

Research Article

The Effect of Work-Life Balance and Internal Communication on Employee Performance with Organizational Citizenship Behavior (OCB) as Mediation at PT Royal Express Indonesia

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Abstract: Good performance will enable the company to achieve the goals that have been determined. The study aims to analyze the influence of work life balance and internal communication on employee performance with organizational citizenship behavior (OCB) as mediation at PT Royal Express Indonesia. The population and sample in this study are all employees of PT Royal Express Indonesia as many as 40 respondents who were determined using census techniques. Data collection was carried out using questionnaires, interviews and documentation. Data analysis was carried out using partial least square (PLS) analysis. The results of the analysis show that work life balance has a positive and significant effect on organizational citizenship behavior (OCB) at PT Royal Express Indonesia, internal communication has a positive and significant effect on organizational citizenship behavior (OCB) at PT Royal Express Indonesia, work life balance has a positive and significant effect on employee performance at PT Royal Express Indonesia, internal communication has a positive and significant effect on employee performance at PT Royal Express Indonesia, organizational citizenship behavior (OCB) has a positive and significant effect on employee performance at PT Royal Express Indonesia, work life balance has a positive and significant effect on employee performance with organizational citizenship behavior (OCB) as a mediation at PT Royal Express Indonesia and internal communication have a positive and significant effect on employee performance with organizational citizenship behavior (OCB) as mediation at PT Royal Express Indonesia.

Keywords: Employee Performance; Internal Communication; Job Satisfaction; Organizational Citizenship Behavior (OCB); Work Life Balance.

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1. Introduction

Human resources (HR) are a strategic asset for the company because they are the main driver in achieving organizational goals. The existence of competent, committed, and adaptable human resources is needed so that company resources can be used optimally (Zalzela et al., 2023). Performance is the result of work achieved by a person or group in

accordance with their authority and responsibility in achieving organizational goals (Afandi, 2022). Thus, employee performance is one of the important indicators in assessing the success of human resource management.

PT Royal Express Indonesia is a company engaged in freight forwarding services. In a service company, employee performance plays an important role because it is related to the smooth operation and achievement of company targets. Based on data from PT Royal Express Indonesia in 2024, the revenue target is set at IDR 4,800,000,000, while revenue realization only reaches IDR 4,091,361,000 or 85.24%. The highest revenue achievement occurred in July at 95.48%, while the lowest achievement occurred in November at 79.43%. The data shows that the revenue target has not been achieved optimally and has fluctuated throughout the year. This condition is a phenomenon that underlies the need to pay attention to employee performance.

No.	Bulan	Jumlah Pendapatan (Rp)	Target Pendapatan (Rp)	Realisasi (%)
1	Januari	347.540.000	400.000.000	86,89
2	Februari	332.078.000	400.000.000	83,02
3	Maret	317.980.000	400.000.000	79,50
4	April	371.900.000	400.000.000	92,98
5	Mei	326.890.000	400.000.000	81,72
6	Juni	362.560.000	400.000.000	90,64
7	Juli	381.917.000	400.000.000	95,48
8	Agustus	342.917.000	400.000.000	85,73
9	September	333.827.000	400.000.000	83,46
10	Oktober	328.457.000	400.000.000	82,11
11	November	317.716.000	400.000.000	79,43
12	Desember	327.579.000	400.000.000	81,89
Jumlah		4.091.361.000	4.800.000.000	85,24
Rata-rata		340.946.750	400.000.000	85,24

Figure 1. Revenue Targets and Realization of PT Royal Express Indonesia Year 2024.

Source : PT REX Denpasar 2024

One of the factors that can affect employee performance is *work life balance*. *Work-life balance* is related to the individual's ability to balance the demands of work with life outside of work (Alabduljabbar, 2022). This balance is important because employees who are able to manage the demands of work and personal life proportionately tend to have better working conditions. At PT Royal Express Indonesia, the results of interviews with 20 employees showed that there was a *problem with work-life balance*. Employees said that the demands of work and long working hours led to time constraints for personal and family life.

The relationship between *work-life balance* and employee performance is also supported by previous research. *Work-life balance* has a positive and significant effect on employee performance (Rizqi & Qamari, 2022). Similar results were also found by Arifin and Muharto (2022). Alabduljabbar's research (2022) also shows that there is a positive influence of *work-life balance* on employee performance. The same findings were reported by Valery et al. (2023). Barokah et al. (2025) also found that *work-life balance* has a positive and significant effect on employee performance. However, different results were found by Zalzela et al. (2023), who stated that *work-life balance* has no effect on employee performance. Devi et al. (2025) also

found that *work-life balance* has no effect on employee performance. These differences in results show that there are inconsistencies in empirical findings that need to be studied further.

Another factor that can affect employee performance is internal communication. Internal communication is the process of exchanging ideas and information within the organization, both vertically and horizontally, that supports the continuation of organizational activities (Brennan, 2021). Effective internal communication can help employees clearly understand information, policies, duties, and responsibilities. At PT Royal Express Indonesia, internal communication problems were found, namely information from the leadership that has not been conveyed clearly and evenly and communication that tends to be one-way. This condition has the potential to cause differences in understanding and hinder work coordination.

The influence of internal communication on employee performance is supported by research by Hasanudin and Pratama (2023), which found that internal communication has a positive and significant effect on employee performance. Similar findings were put forward by Karsikah et al. (2023). Research by Ambalika et al. (2024) also shows that internal communication has a positive and significant effect on employee performance. The same results were found by Rikyana et al. (2024). Awaludin et al. (2025) also found that there is a positive and significant influence of internal communication on employee performance. On the other hand, Bani (2022) found that internal communication had no effect on employee performance. The same results were found by Wicaksana et al. (2024). The existence of these different results shows that the relationship between internal communication and employee performance still has a *research gap*.

The inconsistency of the research results regarding the influence of *work life balance* and internal communication on employee performance is the basis for the use of *organizational citizenship behavior* (OCB) as a mediation variable. OCB is an employee's voluntary behavior that is carried out outside of formal work demands and contributes to the effectiveness of the organization (Rohayati, 2021). Conceptually, employees who have a good work-life balance can have a more positive psychological condition so that they are encouraged to make additional contributions to the organization. Similarly, good internal communication can create trust, openness, and a sense of belonging that encourages the emergence of OCB behaviors.

The effect of *work-life balance* on OCB is supported by Pratiwi and Dewi (2023), who found that *work-life balance* has a positive effect on OCB. These findings are strengthened by Marsudi and Erdiansyah (2023). Similar results were also found by Syawal et al. (2023). Handoyo and Kharismansyah (2024) also show that *work-life balance* has a positive effect on OCB. Meanwhile, the relationship of internal communication to OCB is supported by Feiz and Alvar (2021), who found a positive influence of internal communication on OCB. These results are also supported by Karyatun et al. (2022). Hervina et al. (2022) also found that there was a positive influence of internal communication on OCB. Similar findings were put forward by Hermawan and Susanti (2022).

The role of OCB as a mediating variable has also received support from previous research. Zubair and Siddiqui (2021) show that OCB can play a role as a mediating mechanism in the relationship between organizational variables and employee performance. Similar

findings were put forward by Thamrin and Samsuryaningrum (2024). Ahend et al. (2024) also show the role of OCB as a mediating variable. The same results were found by Aprilianto et al. (2025), Juniarti et al. (2025), and Arini et al. (2025). Based on the company phenomenon and the differences in previous research results, this study aims to analyze the influence of *work life balance* and internal communication on employee performance with *organizational citizenship behavior* (OCB) as a mediating variable in PT Royal Express Indonesia.

2. Preliminaries or Related Work or Literature Review

Work Life Balance

Work-life balance is an individual's ability to balance the demands of work with personal and family needs (Schermerhorn, 2022). This concept is also related to the level of satisfaction of individuals in carrying out various roles, both in work and personal life (McDonald & Bradley, 2022). In addition, *work-life balance* includes the ability to manage work with other activities, such as family, self-development, social activities, and recreation (Noor, 2022). A condition of balance is achieved when the demands of work and personal life can run in a balanced manner (Lockwood, 2021).

Based on some of these opinions, *work life balance* can be concluded as an individual's ability to manage and balance the demands of work with personal life, family, and other activities so that various roles in life can be carried out in a balanced manner.

Internal Communication

Communication is a process of conveying information that aims to form understanding between the parties involved. Effective communication is needed so that the message can be understood properly and can affect the attitude and behavior of the recipient of the message (Hovland, 2022). In an organization, internal communication is the process of exchanging information and ideas between members of the organization, both vertically and horizontally, to support the implementation of organizational activities (Brennan, 2021). Internal communication is also understood as the process of conveying messages or information between members of the organization to achieve the interests and goals of the organization (Romli, 2022).

Internal communication needs to be conveyed clearly, as needed, and complete so that employees get the information needed to carry out their duties. Good communication also allows for a reciprocal relationship between superiors and employees (Putranto, 2022). Based on some of these opinions, internal communication can be concluded as the process of conveying and exchanging information between members of the organization, both oral, written, and nonverbal, which is carried out vertically or horizontally to support coordination and achievement of organizational goals.

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is an employee's voluntary behavior that is carried out outside of formal work obligations, but can support the effectiveness and sustainability of the organization (Robbins, 2021). OCB is also understood as extra-role behavior that does not directly receive rewards from the organization's formal reward system (Organ, 2021). In addition, OCB is an employee contribution that is carried out voluntarily outside *the formal job description* and can increase organizational effectiveness and efficiency (Rohayati, 2021). This behavior stems from the individual's drive to contribute more than the demands of his job (Alzubi, 2021).

Based on some of these opinions, OCB can be concluded as voluntary behavior that employees perform outside of their formal duties and responsibilities to help colleagues and support the effectiveness and achievement of organizational goals.

Employee Performance

Employee performance is the result of work achieved by individuals in carrying out the tasks and responsibilities given to them, both in terms of quality and quantity (Mangkunegara, 2022). Performance also reflects the ability of employees to complete the tasks for which they are responsible and contribute to the company (Mulyani, 2022). In addition, performance can be understood as the result or level of success of individuals and groups in carrying out work based on targets or criteria that have been set in a certain period (Sinambela, 2022).

Good performance indicates that employees are able to carry out work in accordance with the organization's responsibilities and goals (Hamali, 2021). Performance also describes the level of achievement of the organization's goals, objectives, and vision and mission through the implementation of programs or activities that have been planned (Dalimunthe, 2022). Based on these opinions, employee performance can be concluded as the result of individual or group work measured based on quality, quantity, target achievement, and the implementation of tasks and responsibilities in a certain period to support the achievement of organizational goals.

3. Materials and Method

This study uses a quantitative approach to analyze the influence of *work life balance* and internal communication on employee performance with *organizational citizenship behavior* (OCB) as a mediating variable. The research was carried out at PT Royal Express Indonesia, Denpasar, Bali, with a population as well as a sample of 40 employees. The sampling technique uses a census, where all members of the population are sampled. The research variables consisted of *work life balance* (X1) and internal communication (X2) as exogenous variables, OCB (M) as a mediation variable, and employee performance (Y) as endogenous variables.

The research data consists of primary and secondary data. Primary data was obtained through questionnaires given to respondents, while secondary data was obtained from documents and company overviews. Data collection was carried out through questionnaires, interviews, and documentation. The research instrument was tested for validity using *the Pearson Product Moment* correlation with a coefficient value of ≥ 0.30 and reliability using *Cronbach's Alpha* ≥ 0.60 . Data analysis includes descriptive analysis and inferential analysis using *Partial Least Square* (PLS). The model evaluation was carried out through *the outer model* and *inner model*, while the hypothesis test used the *bootstrapping method* with the significance criterion of $p\text{-value} \leq 0.05$. Mediation testing was conducted to determine the role of OCB in mediating the relationship between exogenous variables and employee performance.

4. Results and Discussion

Inferential Analysis

Inferential analysis was carried out using the Partial Least Square (PLS) method with the help of SmartPLS 3.0, which includes two stages, namely the evaluation of the measurement model (outer model) to test the relationship between indicators and latent variables and the evaluation of the structural model (inner model) to test the relationship between latent variables.

Evaluation of Measurement Models (*Measurement Model/Outer Model*)

Convergent Validity

	<i>Outer Loading</i>	<i>T-Statistic</i>	<i>P Values</i>
M1 <- OCB	0.926	32.628	0.000
M2 <- OCB	0.856	17.153	0.000
M3 <- OCB	0.866	12.260	0.000
M4 <- OCB	0.892	13.048	0.000
M5 <- OCB	0.938	37.043	0.000
X1.1 <- <i>Work Life Balance</i>	0.945	47.887	0.000
X1.2 <- <i>Work Life Balance</i>	0.967	84.488	0.000
X1.3 <- <i>Work Life Balance</i>	0.978	142.695	0.000
X2.1 <- Komunikasi Internal	0.925	36.521	0.000
X2.2 <- Komunikasi Internal	0.905	21.797	0.000
X2.3 <- Komunikasi Internal	0.889	18.459	0.000
Y1 <- Kinerja Karyawan	0.949	47.202	0.000
Y2 <- Kinerja Karyawan	0.830	14.044	0.000
Y3 <- Kinerja Karyawan	0.947	55.259	0.000
Y4 <- Kinerja Karyawan	0.966	68.031	0.000
Y5 <- Kinerja Karyawan	0.964	64.366	0.000

Figure 2. Outer Loading Calculation Results.

Based on the results of the *outer loading* evaluation, all indicators in the variables of *work life balance*, internal communication, *organizational citizenship behavior* (OCB), and employee performance had an *outer loading* value of > 0.50 and a *T-Statistic* > 1.96 . Thus, all indicators are declared valid in measuring each variable. The highest *outer loading* value is found in the X1.3 indicator of 0.978, X2.1 of 0.925, M5 of 0.938, and Y4 of 0.966.

Discriminant Validity

<i>Fornell-Larcker criterion</i>				
	Kinerja Karyawan	Komunikasi Internal	OCB	<i>Work Life Balance</i>
Kinerja Karyawan	0.933			
Komunikasi Internal	0.541	0.907		
OCB	0.795	0.401	0.896	
<i>Work Life Balance</i>	0.720	0.337	0.508	0.964

Figure 3. Fornell-Larcker Criterion Calculation Results.

The table above shows the results of calculating the correlation value in each construct of the *variable work life balance*, internal communication, *organizational citizenship behavior* (OCB) and employee performance is greater than the correlation value of the construct with other constructs.

Reliability

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Keterangan
<i>Work Life Balance</i> (X_1)	0.962	0.964	Reliabel
Komunikasi Internal (X_2)	0.895	0.966	Reliabel
<i>Organizational Citizenship Behavior</i> (OCB) (M)	0.939	0.944	Reliabel
Kinerja Karyawan (Y)	0.962	0.975	Reliabel

Figure 4. Reliability Test Results.

The table above shows that the values of all constructs of *the variables of work life balance*, internal communication, *organizational citizenship behavior (OCB)* and employee performance have shown values greater than 0.70 so that they meet the reliability requirements based on *the composite reliability* and *cronbach alpha criteria*.

Evaluation of Measurement Model (*Measurement Model/Inner Model*)

Evaluation of Structural Models Through *R-Square (R2)*

	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Organizational citizenship behavior (OCB)</i>	0.318	0.281
Kinerja karyawan	0.800	0.783

Figure 5. Determination Test Results.

Based on Table 5.15, the R^2 OCB value is 0.318, which shows that 31.8% of OCB is influenced by *work-life balance* and internal communication, while 68.2% is influenced by other factors outside the model. Meanwhile, the R^2 value of employee performance was 0.800, which means that 80.0% of employee performance was influenced by *work life balance*, internal communication, and OCB, while 20.0% was influenced by other factors outside the research model.

Structural Model Evaluation Through *Q-Square Predictive Relevance (Q2)*

	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Organizational citizenship behavior (OCB)</i>	0.318	0.281
Kinerja karyawan	0.800	0.783
$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$ $= 1 - (1 - 0,318)(1 - 0,800)$ $= 1 - (0,682)(0,200)$ $= 1 - (0,1364)$ $= 0,8636 \text{ dibulatkan menjadi } 0,864$		

Figure 6. Q Square Test Results.

Table 5.16 shows that the results of the structural model evaluation proved that the value of Q^2 (0.864) was close to 1. Thus, the results of this evaluation provide evidence that the structural model has a good suitability (*goodness of fit model*). This result can be interpreted that 86.4% of the information contained in the data can be explained by the model, while the remaining 13.6% can be explained by *errors* or other variables that are not yet present in the model.

Hypothesis Testing

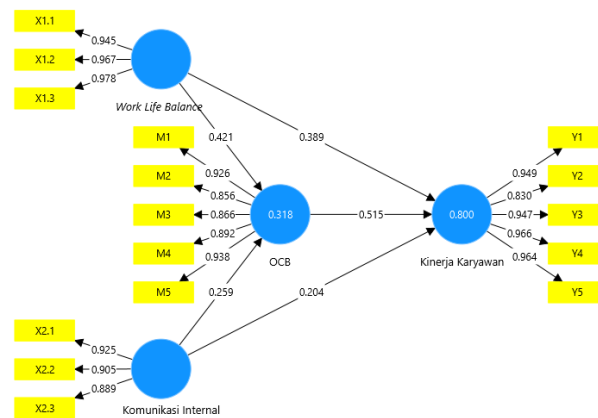


Figure 7. Diagram of the relationship between *work life balance*, internal communication and *organizational citizenship behavior (OCB)* and employee performance.

Based on the results of *data processing* carried out with the SmartPLS 3.0 program. As shown in Figure 5.2, it is possible to create a table regarding the relationships between variables, as shown in Table 5.17 as follows.

	Original sample (O)	T statistics	P values	Ket
Pengaruh Langsung				
<i>Work life balance => Organizational citizenship behavior (OCB)</i>	0.421	3.577	0.000	Diterima
<i>Komunikasi internal => Organizational citizenship behavior (OCB)</i>	0.259	2.228	0.026	Diterima
<i>Work life balance => Kinerja karyawan</i>	0.389	3.562	0.000	Diterima
<i>Komunikasi internal => Kinerja karyawan</i>	0.204	2.323	0.020	Diterima
<i>Organizational citizenship behavior (OCB) => Kinerja karyawan</i>	0.515	5.537	0.000	Diterima
Pengaruh Tidak Langsung				
<i>Work life balance => Organizational citizenship behavior (OCB) => Kinerja karyawan</i>	0.217	2.743	0.006	<i>Partial Mediation</i>
<i>Komunikasi internal => Organizational citizenship behavior (OCB) => Kinerja karyawan</i>	0.133	2.118	0.034	<i>Partial Mediation</i>

Figure 7. Relationship between Work Life Balance Variables, Internal Communication and Organizational Citizenship Behavior (OCB) with Employee Performance.

Discussion

The Influence of Work Life on Organizational Citizenship Behavior (OCB)

The results of the study show that *work life balance* has a positive and significant effect on *organizational citizenship behavior* (OCB) at PT Royal Express Indonesia. The better the balance between the demands of work and personal life, the higher the tendency of employees to exhibit extra-role behaviors. According to Schermerhorn (2022), *work-life balance* is an individual's ability to balance the demands of work with personal and family needs. This balance can reduce stress and fatigue and increase employee comfort, focus, and motivation at work.

From a *goal setting theory perspective*, a stable psychological state helps employees focus more and commit to organizational goals. These conditions encourage the emergence of voluntary behaviors, such as helping colleagues, maintaining a conducive work atmosphere, and taking initiative outside of formal duties. The results of this study are in line with Pratiwi and Dewi (2023) and the research of Marsudi and Erdiansyah (2023) which states that *work life balance* has a positive effect on OCB. These results are also supported by Syawal et al. (2023) and Handoyo and Kharismansyah (2024). Thus, the better the employee's *work-life balance*, the higher the OCB shown at work.

The Influence of Internal Communication on Organizational Citizenship Behavior (OCB)

The results of the study show that internal communication has a positive and significant effect on *organizational citizenship behavior* (OCB) at PT Royal Express Indonesia. The better the internal communication, the higher the OCB the employee shows. Internal communication is the process of conveying messages or information between members of an organization to support the interests of the organization (Romli, 2022). Open, clear, and effective communication can create harmonious working relationships, increase trust, and make employees understand the organization's goals. These conditions encourage employees to exhibit voluntary behavior outside of formal duties, such as helping colleagues, maintaining teamwork, and participating in organizational activities.

In the perspective of *goal setting theory*, effective internal communication helps employees understand the organization's goals, targets, and work standards. Clarity of purpose and feedback increases employee engagement and responsibility in achieving shared goals, thus encouraging the emergence of extra-role behaviors. The results of this study are in line with previous research that showed that internal communication has a positive effect on OCB (Feiz & Alvar, 2021; Karyatun et al., 2022; Hervina et al., 2022; Hermawan & Susanti, 2022). Thus, the more effective internal communication in the organization, the higher the OCB of employees.

The Effect of Work Life Balance on Employee Performance

The results of the study show that *work life balance* has a positive and significant effect on the performance of PT Royal Express Indonesia's employees. The better the balance between the demands of work and personal life, the higher the employee's performance. *Work-life balance* is a condition when individuals are able to balance the demands of work with personal life (Lockwood, 2021). This balance helps employees better manage time, energy, and responsibilities, reduce stress, and increase focus and productivity in getting work done.

From the perspective of *goal setting theory*, a good *work-life balance* helps employees maintain psychological conditions, concentration, and motivation in achieving work targets. This condition allows employees to work more productively and efficiently and maintain the quality and quantity of work results. The results of this study are in line with previous research which shows that *work-life balance* has a positive and significant effect on employee performance (Rizqi & Qamari, 2022; Alabduljabbar, 2022; Valery et al., 2023; Barokah et al., 2025). Thus, the better the *work-life balance*, the higher the employee's performance.

The Influence of Internal Communication on Employee Performance

The results of the study show that internal communication has a positive and significant effect on the performance of PT Royal Express Indonesia employees. The better the internal communication, the higher the employee's performance. Internal communication is a process of exchanging information and ideas between members of the organization that supports the

smooth running of work and management (Brennan, 2021). Effective communication helps employees understand their roles, responsibilities, goals, and work targets clearly. In addition, open and two-way communication can improve coordination, reduce work errors, and encourage employee motivation and involvement so that it has an impact on improving work quality and productivity.

From a *goal setting theory* perspective, effective internal communication helps provide clarity of goals and the feedback employees need to achieve targets. Such clarity improves focus and reduces work ambiguity, while feedback helps employees evaluate and improve their performance. The results of this study are in line with previous research that shows that internal communication has a positive and significant effect on employee performance (Hasanudin & Pratama, 2023; Karsikah et al., 2023; Ambalika et al., 2024; Awaludin et al., 2025). Thus, the more effective the internal communication implemented, the higher the employee performance.

The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance

The results of the study show that *organizational citizenship behavior* (OCB) has a positive and significant effect on the performance of PT Royal Express Indonesia employees. The better the OCB, the higher the employee's performance. OCB is an employee's voluntary behavior that goes beyond the formal demands of the job and contributes to the effectiveness of the organization (Rohayati, 2021). Behaviors such as helping colleagues, maintaining positive work relationships, and taking the initiative in completing work can increase smoothness, productivity, and the achievement of organizational goals.

In the perspective of *goal setting theory*, commitment to goals encourages individuals to make additional efforts to achieve optimal outcomes. OCB reflects employees' willingness to contribute beyond formal duties, so as to strengthen cooperation, create a supportive work environment, and support the achievement of organizational targets. The results of this study are in line with previous research that showed that OCB has a positive effect on employee performance (Hong & Zainal, 2022; Hidayat & Tannady, 2023; Hartono et al., 2023; Wardana & Anisah, 2023). Thus, the higher the employee's OCB, the higher the performance produced.

The Effect of Work Life Balance on Employee Performance

The results of the study show that *work life balance* has a positive and significant effect on employee performance through *organizational citizenship behavior* (OCB) at PT Royal Express Indonesia. OCB has been shown to partially mediate the influence of *work-life balance* on employee performance, which suggests that work-life balance not only improves performance directly, but also through an increase in employee role-playing extra-behavioral behavior. A *good work-life balance* helps employees manage the demands of work and personal life so that it can reduce stress, increase comfort, and encourage the emergence of OCB such as helping colleagues, working together, and showing concern for the organization.

From the perspective of *goal setting theory*, a good *work-life balance* supports the psychological condition and commitment of employees in achieving organizational goals. This condition encourages the emergence of OCB as an extra-role behavior that strengthens teamwork and effectiveness, thereby ultimately improving employee performance. The results of this study are in line with previous research which showed that *work life balance* affects employee performance with OCB as a mediating variable (Ahend et al., 2024; Aprilianto et al., 2025; Juniarti et al., 2025; Arini et al., 2025). Thus, the better the *work-life balance*, the higher the OCB and employee performance produced.

The Effect of Internal Communication on Employee Performance through Organization Citizenship Behavior (OCB)

The results of the study show that internal communication has a positive and significant effect on employee performance through *organizational citizenship behavior* (OCB) at PT Royal Express Indonesia. OCB has been shown to partially mediate the influence of internal communication on employee performance, which shows that internal communication not only improves performance directly, but also through the improvement of employee extra-role behavior. Effective, open, and clear internal communication helps employees understand the organization's goals, roles, and expectations so that it encourages the emergence of OCB, such as helping colleagues, maintaining teamwork, and contributing beyond formal tasks. The

high OCB further supports more effective and productive work processes so as to improve employee performance.

In the perspective of *goal setting theory*, effective internal communication helps employees understand the organization's goals and targets and obtain the necessary feedback to achieve them. Clarity of purpose and engagement in communication encourages commitment and extra-role behavior through OCB. Increasing OCB then strengthens team coordination, cooperation, and productivity so that it has an impact on improving employee performance. The results of this study are in line with previous research that showed that internal communication affects employee performance with OCB as a mediating variable (Zubair & Siddiqui, 2021; Thamrin & Samsuryaningrum, 2024; Arini et al., 2025). Thus, the better the internal communication, the higher the OCB and employee performance that is generated.

5. Conclusion

The conclusion of the study shows that *work life balance* and internal communication have a positive and significant effect on *organizational citizenship behavior* (OCB) and employee performance of PT Royal Express Indonesia. OCB also has a positive and significant effect on employee performance. In addition, OCB has been proven to partially mediate the influence of *work-life balance* and internal communication on employee performance. Thus, improved work-life balance and effective internal communication can drive OCB, which further contributes to improved employee performance.

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