

**UNDERSTANDING WORK-TO-PERSONAL CONFLICT: INSIGHTS
INTO ITS INFLUENCE ON INDIVIDUAL WORK PERFORMANCE AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

THESIS

Presented as Partial Fulfillment of the Requirements for a Bachelor's Degree
(S1)

In International Undergraduate Program Business Management

Faculty of Business and Economics University Atma Jaya Yogyakarta



Arranged by:

Jonathan Prila Putra Sadewa

Student Number: 22 12 26928

INTERNATIONAL UNDERGRADUATE PROGRAM IN BUSINESS

MANAGEMENT

FACULTY OF BUSINESS AND ECONOMICS

UNIVERSITY OF ATMA JAYA YOGYAKARTA

2026

STATEMENT OF APPROVAL

**UNDERSTANDING WORK-TO-PERSONAL CONFLICT: INSIGHTS
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ORGANIZATIONAL CITIZENSHIP BEHAVIOR**



Arranged by:

Jonathan Prila Putra Sadewa

22 12 26928

Advisor

A handwritten signature in black ink, appearing to be 'A. Desy Pramusiwi', is positioned above the advisor's name.

Aloysia Desy Pramusiwi, S.E., M.Sc

15 Mei 2026

LEGITIMATION PAGE

THESIS

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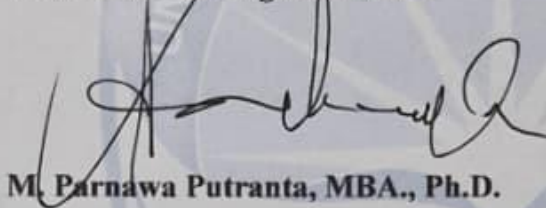
This was prepared and arranged by:

Jonathan Prila Putra Sadewa (22 12 26928)

Has been defended by the examination committee on 9th June 2026 and has been
declared qualified to be accepted as one of the requirements to gain the
Management Bachelor's Degree (S1) International Business Management
Program.

EXAMINING COMMITTEE

Head of Examining Committee



M. Parnawa Putranta, MBA., Ph.D.

Examining Committee



Dismas Persada D. P., S.M., M.SM



Aloysia Desy Pramusiwi, S.E., M.Sc

Yogyakarta, 9th June 2026

Dean of Faculty of Business and Economics

Universitas Atma Jaya Yogyakarta



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AUTHENTICITY
ACKNOWLEDGEMENT

I, Jonathan Prila Putra Sadewa solemnly affirm that the work presented in this thesis titled:

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is entirely my own effort, except where otherwise acknowledged. All sources used in this thesis have been duly cited and referenced. I have not used any unauthorized assistance or resources in completing this work. Furthermore, I declare that this thesis has not been submitted for any other degree or qualification at Universitas Atma Jaya Yogyakarta or any other institution.

Yogyakarta, 10 Juni 2026



Jonathan Prila Putra Sadewa

ACKNOWLEDGEMENT

Praise and gratitude are sincerely expressed to Jesus Christ for His blessings, grace, strength, and guidance, which have enabled the researcher to complete this undergraduate thesis entitled “Understanding Work-to-Personal Conflict: Insights into its Influence on Individual Work Performance and Organizational Citizenship Behavior toward Individuals” as one of the requirements for obtaining a bachelor’s degree at the Faculty of Business and Economics, Universitas Atma Jaya Yogyakarta.

The researcher realizes that the completion of this thesis would not have been possible without the support, assistance, encouragement, prayers, and presence of many parties who accompanied the researcher throughout this journey. Therefore, with great respect and gratitude, the researcher would like to sincerely thank:

1. Jesus Christ, for His endless blessings, protection, and guidance throughout the process of completing this thesis.
2. Mrs. Aloysia Desy Pramusiwi, S.E., M.Sc., as the thesis advisor, who has been incredibly patient in guiding the researcher, answering questions, and always willing to spare her valuable time until the researcher was able to complete this thesis on time.
3. All respondents who participated in this study and contributed to the continuity and completion of this research.
4. The researcher’s family, for their endless prayers, love, support, motivation, and encouragement throughout the researcher’s academic journey.

5. Friends and colleagues from the FBE UAJY Laboratory Assistants, especially Pak Bos Rio and Mas Nathan, for always providing support, togetherness, and memorable experiences throughout the researcher's journey.
6. The SEMA FBE UAJY family, especially Batch 2022, for accompanying the researcher for the past 2.5 years and providing many valuable soft skills and hard skills experiences.
7. The researcher's close friends from KB: Nico, Aurel, Yohana, and Lala, for being companions since junior high school until today, as well as for providing comfort, encouragement, and support during the thesis-writing process.
8. The researcher's hiking companions: Pak R, Mas N, Septoy, Madelyn, Yohana, and Cicil, for always being ready to accompany the researcher on every mountain-climbing journey and creating unforgettable memories together.
9. Ms. Marcella Claresta, for accompanying the researcher since the beginning of university life until today and for always being a constant 24/7 support system throughout the researcher's journey.
10. Poreper friends: Vincent, Gabby, and Grace, for the fun memories, togetherness, laughter, and support given to the researcher.
11. IBMP & IUPBA Batch 2022 friends, for becoming the best classmates and companions throughout the researcher's academic journey.

12. The researcher's close friends: Iyad, Raihan, Sulton, Zaenal, Priska, Elhanan, and Gerry, for all the memories, support, and moments shared throughout the researcher's journey.
13. All friends, colleagues, and everyone who accompanied the researcher during university life and cannot be mentioned one by one.
14. All parties who cannot be mentioned individually who have provided support, encouragement, assistance, and have become part of the researcher's journey until the completion of this thesis.

Finally, the researcher realizes that this thesis is still far from perfect. Therefore, constructive criticism and suggestions are highly appreciated for future improvement. The researcher hopes that this thesis may provide benefits and useful contributions for readers, future researchers, and related parties.

Yogyakarta, 15 Mei 2026

Researcher,



Jonathan Prila Putra Sadewa

MOTTO

Then Jesus told him, “Because you have seen me, you have believed; blessed are those who have not seen and yet have believed.”

(John 20:29)

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**UNDERSTANDING WORK-TO-PERSONAL CONFLICT: INSIGHTS
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ORGANIZATIONAL CITIZENSHIP BEHAVIOR TOWARD
INDIVIDUALS**

Arranged by: Jonathan Prila Putra Sadewa

NPM: 22 12 26928

Advisor:

Mrs. Aloysia Desy Pramusiwi, S.E., M.Sc.

Abstract

This study aims to examine the influence of Work-to-Personal Conflict (WPC) on Individual Work Performance (IWP) and Organizational Citizenship Behavior toward Individuals (OCBI), as well as the mediating role of OCBI in the relationship between WPC and IWP among employees working in the Fast-Moving Consumer Goods (FMCG) sector in Jabodetabek, Indonesia. This research was motivated by increasing work demands that may interfere with employees' personal lives and potentially influence employee behavior and performance within organizations. This study used a quantitative research approach with primary data collected through online questionnaires distributed via the Populix platform. The sampling technique applied was purposive sampling, involving 95 respondents who met the research criteria. The data were analyzed using descriptive statistical analysis, simple linear regression, multiple linear regression, and mediation analysis based on the Baron and Kenny (1986) method using IBM SPSS software. The results of this study indicate that Work-to-Personal Conflict has a positive and significant effect on Individual Work Performance and Organizational Citizenship Behavior toward Individuals. Furthermore, Organizational Citizenship Behavior toward Individuals also has a positive and significant effect on Individual Work Performance. The mediation analysis results show that Organizational Citizenship Behavior toward Individuals fully mediates the relationship between Work-to-Personal Conflict and Individual Work Performance. These findings suggest that

employees experiencing work-to-personal conflict may still maintain positive interpersonal helping behaviors and work performance within demanding work environments. This study contributes to the development of human resource management literature, particularly regarding work-related conflict, employee interpersonal behavior, and employee performance in organizational settings. In addition, the findings provide practical implications for organizations in developing supportive work environments that encourage employee well-being, collaboration, and sustainable work performance.

Keywords: Work-to-Personal Conflict, Organizational Citizenship Behavior toward Individuals, Individual Work Performance, FMCG Industry.