

# Role of Leadership Style, Work Life Balance on Organizational Citizenship Behavior: Mediated by Perceived Organizational Support

ORIGINAL RESEARCH ARTICLE

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## ABSTRACT

**Aims:** Employees who have Organizational Citizenship Behavior (OCB) have a very important role in organizational success, so this study aims to explain the effect of Leadership Style (LS) and Work-Life Balance (WLB) on OCB Behavior and the mediating role of Perceived Organizational Support (POS), and to expand research studies on OCB.

**Study design:** In this study, POS acts as a mediator of the LS and WLB variables on OCB.

**Place and Duration of Study:** Department of Youth, Sports, Culture and Tourism, Banyumas Regency, Indonesia. Between January 2024 and February 2024.

**Methodology:** The research involved 102 respondents who were the Banyumas Regency Youth, Sports, Culture and Tourism Department employees. Data was collected using a questionnaire, and data processing used SmartPLS 4.0 software.

**Results:** LS on OCB is not significant ( $\beta = -0.037$ , P Value = 0.683), WLB on OCB has a significant value ( $\beta = 0.569$ , P Value = 0.000), LS on OCB is mediated by POS positive but not significant ( $\beta = 0.051$ , P Value = 0.486), WLB on OCB mediated by POS is not significant ( $\beta = -0.131$ , P Value = 0.120)

**Conclusion:** Leadership Style cannot influence OCB, while Work-Life Balance can influence OCB. The mediating role of POS between Leadership Style and OCB is positive but insignificant, and POS cannot mediate Work-Life Balance on OCB.

*Keywords: Leadership Style, Work Life Balance, Perceived Organizational Support, Organizational Citizenship Behavior*

## 1. INTRODUCTION

Organizations with the various challenges they face and the increasingly dynamic world of work require employees who are qualified and able to face challenges and situations at work. Employees who are willing to go above and beyond the call of duty and deliver performance that meets or exceeds expectations are critical to a successful organization [1]. This condition requires employees who can carry out tasks outside the job description and voluntarily exceed what is expected, known as OCB (Organizational Citizenship Behavior).

The contrast between Daniel Katz's inventive and spontaneous behavior and dependable role performance, as well as Chester Bernard's concept of "willingness to cooperate", is the source of the idea of organizational citizenship behavior [2]. Employee citizenship behavior is the result of combining these two ideas. OCB (Organizational Citizenship Behavior) is an individual voluntary action, not specifically or directly recognized by formal incentive

structures, and when viewed as a whole, supports the efficient and effective functioning of the organization [3]. Based on social exchange theory, according to Bateman and Organ, there are two causes of this kind of behavior namely people will behave well if their working conditions are satisfactory so that this returns the favor, then people will tend to engage in OCB behavior when they are happier [4].

The role of government agencies in supporting the activities concerned in several sectors is very necessary. Government agencies generally oversee several areas, such as the Banyumas Youth, Sports, Culture and Tourism Services. This service has the main task of assisting the Regent in carrying out government affairs in the youth sector, sports sector, culture sector and tourism sector, which are the regional authority and assistance tasks given to the district [5]. The many tasks and fields that must be regulated and carried out in one service make researchers interested in conducting research in this service.

On the other hand, workers with unstable work schedules, irregular shift times, and longer weekly work hours may also experience work-family conflict and work stress, which may affect their willingness to help others [6]. This determines whether variables such as leadership style and work-life Balance can influence them to behave in extra roles mediated by Perceived Organizational Support.

Based on this background, this research will examine the factors influencing OCB. Is there a relationship between Leadership Style, Work-Life Balance, and mediated Perceived Organizational Support (POS)? The relationship between these factors will determine whether employees can have an OCB attitude.

## **1.1 LITERATURE REVIEW AND HYPOTHESES**

### **1.1.1 Organizational Citizenship Behavior (OCB)**

Robbins defines OCB as employee activities that go above and beyond their formal job responsibilities but benefit the organization by increasing its effectiveness [7]. The term "organizational citizenship behavior" (OCB) describes actions that may benefit an organization's operations but are not explicitly requested or rewarded [8]. The behavior exhibited by dutiful company workers is called OCB, or "Good Soldier Syndrome" [9]. "Individual behavior that is discretionary, not explicitly recognized by a formal reward system, and that overall promotes effective organizational functioning" is how Organ defines OCB in its formative definition.

[9] Two main ways are often used to conceptualize OCB. First, according to Organ [9], the meaning of OCB has been formulated in several behaviors that constitute good organizational citizenship. These behaviors include "altruism, courtesy, conscientiousness, civic virtue, and sportsmanship." Second, OCB has been identified by researchers based on the beneficiaries of the behavior [10]. Citizenship behavior can be directed toward an organization (OCB-O) or specific people (OCB-I). Most importantly, the five behavioral dimensions mentioned above still form the basis of this two-factor conception; OCB-I consists of Courtesy and altruism, while OCB-O includes the dimensions of conscientiousness, civic virtue, and sportsmanship. A strong relationship exists between OCB-I and OCB-O [11].

### **1.1.2 Leadership Style and Organizational Citizenship Behavior**

Gandolfi defines Leadership style as "The deliberate way in which a leader influences a group of people in an organization to achieve a broadly understood future state that is different from the current state" [12]. Nawawi also defines leadership style as the behavior or approach of a

leader in influencing the attitudes, ideas, feelings, and actions of followers or other people in the organization. Motivation, power, or orientation towards certain activities or people can influence the style used [13]. According to Kartono, the role of a leader is to command, direct, command, create, provide, or generate work motivation, drive the organization, create an effective communication network, provide efficient supervision, and guide his followers towards predetermined targets, while adhering to stick to time constraints and planning [14].

Previous research from Azeemi et al. [15], Fahriyansyah et al. [16], Khaola et al. [17], Dedic et al. [18], Vipraprastha et al. [19], Al Ayyubi et al. [20], Aryanti et al. [21], Shalahuddin [22] showed a significant influence between leadership style and OCB. However, research by Maulana et al. [23], Subhaktiyasa et al. [24], Abdullahi et al. [25], and Pio et al. [26] show that certain leadership styles do not have a significant influence on OCB. In some of these studies, a specific mention of the leadership style is being studied. The difference with this research lies in the indicators that refer to leadership styles in general, according to Kartono [27], namely (1) the ability to make decisions, (2) the ability to motivate, (3) communication skills, (4) ability to control subordinates, (5) responsibility, (6) ability to control emotions.

**H1:** Leadership style has a significant positive effect on OCB

### **1.1.3 Work Life Balance and Organizational Citizenship Behavior**

“Work–life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities” Kalliath and Brough [28]. Performance, job happiness, job satisfaction, productivity, health, and organizational loyalty are all impacted when WLB is not implemented properly in an organization [29]. Employee OCB increases, and the work atmosphere becomes more positive when employees have more WLB. WLB encourages employee OCB and increases job satisfaction among employees [30].

Research from Choi et al. [31], Eriyanti et al. [32], Soelton [33], Shalahuddin [22], Helmy et al. [34], Muliku et al. [35], Iroth et al. [36], Kurniawan [37], Mashudi [38] shows that the results of Work Life Balance have a significant effect on OCB, but research [39] shows that WLB does not influence OCB. Based on previous research, several studies show that Work-Life Balance can and cannot influence OCB behavior.

**H2:** Work Life Balance has a significant positive effect on OCB

### **1.1.4 The Mediating Role of Perceived Organizational Support on Organizational Citizenship Behavior**

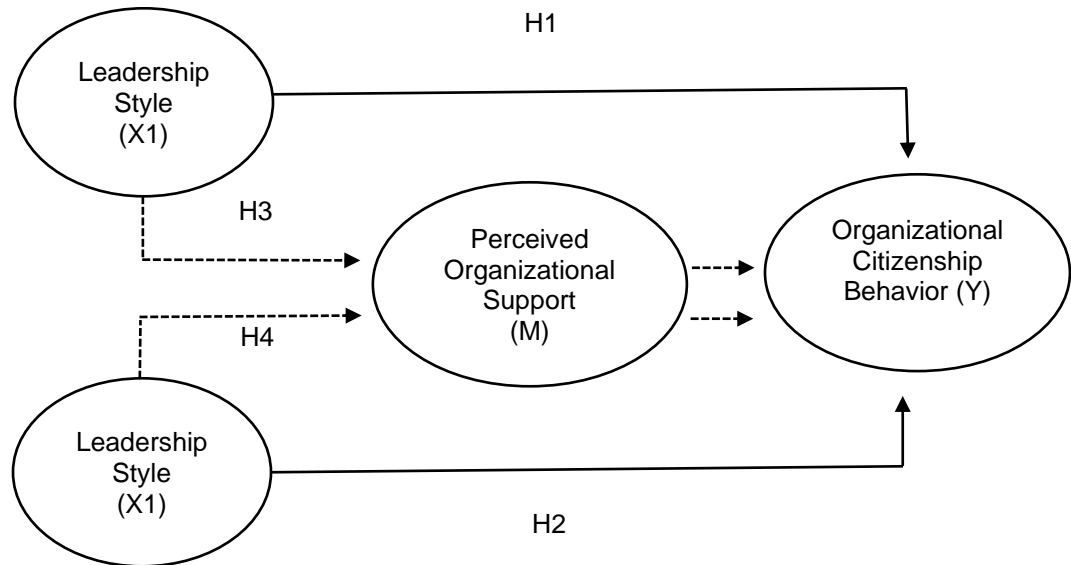
Perceived organizational support (POS) is how workers believe their organization appreciates their efforts and cares about their well-being [40]. According to Eisenberger et al. [41], workers work more productively for the benefit and success of the company when they feel that they are respected and supported by the company. In a broader sense, the meta-analysis of Kurtessis et al. [42] found that POS was inversely correlated with withdrawal behavior (such as absenteeism and turnover intentions) and counterproductive work behavior directed at the organization and the individual. In-role performance and organizational citizenship behavior were also positively correlated with POS.

A meta-analysis also found that POS is more strongly related to organizational citizenship actions directed towards organizations than individuals. Rhoades and Eisenberger [43] see POS as a way for organizations to help their workers benefit from each other by behaving better while returning the company's favor.

In their research, Asgari et al. [44] showed a relationship that influenced leadership style on OCB through POS mediation. Shakir's [45] research results show no influence between Work-Life Balance and OCB, but POS fully mediates between OCB and WLB. Although the literature has examined the relationship between POS and mediation, understanding how POS functions as mediation in the agency context still needs improvement.

**H3:** Perceived Organizational Support mediates Leadership Style on OCB positively and significantly

**H4:** Perceived Organizational Support mediates Work Life Balance on OCB positively and significantly



**Fig. 1. Framework of Thought**

## 2. METHODOLOGY

### 2.1 Measurement

The measurement technique used in this research is the Likert scale. In compiling questionnaire items for Likert scale measurement, variables are described through variable indicators in the form of statements or questions [46].

Respondents will be asked to answer the question by selecting the number or statement they will choose. The levels of this Likert scale consist of five: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5),

### 2.2 Sampling and Data Collection

The sampling technique in this research uses non-probability sampling. Non-probability sampling is a method where not every element or member of the population has the same chance of being selected as a sample [46].

The type of sampling used is purposive sampling, a method in which researchers use special considerations in selecting or determining samples for certain purposes [46]. The total population sampled by researchers was 102 respondents, and data collection techniques used primary data or data taken directly in the form of questionnaires.

### 2.3 Data Analysis Technique

Statistical analysis and descriptive analysis using PLS-SEM were used in the data analysis of this research. The PLS-SEM analysis technique is used because it makes it easier to test hypotheses by allowing path analysis and providing a clear picture of the relationship between variables. Meanwhile, the data is processed using the SmartPLS test tool to test the Structural Equation Modeling (SEM) system. PLS-SEM data processing requires two complete layers [47]. Model evaluation measurements are used in the first step (outer model). After that, an evaluation of the structural model (inner model) is applied to the data to evaluate the hypothesis and explain the correlation between variables. To verify convergent validity, we must consider loading values greater than 0.7 and AVE values greater than 0.5 [47], but loading values greater than 0.5 can still be used [48] [49]. Then, discriminant validity was assessed using the Fornell Larcker value and cross-loading. Finally, a Composite Reliability value greater than 0.70 and Cronbach's alpha indicate the reliability of the indicator [47].

## 3. RESULTS AND DISCUSSION

### 3.1 Profile Respondent

The results of the respondents' data collection show that the average respondents are female (52.4%) and male (47.6%), with the average age being 26 – 30 years (25.5%) and married (65.7%). The length of work has a very slight difference, namely 3 - 5 years (30%) and 1 - 3 years (32%), with the most recent education being a Bachelor's degree (41.2%).

**Table 1. Respondent Identity Profiles**

Category	Frequency	%
<b>Gender</b>		
Male	48	47,6%
Female	54	52,4%
<b>Age</b>		
<20	3	2,9%
20-25	17	16,7%
26-30	26	25,5%
31-35	20	19,6%
36-40	12	11,6%
>41	24	23,5%
<b>Marital Status</b>		
Married	67	65,7%
Not Married	35	34,3%
<b>Education</b>		
High School	27	26,5%
Associate's degree	28	27,5%
Bachelor's degree	42	41,2%
Master's degree	3	2,9%

Other	2	2%
<b>Length of Work</b>		
1-3 years	33	32%
3-5 years	31	30%
5-10 years	11	11%
>10 years	27	26%

\*Source: Primary Data (2024)

### 3.2 Evaluation of the Measurement Model (Outer Model)

Evaluation of the measurement model in this research includes convergent validity, reliability, and discriminant tests. Based on Table 2, the results show that this data is valid and meets the requirements. Each item has a loading factor value above 0.50. Ghozali [49] states a loading factor above 0.7 is considered reliable. At the same time, 0.5 to 0.6 is still acceptable, provided several indicators are removed because they do not meet the requirements, leaving valid indicators that meet them.

Reliability and validity testing are needed to assess the extent to which respondents are consistent in answering the questionnaire. Methods such as composite reliability and Cronbach's alpha are used for this purpose. Composite reliability evaluates the true reliability of a construct, while Cronbach's alpha indicates the lower reliability limit. Although both are important, composite reliability is considered more reliable in measuring the internal consistency of a construct than Cronbach's alpha [50]. Based on Table 2, all variables have a value greater than 0.7, so each research variable meets the requirements for composite reliability and Cronbach's alpha and is reliable.

**Table 2. Convergent Validity and Data Reliability**

Expression in the Scale (Items)	LF	CA	CR	AVE
<b>Leadership Style</b>		0.908	0.925	0.679
(LS1) My leader can make good decisions for the organization	0.887			
(LS2) My leader can motivate and care about me at work	0.774			
(LS3) My leader can communicate well and clearly	0.893			
(LS4) My leader can manage the organization well	0.917			
(LS5) My leader can be responsible for the organization	0.883			
(LS6) My leader can control emotions in any situation	0.515			
<b>Work Life Balance</b>		0.787	0.848	0.484
(WLB1) I work according to the specified working hours.	0.628			

(WLB3) I have responsibility and am loyal to my work and the Company.	0.751			
(WLB4) I can divide responsibilities between family and work.	0.677			
(WLB6) My family always supports my career and work.	0.723			
(WLB7) My personal life does not drain the energy I need for work.	0.641			
(WLB8) My personal life makes me feel ready to work the next day.	0.744			
<b>Perceived Organizational Support</b>		0.883	0.903	0.514
(POS1) The organization values my contribution to its welfare.	0.623			
(POS2) The organization takes my goals and values very seriously.	0.700			
(POS3) Help is available from the organization when I have problems.	0.525			
(POS4) The organization truly cares about my well-being.	0.676			
(POS5) The organization wants to give me the best job for which I am qualified.	0.681			
(POS6) The organization cares about my general satisfaction at work.	0.837			
(POS7) The organization is proud of my achievements at work.	0.738			
(POS9) The organization is willing to stretch itself to help me do my job to the best of my ability.	0.782			
(POS10) The organization cares about my opinion.	0.832			
<b>Organizational Citizenship Behavior</b>		0.711	0.822	0.541
(OCB1) I help colleagues who experience difficulties in their duties	0.817			
(OCB2) I do things that exceed the company's minimum requirements, such as arriving early	0.562			
(OCB4) I maintain good relationships with colleagues and avoid personal conflicts	0.795			
(OCB5) I am responsible for the work and participate for the sustainability of the organization	0.741			

*\*Source: Primary Data (2024)*

The next stage is assessing the Average Variance Extracted (AVE) value on the latent construct. This evaluation is based on how well the manifest variable reflects the latent construct; the more manifestation variables are represented in the latent construct, the more varied the variables are. According to Hair et al. [47], the recommended AVE value is 0.50. It can be seen in Table 2 that all variables have a value greater than 0.50 except for the WLB variable, which is around 0.4, but this is still acceptable with composite reliability higher than 0.6 [51]. So, the convergent validity test of this research is said to meet the requirements.

The next test, namely discriminant validity, aims to compare the loading value on the proposed construct with other values to ensure whether the construct has adequate discriminants. The method that will be used is the cross-loading method and also the Fornell-Larcker criteria.

**Table 3. Discriminant Validity: Fornell-Larcker criterion**

Variables	LS	OCB	POS	WLB
Leadership Style (X1)	<b>0.824</b>			
Organizational Citizenship Behavior (Y)	0.265	<b>0.73614</b>		
Perceived Organizational Support (Z)	0.5446	0.38671	<b>0.7173</b>	
Work Life Balance (X2)	0.2796	0.68463	0.2477	<b>0.696</b>

*\*Source: Primary Data (2024)*

*Notes: Leadership Style (LS), Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), Work Life Balance (WLB)*

The Fornell-Larcker Criterion method compares the correlation between other constructs in the model with the square root value of the Average Variance Extracted (AVE) of each construct [52]. The model is considered to have excellent discriminant validity if the square root value of the AVE of each construct is higher than the correlation value between the construct and other constructs in the model [49]. The square root of AVE, shown in bold in Table 3 of the Fornell-Larcker Criteria, correlates more with the other factors. This indicates that the discriminant validity criteria are met.

**Table 4. Discriminant Validity: Cross Loading**

Items	LS	WLB	POS	OCB
X1.1	<b>0.888</b>	0.257	0.449	0.167
X1.2	<b>0.774</b>	0.179	0.516	0.149
X1.3	<b>0.894</b>	0.282	0.470	0.196
X1.4	<b>0.917</b>	0.173	0.502	0.274
X1.5	<b>0.884</b>	0.322	0.451	0.307
X1.6	<b>0.516</b>	0.057	0.422	0.026
X2.1	0.382	<b>0.628</b>	0.298	0.556
X2.3	0.254	<b>0.752</b>	0.148	0.390
X2.4	0.160	<b>0.678</b>	-0.035	0.420
X2.6	0.101	<b>0.724</b>	0.269	0.552
X2.7	0.127	<b>0.642</b>	0.071	0.409
X2.8	0.118	<b>0.744</b>	0.200	0.463
Z.1	0.498	0.220	<b>0.623</b>	0.282
Z.2	0.410	-0.061	<b>0.701</b>	0.151
Z.3	0.145	0.076	<b>0.526</b>	0.133
Z.4	0.347	0.102	<b>0.677</b>	0.146
Z.5	0.251	0.243	<b>0.682</b>	0.256

Z.6	0.474	0.246	<b>0.838</b>	0.401
Z.7	0.355	0.278	<b>0.738</b>	0.281
Z.9	0.540	0.061	<b>0.782</b>	0.183
Z.10	0.425	0.199	<b>0.832</b>	0.391
Y.1	0.175	0.559	0.306	<b>0.818</b>
Y.2	-0.017	0.332	0.248	<b>0.563</b>
Y.4	0.232	0.576	0.340	<b>0.795</b>
Y.5	0.346	0.510	0.236	<b>0.742</b>

*\*Source: Primary Data (2024)*

*Notes: Leadership Style (LS), Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), Work Life Balance (WLB)*

Discriminant validity is assessed by examining how well indicators in a construct are connected to the same construct compared to other constructs. Suppose the correlation value between the indicator and the corresponding construct is higher than the correlation with other constructs. In that case, the construct is better at predicting the indicator than other constructs. If this happens, it can be concluded that the indicator meets the discriminant validity criteria. Table 4 research results show that all indicators between the appropriate constructs have a higher correlation than other constructs, so the research results can be said to have met these criteria.

### 3.3 Structural Model Evaluation (Inner Model)

The next test is the inner model test, which tests the casual relationship between latent variables. The tests are R-square and Q-square, path coefficient, and effect size or F-square.

**Table 5. R-square and Q-square**

Variables	R-square	R-square adjusted	Q-square
Organizational Citizenship Behavior (Y)	0.539	0.515	0.475

*\*Source: Primary Data (2024)*

The test results in Table 5 show a moderate R-square figure of 53.9%, which means that the exogenous variable in explaining variable Y has an influence of 53.9% or moderate [50]. In comparison, 46.1% is the influence of other variables not measured in this study. The Q-square results in Table 5 are 0.475 and more than 0, indicating that the model has a good predictive relevance value [50].

**Table 6. Direct and Indirect Effect**

Variables	Path Coefficient $\beta$	T statistics	P values	F-square
LS (X1) -> OCB (Y)	-0.037	0.408	0.683	0.002
WLB (X2) -> OCB (Y)	0.569	8.065	0.000	0.132
POS (Z) x LS (X1) -> OCB (Y)	0.051	0.697	0.486	0.515

POS (Z) x WLB (X2) -> OCB (Y)	-0.131	1.554	0.120	0.009
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*\*Source: Primary Data (2024)*

*Notes: Leadership Style (LS), Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), Work Life Balance (WLB),*

It can be seen in Table 6 that there is a negative path coefficient with a T statistic of less than 1.96 and also a P value of more than .05. Then there are also variables that have a positive path coefficient. Still, the P value is more than .05. The T statistic is less than 1.96. The test results also found variables with a positive path coefficient, T statistics of more than 1.96 and P values of less than .05, which means the hypothesis was accepted, then the F-square for each variable varied.

### **3.1.1 The relationship between Leadership Style and Organizational Citizenship Behavior**

The research results show that the relationship between Leadership Style and Organizational Citizenship Behavior is insignificant ( $\beta = -0.037$ , P Value = 0.683) with an F-square value of 0.002, meaning the impact is very weak. The results of this research are supported by research [23], [24], [25], [53] where each study specifically on one leadership style shows that there is no significant influence on OCB.

Based on these results, leadership style cannot influence OCB. This means that employees do not feel the influence of leadership style in making them behave voluntarily, and also because the level of complexity in the organization and the leadership style applied to the organization cannot influence OCB.

### **3.1.2 The relationship between Work Life Balance and Organizational Citizenship Behavior**

The research results show that WLB on OCB has a value of ( $\beta = 0.569$ , P Value = 0.000), meaning that it has a significant effect with an F-square of 0.132, meaning that the impact is small [54], meaning that WLB has a significant effect on OCB with a small effect. Supported by significant results from research [22], [32], [33], [34], [35], [36], [37], [38]

Work-life balance is an important factor that influences employee OCB behavior. Employees act positively when they believe they can balance their personal and professional obligations efficiently. In other words, the higher the Work-Life Balance policy, the higher the voluntary behavior attitude. Even though the influence is small, this can be a concern for organizations in designing and facilitating work-life balance for employees so that it can increase its influence on OCB behavior.

### **3.1.3 The relationship between Leadership Style and Organizational Citizenship Behavior with Perceived Organizational Support as mediation**

The relationship between LS and OCB mediated by POS can be seen in the results of this study, showing a value ( $\beta = 0.051$ , P Value = 0.486) and an F-square of 0.515, these results indicate that although there is a positive relationship between the post mediating variables of leadership style and OCB, this relationship is not strong enough and is not significant. This is

different from research [44], which shows that POS can mediate LS on OCB, but what makes the difference is that this research uses a specific leadership style.

These results indicate POS itself cannot mediate significantly between LS, even though there is research that shows significant results. Differences between the choice of leadership style context as a reference differences in population and culture can also influence results. Regardless of the different results, there is a need to improve how organizations can provide the support needed by employees so that employees perceive that the company supports them.

#### **3.1.4 The relationship between Work-Life Balance and Organizational Citizenship Behavior with Perceived Organizational Support as mediation**

The results in Table 6 ( $\beta = -0.131$ , P Value = 0.120) and F-square are 0.009; the regression results show a negative direction (-0.131), and the P-value is greater than 0.05, indicating the results are insignificant. Additionally, the overall predictive power of the regression model was also low, indicating that the model was ineffective in explaining variation in the dependent variable. The results differ from research [45], showing that POS fully mediates WLB on OCB.

These differences in results are influenced by country, type of organization, and sample size. The different results show how the complexity of each organization will produce different results from the variables studied. The results of this research can be considered by creating organizational policies to support employees in implementing WLB and designing a system of support and recognition for employees. Employee perceptions of company support are intended to make them feel more appreciated. In other words, perceived support from the organization assures employees that their efforts will be recognized and their participation in the group will be accepted.

## **4. CONCLUSION**

The results of this study show that Leadership Style cannot influence OCB, and Work-Life Balance can influence OCB, POS mediation cannot significantly influence Leadership Style and OCB, and the influence of POS mediation on Work-Life Balance and OCB is also not significant.

This research has limitations in terms of how the results influence OCB. Suggestions for further research include adding variables that can influence OCB, such as work culture, work commitment, and compensation. It is also recommended that further research be conducted to increase the population size, which is wider than just one organization, so the results are more representative.

The implications of the results of this research will be very important for organizations that are trying a specific leadership style to detect changes in OCB behavior. Creating an environmental space that supports the implementation of Work-Life Balance so that it can make employees feel they can control professional situations and work responsibilities can lead them to positive behavior such as OCB. Organizations can also provide various forms of support to employees, such as awards and recognition of achievements, so that employees can feel valued and supported within the organization, which makes them play a role and return greater services to the organization.

## COMPETING INTERESTS

Authors have declared that no competing interests exist

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