
WORK-LIFE BALANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON PERFORMANCE

Jiwanda Shondra Aprilianto*, Lindiawati Lindiawati, Shinta Setia

University of Hayam Wuruk Perbanas, Indonesia

E-mail : jiw9b31@gmail.com*

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ABSTRACT

This study addresses the challenge of maintaining optimal team member performance amid environmental demands and job stress in community health centers. Employees often face high workloads, complex service demands, and limited resources, which can disrupt their work-life balance and affect their engagement beyond formal job roles. In such contexts, organizational citizenship behavior (OCB), voluntary actions that support organizational functioning, becomes critical in sustaining performance. This research examines how work-life balance, work environment, and job stress affect team member performance, with OCB as a mediating factor, at Community Health Centers (Puskesmas) in North Surabaya, primarily at the Sawah Pulo, Tambak Wedi, and Wonokusumo Community Health Centers. The findings show that maintaining a good balance between personal life and work and a supportive work environment can increase OCB and performance. Conversely, job stress shows minimal impact on OCB and performance, indicating that other factors may buffer its effects. The study underscores the strategic value of cultivating supportive organizational conditions and encouraging extra-role behaviors to drive better outcomes in public health services.

Keywords: Work-Life Balance, Work Environment, Job Stress, Organizational Citizenship Behavior, Employee Performance.

INTRODUCTION

Employee performance in the health sector, particularly at the North Surabaya Community Health Center, dramatically affects the quality of services provided to the community. This study focuses on employees from three community health centers: Sawah Pulo, Tambak Wedi, and Wonokusumo in North Surabaya. In recent years, employee performance at these community health centers has declined significantly, and management is now very concerned. One factor contributing to this decline is the change in working hours regulations implemented by the government, which has led to adjustments in team member work schedules and workloads. In addition, the balance between work demands and personal life, or work-life balance, is another essential factor

that affects team member performance. An imbalance between work and personal life can cause work-related stress, which harms team member productivity and performance quality.

Furthermore, an unsupportive work environment can also affect employee performance. On the other hand, a positive work environment can encourage Organizational Citizenship Behavior (OCB), which refers to voluntary behaviors of employees that contribute to the organization's overall performance (Dude et al., 2023). This study explores how the variables of work-life balance, work environment, work stress, OCB, and employee performance are interrelated and influence each other.

In a previous study conducted by Hikmah & Lukito (2021) at PT PLN UP2B Sumbagting, it was found that work-life balance has a significant positive effect on performance, and OCB mediates work-life balance on performance, while work stress has a significant adverse effect on performance, and OCB mediates work stress on performance. A study by Yanti & Dini (2024) at the Keputih Community Health Center in Surabaya showed that work-life balance and time management contribute positively to employee performance.

Employee performance refers to the extent to which an individual effectively fulfills the organizational tasks and responsibilities (Mangkunegara, 2017). According to the Goal Setting Theory proposed by Locke & Latham (2020), employee performance can be improved when clear and challenging goals are set, along with regular constructive feedback. Research by Sari & Putra (2022) indicates that employee performance in the healthcare sector heavily relies on the quality of interactions with patients and the level of commitment employees have towards their work. At North Surabaya Community Health Centers, employee performance is measured through productivity, efficiency, and patient service quality. R. Rahmadani & Widodo (2023) demonstrate that employee performance at the North Surabaya Health Centers is directly related to patient satisfaction and the quality of healthcare services. According to Arafat et al. (2020), key performance indicators include quality, quantity, work attendance, and cooperation.

According to, work-life balance means maintaining harmony between private life and work. Greenhaus & Allen (2021), having a good balance can make people happier at work and less stressed, which helps them do their jobs better. In this study, signs of good work-life balance are how satisfied someone is with their free time, how well they handle work stress, and how much time they have for their family. Research by Sari & Putra (2022) shows that a good work-life balance positively affects OCB and employee performance at North Surabaya Community Health Centers. Employees with a balanced work and personal life tend to demonstrate higher OCB, contributing to improved performance. Kusumawardani et al. (2023) report that achieving equilibrium between professional and personal responsibilities results in increased job satisfaction and improved performance within the healthcare sector. Work-life balance is measured through time balance, engagement balance, and satisfaction balance, as mentioned by Dina (2024).

A good work environment, both in terms of the physical place and how people get along with each other, helps employees do their jobs better. Robbins & Judge (2017) say that a work environment can make employees more motivated, happier, and more productive. In this study, the things that show a good work environment include the workplace quality, how employees treat each other, and how much support they get from their bosses. Junaidi et al. (2023) found that a positive work environment significantly affects employees' behavior and performance. When employees feel supported and

comfortable at work, they are more likely to act in ways that help the team and the company, making them perform better. The factors that show a good work environment include safety, how employees get along with each other, the workspace, and the level of noise (Iqbal et al., 2021).

Job stress can hurt how well employees do their work if mismanaged. According to their Cognitive Appraisal Theory, stress happens when the demands of a job are too much for a person to deal with (Biggs & Brough, 2025). The indicators of job stress used in this study include work fatigue, pressure from supervisors, and anxiety levels experienced by employees. Research by Prasetyo & Arifianto (2023) and Wulandari & Fitriyani (2021) shows that high job stress can lower OCB and team member performance. However, employees with high OCB tend to manage their stress effectively, minimizing its impact on performance. Job stress indicators include task demands, role demands, interpersonal demands, organizational structure, and leadership (Ananda, 2023).

Organizational Citizenship Behavior (OCB) is when employees do things that go beyond what is required in their job, which helps the organization work better and run more smoothly. Bai et al. (2024) state that employees with high OCB are more proactive, take the initiative, and help coworkers achieve organizational goals. This study's indicators used to measure OCB include altruism, friendliness, initiative, and job conscientiousness. The indicators used to measure OCB in this research include altruism, courtesy, initiative, and job awareness. Research by Rahmadani & Widodo (2023) reveals that employees with high OCB perform better as they are more engaged in their work and contribute extra efforts beyond their responsibilities. It suggests that OCB is a mediator linking factors such as work-life balance and work environment to performance. OCB indicators include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Bai et al., 2024).

The research gap in this study lies in understanding the specific mechanisms through which work-life balance, work environment, and job stress influence team member performance, particularly in healthcare settings. While previous research has explored the general relationship between these factors, the role of Organizational Citizenship Behavior (OCB) as a mediator has not been thoroughly examined. Additionally, the unique context of community health centers, with its changing regulations and work conditions, provides an opportunity to investigate how these dynamics play out in a real-world healthcare environment. This study contributes to bridging this gap by exploring how OCB mediates the effects of work environment, work-life balance, and job stress on performance in the healthcare sector.

RESEARCH METHODS

This study uses a quantitative approach with Structural Equation Modeling (SEM) and Partial Least Squares (PLS), specifically using WarpPLS 7.0 software to analyze the relationship between work-life balance, work environment, work stress, OCB, and employee performance. Before distributing the questionnaire, the researchers obtained prior permission from the Surabaya City Health Office, community health centers, and the employees being studied. This study focused on 120 employees from three health centers: Sawah Pulo, Tambak Wedi, and Wonokusumo in North Surabaya. The researchers chose these three locations because they are outpatient health centers that have undergone changes in service hours due to regulatory changes and are located in residential areas with similar noise levels. The sampling method used was a census with

a purposive approach in selecting the research locations, covering health and administrative roles. In this study, the author used a questionnaire with a 5-point Likert scale as an instrument. The Likert scale measures an individual's attitudes, opinions, and perceptions regarding social phenomena (Sugiyono, 2022). Data was collected from primary sources through an online questionnaire distributed to employees who had worked for at least one year, measuring key variables such as work-life balance, work environment, job stress, OCB, and team member performance using a 1-5 Likert scale. The analysis was done using SEM-PLS with WarpPLS 7.0. The outer model looked at how the latent variables are connected to their indicators, and the inner model checked the direct and indirect effects, mainly how OCB acts as a mediator between work-related factors and team member performance.

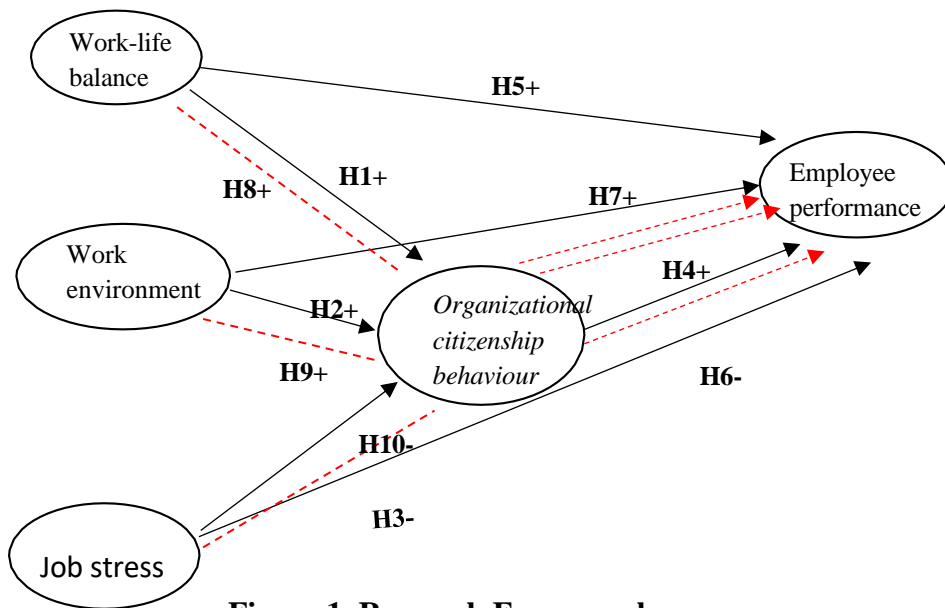


Figure 1. Research Framework

Source: Primary Data Processed, 2025

The following are the hypotheses for this study:

- H₁ : Work-life balance has a significant positive effect on Organizational Citizenship Behavior (OCB).
- H₂ : The work environment has a significant positive effect on Organizational Citizenship Behavior (OCB).
- H₃ : The work environment has a significant positive effect on Organizational Work stress significantly negatively affects Organizational Citizenship Behavior (OCB).
- H₄ : Organizational Citizenship Behavior (OCB) significantly positively affects team member performance.
- H₅ : Work-life balance significantly positively affects team member performance.
- H₆ : Work stress significantly negatively affects employee performance.
- H₇ : Work environment significantly positively affects employee performance.
- H₈ : Organizational Citizenship Behavior (OCB) significantly mediates work-life balance on employee performance.

- H₉ : Organizational Citizenship Behavior (OCB) significantly mediates the work environment on employee performance.
- H₁₀ : Organizational Citizenship Behavior (OCB) significantly mediates the effect of work stress on employee performance.

RESULTS AND DISCUSSION

The respondents in this study consist of 77 healthcare workers (64.000%) and 36 non-healthcare workers (36.000%). Healthcare workers are individuals dedicated to the healthcare field, possessing knowledge and/or skills acquired through education in health-related disciplines. Most North Surabaya Community Health Center employees have a length of service between 1 and 5 years (36.700%), indicating that they are still in the early stages of their careers. Approximately 32.500% of employees have between 5 and 10 years of work experience, while 20.000% have more than 10 years of service. Only 10.800 of employees have worked for over 15 years, indicating that this group comprises employees with extensive experience. Most employees have relatively short to mid-level work experience, creating a balance between younger and more experienced staff. The initial stage in performing data analysis using Warp-PLS involves examining the outer model, which evaluates the effectiveness of the relationship among a latent variable and its reflective measures. (Solimun et al., 2017).

This validity test examines whether a construct is unidimensional, meaning that all indicators used to create latent variables accurately represent the construct. This testing includes convergent validity, discriminant validity, and the Average Variance Extracted (AVE) test. According to Ghozali (2018), the outer model meets the criteria for convergent validity if the loading factor is equal to or greater than 0.700. Convergent validity measures the extent to which the indicators used in this study can reflect the measured construct. In this case, convergent validity was tested for five primary constructs: Employee Performance, Work Environment, Work-life Balance, Job Stress, and Organizational Citizenship Behavior (OCB).

The team member performance indicators consist of 8 items, namely K1 to K8. All items have loading factors ranging from 0.724 (K8) to 0.835 (K6), with an average higher than the recommended threshold value of 0.7. It demonstrates that these indicators are valid when measuring the employee performance construct. In other words, each item in this construct strongly contributes to measuring employee performance.

The Work-life Balance construct was measured using eight indicators, namely WLB1 to WLB8. The loading factor values for each item ranged from 0.764(WLB7) to 0.808(WLB2 & 5), all above the threshold of 0.7. It indicates that the indicators used to measure work-life balance are valid and capable of describing the construct well.

The Work environment indicator also consists of 8 items (LK1 to LK8). The loading factor for all items ranges from 0.749 (LK1) to 0.812 (LK7), indicating the indicator's consistency and validity in measuring this construct. Thus, the Work Environment construct is validly measured through the selected indicators.

Job Stress was measured using five items, namely SK1 to SK5. The loading factors for each item ranged from 0.764 (SK2) to 0.867 (SK5), all of which were greater than the threshold value of 0.700. It indicates that the indicators used to measure work stress have a valid and substantial contribution in describing the construct of Job Stress.

The Organizational Citizenship Behavior (OCB) construct is measured using 10 indicators, namely OCB1 to OCB10. The factor loadings for these indicators range from 0.754 (OCB10) to 0.843 (OCB7). All indicators are above the threshold value of 0.700, indicating that the OCB construct is also measured validly, and all its indicators contribute significantly to the measurement of organizational citizenship behavior.

These results show that the indicators for all the variables have strong convergent validity. Then, the researcher checked the reliability and validity of the construct. The reliability of this construct can be measured using the Cronbach's alpha value, composite reliability, and average variance extracted (AVE).

Table 1. AVE and Reliability Test

Variable	AVE	Composite Reliability (CR)	Cronbach Alpha (CA)	Remarks
Employee Performance	0.647	0.936	0.922	Reliable
Work-life Balance	0.626	0.930	0.915	Reliable
Work Environment	0.611	0.926	0.909	Reliable
Job Stress	0.671	0.910	0.877	Reliable
Organizational Citizenship Behavior	0.634	0.945	0.936	Reliable

Source: Primary data processed, 2025

The table shows the results for convergent validity (AVE) and reliability of each construct in the study. All the variables have good convergent validity because their AVE scores are above the suggested minimum of 0.500, meaning each construct properly represents its related indicators. The reliability of the constructs is also confirmed, as both composite reliability (CR) and Cronbach's alpha (CA) scores are higher than 0.700, which is acceptable for good internal consistency. These findings show that the variables Employee Performance, Work-life Balance, Job Stress, Work Environment, and Organizational Citizenship Behavior are valid and reliable for further analysis. The study also supports discriminant validity using the Fornell-Larcker criteria and cross-loading values. The Fornell-Larcker values are listed in Table 2 below.

Table 2. Fornell-Larcker Criterion

Variable	Employee Performance	Work-life Balance	Work Environment	Job Stress	Organizational Citizenship Behavior
Employee Performance	(0.805)	0.770	0.638	-0.053	0.717
Work-life Balance	0.770	(0.791)	0.715	-0.087	0.712
Work Environment	0.638	0.715	(0.782)	0.021	0.726
Job Stress	-0.053	-0.087	0.021	(0.819)	0.002
Organizational Citizenship Behavior	0.717	0.712	0.726	0.002	(0.796)

Source: Primary data processed, 2025

The analysis using the Fornell-Larcker criterion to check discriminant validity shows that all the hidden factors in the study meet the necessary standards. For each variable, the square root of the Average Variance Extracted (AVE) is higher than the correlations with other variables. It means that the different concepts are clearly separate and well-developed. It also means each hidden factor is measured accurately and does not mix much with others, which strongly supports the validity of the concepts used in the study. Researchers look at the cross-loading values in the table to check discriminant validity. Discriminant validity is considered strong if each indicator's cross-loading is higher for its hidden factor than for any other factor.

Table 3. Cross Loading of Latent Variables

Latent Variable	Indicator	Employee Performance	Work-life Balance	Work Environment	Job Stress	Organizational Citizenship Behavior
Employee Performance	K1	(0.829)	-0.131	-0.083	0.061	0.145
	K2	(0.798)	-0.278	-0.024	-0.033	0.077
	K3	(0.799)	-0.020	-0.118	0.075	0.028
	K4	(0.826)	-0.100	-0.204	-0.016	0.168
	K5	(0.816)	-0.098	0.021	-0.038	-0.200
	K6	(0.835)	0.065	0.159	0.022	0.000
	K7	(0.805)	0.033	0.125	-0.043	-0.085
	K8	(0.724)	0.591	0.138	-0.032	-0.152
Work-life Balance	WLB1	0.290	(0.795)	0.138	-0.032	-0.152
	WLB2	0.364	(0.808)	0.077	0.056	-0.166
	WLB3	-0.139	(0.785)	-0.093	0.022	0.257
	WLB4	0.426	(0.784)	-0.129	0.003	0.058
	WLB5	0.059	(0.808)	-0.051	0.022	0.058
	WLB6	-0.368	(0.796)	-0.053	0.021	-0.029
	WLB7	-0.321	(0.764)	0.120	-0.097	-0.117
	WLB8	-0.327	(0.790)	-0.009	0.000	0.094
Work Environment	LK1	-0.085	0.087	(0.749)	0.061	-0.121
	LK2	-0.050	-0.111	(0.782)	-0.083	0.077
	LK3	-0.105	-0.032	(0.783)	-0.040	0.098
	LK4	0.264	0.028	(0.765)	0.074	-0.139
	LK5	-0.417	0.270	(0.782)	-0.084	0.244
	LK6	0.162	-0.297	(0.782)	-0.012	0.167
	LK7	0.108	-0.029	(0.812)	0.019	-0.349
	LK8	0.118	0.087	(0.797)	0.067	0.028
Job Stress	SK1	-0.004	-0.022	0.045	(0.808)	0.019
	SK2	-0.106	0.094	-0.027	(0.764)	0.071
	SK3	0.022	-0.057	0.000	(0.864)	0.030
	SK4	0.010	-0.013	0.014	(0.788)	-0.086
	SK5	0.066	0.006	-0.030	(0.867)	-0.033
Organizational Citizenship Behavior	OCB1	-0.307	0.314	0.021	-0.056	(0.814)
	OCB2	-0.139	0.170	0.052	-0.035	(0.777)
	OCB3	0.144	-0.106	-0.212	-0.018	(0.809)
	OCB4	0.183	-0.296	0.423	-0.103	(0.781)
	OCB5	-0.324	0.103	0.199	0.034	(0.766)
	OCB6	-0.224	0.156	0.011	-0.039	(0.793)
	OCB7	0.166	-0.237	-0.090	0.021	(0.843)
	OCB8	0.128	0.043	-0.255	0.053	(0.817)
	OCB9	-0.050	0.072	-0.139	0.079	(0.801)
	OCB10	0.424	-0.221	0.023	0.064	(0.754)

Source: Primary data processed, 2025

The outer loading for each indicator's related latent construct is greater than any other construct, as shown in Table 4. All have higher loading factors for their respective latent constructs than cross-loadings with other constructs. It confirms that each construct in this study has been effectively supported by indicators that meet the discriminant validity criteria. Before starting to check the results of hypothesis testing, the model must have a good goodness-of-fit value to ensure that the inner model is suitable for hypothesis testing.

Table 4. Path Coefficients and P-Values

Parameter	Coefficient and P-value
Average Path Coefficient (APC)	0.256; P < 0.001
Average R-squared (ARS)	0.646; P < 0.001
Average adjusted R-squared (AARS)	0.635; P < 0.003
Average block VIF (AVIF)	2.106; ideal \leq 3.300

Source: Primary data processed, 2025

The results presented in Table 5 show that the Goodness of Fit of the structural equation model was evaluated using several criteria, including the Average Path Coefficient (APC), Average R-squared (ARS), Average Adjusted R-squared (AARS), and Average Block VIF (AVIF). The results demonstrate that the APC value of 0.256 with a P-value of less than 0.001 indicates that the path coefficients are significantly different. Additionally, ARS and AARS values of 0.646 and 0.635, respectively, with P-values less than 0.050, show that the contribution of latent variables to changes in other latent variables is significant. Lastly, the AVIF value of 2.106, below the ideal threshold of 3.300, confirms that the model is free from multicollinearity, further supporting the model's validity. performance. validity.

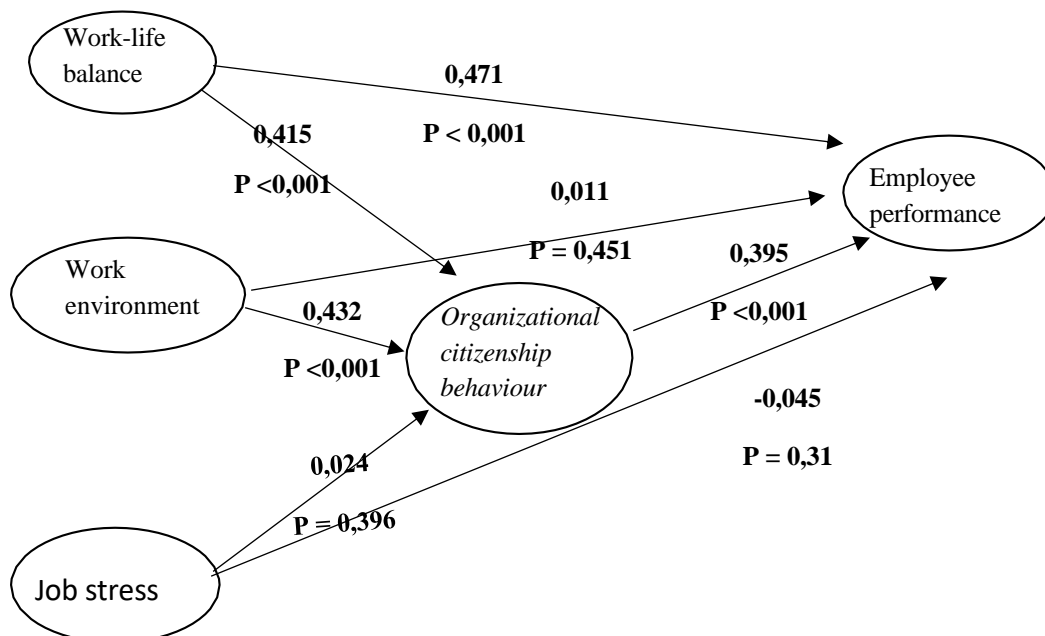


Figure 2. Direct Effect and Mediation Test Results

Source: Primary Data Processed, 2025

The structural equation model reveals that work-life balance has a significant positive effect on performance (coefficient: 0.471, significance: <0.001) and on organizational citizenship behavior (coefficient: 0.415, significance: <0.001). These results suggest that organizational citizenship behavior partly mediates the link between

work-life balance and employee performance. The work environment has a positive but non-significant effect on employee performance (coefficient: 0.011, significance: 0.451), but it does have a significant positive effect on organizational citizenship behavior (coefficient: 0.432, significance: $p < 0.001$). This means that organizational citizenship behavior fully mediates the effect of the work environment on team member performance. Job stress has a non-significant adverse effect on employee performance (coefficient: -0.045, significance: 0.310) and a non-significant positive effect on organizational citizenship behavior (coefficient: 0.024, significance: 0.396). Therefore, organizational citizenship behavior does not mediate the relationship between job stress and employee performance.

Table 5. Results of Direct and Mediation Effects Test

Path Effect	Effect Size	P-Value	Conclusion
Work-life balance → Employee Performance	0.471	<0.001	Significant
Work Environment → Employee Performance	0.011	0.451	Not Significant
Job Stress → Employee Performance	-0.045	0.310	Not Significant
Organizational Citizenship Behavior → Employee Performance	0.395	<0.001	Significant
Work-life balance → Organizational Citizenship Behavior	0.415	<0.001	Significant
Work Environment → Organizational Citizenship Behavior	0.432	<0.001	Significant
Job Stress → Organizational Citizenship Behavior	0.024	0.396	Not Significant

Source: Primary data processed, 2025

The Effect of Work-life Balance on Employee Performance

The data analysis reveals a significant positive effect of work-life balance (WLB) on employee performance at North Surabaya Community Health Centers ($\beta = 0.471$; $p < 0.001$), supporting Hypothesis 5. It indicates that enhanced WLB directly improves performance. Findings align with global evidence. Adisa et al. (2022) demonstrated that flexible work policies reduce burnout by 31% and increase task performance by 27% in healthcare. Mir et al. (2022) reported that remote work interventions boosted clinical productivity by 19% in Indian primary care. Dorta-Afonso et al. (2023) further identified psychological detachment as a key mechanism, linking clear work-life boundaries to 33% higher goal achievement in Spanish hospitals. These results theoretically align with Priya & Amutha (2025) on time management and empirical evidence from Surabaya on motivation (Yanti & Dini, 2024).

The Effect of Work Environment on Employee Performance

The data analysis shows that the work environment does not directly impact employee performance at the Surabaya Utara Community Health Center ($\beta = 0.011$; $p = 0.451$), so we reject hypothesis 7. This conclusion is backed by recent studies, Sari & Wahyudi (2023). Studies have shown that the work environment affects performance primarily through work motivation. Kurniawan & Sutrisno (2022) found that job satisfaction fully mediates the relationship between the work environment and performance in health centers in Central Java. Abdullahi et al. (2021) emphasized the importance of organizational commitment as a mediator. These results are consistent with previous research by Huda & Mahardhika (2022) in Gresik health centers and Fitria & Riyanto (2021) in East Jakarta, indicating that the work environment functions as a supporting factor that facilitates psychological mechanisms (motivation, job satisfaction) and positive organizational behavior such as OCB.

The Effect of Job Stress on Employee Performance

The analysis shows that work stress does not significantly affect performance at the Surabaya Utara Community Health Center ($\beta = -0.045$; $p = 0.310$), so hypothesis 6 is rejected. It is because high demands are already considered part of professional responsibility and calling, so they are no longer perceived as stress. This situation may differ in non-medical institutions, where intense workloads are not always internalized as part of the professional role. These findings align with local studies (Rukayah et al., 2021; F. I. Sari & Wulandari, 2022) and international studies (Azeem et al., 2021; Chen & Wang, 2022; Kurniawati et al., 2021), indicating that organizational support, team collaboration, and reframing stress as professional dedication can neutralize the effects of stress. It could also be highlighted that stress or pressure may also come up, depending on the characteristics of the community. Stress potentially happens if it involves ranking among members, but it may not happen when the community only accommodates social relationships (Lindiawati et al., 2019).

The Effect of Organizational Citizenship Behavior on Employee Performance

The analysis shows that organizational citizenship behavior (OCB) has a significant positive effect on employee performance at the North Surabaya Community Health Centers ($\beta = 0.395$; $p < 0.001$), thus confirming hypothesis 4, indicating that at community health centers, helping colleagues, loyalty, and work ethic improve employee performance. These findings align with those of Nurcholila & Widodo (2022) and Anggraini & Setyowati (2021), who confirmed that all OCB dimensions positively impact performance. Similar findings were reported by Rizaie et al. (2023) in China's public health sector, Bayati et al. (2025), who found that servant leadership enhances OCB and nursing work quality, and Fan et al. (2025), who demonstrated that the availability of work resources strengthens OCB and the performance of primary care staff.

The Effect of Work-life Balance on Organizational Citizenship Behavior

Data analysis shows that work-life balance significantly impacts organizational citizenship behavior at the North Surabaya Community Health Center, with a β coefficient of 0.415 and a p-value of <0.001 , confirming hypothesis 1. These findings indicate that the better the balance between employees' personal and professional lives, the more likely they are to engage in positive behaviors beyond their formal duties, such as helping colleagues, demonstrating loyalty to the organization, and maintaining good working relationships. It aligns with the 'Public Service Motivation (PSM)' theory, which states that employees who feel balanced tend to have high internal satisfaction, motivating them to engage in organizational activities voluntarily. It is supported by Fauzi & Utami (2023) at the Rimbo Ilir Health Center, who found that work-life balance positively impacts OCB behavior. Similarly, Handayani & Suryani (2021) at the Yogyakarta Health Center found that employees with high work-life balance tend to be more cooperative, voluntarily assist colleagues, and maintain the organization's reputation. Additionally, studies by Dewi et al. (2022) in the Bali healthcare sector, Rusli et al. (2023) in Malaysian hospitals, and Garg & Singh (2020) in the Indian service sector consistently reported that work-life balance significantly enhances OCB, reinforcing the cross-cultural validity of this relationship.

The Effect of Work Environment on Organizational Citizenship Behavior

OCB at the Surabaya Utara Community Health Center was found to have increased significantly in line with a good work environment ($\beta = 0.432$; $p < 0.001$), supporting hypothesis 2 that at the Surabaya Utara Community Health Center, a clean, comfortable,

and safe work environment, as well as positive social relationships and support, encourage OCB behavior. It aligns with the Job Characteristics Model and the findings of Dude et al. (2023) at the Maritaing Health Center in East Alor. Thamrin et al. (2023) demonstrated that work-life quality and work environment positively influence OCB through job satisfaction, while Ranay et al. (2023) emphasized the role of an entrepreneurial work environment. Kiptulon et al. (2024) highlights a positive organizational culture that reduces stress and supports OCB, while Pohl et al. (2023) affirm that emotional support from supervisors enhances work engagement and civic virtue.

The Effect of Job Stress on Organizational Citizenship Behavior

The analysis shows that work stress does not significantly affect OCB ($\beta = 0.024$; $p = 0.396$), so hypothesis 3 is not proven. This means North Surabaya Community Health Center employees can maintain OCB behaviors such as helping colleagues and maintaining social relationships even though they experience work stress, possibly because they have good coping mechanisms. It aligns with Coping Theory, which explains that effective coping strategies enable individuals to maintain positive behavior under pressure (Biggs & Brough, 2025). Amin et al. (2020) found that work-related stress does not directly influence OCB because it is mediated by work commitment. De Clercq & Belausteguigoitia (2024) also emphasizes that personal and contextual resources, such as work passion and a tolerant climate, can mitigate the negative impact of work stress on OCB. Johansson & Hart (2023) demonstrates that OCB is not directly influenced by work stress but through other variables such as turnover intention. Additionally, work-life quality and psychological wellbeing can reduce role stress, promoting OCB among university faculty members (Dewangan & Goswami, 2025).

The Mediating Role of Organizational Citizenship Behavior in the Relationship between Work-life Balance and Employee Performance

This analysis shows that Organizational Citizenship Behavior (OCB) partially mediates the effect of work-life balance on employee performance, thus proving hypothesis 8. It indicates that work-life balance at health centers in North Surabaya influences their behavior, affecting their performance. This finding aligns with Janwar et al. (2024), Hikmah & Lukito (2021), and Allen et al. (2020), who confirm that work-life balance strengthens OCB and performance. Empirically, recent studies by Lestari et al. (2024) and Ahmad et al. (2022) support these findings, showing that work-life balance (including work flexibility, organizational support, and work-life quality) boosts OCB, which in turn enhances employee performance.

The Mediating Role of Organizational Citizenship Behavior in the Relationship between Work Environment and Employee Performance

The examination display that the work environment at the Surabaya Utara Community Health Center does not directly affect employee performance ($\beta = 0.011$; $p = 0.451$), but rather through OCB as a full mediator, the work environment significantly increases OCB ($\beta = 0.432$; $p < 0.001$), which in turn strengthens performance ($\beta = 0.395$; $p < 0.001$), confirming Hypothesis 9. It aligns with the study by Pratama et al. (2025), as well as the studies by Faizah et al. (2021) and Farisi & Mulyana (2021), which highlight the role of the work environment in enhancing OCB. The findings are also in line with Erawati et al. (2019) and Zhenjing et al. (2022), who show that the influence of the work environment on performance is often indirect, mediated through variables such as OCB or commitment.

The Mediating Role of Organizational Citizenship Behavior in the Relationship between Job Stress and Employee Performance

The analysis shows that work stress does not have a significant effect either directly on performance ($\beta = -0.045$; $p = 0.310$) or on OCB ($\beta = 0.024$; $p = 0.396$), thus rejecting hypothesis 10. Surabaya Utara Community Health Center employees maintain their OCB and performance despite experiencing stress. These findings are supported by Johansson & Hart (2023), Amiri (2020), Wamea & Nompo (2024), Hikmah & Lukito (2021), and Dewangan & Goswami (2025), who emphasize that effective coping strategies, a positive work environment, and psychological wellbeing can minimize the impact of stress on behavior and performance.

CONCLUSION

This study shows that balancing work and personal life helps improve organizational citizenship behavior (OCB) and employee performance. When people have time for their personal lives, they are likelier to show positive behaviors at work, like being loyal and taking initiative. These behaviors help medical and non-medical workers perform better at Community Health Centers in North Surabaya. A supportive work environment also encourages OCB but does not directly improve performance. Job stress does not significantly affect OCB or performance, meaning it does not stop people from doing their job well if stress is manageable. OCB acts as a bridge between work-life balance, performance, and the work environment. It shows OCB is important in turning a good work-life balance and a supportive environment into better performance. However, OCB does not help explain how job stress affects performance, which suggests that stress does not influence performance through OCB.

The results of this study have theoretical and managerial implications. Theoretically, the findings reinforce Social Exchange Theory and Public Service Motivation, which state that work-life balance encourages OCB and performance, confirming OCB as a strategic mediating variable, and demonstrating the limited influence of work stress in the context of public service and the expansion of the meaning of the work environment to include socio-psychological aspects. This study emphasizes the importance of maintaining team member work-life balance through work flexibility and emotional support, strengthening OCB behavior with reward systems, building a collaborative organizational culture, and mitigating stress to optimize team member psychological health and performance.

This study has several limitations, including not examining performance differences between healthcare and non-healthcare workers or stress management and emotional health indicators. The research was limited to one sector (public service) and region (North Surabaya Community Health Centers), so the findings may not be generalized. The data collection relied on questionnaires, which may be subject to respondent bias. For future research, it is recommended to include variables such as leadership style and job satisfaction, and to conduct longitudinal studies to assess the long-term effects of Work-Life Balance and job stress. Practically, North Surabaya Community Health Centers should implement work-life balance programs, provide psychological support, and improve teamwork and communication. Even though the work environment was not directly linked to performance, fostering a supportive culture can positively impact team member behavior through organizational citizenship behavior.

At the same time, stress management programs should be introduced to help employees cope with stress.

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