

HOW INDIVIDUALIZED CONSIDERATION ENHANCES WORK-LIFE BALANCE: THE MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND THE MODERATING EFFECT OF WORK OVERLOAD

Zainal Arifin¹, Fauji Sanusi², Wawan Ichwanudin³, Moh. Mukhsin⁴,
Wawan Prahiaawan⁵, Yanto Azie setya⁶

¹ Magister Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Sultan Ageng Tirtayasa

²⁻⁶ Fakultas Ekonomi dan Bisnis, Universitas Sultan Ageng Tirtayasa

E-mail: ^{1*} wongjenu@gmail.com

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Abstract

Maintaining employees' Work-Life Balance (WLB) remains a major challenge for organizations operating under high operational demands. This study examines the effect of Individualized Consideration on Work-Life Balance through Organizational Citizenship Behavior (OCB), with Work Overload as a moderating variable. A quantitative explanatory approach was employed using a census survey involving 149 operational employees at PT PLN (Persero) UPT Cikupa, Indonesia. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4. The findings reveal that Individualized Consideration has a positive and significant effect on Organizational Citizenship Behavior but does not have a significant direct effect on Work-Life Balance. Organizational Citizenship Behavior, in turn, has a positive and significant effect on Work-Life Balance and fully mediates the relationship between Individualized Consideration and Work-Life Balance. Meanwhile, Work Overload does not significantly moderate the relationship between Individualized Consideration and Work-Life Balance. These findings demonstrate that individualized leadership contributes to employees' Work-Life Balance primarily through the development of Organizational Citizenship Behavior rather than through a direct mechanism, particularly in a high-demand operational environment. Practically, the study suggests that organizations should strengthen Organizational Citizenship Behavior by fostering collaboration, voluntary support, and constructive interpersonal behavior among employees, rather than relying solely on individualized leadership practices to improve Work-Life Balance.

Keywords: Individualized Consideration, Organizational Citizenship Behavior, Work-Life Balance, Work Overload, SEM-PLS.

1. INTRODUCTION

Work-Life Balance has become an increasingly important issue in human resource management because it influences employees' well-being, job satisfaction, organizational commitment, and organizational performance. In today's highly competitive work environment, employees are expected not only to achieve high levels of productivity but also to maintain a healthy balance between their professional responsibilities and personal lives. According to the Conservation of Resources (COR) Theory, individuals continuously strive to acquire, preserve, and protect valuable resources, such as time, energy, and emotional stability. When work demands exceed the available resources, employees become more vulnerable to stress, burnout, and work-life imbalance (Hobfoll et al., 2018).

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The challenge of maintaining Work-Life Balance is particularly evident in organizations operating under high operational demands, including the electricity transmission sector. Employees in this sector are responsible for maintaining the continuity and reliability of electricity transmission systems while carrying out preventive maintenance, corrective maintenance, emergency restoration, and infrastructure inspections. These responsibilities frequently require employees to work beyond regular working hours, including weekends and public holidays. From the perspective of the Job Demands–Resources (JD-R) Model, excessive job demands may gradually deplete employees' physical and psychological resources when they are not supported by adequate organizational resources (Bakker & Demerouti, 2007; Schaufeli, 2017).

According to internal operational reports and workforce planning documents of PT (Persero) PLN UPT Cikupa, the unit represents one of Indonesia's strategic electricity transmission units responsible for maintaining transmission system reliability in the Banten region. The unit manages 23 substations, 1,156 transmission towers, more than 716 kilometers of transmission lines, and 70 cable joints distributed across several operational areas. The internal operational records further indicate that 77 maintenance activities were conducted during weekends between August 2024 and September 2025, while the average staffing gap reached approximately 77.3% of the ideal workforce requirement. These operational conditions require employees to perform responsibilities beyond normal organizational capacity and illustrate the challenges of maintaining Work-Life Balance in a high-demand operational environment.

Leadership has been widely recognized as an important organizational resource for helping employees cope with demanding work environments. One dimension of transformational leadership, Individualized Consideration, emphasizes individualized attention, coaching, mentoring, and recognition of employees' unique needs and capabilities (Bass & Riggio, 2006). Leaders who demonstrate Individualized Consideration are expected to strengthen employees' psychological resources, encourage professional development, and create a supportive work environment. Consistent with this perspective, previous studies have reported that transformational leadership positively contributes to employees' Work-Life Balance by increasing perceived support and reducing work-related strain (Gomes et al., 2020; Hayati, 2022).

However, previous empirical findings regarding the relationship between Individualized Consideration and Work-Life Balance remain inconsistent. Several studies have demonstrated that transformational leadership significantly improves employees' Work-Life Balance (Gomes et al., 2020; Hayati, 2022; Sani et al., 2024). In contrast, other studies reported that leadership support does not significantly influence Work-Life Balance, particularly in work environments characterized by intensive operational demands and high workloads (Vanesa et al., 2022; Adil & Vapur, 2023; Buonomo et al., 2024). These contradictory findings indicate that the direct relationship between Individualized Consideration and Work-Life Balance is still inconclusive and that additional explanatory mechanisms should be explored.

One possible explanation for these inconsistent findings is that leadership may influence Work-Life Balance indirectly through employees' voluntary work behaviors. Based on Social Exchange Theory, employees who receive support and individualized attention from their supervisors tend to reciprocate by displaying behaviors that benefit the organization

beyond formal job requirements (Blau, 1964). These discretionary behaviors are conceptualized as Organizational Citizenship Behavior (OCB), including helping colleagues, maintaining harmonious interpersonal relationships, and voluntarily contributing to organizational effectiveness (Organ, 2009). Previous studies have shown that supportive leadership encourages Organizational Citizenship Behavior, which subsequently improves employee well-being and organizational outcomes (Hermanto et al., 2024; Prasad et al., 2024). Therefore, Organizational Citizenship Behavior is expected to mediate the relationship between Individualized Consideration and Work-Life Balance.

Furthermore, this study incorporates Work Overload as a moderating variable based on the Job Demands–Resources (JD-R) Model. Employees experiencing excessive workloads continuously expend physical and psychological resources, which may reduce the effectiveness of organizational support (Bakker et al., 2023). Consequently, although supervisors demonstrate Individualized Consideration, its contribution to employees' Work-Life Balance may vary according to the level of Work Overload experienced by employees. Examining this moderating mechanism is particularly relevant in the electricity transmission sector, where employees routinely face demanding operational responsibilities.

This study addresses three important research gaps. First, an empirical gap exists because previous studies have reported inconsistent findings regarding the effect of Individualized Consideration on Work-Life Balance. Second, a theoretical gap remains because prior research has generally examined leadership, Organizational Citizenship Behavior, and Work-Life Balance separately, whereas limited studies have integrated the Conservation of Resources Theory, Social Exchange Theory, and the Job Demands–Resources Model within a single analytical framework. Third, a contextual gap exists because empirical evidence from Indonesia's electricity transmission sector remains limited despite its unique characteristics, including continuous operations, extensive infrastructure, and high safety requirements. Addressing these gaps, this study develops an integrated model by examining the mediating role of Organizational Citizenship Behavior and the moderating role of Work Overload in the relationship between Individualized Consideration and Work-Life Balance among operational employees of PT PLN (Persero) UPT Cikupa.

2. RESEARCH METHOD

This study employed a quantitative explanatory research design to examine the relationships among Individualized Consideration (IC), Organizational Citizenship Behavior (OCB), Work-Life Balance (WLB), and Work Overload (WO) among employees of PT PLN (Persero) Unit Pelaksana Transmisi (UPT) Cikupa, Indonesia. The initial population consisted of 157 employees working at PT PLN (Persero) UPT Cikupa. After applying the inclusion criteria, 149 operational employees who were directly involved in electricity transmission activities were considered eligible to participate. A census approach was employed for these eligible respondents. Accordingly, 149 questionnaires were distributed, all 149 questionnaires were returned and deemed valid for analysis, resulting in a response rate of 100%. The inclusion criteria required respondents to be operational employees actively involved in preventive maintenance, corrective maintenance, inspections, and emergency restoration activities. The questionnaire measured four latent constructs using a ten-point Likert scale ranging from 1 (strongly disagree) to 10 (strongly agree). The measurement items

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for Individualized Consideration were adapted from Bass and Riggio (2006), Organizational Citizenship Behavior from Organ (2009), Work-Life Balance was developed based on the dimensions proposed by Greenhaus et al. (2003) and operationalized using the framework of Fisher et al. (2009), while Work Overload was measured based on the Job Demands–Resources (JD-R) Model proposed by Bakker and Demerouti (2007).

Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4, which is appropriate for analyzing complex relationships involving direct, mediating, and moderating effects among latent constructs (Hair et al., 2019). The measurement model was evaluated through indicator reliability using outer loadings, convergent validity using the Average Variance Extracted (AVE), discriminant validity using the Heterotrait–Monotrait (HTMT) ratio and the Fornell–Larcker criterion, and internal consistency using Cronbach's Alpha and Composite Reliability. The structural model was subsequently assessed using collinearity statistics (VIF), the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and bootstrapping procedures to evaluate the proposed direct, indirect, and moderating relationships.

3. RESULTS AND DISCUSSION

A total of 149 valid questionnaires were included in the analysis. All respondents were operational employees of PT PLN (Persero) Unit Pelaksana Transmisi (UPT) Cikupa. The respondents consisted entirely of male employees (100%). Based on age, 72 respondents (48.3%) were between 20 and 30 years old, 55 respondents (36.9%) were between 31 and 40 years old, 16 respondents (10.7%) were between 41 and 50 years old, and 6 respondents (4.0%) were over 50 years old. Overall, these respondents represent the operational workforce responsible for electricity transmission activities at PT PLN UPT Cikupa.

Measurement Model Evaluation

Prior to testing the structural model, the measurement model was evaluated to ensure that all constructs met the required validity and reliability criteria. Convergent validity was assessed using outer loadings and the Average Variance Extracted (AVE), whereas internal consistency reliability was evaluated using Cronbach's Alpha and Composite Reliability. Discriminant validity was examined using the Heterotrait–Monotrait Ratio (HTMT) and supported by the Fornell–Larcker criterion (Hair et al., 2019).

The indicator reliability assessment showed that almost all measurement items achieved outer loading values above the recommended threshold of 0.70. Two indicators, namely *Individualized Treatment* (0.633) and *Conscientiousness* (0.518), obtained loading values between 0.40 and 0.70. However, these indicators were retained because the AVE and reliability values of their respective constructs satisfied the recommended criteria. Therefore, all indicators were retained for further analysis.

The convergent validity and reliability results are presented in Table 1. All constructs achieved AVE values above the recommended threshold of 0.50, ranging from 0.568 to 0.745. In addition, Cronbach's Alpha values ranged from 0.798 to 0.913, while Composite Reliability values ranged from 0.863 to 0.936, indicating satisfactory internal consistency reliability. These findings confirm that all latent constructs were valid and reliable for subsequent structural model evaluation.

Table 1. Convergent Validity and Reliability

Construct	AVE	Cronbach's Alpha	Composite Reliability
Individualized Consideration	0.568	0.798	0.863
Organizational Citizenship Behavior	0.578	0.804	0.867
Work-Life Balance	0.717	0.901	0.927
Work Overload	0.745	0.913	0.936

Source: SmartPLS 4 Data Processing, 2026.

Discriminant validity was further evaluated using the HTMT criterion. As shown in Table 2, all HTMT values were below the recommended threshold of 0.90, indicating that each construct was empirically distinct from the others. The highest HTMT value was observed between Individualized Consideration and Organizational Citizenship Behavior (0.860), which remained below the cut-off value of 0.90. These findings demonstrate that the measurement model possesses adequate discriminant validity. The Fornell–Larcker criterion also confirmed discriminant validity, as the square root of the AVE for each construct exceeded its correlations with the remaining constructs.

Table 2. Heterotrait–Monotrait Ratio (HTMT)

Construct	Individualized Consideration	Organizational Citizenship Behavior	Work Overload	Work-Life Balance
Individualized Consideration	–			
Organizational Citizenship Behavior	0.860	–		
Work Overload	0.410	0.321	–	
Work-Life Balance	0.562	0.683	0.149	–

Source: SmartPLS 4 Data Processing, 2026.

Overall, the results indicate that the measurement model satisfies the requirements for convergent validity, discriminant validity, and internal consistency reliability. Therefore, all constructs were considered appropriate for evaluating the structural model and testing the proposed hypotheses.

Structural Model Evaluation

After confirming that the measurement model met the validity and reliability requirements, the structural model was evaluated by assessing multicollinearity, explanatory power, predictive relevance, and effect size. Multicollinearity was examined using the Variance Inflation Factor (VIF), while the explanatory power of the model was evaluated using the coefficient of determination (R^2). Furthermore, predictive relevance (Q^2) and effect size (f^2) were assessed to determine the model's predictive capability and the contribution of each exogenous construct to the endogenous variables.

The multicollinearity assessment indicated that all predictor constructs had VIF values below the recommended threshold of 5.00, ranging from 1.000 to 2.690. These findings indicate that multicollinearity was not present in the proposed structural model. Regarding explanatory power, the R^2 value for Organizational Citizenship Behavior was 0.598, indicating that Individualized Consideration explained 59.8% of the variance in Organizational

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Citizenship Behavior. Meanwhile, the R^2 value for Work-Life Balance was 0.409, suggesting that Individualized Consideration, Organizational Citizenship Behavior, Work Overload, and their interaction explained 40.9% of the variance in Work-Life Balance. According to Hair et al. (2019), these values indicate that the model possesses moderate explanatory power.

The predictive relevance analysis produced a Q^2 value of 0.762, which is substantially greater than zero, indicating that the structural model has good predictive capability. Furthermore, the effect size analysis showed that the relationship between Individualized Consideration and Organizational Citizenship Behavior had a large effect ($f^2 = 1.485$), whereas the effect of Organizational Citizenship Behavior on Work-Life Balance was moderate ($f^2 = 0.229$). In contrast, the effects of Individualized Consideration, Work Overload, and the interaction between Work Overload and Individualized Consideration on Work-Life Balance were classified as very small, indicating limited contributions to the predictive power of the model. Overall, these findings demonstrate that the proposed structural model is appropriate for hypothesis testing.

Table 3. Structural Model Evaluation

Evaluation	Indicator	Result	Interpretation
Multicollinearity	IC → OCB	1.000	No multicollinearity
	IC → WLB	2.690	No multicollinearity
	OCB → WLB	2.506	No multicollinearity
	WO → WLB	1.175	No multicollinearity
	WO × IC → WLB	1.107	No multicollinearity
Coefficient of Determination (R^2)	OCB	0.598	Moderate
	WLB	0.409	Moderate
Predictive Relevance (Q^2)	Model	0.762	Good predictive relevance
Effect Size (f^2)	IC → OCB	1.485	Large
	IC → WLB	0.002	Very small
	OCB → WLB	0.229	Moderate
	WO → WLB	0.001	Very small
	WO × IC → WLB	0.004	Very small

Source: SmartPLS 4 Data Processing, 2026.

Hypothesis Testing

The proposed hypotheses were evaluated using the bootstrapping procedure in SmartPLS 4. Hypotheses were considered significant when the t-statistic exceeded 1.96 and the p-value was below 0.05 (Hair et al., 2019). The results of the direct, indirect, and moderating effect analyses are presented in the following tables.

Table 4. Direct Effects

Hypothesis	Relationship	B	t-value	p-value	Decision
H1	IC → OCB	0.773	19.001	0.000	Supported
H2	IC → WLB	0.062	0.347	0.729	Not Supported
H3	OCB → WLB	0.582	2.913	0.004	Supported

Source: SmartPLS 4 Data Processing, 2026.

The results indicate that Individualized Consideration has a positive and significant effect on Organizational Citizenship Behavior ($\beta = 0.773$, $p < 0.001$), supporting H1. However, the direct effect of Individualized Consideration on Work-Life Balance is not statistically significant ($\beta = 0.062$, $p = 0.729$); therefore, H2 is rejected. In contrast, Organizational Citizenship Behavior has a positive and significant effect on Work-Life Balance ($\beta = 0.582$, $p = 0.004$), supporting H3. These findings suggest that employees' extra-role behaviors contribute more directly to improving work-life balance than individualized leadership alone.

Table 5. Indirect Effect

Hypothesis	Relationship	B	t-value	p-value	Decision
H4	IC $\rightarrow$ OCB $\rightarrow$ WLB	0.450	2.738	0.006	Supported

Source: SmartPLS 4 Data Processing, 2026.

The mediation analysis demonstrates that Organizational Citizenship Behavior significantly mediates the relationship between Individualized Consideration and Work-Life Balance ($\beta = 0.450$, $p = 0.006$), supporting H4. Since the direct effect of Individualized Consideration on Work-Life Balance is insignificant while the indirect effect is significant, Organizational Citizenship Behavior functions as a full mediator in this relationship. These findings indicate that individualized leadership contributes to employees' work-life balance primarily by encouraging voluntary behaviors that support organizational effectiveness.

Table 6. Moderating Effect

Hypothesis	Relationship	B	t-value	p-value	Decision
H5	WO $\times$ IC $\rightarrow$ WLB	-0.041	0.488	0.625	Not Supported

Source: SmartPLS 4 Data Processing, 2026.

Contrary to expectations, Work Overload does not significantly moderate the relationship between Individualized Consideration and Work-Life Balance ($\beta = -0.041$, $p = 0.625$). This finding indicates that the influence of supportive leadership on employees' Work-Life Balance remains relatively stable regardless of the perceived level of Work Overload. One possible explanation is that high workload has become a normal and inherent characteristic of operational work in the electricity transmission sector. Consequently, the variation in perceived Work Overload may not be sufficient to strengthen or weaken the influence of Individualized Consideration on Work-Life Balance. Future studies may examine other contextual moderators, such as job autonomy, schedule flexibility, or perceived organizational support, to better explain when leadership contributes to employees' Work-Life Balance.

DISCUSSION

The Effect of Individualized Consideration on Organizational Citizenship Behavior

The present study demonstrates that Individualized Consideration significantly enhances Organizational Citizenship Behavior (OCB) among operational employees of PT PLN UPT Cikupa. This finding indicates that leaders who recognize employees' individual needs, provide coaching and mentoring, and support personal development create a work environment that encourages employees to perform beyond their formal job responsibilities. Rather than merely complying with organizational rules, employees become more willing to voluntarily assist colleagues, share knowledge, and contribute to organizational effectiveness.

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From the perspective of Social Exchange Theory (Blau, 1964), employees tend to reciprocate favorable treatment received from their supervisors by displaying positive discretionary behaviors. Individualized attention from leaders strengthens employees' perception of organizational support, creating a sense of obligation to contribute beyond contractual responsibilities. Consequently, Organizational Citizenship Behavior emerges as a reciprocal response to supportive leadership practices rather than as a formally assigned duty.

These findings reinforce previous empirical evidence reported by Hermanto et al. (2024), who found that transformational leadership positively influences Organizational Citizenship Behavior. Likewise, Prasad et al. (2024) emphasized that employees demonstrating higher levels of OCB contribute to organizational effectiveness and psychological well-being. The present study extends this evidence by confirming that the positive relationship also exists within Indonesia's electricity transmission sector, where operational reliability depends heavily on cooperation and voluntary employee contributions.

The Effect of Individualized Consideration on Work-Life Balance

Unlike its significant influence on Organizational Citizenship Behavior, Individualized Consideration does not directly improve Work-Life Balance. This finding suggests that supportive leadership alone is insufficient to help employees maintain a balance between work and personal life in highly demanding operational environments.

This result can be interpreted using the Conservation of Resources (COR) Theory (Hobfoll et al., 2018), which argues that employees require sufficient resources to prevent resource depletion caused by excessive work demands. Although supervisors may provide emotional support and developmental opportunities, employees remain exposed to operational responsibilities such as scheduled maintenance, emergency restoration, and transmission reliability management. These responsibilities consume substantial time and energy, thereby limiting the direct contribution of leadership to employees' work-life balance.

Unlike employees in service-oriented organizations, operational personnel at PT PLN UPT Cikupa work under fixed maintenance schedules, emergency response obligations, and strict safety procedures. Consequently, employees' ability to maintain Work-Life Balance is influenced more strongly by operational characteristics than by leadership behavior alone. This organizational context provides a plausible explanation for why the direct relationship between Individualized Consideration and Work-Life Balance was statistically insignificant.

The findings are consistent with Adil and Vapur (2023), Vanesa et al. (2022), and Buonomo et al. (2024), who reported that transformational leadership does not always translate into better Work-Life Balance under demanding working conditions. However, the findings differ from Gomes et al. (2020), Hayati (2022), and Sani et al. (2024), suggesting that the effectiveness of leadership depends on organizational context and the availability of supporting resources.

The Effect of Organizational Citizenship Behavior on Work-Life Balance

The findings reveal that Organizational Citizenship Behavior significantly improves Work-Life Balance. Employees who voluntarily cooperate with colleagues, demonstrate responsibility beyond formal job requirements, and actively support organizational objectives tend to experience a healthier balance between their work and personal lives.

One possible explanation is that Organizational Citizenship Behavior creates a more supportive and collaborative working environment. When employees willingly assist one another, workloads can be distributed more effectively, interpersonal conflicts are reduced, and operational activities become more coordinated. Such conditions enable employees to complete their tasks more efficiently while preserving sufficient time and psychological resources for their personal and family lives.

This finding supports Social Exchange Theory, which explains that reciprocal helping behaviors strengthen interpersonal relationships and enhance organizational functioning. The result is also consistent with Prasad et al. (2024), who found that Organizational Citizenship Behavior contributes positively to employees' psychological well-being. Within PT PLN UPT Cikupa, where operational activities rely heavily on teamwork and coordination, voluntary employee cooperation appears to play a crucial role in maintaining both operational performance and Work-Life Balance.

The Mediating Role of Organizational Citizenship Behavior

An important contribution of this study is the finding that Organizational Citizenship Behavior fully mediates the relationship between Individualized Consideration and Work-Life Balance. Although Individualized Consideration does not directly improve Work-Life Balance, it strengthens Organizational Citizenship Behavior, which subsequently enhances employees' ability to balance work and personal life.

This finding suggests that leadership influences employee well-being indirectly through behavioral mechanisms rather than through direct psychological effects. In other words, Individualized Consideration alone is not a sufficient organizational resource to improve employees' Work-Life Balance. Instead, leadership must first foster a cooperative work climate by encouraging Organizational Citizenship Behavior, which then contributes to employees' Work-Life Balance. This finding is consistent with Social Exchange Theory, which posits that employees who receive individualized support from their leaders reciprocate through voluntary and cooperative behaviors that benefit the organization. Therefore, Organizational Citizenship Behavior functions as a strategic pathway through which leadership practices are translated into employee well-being.

The finding complements the work of Hermanto et al. (2024) by demonstrating that positive organizational behavior serves as an important mechanism linking leadership and employee outcomes. It also extends Social Exchange Theory by showing that reciprocal behaviors generated through supportive leadership ultimately contribute to employees' quality of work life.

The Moderating Role of Work Overload

Contrary to expectations, Work Overload does not significantly moderate the relationship between Individualized Consideration and Work-Life Balance. This finding indicates that the influence of supportive leadership on employees' Work-Life Balance remains relatively stable regardless of perceived workload.

Based on the Job Demands–Resources (JD-R) Theory, excessive job demands generally weaken employee well-being when organizational resources are insufficient (Bakker et al., 2023). However, the operational context of PT PLN UPT Cikupa differs from many

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previous research settings. Employees routinely perform their duties under standardized operating procedures, fixed maintenance schedules, and stringent safety regulations. Consequently, workload tends to be perceived as an inherent characteristic of the profession rather than as an exceptional condition that alters employees' responses to leadership.

These findings imply that improving Work-Life Balance within electricity transmission organizations requires broader organizational interventions than leadership alone. In addition to strengthening leadership competencies, organizations should continuously evaluate staffing adequacy, workload distribution, work scheduling, and resource allocation to ensure that operational demands remain manageable without compromising employee well-being.

4. CONCLUSION

This study confirms that Individualized Consideration enhances employees' Work-Life Balance indirectly through Organizational Citizenship Behavior, rather than through a direct relationship. While Individualized Consideration significantly promotes Organizational Citizenship Behavior, its direct influence on Work-Life Balance is insignificant. Furthermore, Organizational Citizenship Behavior fully mediates this relationship, whereas Work Overload does not significantly moderate the effect of Individualized Consideration on Work-Life Balance.

These findings highlight the importance of fostering supportive leadership and voluntary employee behaviors to improve employee well-being within electricity transmission organizations. For PT PLN, leadership development initiatives should be complemented by organizational strategies that strengthen Organizational Citizenship Behavior through a collaborative work environment.

This study has several limitations. First, the research was conducted in a single organizational unit, which may limit the generalizability of the findings to other organizational contexts. Second, all respondents were male operational employees, reflecting the characteristics of the study setting but limiting the representation of more diverse employee groups. Third, the cross-sectional design and the use of self-reported questionnaire data may restrict causal inference and introduce the potential for common method bias.

Future studies are encouraged to examine additional organizational resources, such as perceived organizational support, job autonomy, and employee engagement, to further explain employees' Work-Life Balance in high-demand operational settings.

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