and significant effect on *Organizational Citizenship Behavior behavior*.

## RESEARCH METHODS

### The Study and Data Collection Instrument

The data collection method used in this study is the sample survey method. According to Nazir (2005: 217) survey study is a procedure in which only a portion of the population is taken and is used to determine the desired traits and characteristics of the population. Furthermore, the questionnaire in this study adopted from several previous studies. The questionnaire used to measure Organizational Citizenship Behavior (OCB) was based on Organs, Podsakoff, and MacKenzie(2006). The questionnaire used to measure Work-Family Conflict (WFC) was based on Netemeyer et al (2004). And the questionnaire used to measure Job Stress was based on Mangkunegara (2006).

### Population and Research Samples

The population in this study are all nurses Non-Civil Servant Servant District General Hospital Mataram. As for the number of Non-Civil Servant Servant nurses in the Mataram City Regional General Hospital, 361 consisted of 153 men and 208 women. *Purposive sampling* was used. *In purposive sampling*, the determination of sample criteria is chosen on the basis of the suitability of the sample characteristics with predetermined sample selection criteria.

### Data Types and Sources

Basically the data collected is qualitative data, then converted to quantitative by giving a score obtained from respondents' answers on the questionnaire used. Data in this study was obtained through two (2) sources, including primary data and secondary data.

### Research variable

The variable in this study is the *dependent variable* is a variable that is influenced by the independent variable, namely Organizational Citizenship Behavior (Y). The Independent Variable or X variable is the variable that influences other variables in this case is Work-Family Conflict and the mediating variable (Z) is the Work Stress variable.

### Data Analysis Procedure

This study was analyzed using descriptive statistics which are the most basic analysis to describe data in general. Furthermore, multiple linear regression analysis is used to analyze the relationship and influence between variables in this study The prepared regression analysis was performed with the help of *Smart PLS* software.



## RESULTS AND DISCUSSION

### Outer Model

The outer model or measurement model defines how each block of indicators relates to its latent variable. There are three criteria to assess the outer model, namely convergent and discriminant validity of the indicator and composite reliability for the indicator block.

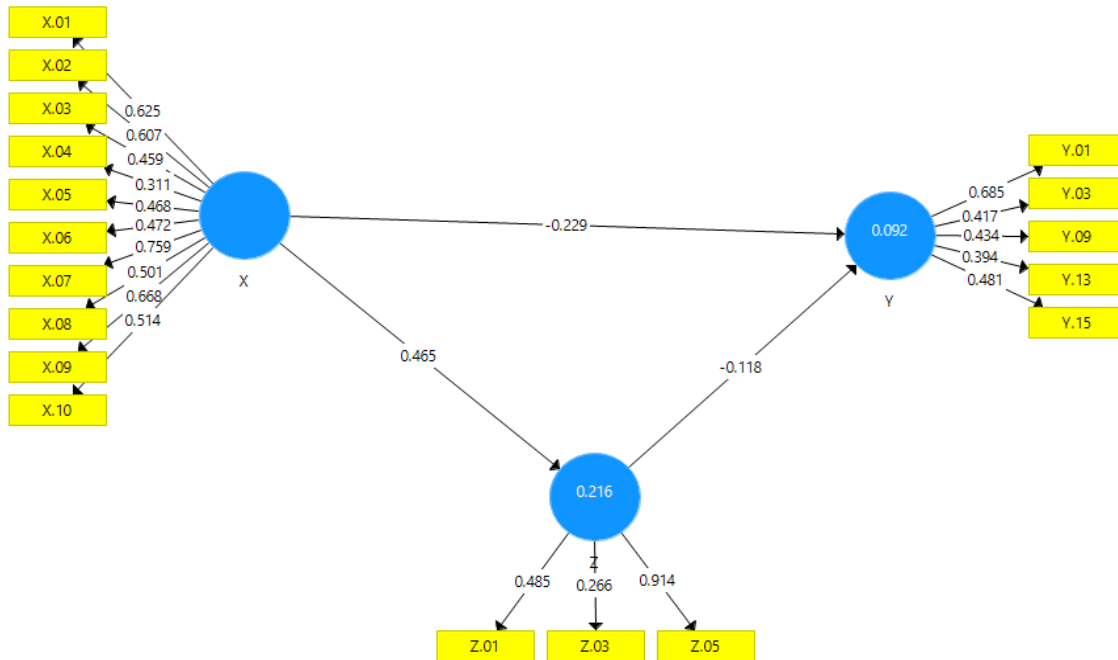
Table 1 Outer Loadings (Measurement Model)

No.	Variable	Item	Outer Loadings
1.	<i>Work-Family Conflict (X)</i>	X1.1	0.625
		X1.2	0.616
		X1.3	0.457
		X1.4	0.445
		X1.5	0.502
		X1.6	0.371
		X1.7	0.728
		X1.8	0.551
		X1.9	0.671
		X1.10	0.522
2	<i>Organizational Citizenship Behavior (Y)</i>	Y1.1	0.384
		Y1.2	-0.400
		Y1.3	0.308
		Y1.4	-0.125
		Y1.5	-0.505
		Y1.6	0.156
		Y1.7	-0.295
		Y1.8	-0.214
		Y1.9	0.188
		Y1.10	-0.275
		Y1.11	-0.257
		Y1.12	0.178
		Y1.13	0.340
		Y1.14	-0.006
		Y1.15	0.331
3.	<i>Job Stress (Z)</i>	Z1.1	0.353
		Z1.2	0.058
		Z1.3	0.438
		Z1.4	-0.411
		Z1.5	0.795
		Z1.6	0.190

Based on the outer loadings table above, it can be seen that items from the Work-Family Conflict , Work Stress and Organizational Citizenship Behavior indicators will be dropped (discarded) ie Y2, Y4, Y5, Y6, Y7, Y8, Y10, Y11, Y14, Y14, Z2 , Z4, and Z6 because they have

a loading value of less than 0.3 and are then re-estimated. Outer loading construct value after re-estimation is greater than 0,3. This shows that all indicators used are valid. Here is a picture of the outer loading construct value after re-estimation.

Figure 1 Modeling Path Diagram and Re-Estimated Outer Loadings Value



**Discriminant Validity Test**

Discriminant validity test is used to see whether an indicator of a particular latent variable is different from the indicators of other latent variables, so that the indicator is considered feasible to explain the latent variable

Table 2 Values of Square Root of Average Variance Extract (AVE) Latent Research Variables

	<b>AVE</b>	$\sqrt{\text{AVE}}$	<b>Status</b>
<b>Work-Family Conflict</b>	0.304	0.551	Valid
<b>Job Stress</b>	0.244	0.493	Valid
<b>Organizational Citizenship Behavior</b>	0.380	0.616	Valid

Based on the discriminant validity test in it can be seen that each AVE root is greater than 0,5 so it can be concluded that the variables used in the study are valid. All variables analyzed are greater than the highest correlation value between each independent variable with other variables.

### **Composite Reliability Test**

Variables are said to have high reliability if the composite reliability value is above 0,70 presents the composite reliability values.

Table 3 Composite Reliability Values

<b>Variable</b>	<b>Composite Reliability</b>
<i>Work-Family Conflict</i>	0.806
<i>Job Stress</i>	0.598
<i>Organizational Citizenship Behavior</i>	0.606

### **Inner Model**

An assessment of the structural model or inner model is carried out to see the relationship between the constructs, the significance value and the R-Square research model

Table 4 R-Square values of the dependent construct

<b>Variable</b>	<b>R-Square Adjusted</b>
<i>Job Stress (Z)</i>	0.072
<i>Organizational Citizenship Behavior (Y)</i>	0.208

Value Q-Square is known of 0.4 or 40% for the Work-Family Conflict as independent variables which give effect to the Organizational Citizenship Behavior through Job Stress by 40% indicates that the model has predictive relevance because it has a value greater than zero, meaning the good and feasible to be used in predictions. Based on the results of this calculation also gives the meaning that there are still 60% of other variables that can affect the Organizational Citizenship Behavior of Non-Civil Servant Servant Female Nurses in Mataram City Regional Hospital outside the model not examined, for example leadership, compensation, organizational culture, burnout , and work environment .

### **Hypothesis Test 1**

Hypothesis 1 stated that the Work-Family Conflict impact negatively on Organizational Citizenship Behavior. Test results on the parameter coefficient between Work-Family Conflict on Organizational Citizenship Behavior showed a negative influence with a coefficient of -0.284 and a value of 0.184 indicates the effect was not significant. The p value is above the value  $\alpha = 0,10$ . Thus  $H_a$  is accepted. This shows that Work-Family Conflict has a negative and not significant effect on Organizational Citizenship Behavior.

**Hypothesis Test 2**

Hypothesis 2 states that Work-Family Conflict has a positive effect on Job Stress. The test results on the parameter coefficient between Work-Family Conflict on Work Stress showed a positive influence with a coefficient of 0.465 and a p value of 0.000 showed a significant effect. The p value is below the value  $\alpha = 0,10$ . Thus  $H_a$  was accepted. This shows that Work-Family Conflict has a positive and significant effect on Job Stress.

**Hypothesis Test 3**

Hypothesis 3 states that Job Stress negatively influences Organizational Citizenship Behavior. The test results on the parameter coefficient between Job Stress on Organizational Citizenship Behavior showed a positive influence with a coefficient of -0.118 and a p value of 0.586 showed no significant effect. The p value is above the value  $\alpha = 0,10$ . Thus  $H_a$  was rejected. This shows that Work Stress has a negative but not significant effect on Organizational Citizenship Behavior. So, if the work stress owned by Non-Civil ServantServant female nurses in Mataram City Regional General Hospital is low, the Organizational Citizenship Behavior will increase and vice versa if the work stress owned by Non-Civil ServantServant female nurses in Mataram City Regional General Hospital is high, the Organizational Citizenship Behavior will be low.

**Hypothesis Test 4**

The magnitude of the coefficient value of the Work-Family Conflict pathway towards Organizational Citizenship Behavior with Work Stress as a mediating variable is  $(0.465 \times -0.118) = -0.055$ . To see more clearly mediating variables / indirect effects between Work-Family Conflict independent variables on Organizational Citizenship Behavior with Work Stress as Intervening variables.

Table 5 Calculation of Variable Mediation / Indirect Effects

Influence of Variables	Calculation	Path Coefficient Value
<b>Direct Effect</b>		
Work-Family Conflict (X) → Organizational Citizenship Behavior (Y)	-	-0.284
Work-Family Conflict (X) → Job Stress (Z)	-	0.465
Job Stress (Z) → Organizational Citizenship Behavior (Y)	-	-0.118
<b>Indirect Effect</b>		
Work-Family Conflict (X) → Job Stress (Z) → Organizational Citizenship Behavior (Y)	$(0.465 \times -0.118)$	-0.055

Based on the table above, it can be seen that Job Stress does not have a mediating effect on the effect of Work-Family Conflict on Organizational Citizenship Behavior for Non-Civil ServantFemale Nurses in Mataram City Regional General Hospital

## CONCLUSIONS AND IMPLICATIONS

Based on the results of research on respondents of 96 Non-Civil ServantFemale Nurses of Mataram City Regional General Hospital regarding the effect of *Work-Family Conflict* on *Organizational Citizenship Behavior* with Work Stress as a mediating variable, it can be summarized several things as follows *Work-Family Conflict* has a negative effect and does not significant towards *Organizational Citizenship*. *Work-Family Conflict* has a positive and significant effect on Job Stress. Job Stress has a negative but not significant effect on *Organizational Citizenship Behavior*. This means that the higher the level of work stress of nurses does not always have an impact on the decline in the *Organizational Citizenship Behavior* of Non-Civil ServantFemale nurses at the Mataram City Regional General Hospital. Work stress does not function as a mediating variable on the effect of *Work-Family Conflict* on the decrease in *Organizational Citizenship Behavior* for Non-Civil ServantFemale Nurses in Mataram City Regional Public Hospital, in other words *Work-Family Conflict* is able to negatively and insignificantly influence *Organizational Citizenship Behavior* for nurses without passing through Job Stress.

The results of this study are expected to be empirical evidence related to *Work-Family Conflict*, Job Stress and *Organizational Citizenship Behavior* in the field of health services. Further research needs to be done on *Organizational Citizenship Behavior* by taking into account other variables such as personality type, job satisfaction, leadership style, organizational commitment and many others.

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