



Analysis of Determining Factors in Increasing Organizational Citizenship Behavior at Workplace

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ABSTRACT

This study aims to explore the factors influencing OCB. This quantitative study processed using the SEM-PLS technique through the SmartPLS 4.0 application. Data for this study were collected by distributing questionnaires to employees at Depo Pelita Sokaraja. The study utilized 118 employees at Depo Pelita Sokaraja as the sample. The findings of this research indicate that job satisfaction, organizational commitment, and work-life balance have a positive and significant effect on Organizational Citizenship Behavior (OCB), while transformational leadership does not show a significant influence. This study provides practical implications for organizations to focus on enhancing job satisfaction, strengthening emotional commitment, and implementing supportive work-life policies to foster a work environment that encourages sustained prosocial behavior.

INTRODUCTION

Human resources (HR) are a company's most important and inseparable factor (Nurjanah et al., 2020). HR is a crucial element for a company because its effectiveness and success depend heavily on the quality and performance of its human resources (Sara et al., 2023).. The quality of human resources can be a determining factor in company performance, supported by the contribution of its workforce (Fitri & Endratno, 2021). Therefore, companies must manage their employees as human resources wisely and adequately.

Currently, a new view is developing that sees employees not only as resources, but also as capital or valuable company assets that need to be managed and improved (Nurjanah et al., 2020). Good HR management will make it easier for the company to achieve its goals. An organization's or company's ability to achieve its goals is determined by employee behavior in carrying out tasks according to their job descriptions, and by employee extra-role behavior outside of their primary duties (Rimatanti & Darmawan, 2023). This employee's extra-role behaviour is called Organisational Citizenship Behaviour (Nurjanah et al., 2020).

OCB is an individual's independent behaviour that is not directly related to primary tasks but can contribute to improving organizational performance (Hermawan et al., 2024). In other words, OCB is an important aspect that supports organizational effectiveness and productivity. OCB characteristics describe positive employee behavior beyond tasks, roles, and job descriptions required by the organization (Nurjanah et al., 2020). The characteristics of OCB reflect various aspects of positive behaviour that contribute to effectiveness and harmony in the workplace (Sania & Izzati, 2024). However, the factors influencing OCB remain a subject of ongoing research to understand the mechanisms driving this behaviour.

OCB employee behaviour can be influenced by their leadership style (Purwanto, 2022). Leaders with a transformational style demonstrate a sense of responsibility and readiness to work outside of work hours, demonstrating a lack of fatigue in completing assigned tasks for the organization's benefit (Novianti, 2021). This leadership behaviour indirectly strengthens OCB behaviour in employees.

Research by Novianti (2021), Nurjanah et al. (2020), Purwanto (2022), Rimatanti & Darmawan (2023), and Tian et al. (2020) shows that transformational leadership has a positive and significant effect on OCB. Leaders who model extra-role behaviours for their subordinates will motivate and encourage them to do the same (Nurjanah et al., 2020). However, research by Idris et al. (2021) and Purwanto et al. (2021) shows that transformational leadership does not significantly impact OCB. These findings indicate that although transformational leadership is adequate, this does not necessarily develop OCB (Purwanto et al., 2021).

Furthermore, high job satisfaction creates a positive work environment, encouraging employees to contribute beyond expectations (Fitri & Endratno, 2021). Job satisfaction can influence employees' OCB behaviour (Sholikhah &

Frianto, 2022). That shows that employees who are satisfied with their work will exhibit extra-role behaviour, or OCB.

Research by Fitri & Endratno (2021), Liu et al. (2023), Sara et al. (2023), Sholikhah & Frianto (2022), dan Wicaksono & Gazali (2021) suggests that job satisfaction has a positive and significant effect on OCB. High levels of job satisfaction lead to OCB in employees (Liu et al., 2023). However, research by Sari & Kurniawan (2023) suggests that job satisfaction does not significantly impact OCB. These findings suggest that job satisfaction does not influence employees' OCB behaviour.

Organizational commitment, which reflects an employee's sense of attachment to the organization, is crucial in developing employees' propensity to take on extra-curricular roles at work (Firmansyah et al., 2022). As an internal factor within an individual, organizational commitment remains compelling and relevant today due to its significant contribution to both employees and the organization (Widodo et al., 2023). High organizational commitment is associated with increased employee OCB (Nurjanah et al., 2020).

Research by Firmansyah et al. (2022), Hermawanto et al. (2022), Nurjanah et al. (2020), Purwanto et al. (2023), and Widodo et al. (2023) shows that organizational commitment has a positive and significant effect on OCB. Employees with high levels of organizational commitment tend to exhibit high levels of OCB (Purwanto et al., 2023). However, research by Kelana & Pogo (2022) showed that organizational commitment had no impact on OCB. Furthermore, Sumarsi & Rizal (2020) found that employees with strong organizational commitment did not motivate themselves to exhibit OCB.

Work-life balance (WLB) is also a factor that can influence OCB (Eriyanti & Noekent, 2021). WLB can encourage employees to engage in OCB behaviours, positively impacting organizational effectiveness (Heriyadi et al., 2020). OCB in employees will emerge when they feel they have a work-life balance (Rohmatiah et al., 2023).

Research from Eriyanti & Noekent (2021), Heriyadi et al. (2020), Hermawati et al. (2023), Rohmatiah et al. (2023) and Soelton (2023) shows that WLB has a significant and positive impact on OCB. High levels of WLB will lead to OCB behaviour in employees (Rohmatiah et al., 2023). However, research by Wilkanandya & Sudarma (2020) suggests that WLB does not significantly impact OCB. Their findings indicate that employees with WLB who are good or otherwise can still show OCB behaviour.

The low OCB behaviour of Depo Pelita Sokaraja employees can be the primary focus of this research. According to the results of pre-research interviews with several employees, it was found that this phenomenon is suspected to be influenced by high work pressure, minimal harmonious interpersonal relationships between colleagues, and a lack of appreciation from management for additional contributions made by employees. This information reflects real conditions in the field, which indicate that employees tend to carry out their duties only within their formal responsibilities. This low level of OCB behaviour is feared to hamper smooth operations, especially in maintaining

efficiency and service quality, which are crucial factors in maintaining company competitiveness.

Organizational Citizenship Behaviour (OCB) is derived from the framework of Social Exchange Theory (Hermanto et al., 2024). Therefore, SET can be the basis for explaining the relationship between independent variables and OCB in this study. SET highlights the nature of interpersonal relationships and social interactions, where someone who receives positive influence or perceptions is expected to show gratitude and reciprocate when the opportunity arises (Blau, 1967). Employees who feel that the organization cares about their welfare and engages in responsible social activities will exhibit positive attitudes and extra-role behaviors (Liaquat & Mehmood, 2017).

Research by Hermawan et al. (2024) has shown that job satisfaction, transformational leadership, and organizational commitment can influence OCB. However, this problem may also be related to an imbalance in work-life balance (WLB), considering the work environment often demands a busy schedule and high workload. By adding the WLB variable to the study, this study not only broadens the understanding of the determinants of OCB but also provides a practical contribution to organizations in developing strategies to create a work environment that supports employee prosocial behaviour at Depo Pelita Sokaraja.

LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory (SET) often explains why employees are willing to demonstrate OCB behavior (Rimatanti & Darmawan, 2023). Based on this theory, the correlation between employees and the organization is based on reciprocity, where this exchange aspect can influence an employee's intrinsic and extrinsic behavior towards their organization (Liaquat & Mehmood, 2017). SET explains that when employees form a psychological connection with an organization, they are more active in their professional and organizational roles. When employees have a relatively positive influence or perception, they reciprocate practically and effectively (Rimatanti & Darmawan, 2023). Employees who feel the organization cares about their well-being and engages in responsible social activities will exhibit positive attitudes and extra-role behaviors (Liaquat & Mehmood, 2017). Based on this explanation, when employees feel satisfied with the organization and its leaders' support and attention, they are likelier to exhibit extra-role behaviors that promote organizational effectiveness.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is defined as voluntary behavior that involves employees taking extra action to support the advancement of their organization (Novianti, 2021). OCB also refers to individual social behavior beyond expectations, such as volunteering to help coworkers during breaks or outside work hours (Hermawan et al., 2024). OCB can be measured using several indicators from Podsakoff et al. (2000), including mutual assistance behavior, sportsmanship, loyalty to the organization,

compliance with the organization, individual initiative, good citizenship, and self-development.

OCB's voluntary nature, or personal choice, distinguishes it from other activities. These activities fall outside of job descriptions and positively impact the company (Rimatanti & Darmawan, 2023). Employees with OCB voluntarily and spontaneously demonstrate positive behavior without expecting organizational rewards (Nurjanah et al., 2020).

Transformational Leadership

Transformational leadership is a charismatic leadership style with a strategic role in achieving organizational goals, involving aligning a vision for the future with subordinates and elevating subordinates' needs to a level above their basic needs (Iqbal, 2021). Transformational leadership describes a leader who can motivate and inspire subordinates and pay attention to the personal development of each employee (Purwanto, 2022). Transformational leadership can be measured using Bass's Multifactor Leadership Questionnaire (MLQ), which includes charisma, inspiration, individual attention, and intellectual stimulation (Den Hartog et al., 1997).

Leaders with this style position themselves more as mentors who are willing to accept their members' aspirations (Iqbal, 2021). Transformational leadership is based on relationships based on trust, where leaders increase subordinates' interest by providing high motivation, attention, and building their awareness (Nurjanah et al., 2020). By conveying their vision, a transformational leader motivates employees to work toward their goals and provides internal rewards (Rimatanti & Darmawan, 2023).

Job Satisfaction

Job satisfaction is a positive feeling that arises from a person's perception of completing a task or achieving the need to achieve values. Job satisfaction is a feeling of satisfaction with work that is considered important to them (Wicaksono & Gazali, 2021). Job satisfaction is also defined as an attitude reflecting positive or negative feelings toward various aspects of one's work (Nurjanah et al., 2020).

Job satisfaction explains the difference between work-related values or needs, individual expectations, and what the work provides (Sari & Kurniawan, 2023). The emotional response that arises when employees assess their work can influence their job satisfaction or dissatisfaction (Sholikhah & Frianto, 2022). According to Black et al. (2019), job satisfaction can be assessed using the Minnesota Satisfaction Questionnaire (MSQ), which includes satisfaction with compensation, promotions, coworkers, and recognition.

Organizational Commitment

Organizational commitment is an individual's willingness to be bound and show loyalty to an organization because they feel involved in various organizational activities (Rimatanti & Darmawan, 2023). It is also defined as an employee's level of belief in an organization and its goals, accompanied by a

desire to remain a member of the organization, reflecting an attitude of loyalty to the organization (Nurjanah et al., 2020).

Organizational commitment can be measured using Meyer & Allen's (1991) Three-Component Model of Commitment, which covers affective, continuance, and normative aspects. Employees with high commitment tend to carry out their duties enthusiastically and feel highly involved in organizational activities (Aida et al., 2024). Organizational commitment, as an attitude, influences several important behaviors necessary for an organization to function effectively (Nurjanah et al., 2020).

Work-Life Balance

Work-life balance (WLB) is the skill and personal effort to balance work and personal life (Hada et al., 2020). WLB is a condition in which employees can balance work and personal or family life roles (Wulandari & Hadi, 2021). From an employee perspective, WLB is an effort to manage work responsibilities and personal or family life, while from a company perspective, WLB challenges employees to stay focused on their work (Rohmatiah et al., 2023).

According to Parkes & Langford (2008), WLB can be measured using four indicators: work-life balance, fulfilling responsibilities, social life and engagement, and flexible work support and policies. A balance between work responsibilities and employees' personal lives is needed to create harmony in the workplace to reduce corporate conflict (Hermawati et al., 2023). Companies that pay attention to WLB in employees will provide comfort (Rohmatiah et al., 2023).

The Influence of Transformational Leadership on Organizational Citizenship Behavior

Leaders are crucial in increasing employees' willingness to take on extracurricular activities for the organization's benefit (Novianti, 2021). Transformational leadership is a type of leadership that can influence the formation of OCB in employees (Kurniawan et al., 2022). Transformational leaders can act as role models, mentors, managers, and coaches to encourage employees to engage in team activities and demonstrate OCB behaviors (Tian et al., 2020). The higher the implementation of a transformational leadership style through motivation, encouragement of innovation and creativity, and attention to employee development and performance, the higher the level of OCB demonstrated (Purwanto, 2022).

Research by Novianti (2021), Nurjanah et al. (2020), Purwanto (2022), Rimatanti & Darmawan (2023), and Tian et al. (2020) shows that transformational leadership has a significant and positive impact on OCB. Transformational leadership can foster OCB in employees through its ability to inspire, motivate, and encourage employees to exceed the criteria expected by the organization (Rimatanti & Darmawan, 2023).

H1: Transformational leadership has a significant and positive impact on organizational citizenship behavior

The Influence of Job Satisfaction on Organizational Citizenship Behavior

Employees who are satisfied with their work will feel happy working for the company and carry out their duties wholeheartedly and with personal awareness (Fitri & Endratno, 2021). They also tend to provide positive feedback about their work, be willing to help coworkers, and demonstrate performance that exceeds company expectations (Sara et al., 2023). This shows that job satisfaction plays an important role in developing extra-role behavior or OCB in company employees.

Research from Fitri & Endratno (2021), Liu et al. (2023), Sara et al. (2023), Sholikhah & Frianto (2022), and Wicaksono & Gazali (2021) states that Job satisfaction has a significant and positive influence on OCB. Employees who are satisfied with their work tend to feel happy while carrying out their duties and will perform their work beyond expectations (Fitri & Endratno, 2021).

H2: Job satisfaction has a significant and positive impact on organizational citizenship behavior

The Influence of Organizational Commitment on Organizational Citizenship Behavior

Organizational commitment demonstrated by employees has a positive impact on OCB (Fitri & Endratno, 2021). When employees demonstrate a sense of belonging and loyalty as a form of commitment to the organization, this tends to increase OCB, which is reflected in positive actions employees demonstrate toward the organization (Firmansyah et al., 2022). This explanation suggests that strong commitment can encourage employees to be more proactive in supporting the achievement of organizational goals through extra-role contributions.

Research from dari Firmansyah et al. (2022), Hermawanto et al. (2022), Nurjanah et al. (2020), Purwanto et al. (2023), and Widodo et al. (2023) shows that Organizational commitment has a significant and positive impact on OCB. Employees with a strong level of commitment tend to demonstrate good organizational citizenship behavior, and the higher the employee commitment, the higher the level of OCB shown (Hermawan et al., 2024).

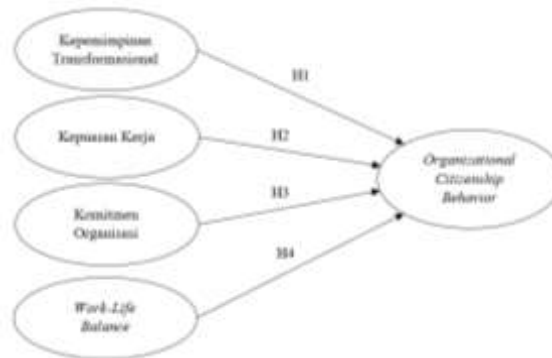
H3: Organizational commitment has a significant and positive impact on organizational citizenship behavior

The Influence of Work-Life Balance on Organizational Citizenship Behavior

Work-life balance (WLB) significantly impacts employee attitudes and organizational effectiveness (Heriyadi et al., 2020). Companies that pay attention to employee WLB are believed to increase OCB (Rohmatiah et al., 2023). Work-life balance can encourage employee engagement in extra-role behaviors, or OCBs, which ultimately benefit the organization by increasing effectiveness and positive outcomes (Heriyadi et al., 2020).

Research by Eriyanti & Noekent (2021), Heriyadi et al. (2020), Hermawati et al. (2023), Rohmatiah et al. (2023) and Soelton (2023) shows that WLB has a significant and positive impact on OCB. Employees with high levels of WLB or who do not face problems between family and work will have high levels of OCB (Rohmatiah et al., 2023).

H4: Work-life balance has a significant and positive impact on organizational citizenship behavior



Gambar 1. Conceptual Framework

METHODOLOGY

Research aims to ensure that its findings can be applied widely to the entire population, so an accurate representation of the characteristics of the population in the sample is (Sugiyono, 2019). The population in this study was 457 employees of Depo Pelita Sokaraja. A sample of 118 respondents was obtained using purposive sampling. Purposive sampling is a technique for sampling data sources, considering several factors (Sugiyono, 2019). Researchers considered only employees who had worked for more than 3 years to be included in the sample for this study.

This study is quantitative. Data were collected from questionnaires distributed to Depo Pelita Sokaraja employees. A Likert scale measured variable indicators as statements or questions within the questionnaire items (Sugiyono, 2019).

Data analysis in this study involved statistical and descriptive analysis using PLS-SEM. Descriptive analysis was used to describe participant responses and identify respondent patterns. This study uses Structural Equation Modeling (SEM), using the SmartPLS testing program. SEM analysis was chosen because of its ability to provide a direct representation of variable relationships and perform path analysis (Hair et al., 2017). The process requires two stages: the first stage evaluates the Outer model, while the second stage includes the evaluation of the structural model (Inner Model) to test the hypothesis and explain the relationship between variables. Convergent validity is confirmed by outer loading exceeding 0.7, and the AVE value is above 0.5 (Hair et al., 2017). Discriminant validity is assessed using the cross-loading value and Fornell-Larcker, and reliability of the indicator is validated with the value of Cronbach's alpha and Composite Reliability, which exceeds 0.70 (Hair et al., 2017).

In this study, OCB was measured using indicators from Podsakoff et al. (2000), including mutual helping behavior, sportsmanship, loyalty to the organization, compliance with the organization, individual initiative, good citizenship, and self-development. Bass's Multifactor Leadership Questionnaire (MLQ) measured transformational leadership, including charisma, inspiration, individual attention, and intellectual stimulation (Den Hartog et al., 1997). Job

satisfaction is measured using the Minnesota Satisfaction Questionnaire (MSQ), including compensation, promotions, coworkers, and recognition (Black et al., 2019). Meyer & Allen's (1991) Three Component Model of Commitment measured organizational commitment, which covers affective, continuance, and normative. Work-Life Balance is measured using four indicators from Parkes & Langford (2008), including balance between personal life and work, fulfilling responsibilities, social life and involvement, and flexible support and policies.

RESEARCH RESULT

Respondent Demographic Analysis

The first analysis in this study is a demographic analysis, as shown in Table 1. The demographic analysis aims to provide additional information to readers or further researchers.

Table 1. Respondent Profile

Category	Frequency	%
Gender		
Male	73	61.9
Female	45	38.1
Age		
21 - 30 years	57	48.3
31 - 40 years	44	37.3
41 - 50 years	16	13.6
> 50 years	1	0.8
Education		
Senior High School	116	98.3
Bachelor's Degree	2	1.7
Lama Bekerja		
4 - 6 years	99	83.9
> 6 years	19	16.1
Bagian/Divisi		
Operational	79	66.9
Marketing	2	1.7
Warehous	31	26.3
Finance	1	0.8
Security	5	4.2

Demographic data analysis in Table 1 shows that the majority of respondents in this study were male (61.9%). Regarding age group, most respondents were between 21 and 30 years old, indicating they were productive and professionally active. Furthermore, most respondents also had between 4 and 6 years of work experience (83.9%). This finding indicates that respondents in this study generally had a high level of experience with work that is sufficiently mature, so they are considered to have an adequate understanding and involvement in the dynamics of the organization in which they work.

Measurement Model Analysis (Outer Model)

The first measurement model analysis was the loading factor analysis, which is one condition for convergent validity. Convergent validity will be achieved with a loading factor > 0.7 and AVE > 0.5 (Hair et al., 2017).

Table 2. Convergent Validity and Data Reliability

Items	Loading Factor	CA	CR	AVE
Organizational Citizenship Behavior (Y)		0.958	0.963	0.671
OCB1	0.814			
OCB2	0.823			
OCB3	0.849			
OCB4	0.863			
OCB5	0.905			
OCB6	0.916			
OCB7	0.855			
OCB8	0.842			
OCB9	0.727			
OCB10	0.741			
OCB11	0.749			
OCB12	0.774			
OCB13	0.759			
OCB14	0.684*			
OCB15	0.653*			
OCB16	0.578*			
<i>(Boglet & Somech, 2023)</i>				
Transformational Leadership (X1)		0.956	0.961	0.673
KT1	0.836			
KT2	0.873			
KT3	0.832			
KT4	0.815			
KT5	0.780			
KT6	0.795			
KT7	0.831			
KT8	0.887			
KT9	0.792			
KT10	0.815			
KT11	0.831			
KT12	0.748			
<i>(Dhingra et al., 2024)</i>				
Job Satisfaction (X2)		0.978	0.980	0.729
KK1	0.837			
KK2	0.878			
KK3	0.913			
KK4	0.943			
KK5	0.914			
KK6	0.921			

KK7	0.920			
KK8	0.886			
KK9	0.893			
KK10	0.853			
KK11	0.767			
KK12	0.806			
KK13	0.856			
KK14	0.850			
KK15	0.823			
KK16	0.805			
KK17	0.707			
KK18	0.759			
KK19	0.606*			
<i>(Shimamura et al., 2021)</i>				
Organizational Commitment (X3)		0.981	0.983	0.749
KO1	0.826			
KO2	0.833			
KO3	0.890			
KO4	0.889			
KO5	0.847			
KO6	0.893			
KO7	0.922			
KO8	0.906			
KO9	0.921			
KO10	0.909			
KO11	0.695*			
KO12	0.739			
KO13	0.849			
KO14	0.882			
KO15	0.800			
KO16	0.827			
KO17	0.896			
KO18	0.857			
KO19	0.812			
KO20	0.809			
KO21	0.896			
KO22	0.835			
KO23	0.680*			
KO24	0.690*			
<i>(Efthymiopoulos & Goula, 2024)</i>				
Work-Life Balance (X4)		0.961	0.966	0.761
WLB1	0.884			
WLB2	0.868			
WLB3	0.859			
WLB4	0.856			
WLB5	0.869			

WLB6	0.869
WLB7	0.899
WLB8	0.857
WLB9	0.889
<i>(Iddagoda et al., 2021)</i>	

The results in Table 2 show that the loading factor is <0.70 for several items, so reconstruction is necessary by removing items from the model. After reconstruction, all items of each variable were > 0.70 , thus meeting the requirements for convergent validity testing. Furthermore, all Composite Reliability (CR) and Cronbach's alpha (CA) scores were > 0.70 , indicating good reliability for each variable.

Table 3. Discriminant Validity: Heterotrait-Monotrait Ratio

Variable	JS	OC	TL	OCB	WLB
Job Satisfaction					
Organizational Commitment	0.779				
Transformational Leadership	0.770	0.772			
Organizational Citizenship Behavior	0.722	0.705	0.665		
Work-Life Balance	0.727	0.678	0.715	0.736	

Next, the discriminant validity analysis utilises the Heterotrait-Monotrait Ratio (HTMT) in Table 3. All HTMT values are below the threshold of 0.90, indicating that each construct in the model has apparent differences from the others.

Table 4. Discriminant Validity: Fornell-Larcker

Variable	JS	OC	TL	OCB	WLB
Job Satisfaction	0.854				
Organizational Commitment	0.768	0.860			
Transformational Leadership	0.753	0.753	0.820		
Organizational Citizenship Behavior	0.709	0.690	0.642	0.819	
Work-Life Balance	0.707	0.663	0.691	0.706	0.872

Finally, Table 4 shows that the Fornell-Larcker criteria have been met, as indicated by the higher AVE square root scores on the diagonal compared to the other values for each variable. Thus, the model's discriminant validity can be declared fulfilled.

Structural Model Analysis (Inner Model)

Evaluating the structural model consists of analyzing the relationships between constructs, assessing the significance value, and determining the research model's R-square value. The first stage of the inner model test is model testing or model fit.

Table 5. Model Fit

Model	Saturated Model	Estimated Model
SRMR	0.065	0.065
NFI	0.562	0.562

Standardized Root Mean Square Residual (SRMR) < 0.1 indicates a suitable model structure. While the Normal Fit Index (NFI) shows the model's suitability in the study with a value of 0 - 1, where the closer to the number 1, the better or more appropriate the model.

Table 6. R-Square

Variable	R-Square
Organizational Citizenship Behavior	0.611

The R-square assessment in Table 6 shows promising results. The R-square value of 0.463 for turnover intention indicates that 46.3% of the variation in the variable can be explained by the independent variable; the remainder is influenced by other factors outside the research.

Table 7. Hypothesis Testing Result

Hypothesis	Path	T	P	Conclusion
	Coefficients (β)	Statistic	Values	
TL \rightarrow OCB	H1 0.025	0.191	0.424	Rejected
JS \rightarrow OCB	H2 0.259	2.014	0.022	Accepted
OC \rightarrow OCB	H3 0.245	2.090	0.018	Accepted
WLB \rightarrow OCB	H4 0.344	3.033	0.001	Accepted

The final stage in SEM-PLS analysis is hypothesis testing. Hypothesis testing assumes that the independent variable impacts the dependent variable if the T statistic value is > 1.960 and the P value is less than 0.05. The results in Table 7 show that transformational leadership has no effect on OCB ($\beta= 0.025, P$ values = 0.424). Furthermore, job satisfaction was stated to have a positive and significant effect on OCB ($\beta = 0.259, P$ values= 0.022). The findings also show that organizational commitment has a positive and significant effect on OCB ($\beta= 0.245, P$ values= 0.018), and WLB has a positive and significant effect on OCB ($\beta= 0.098, P$ values= 0.020).

DISCUSSION

The Influence of Transformational Leadership on Organizational Citizenship Behavior

The results stated that transformational leadership did not impact Organizational Citizenship Behavior (OCB). This finding indicates that although leaders have demonstrated a leadership style that is inspiring, charismatic, and supportive of individual development, these traits may not necessarily translate into extra-role behaviors by employees. This ineffective influence can be caused by a perception gap between leaders and subordinates, a lack of emotional engagement, or working conditions that do not support the

internalization of the leader's values. In other words, even if a leader exhibits transformational characteristics, this may not be enough to motivate employees to make voluntary contributions beyond their core duties.

From the perspective of Social Exchange Theory (SET), the correlation between transformational leadership and OCB is formed through a reciprocal mechanism, where employees who feel treated fairly, appreciated, and supported by their leaders will respond with positive behaviors such as OCB (Rimatanti & Darmawan, 2023). However, suppose this support is not perceived effectively or does not meet employee expectations. In that case, perceptions of fairness and social relationships will weaken, and employees will not be motivated to demonstrate prosocial behavior.

These results align with previous research by Idris et al. (2021) and Purwanto et al. (2021), which also found that transformational leadership did not significantly impact OCB in specific contexts. These results confirm that the impact of transformational leadership on extra-role behavior is contextual and may be influenced by other factors such as employee satisfaction, commitment, or individual characteristics.

The Influence of Job Satisfaction on Organizational Citizenship Behavior

The results of this study show that job satisfaction has a significant and positive impact on organizational citizenship behavior (OCB). Employees who are satisfied with their jobs, whether in terms of compensation, relationships with coworkers, the work environment, or development opportunities, will tend to exhibit positive behaviors outside their primary duties. Job satisfaction creates a sense of comfort and emotional attachment to the organization, thus encouraging employees to voluntarily help coworkers, maintain a positive attitude, and actively engage in various organizational activities that are not formal obligations. Descriptive analysis results indicate that the item "salary and bonuses commensurate with contributions" had the lowest average score, suggesting that the company needs to reevaluate its compensation system to better align with employee workload and contributions. This effort can increase job satisfaction and simultaneously encourage increased OCB among employees.

From a SET perspective, job satisfaction is viewed as a form of positive treatment employees receive from the organization, such as rewards, recognition, and supportive working conditions. Employees feel a moral obligation to contribute more through OCB behavior as a form of reciprocity. The higher the perceived level of job satisfaction, the more likely employees are to exhibit prosocial behavior in the workplace.

These results align with previous research findings by Fitri & Endratno (2021), Liu et al. (2023), Sara et al. (2023), Sholikhah & Frianto (2022), and Wicaksono & Gazali (2021), which found that job satisfaction significantly contributes to increased OCB. These findings reinforce the understanding that job satisfaction is a crucial factor in encouraging the development of extra-role behavior.

The Influence of Organizational Commitment on Organizational Citizenship Behavior

The findings show that organizational commitment significantly and positively impacts Organizational Citizenship Behavior (OCB). Conceptually, this relationship can be explained by employees with a high level of organizational commitment demonstrate loyalty, a sense of belonging, and a desire to contribute more to the organization. This commitment leads employees to carry out their core duties and be willing to engage in extra-role behavior, such as helping coworkers, maintaining organizational stability, and participating in organizational activities voluntarily.

The descriptive analysis results show that the item with the lowest mean score was "the lack of alternatives keeps me in this organization," indicating that some employees' commitment is still calculative. Therefore, companies must strengthen employees' emotional attachment and sense of pride through career development programs, performance appreciation, and a more inclusive and supportive work culture. Strong commitment reflects an emotional attachment and belief in organizational values, strengthening the internal drive to contribute positively (Firmansyah et al., 2022).

When examined through a SET perspective, these results can be explained by the principle of reciprocity in social relationships between individuals and organizations. When organizations provide a supportive work environment, recognition, and concern for employee well-being, employees respond by increasing their commitment and demonstrating prosocial behaviors such as OCB. In other words, the greater an employee's sense of attachment to the organization, the greater their willingness to engage in voluntary actions that support organizational effectiveness.

This finding aligns with previous research by Firmansyah et al. (2022), Hermawanto et al. (2022), Nurjanah et al. (2020), Purwanto et al. (2023), and Widodo et al. (2023), which showed that organizational commitment significantly contributes to increased OCB behavior in the workplace. That reinforces the notion that organizational commitment is a key factor in shaping employee contributions beyond their roles' formal demands.

The Influence of Work-Life Balance on Organizational Citizenship Behavior

The results of this study show that work-life balance has a significant and positive influence on Organizational Citizenship Behavior (OCB). These findings indicate that when employees can balance their personal lives and work demands, they will feel more satisfied, happier, and have positive energy in carrying out their work responsibilities. This balance provides employees with space to manage stress, improve psychological well-being, and strengthen engagement in their work. Under these conditions, employees will be more likely to exhibit extra-role behaviors, such as helping coworkers and actively participating in organizational activities.

The results of the descriptive analysis show that the aspect "the way I provide service to customers makes them satisfied" has the lowest average score, indicating challenges in maintaining service quality when work-life balance is not optimal. Therefore, companies are advised to implement more

flexible work policies and support for employee work-life balance, such as more adaptive working time arrangements and employee well-being programs, to improve the quality of service and employee contribution to the organization.

In the SET perspective, the relationship between work-life balance and OCB is formed from employees' perceptions of organizational support in meeting their personal and professional needs. When organizations provide flexible policies, such as adaptive working hours, adequate leave, and attention to employee well-being, employees will perceive the organization as treating them fairly and valuing their contributions. In return, employees will demonstrate positive attitudes through voluntary behavior that supports the organization's success (Heriyadi et al., 2020).

These results are supported by previous research by Eriyanti & Noekent (2021), Heriyadi et al. (2020), Hermawati et al. (2023), Rohmatiah et al. (2023) and Soelton (2023), which concluded that work-life balance significantly encourages an increase in OCB. Therefore, work-life balance is one of the important determinants in building a healthy and productive work environment through extra contributions from employees.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research results, it can be concluded that job satisfaction, organizational commitment, and work-life balance positively and significantly affect Organizational Citizenship Behavior (OCB). At the same time, transformational leadership did not significantly influence OCB. That indicates that employee extra-role behavior is more influenced by internal factors such as satisfaction and attachment to the organization and work-life balance than by the leadership style. This research model can explain 61.1% of the variability in OCB, which means that most OCB behavior can be predicted by the independent variables studied.

The results of the descriptive analysis illustrate that there are still aspects of each variable that need to be improved. Mutual assistance behavior among employees as part of OCB is a significant concern because it shows the lowest score, which means that team collaboration and solidarity are still less than optimal. In the transformational leadership dimension, helping employees find the meaning of their work is considered the weakest, which reflects the need for leaders to be more personally involved in guiding and inspiring their subordinates. Furthermore, the perception of inequality between contribution and compensation indicates that rewards remain an issue in job satisfaction. Organizational commitment from the attachment side due to the lack of alternatives also shows that the loyalty of some employees tends to be functional rather than emotional. On the other hand, work-life balance must also be considered, especially concerning an effective work system.

ADVANCED RESEARCH

This study has several limitations that should be considered. First, the scope of the study was limited to a single company, thus limiting the generalizability of the results. Second, although the model explains more than 60% of the OCB variables, other external factors have not been studied, such as

organizational climate, work stress, and intrinsic motivation. Therefore, future research should expand the sample size across sectors and add mediating or moderating variables such as organizational justice or perceived organizational support to understand better the factors that drive OCB behavior more comprehensively. Furthermore, a mixed methods approach can also be used to capture the dynamics of OCB in greater depth through qualitative data.

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