

The Effect of Leadership and Work-Life Balance on Organizational Citizenship Behavior: The Moderating Role of Job Satisfaction at the Social Service Office of West Lombok Regency

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Abstract: Organizational Citizenship Behavior (OCB) is an important factor in improving organizational effectiveness, particularly in public sector organizations. This study aims to analyze the effect of leadership and work-life balance on Organizational Citizenship Behavior (OCB), with job satisfaction as a moderating variable at the Social Service Office of West Lombok Regency. This research employs a quantitative approach with an associative design. The population and sample consisted of 62 non-civil servant (non-ASN) employees using a saturated sampling technique. Data were collected through questionnaires distributed via Google Forms and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 3.0. The results show that leadership does not have a significant effect on OCB, while work-life balance has a positive and significant effect on OCB. Furthermore, job satisfaction does not moderate the relationship between leadership and OCB, nor between work-life balance and OCB. These findings indicate that employees' OCB is more strongly influenced by work-life balance than by leadership factors, while job satisfaction functions more as an independent attitudinal factor rather than a moderating variable.

Keywords: Leadership, Work-Life Balance, Job Satisfaction, Organizational Citizenship Behavior.

Introduction

Human resources constitute one of the most valuable assets in an organization because they play an important role in achieving organizational objectives. The effectiveness of an organization is not only determined by employees' ability to perform their formal job responsibilities but also by their willingness to engage in voluntary behaviors that support organizational effectiveness (Robbins & Judge, 2019). One form of such behavior is Organizational Citizenship Behavior (OCB), which refers to discretionary employee behavior that goes beyond formal job requirements and contributes to the effective functioning of an organization.

OCB is particularly important in public sector organizations, including the Social Service Office of West Lombok Regency, because employees are directly involved in providing services to the community. Employees who voluntarily assist colleagues, participate in organizational activities, demonstrate responsibility, and contribute beyond their formal duties can support the achievement of organizational goals and improve the quality of public services. However, preliminary observations at the Social Service Office of West Lombok Regency indicate that OCB among employees remains relatively low. This condition is reflected in limited employee initiative to assist colleagues, low voluntary participation in organizational activities, and a tendency among some employees to focus primarily on their assigned responsibilities.

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One factor that may influence OCB is leadership. Leadership plays an important role in directing, motivating, and encouraging employees to contribute to organizational objectives. Effective leaders can create a supportive work environment, provide direction, and encourage employees to demonstrate behaviors that exceed their formal responsibilities. In addition to leadership, work-life balance is also relevant to employee behavior. Employees who are able to maintain a balance between work responsibilities and personal life may experience better psychological conditions, which can encourage positive behavior within the organization. Therefore, leadership and work-life balance are important factors to consider in understanding employees' OCB.

Previous studies have reported varying findings regarding the relationship between leadership and employee behavior. Marwanto and Hasyim (2022) found that leadership has a positive and significant effect on extra-role behavior. Wulandari (2023) also reported that leadership can improve employee motivation and organizational commitment, which subsequently encourages OCB. However, differences in findings across studies indicate that the relationship between leadership and OCB may vary according to organizational conditions and employee characteristics. These differences provide an opportunity for further investigation of the relationship between leadership and OCB.

Work-life balance has also been associated with employees' discretionary behavior. Halawa and Siregar (2023) found that employees with better work-life balance tend to demonstrate higher levels of OCB. A balanced relationship between work and personal life may help employees maintain emotional stability and reduce work-related pressure, thereby supporting their willingness to contribute positively to the organization.

Job satisfaction is another factor that is relevant to employee behavior. Employees who are satisfied with their work may be more willing to demonstrate positive discretionary behaviors, including helping colleagues and contributing beyond their formal responsibilities. Sebastian and George (2017) found that job satisfaction is associated with positive employee behaviors, including discretionary behaviors that support organizational functioning. Nevertheless, previous research has also produced different findings regarding the role of job satisfaction. Some studies have examined job satisfaction as a direct predictor of OCB, while others have considered its potential role in strengthening the relationship between organizational factors and employee behavior.

The differences in previous findings, together with the observed OCB conditions at the Social Service Office of West Lombok Regency, indicate the need for further

research examining the relationships among leadership, work-life balance, job satisfaction, and OCB. This study therefore aims to analyze the effect of leadership and work-life balance on Organizational Citizenship Behavior (OCB), with job satisfaction as a moderating variable among non-civil servant employees at the Social Service Office of West Lombok Regency. The results are expected to contribute to the understanding of factors associated with OCB and provide relevant information for improving employee behavior and organizational effectiveness in public service organizations.

Metode

This study employed a quantitative approach with an associative research design. The research was conducted to examine the effect of leadership and work-life balance on Organizational Citizenship Behavior (OCB), as well as to examine the moderating role of job satisfaction in these relationships. The study was conducted at the Social Service Office of West Lombok Regency, located on Soekarno-Hatta Street, Gerung District, West Lombok Regency, West Nusa Tenggara.

The population consisted of 62 non-civil servant employees working in the field at the Social Service Office of West Lombok Regency. The sampling technique used was saturated sampling, in which the entire population was included as the research sample. Thus, the study involved 62 respondents who were directly engaged in field-based social service activities.

The data used in this study were quantitative primary data obtained directly from respondents through questionnaires distributed using Google Forms. The questionnaire measured four variables: leadership (X1), work-life balance (X2), job satisfaction (Z), and Organizational Citizenship Behavior (Y). Secondary data were obtained from relevant institutional documents, reports, books, scientific journals, and other supporting literature.

The measurement instrument used a Likert scale to obtain respondents' perceptions of each research variable. The indicators of the variables were developed based on the theoretical foundations and operational definitions presented in the research instrument. Leadership was measured through indicators related to leader direction, effective communication, decision-making, motivation and empowerment, and support and guidance. Work-life balance was measured through time balance, control over work, quality of personal life, organizational support, and satisfaction with work-life balance. Job satisfaction was measured through promotion opportunities, relationships with supervisors, relationships with coworkers, the work itself, working conditions, and organizational policies and administration. Organizational Citizenship

Behavior was measured through altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. PLS was selected because the research model contains latent variables and a moderating relationship. The analysis consisted of the evaluation of the measurement model (outer model) and the structural model (inner model).

The outer model was evaluated to assess the validity and reliability of the measurement indicators. Convergent validity was assessed using outer loading and Average Variance Extracted (AVE), while internal consistency reliability was assessed using Composite Reliability and Cronbach's Alpha. The criteria applied were an outer loading value greater than 0.70, AVE greater than 0.50, Composite Reliability greater than 0.70, and Cronbach's Alpha greater than 0.70.

The inner model was evaluated through path coefficients, R-square (R^2), effect size (f^2), predictive relevance (Q^2), and bootstrapping. Hypothesis testing was based on the t-statistic and p-value, with a significance level of 5%. A relationship was considered statistically significant when the t-statistic exceeded 1.96 and the p-value was below 0.05.

The moderating effect of job satisfaction was tested by examining the interaction between the independent variable and the moderator. Specifically, the interaction terms between leadership and job satisfaction and between work-life balance and job satisfaction were analyzed to determine whether job satisfaction strengthened or weakened the respective relationships with OCB.

Hasil dan Pembahasan

Measurement Model Evaluation (Outer Model)

The evaluation of the measurement model was conducted to assess convergent validity, discriminant validity, and reliability.

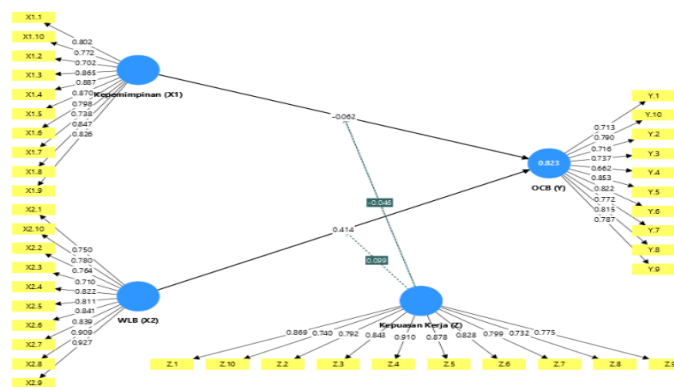


Figure 1. Outer Model Results (Loading Factor)

The results of the outer loading indicate that all indicators of Leadership, Work-Life Balance, Organizational Citizenship Behavior (OCB), and Job Satisfaction have loading factor values above 0.70. This confirms that all indicators meet the required threshold of convergent validity and are appropriate for measuring their respective constructs.

Convergent Validity (Average Variance Extracted / AVE)

Table 1. Convergent Validity Test Results (Average Variance Extracted/AVE)

Average Variance extracted (AVE) – Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values
X 1	0.669	0.609	0.135	4.895	0.000
X2	0.669	0.665	0.076	8.808	0.000
Y	0.591	0.591	0.049	12.173	0.000
Z	0.670	0.667	0.064	10.459	0.000

The AVE values for Leadership (0.661), Work-Life Balance (0.669), OCB (0.591), and Job Satisfaction (0.670) are all above 0.50. This indicates that each construct explains more than 50% of the variance of its indicators, confirming adequate convergent validity.

Discriminant Validity Test

Table 2. Discriminant Validity Test Results (HTMT)

Discriminant Validity – Heterotrait-Monotrait Ratio (HTMT) Matrix						
	X1	X2	Y.	Z.	Z.x X2	Z.x X1
X1						
X2	0.540					
Y	0.342	0.838				
Z	0.375	0.740	0.904			
Z.x X2	0.283	0.366	0.329	0.945		
Z.x X1	0.086	0.266	0.300	0.423	0.841	

The HTMT results show that all construct relationships are below the recommended threshold of 0.90, indicating good discriminant validity. However, the relationship between OCB and Job Satisfaction is slightly above the threshold at 0.904. Although this value is marginally higher, it is still acceptable in PLS-SEM because both constructs are conceptually closely related, where job satisfaction is often associated with extra-role behavior such as OCB.

Table 3. Reliability Test Results

No	Variable	Cronbach's Alpha	Cronbach's Alpha Standard	Remark
1	Leadership (X1)	0.943	0.70	Reliable
2	Work Life Balance (X2)	0.945	0.70	Reliable
3	OCB (Y)	0.920	0.70	Reliable
4	Job Satisfaction (Z)	0.944	0.70	Reliable

Based on Table 3, the discriminant validity test results show that constructs are below the recommended threshold of ≤ 0.90 . This indicates that each variable has good discriminant validity and can be empirically distinguished from one another. However, one HTMT value slightly exceeds the threshold, namely the relationship between Organizational Citizenship Behavior (OCB) and job satisfaction, with a value of 0.904. This value is very close to the threshold and can still be tolerated in SEM-PLS analysis. Theoretically, the strong relationship between OCB and job satisfaction is reasonable, as employees with higher job satisfaction tend to exhibit better extra-role behavior (OCB). Therefore, this slightly higher HTMT value remains acceptable.

Thus, it can be concluded that overall, the model meets the discriminant validity criteria and is suitable for further analysis.

Reliability Test

Table 4. Reliability Test Results (Cronbach's Alpha)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1	0.943	0.959	0.951	0.661
X2	0.944	0.951	0.953	0.669
Y.	0.922	0.926	0.935	0.591
z.	0.945	0.949	0.953	0.670

The reliability test results show that all constructs have Cronbach's Alpha values above 0.70, namely Leadership (0.943), Work-Life Balance (0.945), OCB (0.920), and Job Satisfaction (0.944). This confirms that all constructs have high internal consistency and the research instrument is reliable for further analysis.

Structural Model Evaluation (Inner Model)

Table 5. Structural Model Results (SEM-PLS)

R-square - Overview		
	R-square	R-square adjusted
y.	0.823	0.807

The structural model was evaluated using the coefficient of determination (R^2) and path coefficient analysis. The R^2 value for Organizational Citizenship Behavior (OCB) is 0.823, indicating that 82.3% of the variance in OCB is explained by Leadership, Work-Life Balance, and Job Satisfaction, while the remaining 17.7% is influenced by other variables not included in this model.

The path coefficient results show that Leadership has a negative and insignificant effect on OCB ($\beta = -0.062$), while Work-Life Balance has a positive effect on OCB ($\beta = 0.414$). This indicates that Work-Life Balance

plays a more dominant role in influencing employee OCB compared to Leadership.

Furthermore, Job Satisfaction shows a weak and insignificant moderating effect on the relationship between Leadership and OCB ($\beta = -0.046$), as well as on the relationship between Work-Life Balance and OCB.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping method in PLS-SEM. A hypothesis is supported if T-statistics > 1.669 or p-value < 0.05 .

Table 6. Structural Relationships

Structural Relationship	Coefficient	TStatistics	T Table	P Values
Leadership (X1) $\rightarrow$ OCB (Y)	0.078	0.723	1.669	0.470
Job Satisfaction (Z) $\times$ Leadership (X1) $\rightarrow$ OCB (Y)	0.072	0.498	1.669	0.619
Job Satisfaction (Z) $\times$ Work-Life Balance (X2) $\rightarrow$ OCB (Y)	0.070	1.077	1.669	0.282
Work-Life Balance (X2) $\rightarrow$ OCB (Y)	0.125	3.111	1.669	0.002

Effect of Leadership on OCB

The results showed that Leadership had a path coefficient of 0.078 with a p-value of 0.470 (> 0.05). This finding indicates that Leadership does not have a significant effect on OCB. Therefore, the first hypothesis was rejected.

Moderating Effect of Job Satisfaction on the Relationship between Leadership and OCB

The interaction effect produced a coefficient of 0.072 with a p-value of 0.619 (> 0.05). This result indicates that Job Satisfaction does not moderate the relationship between Leadership and OCB. Therefore, the second hypothesis was rejected.

Moderating Effect of Job Satisfaction on the Relationship between Work-Life Balance and OCB

The results showed a coefficient of 0.070 with a p-value of 0.282 (> 0.05). This finding suggests that Job Satisfaction does not moderate the relationship between Work-Life Balance and OCB. Therefore, the third hypothesis was rejected.

Effect of Work-Life Balance on OCB

The results indicated that Work-Life Balance had a coefficient of 0.125 with a p-value of 0.002 (< 0.05). This finding demonstrates that Work-Life Balance has a positive and significant effect on OCB. Therefore, the fourth hypothesis was accepted.

Discussion

The findings indicate that Leadership does not have a significant effect on Organizational Citizenship Behavior (OCB). This suggests that employees' willingness to perform extra-role behaviors is not primarily driven by leadership practices. Instead, such behavior may be influenced by intrinsic motivation, personal values, or organizational climate. This result aligns with Organ (2018), who emphasized that OCB is voluntary behavior that is not directly controlled by formal leadership structures. In contrast, Work-Life Balance has a positive and significant effect on OCB. Employees who are able to maintain a balance between work and personal life tend to experience lower stress levels and higher psychological well-being, which encourages them to engage in positive discretionary behaviors. This finding supports Greenhaus and Allen (2011) and Bataineh (2020), who highlighted the importance of work-life balance in shaping positive employee attitudes and behaviors. Meanwhile, Job Satisfaction does not moderate the relationship between Leadership and OCB, nor between Work-Life Balance and OCB. This indicates that the effect of Leadership and Work-Life Balance on OCB occurs independently of employees' satisfaction levels. In this context, job satisfaction functions more as a stable attitude rather than a contextual strengthening variable.

Conclusion

Based on the results of data analysis and hypothesis testing using the PLS-SEM method, several conclusions can be drawn regarding the influence of leadership, work-life balance, and job satisfaction on Organizational Citizenship Behavior (OCB). First, the Leadership (X1) variable does not have a significant effect on OCB. Although the relationship shows a positive direction, the statistical results indicate that leadership is not a determining factor in influencing employees' discretionary behavior. This means that changes in leadership style or quality do not directly lead to changes in employees' OCB. Second, the Work-Life Balance (X2) variable has a positive and significant effect on OCB. This indicates that employees who are able to maintain a good balance between work responsibilities and personal life tend to show higher levels of Organizational Citizenship Behavior. Therefore, work-life balance is an important factor in encouraging employees to contribute beyond their formal job roles. Third, Job Satisfaction (Z) does not function as a moderating variable in the relationship between Leadership and OCB. This means that job satisfaction does not strengthen or weaken the influence of leadership on employees' Organizational Citizenship Behavior. Fourth, Job Satisfaction also does not moderate

the relationship between Work-Life Balance and OCB. This indicates that the effect of work-life balance on OCB occurs independently, without being influenced by the level of employee satisfaction. Overall, it can be concluded that Work-Life Balance is the only variable that has a significant influence on Organizational Citizenship Behavior (OCB) in this study, while Leadership does not have a significant effect and Job Satisfaction does not act as a moderating variable. These findings emphasize that employee behavioral contributions beyond formal duties are more strongly driven by psychological well-being and balance between work and personal life rather than leadership influence or job satisfaction levels.

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