

# Relationship Between Work-Life Balance and Organizational Citizenship Behaviour

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## ABSTRACT

This study aims to examine the relationship between work-life balance (WLB) and organizational citizenship Behaviour (OCB) among nurses in a hospital at Malaysia. The work-life balance dimensions were identified and involved the nature of work, work flexibility, workload, compensation, organizational support, and personal life. The organizational citizenship Behaviour dimensions involved altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The cross-sectional study was conducted by using quantitative methods, and the nurses in a hospital were selected as target respondents. The online survey questionnaires were distributed to the respondents through google forms. A total of 160 questionnaires were distributed and 116 responded, which showed the return rate of the survey was 72.50%. Statistical Package for the Social Science version 29 (SPSS version 29) application is used to analyses the descriptive analysis included the mean score, frequency, standard deviation, and percentage to determine the level of work-life balance (WLB) and organizational citizenship Behaviour (OCB) among respondents. The inferential analysis which is the Pearson Correlation was used to examine the relationship between two variables. The findings showed the respondents' WLB and OCB levels at a high level. Meanwhile, there was a positive, significant and moderate relationship between WLB and OCB. The researchers recommended the organization to regularly monitor employee satisfaction and having feedback sessions to enhance the high level of WLB and OCB and lastly the researchers suggested to the future researchers to explore the same topic with a broader sample encompassing diverse industries to enhance the study's generalizability.

**Keywords:** work life balance, work flexibility, workload, compensation, organizational support, personal life, organizational citizenship behavior, altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

## INTRODUCTION

Organizational Citizenship Behaviour (OCB) refers to the individual Behaviour of the employees that will bring benefit to the organization beyond their formal job scope (Hamsani et al., 2019). OCB encompasses dimensions such as altruism, sportsmanship, civic virtue, courtesy, and conscientiousness. Previous research has identified factors like organizational commitment, employee engagement, leadership skills, and work-life balance as influencers of OCB. Work-life balance (WLB) refers to the state of employees who achieve a satisfactory balance between work and non-work activities (Harini et al., 2019). Work-life balance, historically addressing the needs of female employees, has evolved into a broader concern affecting all genders, families, and organizational cultures. Contemporary organizations employ various programs, including flexible working hours and childcare support, to foster work-life balance. The study by Vidya and Rethy (2022) identifies six factors influencing the nature of work, work flexibility, workload, compensation, organizational support, and personal life.

The research aims to bridge gaps in the existing literature by examining the relationship between WLB and OCB among nurses in the healthcare sector. Given the shortage of nurses in Malaysia and the demanding nature of their roles, understanding and addressing work-life balance becomes important. Based on the result of

these studies and research, (Heriyadi, et al. 2020; Eriyanti & Noekent. 2021; Thevanes & Harikaran, 2020) stated that work-life balance has a positive and significant effect on job satisfaction and organizational citizenship behaviors (OCB). However, Helvacı and Eker (2019) found that there is no correlation was found between teachers' general work-life balance and organizational citizenship behaviors (OCB). Therefore, there is a gap to identify the inconsistent findings in current research context. Lastly, by exploring these dynamics in the healthcare context, the research contributes recommendations and opinions to enhance the well-being and performance of nurses, thus positively impacting patient outcomes and organizational effectiveness.

## PURPOSE OF STUDY

The study was conducted to examine the relationship between work life balance and organizational citizenship behaviour for nurse in a hospital at Malaysia. The independent variable is work-life balance (WLB), while the dependent variable is organizational citizenship behaviour (OCB). The hypothesis of the study is that there is a positive significant relationship between work-life balance (WLB) and organizational citizenship behaviour (OCB) among the respondents.

## LITERATURE REVIEW

### Organizational Citizenship Behaviour (OCB)

The term Organizational Citizenship Behaviour (OCB) emerged in the late 1980s by Professor Dennis Organ of Indiana University and his colleagues. It refers to the individual Behaviour of the employees that will bring benefit to the organization beyond their formal job scope (Hamsani *et al.*, 2019). OCB is normally defined as employees' behaviors and attitudes that go beyond their formal role requirements to improve organizational operation, and these behaviors are often recognized through non-standard compensation and reward systems (Guan & Frenkel, 2019). Tremblay and Simard (2018) define OCB as individual behavior that is free and not directly or explicitly related to the reward, which can improve the effective functioning of the organization. There are a lot of examples of OCB such as helping co-workers with their tasks, providing emotional support, and volunteering for additional responsibilities. Researchers have identified different dimensions of OCB which are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism refers to the selfless Behaviour aimed at promoting the benefit of other employees, but these behaviors often at the expense of one's own interests. Conscientiousness is the personality trait characterized by being organized, responsible, and dependable. Sportsmanship refers to behaviors that contribute to a positive and supportive work environment. Courtesy refers to Behaviour that shows politeness, respect, and consideration in the workplace. Civic virtue refers to behavior's contribution of self-responsible employees to the future of the organization.

### Model of Organizational Citizenship Behaviour (OCB)

Figure 1 shows The Concentric Model of OCB Dimensions. The model Dimensions developed by Farh, Podsakoff, and Organ in 2004, provides a framework to understand different dimensions of Organizational Citizenship Behaviour (OCB) and their varying levels of impact within an organization. In this model, there are four domains which are self, group, organization, and society.



**Fig. 1 Concentric Model of OCB Dimensions (Farh *et al.*, 2004)**

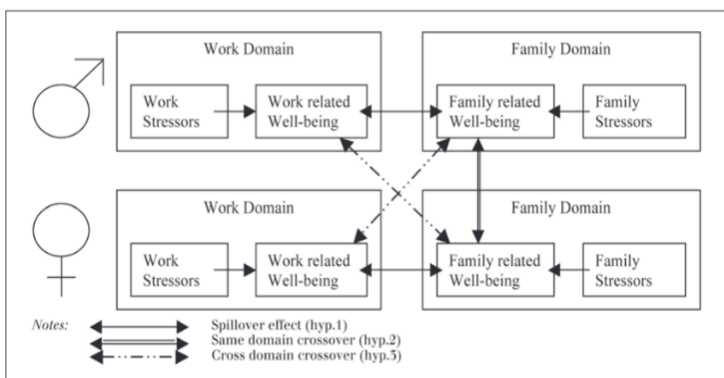
Firstly, the self-domains refer to the contributions that in principle be purely a matter of one’s own volition (Farh et al., 2004). For example, self-training, taking initiative and keeping workplace clean. The second domain is group-domain which refer to the contributions that when the persons have context with other. This domain reflects a high level of interpersonal helping and cooperation within the organization. It including the behaviors where employees voluntarily assist and support their colleagues in their work-related tasks and responsibilities. Next, the organization domain means the contributions that must related with the organization. The example behaviors in this domain are the employees protecting and saving company resources, and participate to the organization group activities. The last domain, which is society, focuses on the contributions that can be enacted only across the boundary of the organization or in its external environment with outside stakeholders (Farh et al., 2004). For example, employees protect the company image and conduct social responsibility.

**Work-Life Balance (WLB)**

Work-life balance (WLB) is a concept that refers to the ability to effectively manage and integrate areas of work and personal life (Kossek, Matthews & Lautsch, 2019). It is recognized as a significant factor that influences employee job satisfaction and organizational outcomes. There are some studies showed that employees with higher WLB will experience lower levels of burnout (Knight, 2017). Organizational cultures that pay attention to employees’ WLB and promote a supportive work environment also contribute to improved WLB outcomes (Erden & Bayazit, 2019). Based on the WLB Questionnaire which was adapted by Vidya and Rethy in 2022, WLB is influenced by 6 factors which are the nature of work, work flexibility, workload, compensation, organizational support, and personal life. The nature of work encompasses the attributes and conditions of job roles which influence their experiences and outcomes in the workplace. Work flexibility refers to the ability and willingness of employees to change and adapt to their working time. Workload refers to the quantitative and qualitative aspects of job-related tasks and responsibilities of the employees. Compensation refers to the reward or benefit that employees receive in financial and non-financial to exchange for their service to the organization. Organizational support refers to the resources, policies, and practices provided by an organization to assist employees in managing their work-life responsibilities and achieving WLB. Personal life refers to the concept of the employees’ private sphere of life.

**Model of Work-Life Balance (WLB)**

Figure 2 shows The Spillover-Crossover-Compensation (SCC) Model. It was originally proposed by Westman and colleagues in 1998 and the model of Figure 2 is the model developed by Amstad and Semmerin in 2011. The model provided the theoretical framework to understand the dynamics between work and personal life domains and their influence on achieving a balance between the two. It highlights the importance of recognizing the interdependence between work and personal life and the need for effective strategies to minimize negative spillover, facilitate positive crossover, and engage in compensatory behaviors to promote work-life balance.



**Fig. 2 The Spillover-Crossover-Compensation (SCC) Model (Westman et al., 1998)**

Based on the model, Amstad and Semmerin (2011) differentiate the people into two different adult gender (men and women) as having two same domains which work domain and the private life domain. There are two

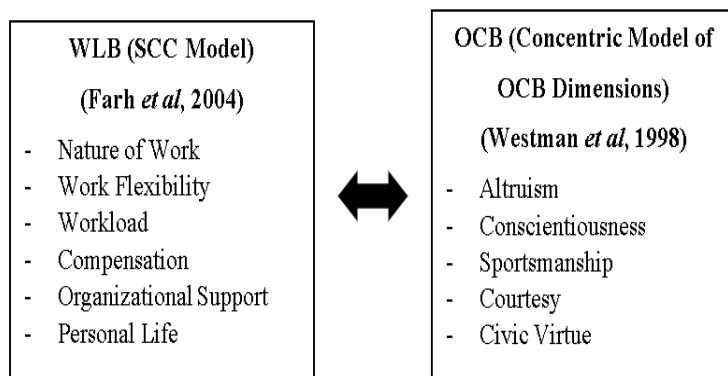
aspects of interaction such as spillover and crossover effects between the domains for different genders. Firstly, spillover means the generalization of Behaviour, emotions, attitudes, or stress of one life domain to another life domain. For example, if an individual experience high levels of stress or conflict at work, it can spill over into their personal life, affecting their well-being and relationships outside of work. Next, crossover means the transmission of experiences, emotions, and behaviors from one individual to another within the same domain or between different domains. There are two different types of crossovers which are same domain crossover and cross-domain crossover. Same domain crossover refers to the transmission from one individual to another individual in the same domain. For example, the stress or satisfaction experienced by one partner at work can crossover and influence the well-being and experiences of their partner in the work domain together. However, cross domain crossover refers to the transmission from one individual to another individual in different domain. For instance, the stress or satisfaction experienced by one partner at work can crossover and influence the well-being and experiences of their partner in the personal life domain.

### Relationship between WLB and OCB

Based on the previous studies, Hikmah and Lukito (2021) identified a partial mediation effect of OCB in the relationships between WLB and employee performance, and job stress and employee performance. Saputri and Helmy (2021) found that WLB has a positive effect on OCB. Next, the result of the research of Fiernaningsih et al. (2020) showed that WLB was found to have a significant positive effect on OCB. Thevanes and Harikaran (2020) suggest that enhancing WLB can lead to improved organizational performance, and this relationship is partially mediated by employees' OCB. The findings of the study Eriyanti and Noekent (2021) indicated a positive and significant relationship between WLB and both organizational commitment and OCB.

### Research Framework

The prior study's findings assist the researcher in developing a research framework, as seen in Figure 3.



**Fig. 3 Research Framework**

The research framework was developed to demonstrate the relationship between independent variables and dependent variables. This study used the WLB Questionnaire which was adapted by Vidya and Rethy (2022) to identify the level of WLB among the respondents, while the level of OCB was measured by the OCB Scale adapted by Podsakoff et al., (1990). The hypothesis of the study is that there is a positive significant relationship between WLB and OCB among the respondents.

## METHODOLOGY

The research employed a quantitative study with cross-sectional design to examine the relationship between WLB and OCB. The data was collected by using questionnaires as a research approach. In this study, the independent variable which is WLB proposed by Vidya and Rethy (2022) is including 6 dimensions such as nature of work, work flexibility, workload, compensation, organizational support, and personal life. Meanwhile, the dependent variable of this study is the OCB proposed by Organ (1988) which includes 5 dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. A total of 160 questionnaires were distributed and 116 responded, which showed the return rate of the survey was 72.50%.

The research used descriptive analysis, normality test and inferential analysis for this study. Descriptive analysis was used to present absolute numbers and summarize individual variables. It facilitated the calculation of demographic characteristics of the respondents, including gender, age, race, educational level, marital status, and working experience to determine measures such as mean, median, mode, percentage, frequency, and range. Next, the researcher used normality test to assess whether a given dataset follows a normal distribution. Then, inferential analysis aimed to establish relationships among multiple variables and draw general conclusions. The data was found to be a normal distribution with skewness and kurtosis values within the range of -2 and +2. Therefore, the Pearson correlation test was utilized to examine the relationship between WLB and OCB. The research objectives and analysis methods were shown in Table I.

**Table I: Research objectives and Analysis Methods**

Research Objectives	Analysis Method
To determine the level WLB among the respondents.	Descriptive Analysis (Mean, percentage, and frequency)
To determine the level of OCB among the respondents.	Descriptive Analysis (Mean, percentage, and frequency)
To examine the relationship between WLB and OCB among the respondents	Inferential Statistic Pearson Correlation

The pilot test was conducted from 16 employees of a clinic through the platform of Google Forms. The collected data from those employees was analyzed and evaluated by using Cronbach’s alpha coefficient. Almost of the variables and its dimensions have to construct reliability values of more than 0.7. However, the dimensions of work flexibility and work load of WLB found that there are 2 questions showed a negative correlation value. So, there questions been removed from the survey as it was deemed irrelevant to the research. After the removal, all of the variables and its dimensions have to construct reliability values of more than 0.7 and its mean that the constructs are reliable. The result of the correlation value after removal showed in Table II:

**Table II Reliability Result of Pilot Test after Removal**

Instrument	Alpha Value ( $\alpha$ )	Reliability Level
Nature of work	0.72	Good
Work flexibility	0.72	Good
Work load	0.90	Very Good
Compensation	0.76	Good
Organizational support	0.76	Good
Personal life	0.73	Good
Overall WLB	0.88	Very Good
Altruism	0.70	Moderate
Conscientiousness	0.75	Good
Sportsmanship	0.83	Very Good
Courtesy	0.74	Good

Civic Virtue	0.80	Good
Overall OCB	0.86	Very Good

## RESEARCH FINDINGS

Data relating to respondents classified by gender, age, race, educational level, marital status, and working experience in the hospital. There were 22 male respondents, constituting 19% of the study's participants, whereas the number of female respondents was notably higher, totaling 94 individuals (81%). In this study, the respondents were divided into 6 distinct age groups. Among the respondents, there are 10 individuals (8.6%) who are below 20 years old. Then, the largest age group in the study is comprised of those aged 21 to 25 years old, totaling 40 respondents (34.5%). This group represents a substantial portion of our sample. Following closely, 31 respondents (26.7%) fall within the 26-30 age range as the second largest age group in this study. In the 36-40 age group, 9 respondents (7.8%) represented the second smallest age group in this study, however the smallest age group were the oldest individuals in the survey which were 6 individuals (5.2%) who were above 40 years old. There are 41 respondents identified as Malay, making up 35.3% of the total participants in the study. The Chinese racial group is the largest in our study, with 47 respondents, representing 40.5% of the total. Then, there were 20 respondents of Indian ethnicity, accounting for 17.2% of the study's sample. The other race category includes 8 respondents who fall into racial groups not specifically mentioned such as Iban, making up 6.9% of the total participants. For the educational level, only 7 respondents (6%) had PT3 or below high school qualification. Following closely, there are 11 respondents (9.5%) who had completed their education up to the high school/SPM level and 29 respondents (25%) had academic qualifications up to Diploma/STPM/Matriculation. Most of the respondents (44%) had completed their education up to bachelor's degree levels, totaling 51 individuals. Finally, there are 18 respondents (15.5%) who had academic qualifications up to master's degree level and above. Most respondents (54.3%) were single, totaling 63 individuals. In contrast, 53 respondents (45.7%) were married. Finally, most of the respondents (44.8%) in this study worked in Hospital ABC for 1 to 3 years, totaling 52 individuals. Then, there were 34 respondents (29.3%) who had 4 to 6 years of working experience and 17 respondents (14.7%) who had 7 to 10 years of working experience. In addition, there are only 13 respondents (11.2%) who had 10 years and above of experience participated in the study and represented the most senior group in the study.

### Level of Work-life Balance (WLB)

The objective 1 of the study was to determine the level of WLB among the respondents. There are 32 items about the work-life balance which including 6 dimensions such as nature of work (7 items), work flexibility (4 items), workload (5 items), compensation (5 items), organizational support (6 items), and personal life (5 items). The 5-point Likert Scale which consists of items are rated on a scale from 1, disagree strongly, to 5, agree strongly. The descriptive statistic of WLB's level will show in Table III.

**Table III Descriptive Analysis of WLB Dimensions**

Dimension	SD	Mean	Level
Nature of work	0.2512	4.38	High
Work flexibility	0.3755	4.26	High
Work load	0.3769	4.29	High
Compensation	0.3654	4.27	High
Organizational support	0.1985	4.42	High
Personal life	0.3778	4.22	High

Based on the Table III, all the dimensions of WLB show a high level with the mean value more than 3.67. The overall WLB also got a high level with the mean value (M=4.31). The dimension which got the highest mean score compared with other dimensions is organizational support with the mean value (M=4.42) that achieved a

high level. However, personal life dimension showed the lowest mean score compared with other dimensions. The lowest mean score acquired is 4.22 and it also obtained a high level of WLB.

### Level of Organizational Citizenship Behaviour (OCB)

The objective 2 of the study was to determine the level of OCB among the respondents. There are a total of 24 items of OCB including 5 dimensions which are altruism (6 items), conscientiousness (5 items), sportsmanship (5 items), courtesy (4 items), and civic virtue (4 items). The 5-point Likert Scale which consists of items are rated on a scale from 1, strongly disagree, to 5, strongly agree. The descriptive statistic of OCB's level is presented in Table IV.

**Table IV Descriptive Analysis of WLB Dimensions**

Dimension	SD	Mean	Level
Altruism	0.2455	4.38	High
Conscientiousness	0.2246	4.24	High
Sportsmanship	0.4514	4.05	High
Courtesy	0.2919	4.49	High
Civic Virtue	0.2678	4.23	High
OCB	0.1190	4.27	High

Based on the Table IV, all the dimensions of OCB show a high level with the mean value more than 3.67. The overall OCB also got a high level with the mean value (M=4.27). The dimension which got the highest mean score compared with other dimensions is Courtesy with the mean value (M=4.49) that achieved a high level. However, sportsmanship dimension showed the lowest mean score compared with other dimensions. The lowest mean score acquired is 4.05 and it also obtained a high level of OCB.

### Relationship between Work-Life Balance and Organizational Citizenship Behaviour

The objective 3 of the study was to examine the relationship between WLB and OCB among the respondents. Pearson correlation analysis was used to measure both variables and its dimensions. Table V will show the result of correlation between the variables.

**Table V Result of Pearson Correlation Coefficient**

Variable	Work-life Balance (WLB)	Organizational Citizenship Behaviour (OCB)
<b>Work-life Balance (WLB)</b>	Pearson Correlation = 1	Pearson Correlation = 0.424**
	Sig (2-tailed) = -	Sig (2-tailed) = 0.001
	N = 116	N = 116
<b>Organizational Citizenship Behaviour (OCB)</b>	Pearson Correlation = 0.424**	Pearson Correlation = 1
	Sig (2-tailed) = 0.001	Sig (2-tailed) = -
	N = 116	N = 116

Based on the Table V, there was a positive, significant and moderate relationship between WLB and OCB with an  $r$  value was 0.424. The finding fulfils the hypothesis of the study which is there is a positive significant relationship between WLB and OCB among the respondents. Therefore, the hypothesis was accepted.

## DISCUSSIONS AND RECOMMENDATION

The study aimed to examine the relationship between WLB and OCB among the respondents. The respondents were formed by the 116 employees in a hospital at Malaysia. Most of the respondents are females and their age range is from 21 years old to 25 years old. More than half of the respondents were Chinese and single, and they had 1 year to 3 years of working experience. The academic qualification of many respondents was bachelor's degree.

### Level of Work-Life Balance (WLB)

Based on the result of the findings, the overall level of WLB among respondents was at a high level. All the dimensions of WLB, which are nature of work, work flexibility, workload, compensation, organizational support, and personal life were also at a high level. The result of the study which is the high level of the overall WLB supported the research of Oladele et al. (2016) about the mediating effect of work-life balance in the relationship between transformational leadership and organizational citizenship behaviors. The result showed that the company have effective strategies to align with the needs and expectations of the employees while also ensuring their job performance.

Next, the research showed the high level of the dimensions of nature of work and workload which have similar results to the study from Basem et al., 2022. This shows that the respondents are engaged with their tasks that meet their skill set and the company was adapt at balancing task distribution and preventing employee burnout. Furthermore, this study supported the previous study conducted by Rahman (2019) who determined that the work flexibility dimension had a high level. The study stated that if organizations strongly incorporate flexible work arrangements, then the employees would be able to maintain a balance between work and life which will be beneficial for the employees and would lead to higher job satisfaction. The result of the study which showed the high level of the compensation dimension also supported the study by Basem et al., 2022. The high level of compensation showed the organization's commitment to recognizing and rewarding the contributions of its employees that maintain their motivation and engagement in their jobs.

Besides, the finding showed that the organizational support dimension of the WLB variable was at a high level which is like the result of the study by Ganji et al. (2021). The high level of organizational support means that the respondents were satisfied with the company's dedication to providing resources and assistance for professional development and personal growth. For the last dimension of the WLB which is a personal life, the result of the high level for the dimension supported the study of Oladele et al. (2016). The study stated that good family-friendly policies and support are able to create an environment where employees feel supported in their personal lives, contributing to a healthier work-life balance.

### Level of Organizational Citizenship Behaviour (OCB)

According to the result of the findings, the overall level of OCB among respondents was at a high level. All the dimensions of OCB which are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue showed a high level. Based on the result, the overall OCB showed a high level supporting the previous study conducted by Polat (2009) which also showed a high level of OCB and all dimensions of the variable. The study stated that organizational confidence, fairness in the organization, organizational identity, organizational substitution, perception of satisfactory wage, good feelings about the work, interest in the organization, the feeling of social responsibility and motivation increases, this tends to increase the display levels of OCB. The current study showed a high level of altruism dimension which supported the study "The Effects of Organizational Justice on Employee Performance Using Dimension of Organizational Citizenship Behaviour as Mediation" conducted by Hermanto and Srimulyani (2022). In the study, the altruism dimension got the highest mean value of 4.05. This means that the respondents have a high willingness to help co-workers who need help without expecting anything in return.



Next, this study supported the previous study conducted by Sidin, Basman, and Anggraeni (2020) which found that conscientiousness. The dimension of conscientiousness in nurses in the previous study was in the high category at 94.8%. Sidin, Basman, and Anggraeni stated that conscientiousness is the free Behaviour that helps medical staff to obey the rules of their profession, punctual at work, treat patients on time and reduce waiting times. Furthermore, this study displayed a high level of sportsmanship dimension which supported the previous study of Polat (2009). The study of Polat (2009) also displayed a high level of sportsmanship dimension with a 4.13 mean value. Polat (2009) stated that the increase in adverse feelings about the work done, emotional exhaustion and doubtfulness tends to reduce the OCB levels of the employees. However, the findings of the sportsmanship dimension showed that the respondents were less for emotional exhaustion and doubtfulness which can increase their OCB levels.

The finding of courtesy and civic virtue dimensions was consistent with the previous study conducted by Hermanto and Srimulyani (2022) which indicated a high level of courtesy and civic virtue dimensions. Based on the previous study of Palot (2009), the respondents who had lower seniority performed at lower OCB levels, especially on the dimensions of conscientiousness and civic virtue. The majority of respondents were achieved their education level to Bachelor's Degree. Hence, their civic virtue also be high level. For the courtesy dimension, the high level of the dimension will influence employees to become more motivated and innovative to face the challenges in daily life.

### **Relationship between WLB and OCB**

Based on the results of the analysis, there is a positive significant and moderate relationship between WLB and OCB among the respondents. The results indicated that the better the WLB possessed by employees, the higher the OCB displayed. The findings supported these previous studies, which include Heriyadi et al. (2020); Eriyanti & Noekent (2021); Hirawati et al. (2023); Thevanes & Harikaran (2020); Pradhan et al. (2016); Fiernaningsih et al. (2020); and Saputri & Helmy (2021). This showed that most of the respondents can balance their work and life as well then foster their OCB in the workplace.

### **RECOMMENDATIONS**

Based on the results, the level of WLB and OCB among the nurses are at a high level. The result means that the organization was doing well in creating a positive work environment and promoting a positive behavior among its employees. In order to maintain the high level between the WLB and OCB, the organization can celebrate and acknowledge these achievements so that can promote a sense of pride and motivation among employees to maintain the high level of WLB and OCB. Next, the organization can invest in training programs focusing on professional and personal development or introduce or expand wellness initiatives such as fitness classes and stress management workshops to improve the overall well-being of the organization. The organization also can regularly monitor employee satisfaction, and having feedback sessions to address employee needs so that adjusting policies based on their feedback. These feedback and recommendations aim to not only maintain but enhance the organization's high level of WLB and OCB.

The current research study has certain limitations and there are some recommendations for future researchers. Firstly, the research study exclusively focused on nurses at a hospital cause that there was a limited dataset from a singular organization. To enhance the study's generalizability, the research study suggests that the future researchers can explore the same topic with a broader sample encompassing diverse industries. This is because varied perspectives and valuable insights might discoveries from different organizational contexts. Then, the current study used a cross-sectional design to examine the relationship between the two variables. So, it is recommended that future researchers conduct a longitudinal research design to explore different perspective for the same topic. Additionally, data collection was self-reported by the respondents, and the current researcher was unable to ensure that every data and information collected were executed. So, there may have some bias that may affects the findings of the research. Therefore, Future researchers could carry out the studies by using a different methodology like the qualitative method to collect more detail of data and information.

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## CONCLUSION

The research aimed to examine the relationship between Work-life balance (WLB) and Organizational Citizenship Behavior (OCB) among the nurses in a hospital at Malaysia. The research used a cross-sectional research design and quantitative method by using the online survey questionnaires.

The convenience sampling technique was conducted with the normal distribution data analysis by using SPSS version 29 and the result showed that WLB and OCB were at a high level. Then, the findings revealed a significant positive and moderate correlation between WLB and OCB which means that the increase in WLB will cause an increase in OCB. The study's conclusion asserts that WLB levels had connection to OCB levels, aligning with similar findings in local and international research. This research provides references and recommendations for employers and serves as a reference for future researchers in Malaysia.

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