



## Factors that influence organizational citizenship behavior

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### ARTICLE INFO

#### Article history:

Received Jul 03 2024  
Revised Jul 24, 2024  
Accepted Aug 15, 2024

#### Keywords:

Job Satisfaction;  
Organizational Citizenship  
Behavior;  
Transformational Leadership  
Style;  
Work life balance.

### ABSTRACT

The purpose of this research is to determine the influence of transformational leadership style, work life balance and job satisfaction on organizational citizenship behavior (OCB) in nurses at Muhammadiyah Mardhatillah Randudongkal Hospital. This type of research is quantitative with a sample of 105 nurses. The sampling technique used was non-probability sampling with a saturated sampling approach. The analysis method uses Smart PLS version 4.0. Based on the research results, several conclusions are obtained: Transformational Leadership Style (X1) has a positive and insignificant effect on Organizational Citizenship Behavior (Y), Work life balance (X2) has a positive and significant effect on Organizational Citizenship Behavior (Y), Job Satisfaction (X3) has a positive and insignificant effect on Organizational Citizenship Behavior (Y). The results of this researcher show that transformational leadership style and job satisfaction have a positive and insignificant influence on organizational citizenship behavior. Therefore, further research could add other variables to strengthen the relationship between transformational leadership style, job satisfaction and organizational citizenship behavior. It is hoped that these findings will provide insight for nurses at the Muhammadiyah Mardhatillah Randudongkal Hospital in improving OCB through developing appropriate policies.

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## 1. INTRODUCTION

In article 1 of Law of the Republic of Indonesia Number 36 of 2014 concerning Health Workers, Health Workers are every person who dedicates themselves to the health sector and has knowledge and/or skills through education in the health sector for certain types requiring authority to carry out health efforts <https://peraturan.bpk.go.id/Details/38770>. Having high OCB in health workers can have a good impact on health services in hospitals according to (Sarwadhamana et al., 2021). Nurses' extra-role behavior, commonly known as organizational citizenship behavior (OCB), appears to be important for healthcare organizations (Khajoei et al., 2024), OCB refers to the cooperative behavior of employees outside the prescribed tasks. This

behavior is carried out without expecting rewards or benefits, but rather to support the effectiveness and success of the organization. OCB is reflected in behaviors that include maximum effort in work, carrying out tasks with high responsibility and discipline, working with honesty, and establishing good working relationships with superiors, co-workers, and subordinates to create a conducive working atmosphere. This behavior also contributes to the sustainability of the company and the intention to work in the long term. Building OCB takes a long time, and the company must pay attention to supporting factors, such as transformational leadership style .

Based on the results of previous research, there are several factors that influence OCB. According to (Purwanto et al., 2021) OCB is influenced by transformational leadership style, thus work life balance influences OCB (Eriyanti & Noekent, 2021) , and job satisfaction influences OCB (Amini & Kemal, 2021) . The first aspect that influences OCB is transformational leadership style. Transformational Leadership is a process involving leaders and subordinates which is able to produce relationships that motivate each other and increase the morality of leaders and subordinates (Aryoko et al., 2023) . If training is given to these individuals, it will produce quality leaders. Companies need to pay attention to the character of a leader because this will affect the choice of transformational leadership style. A leader plays an important role in choosing and implementing the right transformational leadership style, which can increase OCB and facilitate adaptation to changing situations and conditions in the company. In this company, the application of transformational leadership style is still unknown so it is interesting to be studied. However, if the transformational leadership style is applied correctly, employees will provide positive feedback. Based on previous research conducted by (Puspitasari & Fatimah, 2022) it shows that transformational leadership style does not have a significant influence on OCB. However, according to research (Sulistiyawati et al., 2023) and (Lestari et al., 2021) transformational leadership style has a positive and significant impact on OCB. The indicators of transformational leadership style are very important whether transformational leadership has an influence or no influence on OCB.

The second aspect that influences the OCB variable is work life balance. Work life balance is a perspective of fulfilling work and personal interests. in a balanced manner, every employee must be able to carry out their social responsibilities (Fatimah & Gunawan, 2023) . Nursing services at Muhammadiyah Marhatillah Randudongkal Hospital are good. However, the additional working hours schedule for nurses can cause a less conducive working atmosphere, although employees are required to be professional in their work, but it still interferes with personal life activities with work life. This can sometimes have an impact on employee comfort while working. Based on previous research conducted by research (Fitriani et al., 2024) it indicates that the balance between work and personal life does not have a big influence on organizational citizenship behavior (OCB). However, according to research (Angraini et al., 2024) and (Muliku et al., 2023) , the balance between work and personal life has a beneficial and meaningful influence on organizational citizenship behavior (OCB).

The third factor in this research that influences OCB is job satisfaction. Job satisfaction is a favorable or unfavorable emotional state with which employees view their work (Rambembuoch et al., 2023) . Job Satisfaction for Muhammadiyah Mardhatillah Randudongkal Hospital is quite good. However, some nurses still do not participate in organizational activities, do not help colleagues who are in trouble if it is not their responsibility. This is possible to influence the OCB attitude towards the company. Based on previous research conducted by (Kholil Deskriyanto & Ratnaningrum, 2021) , (Irnandi et al., 2023) that job satisfaction does not show any influence on OCB. Meanwhile, according to research (Pardede et al., 2023) and (Muliani & Perkasa, 2023) job satisfaction has a good and important influence on Organizational Citizenship Behavior (OCB).

Based on the background above, there is a problem formulation: (1) how does transformational leadership style influence OCB? (2) how does work-life balance affect OCB? (3) how does job satisfaction affect OCB? Meanwhile, the aims of this research are to: (1) find out whether nurses' OCB is influenced by transformational leadership style; (2) find out whether OCB is influenced by work-life balance; and (3) determine whether OCB is influenced by job satisfaction.

This research is a development of proprietary research (Shalahuddin, 2021) . At a research location in a different city, namely Pontianak, using variables, this research was conducted in Randudongkal, Pemalang Regency, involving Transformational Leadership Style (X1) and Work Life Balance (X2), as well as adding one independent variable, namely Job Satisfaction (X3). because this variable also influences OCB, especially for nurses at RSM Mardhatillah Randudongkal where job satisfaction at RSM Mardhatillah Randudongkal has implemented it. Apart from that, the specific aim of the researcher adding this variable is to test the effect of whether job satisfaction has an effect on OCB. Given the research gap in the variables used in this research, it is necessary to test whether it is true that job satisfaction can influence OCB.

This research is based on Bandura's (1997) Social Cognitive Theory (SCT) in Conner & Norman (2015). SCT is an educational approach that considers individual, environmental, and cognitive components (Hosseini et al., 2024) . SCT explores how individuals learn and develop through their interactions with the environment, social interactions, and cognitive processes. Explanation of the concept includes self-efficacy, reciprocal relationships between individuals and their environment, cognitive processes and self-regulation, and various applications. This means that the variables transformational leadership style, work life balance, job satisfaction are important in applying concepts including self-efficacy and reciprocal relationships. Self-efficacy is defined as a person's belief in their ability to successfully carry out certain tasks. People with high self-efficacy try to achieve maximum results at work related to OCB (Ullah et al., 2021) .

## 2. RESEARCH METHODS

This research applies quantitative methods by collecting data through surveys and questionnaires. The sampling technique used is non-probability sampling with a saturated sampling approach. The research sample consisted of 105 nurses. The research uses 5 indicators of the OCB variable, this variable is measured with 6 questions referring to (Charli & Mahzum, 2023) . The transformational leadership style variable in this study includes 4 indicators measured by 6 questions referring to Kreitner and Kinicki (2010). The work life balance variable in this study has 3 indicators. This variable is measured by 6 questions referring to (Suhartini, 2021) and the job satisfaction variable which has 5 indicators, this variable is measured by 6 questions referring to (Ayunasrah et al., 2022) . Each variable is measured using a Likert scale. The analysis method used is SEM with the SmartPLS Version 4.0 tool. Processed through a loading analysis test with the provision of a value of  $>0.5$ , then on the outer loading to determine the validity and reliability using the value limits (CA) and (CR)  $>0.70$ , and (AVE)  $>0.50$ . Next, analyzing the inner model to find out how many endogenous constructs there are against the exogenous constructs. Then bootstrapping to test the hypothesis using a structural equation model with the hypothesis clause accepted if the P value  $<0.05$  and the hypothesis rejected if the P value  $> 0.05$ . The T statistic value has a significance of 5%, which is 1.96.

Based on the description of the effects between the factors above, the following is a reflection of the framework of views in the research:

## 2.1 Frameworks

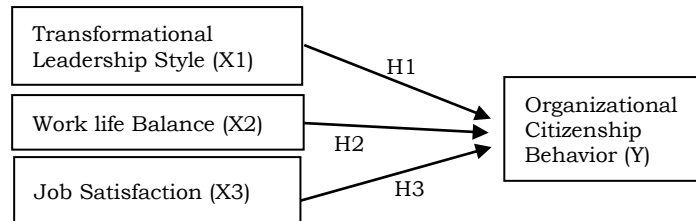


Figure 1. Framework of Thought

There are 3 research hypotheses, hypothesis one is that transformational leadership style has a positive and significant effect on OCB. The second hypothesis is that work life balance has a positive and significant effect on OCB. And then the third hypothesis is that job satisfaction has a positive and significant effect on OCB.

## 3. RESULTS AND DISCUSSION

The author tested three independent variables, namely transformational leadership style, work life balance, and job satisfaction on organizational citizenship behavior (OCB) as the dependent variable.

### 3.1 Measurement Model Test (Outer Model)

#### a. Convergent Validity (Convergent Validity)

Convergent validity refers to the principle that the measuring instrument of a concept must show a strong correlation Ghozali & Latan (2015). In this research, the convergent validity of the SmartPLS 4.0 software can be assessed using the load factor value for each concept indicator. A reflective indicator is considered appropriate if it has a value  $>0.70$ , which indicates that the construct being measured has high consistency. A measurement is considered satisfactory if the loading factor value is more than 0.7. Additionally, all AVE values higher than the AVE threshold set at a value higher than 0.50 are considered acceptable. General guidelines that are often used according to the perspective of Ghozali & Latan (2015) include: (1) A Load Factor value of 0.70 or more is considered to meet the convergent validity criteria quite well, (2) The Average (AVE) Variance Extracted must exceed 0.50.

Table 1. Outer Loading

	Outer loadings
X1_1 <- Transformational Leadership Style	0.791
X1_2 <- Transformational Leadership Style	0.846
X1_3 <- Transformational Leadership Style	0.813
X1_4 <- Transformational Leadership Style	0.735
X1_5 <- Transformational Leadership Style	0.778
X1_6 <- Transformational Leadership Style	0.778
X2_1 <- Work life balance	0.819
X2_2 <- Work life balance	0.778
X2_3 <- Work life balance	0.729
X2_4 <- Work life balance	0.805
X2_5 <- Work life balance	0.796
X2_6 <- Work life balance	0.701
X3_1 <- Job Satisfaction	0.849
X3_2 <- Job Satisfaction	0.751
X3_3 <- Job Satisfaction	0.798
X3_4 <- Job Satisfaction	0.793
X3_5 <- Job Satisfaction	0.814

X3_6 <- Job Satisfaction	0.793
Y_1 <- Organizational Citizenship Behavior	0.865
Y_2 <- Organizational Citizenship Behavior	0.897
Y_3 <- Organizational Citizenship Behavior	0.918
Y_4 <- Organizational Citizenship Behavior	0.855
Y_5 <- Organizational Citizenship Behavior	0.874
Y_6 <- Organizational Citizenship Behavior	0.808

Source: SmartPLS Output 4, 2024

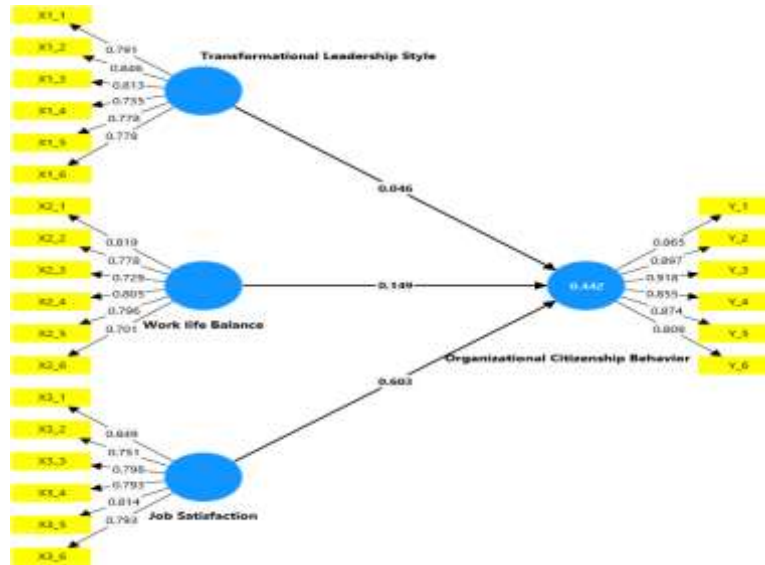


Figure 2. Structural Model  
Source: SmartPLS Output 4, 2024

Based on the picture above, it can be concluded that the outer loading value for all indicators on transformational leadership style (X1), work life balance (X2), and job satisfaction (X3) on organizational citizenship behavior (Y) is more than 0.70 , so considered valid.

b. Discriminant Validity

Table 2. Construct Reliability and Validity Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Satisfaction	0.887	0.889	0.914	0.640
Organizational Citizenship Behavior	0.936	0.936	0.949	0.757
Transformational Leadership Style	0.884	0.916	0.909	0.625
Work life balance	0.868	0.897	0.899	0.597

Source: SmartPLS Output 4, 2024

Based on table 1, it is known that the Cronbach's Alpha value is >0.70, Composite Reliability (CR or rho\_c) >0.70, and AVE ≥ 0.5 for each variable transformational leadership style (X1) work life balance (X2) job satisfaction (X3 ) organizational citizenship behavior (Y) so it is declared valid Ghozali & Latan (2015).

Table 3. Discriminant validity (Fornell Larcker's Criterion

	Job Satisfaction	Organizational Citizenship Behavior	Transformational Leadership Style	Work life balance
Job Satisfaction	0.800			
Organizational	0.646	0.870		

Citizenship Behavior				
Transformational Leadership Style	0.386	0.303	0.791	
Work life balance	0.165	0.256	0.163	0.773

Source: SmartPLS Output 4, 2024

The discriminant validity test was carried out in two capacities, namely Fornell Larcker and Cross Loading. The Fornell-Larcker test compares each Average Variance Extracted square root value with the relationship between latent variables. It can be seen that in Table 2 the size of the value exceeds 0.5, and increases more in the square root of AVE than in the potential variable relationship. Thus, discriminant validity is stated to be accepted by Ghazali & Latan (2015).

#### d. Reliability Test

Reliability testing is carried out to ensure the instrument is accurate, consistent, and able to measure an idea. Reliability was evaluated using Smart PLS 4.0 software on PLS SEM by: (1) Composite Reliability Internal consistency was measured by composite reliability. In exploratory examination, CR values between 0.60 and 0.70 are considered sufficient and acceptable. (2) This reliability coefficient is used to assess the overall consistency of the scale. Cronbach's Alpha values above 0.70 are considered acceptable in exploratory research, (3) Average Variance Extracted (AVE) The AVE value for each variable exceeds 0.5 in accordance with the convergent validity test of Ghazali & Latan (2015) proving that each variable included in the research meets the model requirements.

Based on table 1, the Cronbach's Alpha and Composite Reliability values are more than 0.70. Average Variance Extracted (AVE) is more than 0.5. By using the minimum limit recommended by Ghazali & Latan (2015). All variables show excellent reliability and validity.

### 3.2 Structural Model (Inner Model)

The purpose of model assessment in systematic PLS-SEM is to determine how well the model predicts Ghazali & Latan (2015). The steps to evaluate the structural model are as follows:

#### a. Direct Influence (Path Coefficient)

Direct influence is an explanation of the hypothesis in the table section which is used to measure the direct influence between variables that influence other variables as well as factors that are influenced by various factors. Three hypotheses Hypothesis 1, Hypothesis 2, and Hypothesis 3 from the author's research state that the organizational citizenship behavior of the Muhammadiyah Marhatillah Randudongkal Hospital is directly influenced. This shows that the size of the endogenous variable and the size of the external variable have a positive relationship. (Darwin & Umam, 2020) states that the direct effect test is used to test the hypothesis that a variable has a direct impact on other variables that are influenced by other variables. The Smart PLS 4.0 tool was used in this study to analyze the data and verify direct and indirect effects, which include both endogenous and exogenous variables.

Table 4. Hypothesis Testing (Directly)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Job Satisfaction -> Organizational Citizenship Behavior	0.603	0.596	0.084	7,146	0,000
Transformational Leadership Style -> Organizational	0.046	0.061	0.080	0.576	0.565

Citizenship Behavior					
Work life Balance -> Organizational Citizenship Behavior	0.149	0.156	0.088	1,702	0.089

*Source: SmartPLS Output 4, 2024*

Hypothesis 1: Transformational Leadership Style on organizational citizenship behavior Based on the positive original sample value (0.046 > 0.000), t-statistic (0.576 < 1.96), and P value (0.565 > 0.05), then H<sub>0</sub> is accepted and H<sub>a1</sub> is rejected. Hypothesis 2: Work life balance on Organizational Citizenship Behavior Based on the positive original sample value (0.603 > 0.000), t-statistic (7.146 > 1.96), and P value (0.000 < 0.05), then H<sub>0</sub> is accepted and H<sub>a2</sub> is accepted

Hypothesis 3: Job Satisfaction on Organizational Citizenship Behavior Based on the positive original sample value (0.149 > 0.000), t-statistic (1.702 > 1.96), and P value (0.089 > 0.05), then H<sub>0</sub> is rejected and H<sub>a3</sub> is rejected.

### 3.3 Discussion

The discussion in this research regarding the research results includes three sub-chapters: 1) The Influence of Transformational Leadership Style on Organizational Citizenship Behavior, 2) The influence of work life balance on organizational citizenship behavior, 3) The Influence of Job Satisfaction on Organizational Citizenship Behavior.

#### a. The Influence of Transformational Leadership Style on Organizational Citizenship Behavior

Based on table four, Hypothesis test results that transformational leadership style has a positive but insignificant effect on OCB. Seen from on the positive original sample value (0.046 > 0.000), t-statistic (0.576 < 1.96), and P value (0.565 > 0.05), then H<sub>0</sub> is accepted and H<sub>a1</sub> is rejected. Leaders can be recognized by their natural traits since birth. If a leader in a company has a certain character or personality, then it is necessary to determine the transformational leadership style that best suits that trait. This will affect how employees react, whether they will have a positive impact on the company or consider leaving the company. This reaction is a form of feedback on the transformational leadership style applied by leaders in the company. These results are in accordance with the results of research (Amjad Maulana et al., 2022) and (Ainy, 2023) showing that transformational leadership style has a positive but insignificant effect on OCB. However, transformational leadership style is not the only variable that influences OCB. There are still other variables such as organizational culture, organizational commitment, work environment, and many more that can be used as moderating variables and intervening variables so that they can produce new research topics that are more interesting to study further.

#### b. The Influence of Work Life Balance on Organizational Citizenship Behavior

Based on table four, the results of the work-life balance hypothesis test have a positive and significant effect on OCB. This can be seen from the results of the positive original sample value (0.603 > 0.000), t-statistic (7.146 > 1.96), and P value (0.000 < 0.05), then H<sub>0</sub> is accepted and H<sub>a2</sub> is accepted. Nurses tend to engage in positive behaviors that advance the company, such as supporting coworkers, working harder, and improving the work environment, when they believe they can successfully balance the demands of their personal and professional lives. (Yarti, 2023) and (Soleha & Musoli, 2024) state that there is a positive and significant influence between work-life balance on OCB.

### c. The Influence of Job Satisfaction on Organizational Citizenship Behavior

Based on table four, The results of the job satisfaction hypothesis test have a positive but insignificant effect on OCB. This can be seen from the results of the positive original sample value ( $0.149 > 0.000$ ), t-statistic ( $1.702 > 1.96$ ), and P value ( $0.089 > 0.05$ ), then  $H_0$  is rejected and  $H_a3$  is rejected. This shows that the effect of job satisfaction on the OCB of nurses at RSM Mardhatillah Randudongkal is not significantly increased. The positive effect is in accordance with the concept of providing salary facilities can increase the level of OCB. This study also shows that if job satisfaction is increased, it can increase the OCB of RSM Mardhatillah Randudongkal. The results are appropriate for research (Sa'adah et al., 2023) and (Tumbol et al., 2022) show that transformational leadership style has a positive but insignificant effect on OCB.

## 4. CONCLUSIONS

The research findings that have been discussed lead to the following conclusions: work-life balance has a positive and significant influence on organizational citizenship behavior (OCB), job satisfaction has a positive but not significant influence on OCB, and transformational leadership style has a positive but insignificant influence on OCB. In transformational leadership style Organizations need to pay more attention to initiatives that support work-life balance, such as flexible work arrangements, adequate leave, and employee welfare programs. By creating a work environment that supports this balance, organizations can encourage significantly increased OCB. In work-life balance Although the impact is not significant, transformational leadership style still has an important role. Training and development for leaders to strengthen transformational aspects, such as inspiring, motivating, and paying attention to individual employee needs, can increase their positive impact on OCB. While job satisfaction Although the effect is not significant, job satisfaction still contributes to OCB. Organizations should continue to improve aspects that affect job satisfaction, such as a supportive work environment, fair compensation, and career development opportunities. This research has limitations that may influence the results of this research, where the respondents of this research include Nurses from the Muhammadiyah Mardhatillah Randudongkal Hospital. It is hoped that future research can take samples of other employees from different locations. The findings of this research indicate that job satisfaction and transformational leadership style have a positive and significant impact on organizational citizenship behavior. To improve the relationship between transformational leadership style, job satisfaction, and organizational citizenship behavior, further research could include other variables or other development variables.

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